

25 August 2017

Dear Sir/Madam

CABINET MEETING

A meeting of the Cabinet has been arranged to take place on **TUESDAY 5 SEPTEMBER 2017** 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



Neil Turner BSc (Hons) MSc
Director of Transformation & Resources

To: Members of the Cabinet

Councillors: Wilcox (Leader), Pritchard (Deputy Leader), Eadie, Pullen, Smith and Spruce.

1. Apologies for Absence
2. Declarations of Interest
3. Money Matters 2017/18: Review of Financial Performance
Against the Financial Strategy (copy attached)
4. High Speed 2 Phase 2a (copy attached)
5. To receive the Minutes of the Meeting of the Parish Forum held
on 6 July 2017 (copy attached)
6. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972"



7. Procuring a Revenues and Benefits Forms Package (copy attached)
8. Car Parking Enforcement – Award of Contract (copy attached)

(A copy of the Council's 'Strategic Plan at a Glance' is attached for information).



Money Matters : 2017/18 Review of Financial Performance against the Financial Strategy

Report of the Cabinet Member for Finance and Democratic Services

Date: 5 September 2017
Agenda Item: 3
Contact Officer: Anthony Thomas
Tel Number: 01543 308012
Email: Anthony.thomas@lichfielddc.gov.uk
Key Decision? YES
Local Ward Members : Full Council

Lichfield
district council
www.lichfielddc.gov.uk

Cabinet

1. Executive Summary

- 1.1 The report covers the financial performance from April to June (Quarter One) for the financial year 2017/18.
- 1.2 The Revenue Budget (Net Cost of Services) is projected to be below budget by **(£3,500)** and Corporate Budgets are projected to be **(£27,000)** below budget, a total of **(£30,500)**. At this stage, the projections exclude the budget and policy changes recommended to Council detailed at paras 2.4 to 2.8.
- 1.3 A large proportion of the Efficiency Plan target of **(£250,000)** has been identified totalling **(£94,200¹)** and **(£155,800)** remains to be identified during 2017/18.
- 1.4 The Council on 21 February 2017 approved a transfer to general reserves of **£1,060**. The projected performance is below budget by **(£30,500)** with **£30,000** already committed by Cabinet for the Covenant at Burntwood. General reserves are projected to increase by **£500** in comparison with the Original Budget. At this stage, the projections exclude the budget and policy changes recommended to Council detailed at para 2.4.
- 1.5 The Capital Programme is projected to be below budget by **(£860,000)**; this will result in updates being made to the profiling of project spend to later financial years.
- 1.6 The Council is projected to receive capital receipts of **(£1,525,000)** in line with the Budget. At this stage, the projections exclude the budget and policy changes recommended to Council detailed at para 2.4.
- 1.7 In terms of Council Tax, Business Rates and Sundry Debtors:
 - The Council's collection performance on Council Tax based on debt covering all years is **29.24%** and this is consistent with previous years.
 - There is a projected surplus for Council Tax and the Council's share of **(£5,220)** will be included in the 2018/19 budget.
 - The Council is projected to be paying Business Rate levy of **£545,100** to the GBS pool and will receive **(£177,000)** of returned levy. This is **£92,000** more net levy than the Approved Budget (after taking account of the budgeted volatility allowance) although this is offset by projected additional Section 31 Grants of **(£92,000)**.
 - Overall Retained Business Rate Income is projected to be in line with the Approved Budget.
 - The Council's collection performance on Business Rates based on debt covering all years is **29.16%** and this is consistent with previous years.
 - There is a projected surplus for Business Rates and the Council's share of **(£424,500)** will be included in the 2018/19 budget.
 - Overall invoices outstanding have increased by **£461,706** or 27.85% with an increase in those outstanding for less than 6 months by **£423,206** or 38.03% due to three large invoices outstanding for the Joint Waste Service (these have now all been paid).
- 1.8 The Council's investments achieved a risk status that was more secure than the aim of **A-** and yield exceeded all four of the industry standard LIBID yield benchmarks.

¹ This is the recurring savings total of (£26,000) from 2016/17, (£2,700) in a virement and (£65,500) in this report at **APPENDIX B**.

2. Recommendations

- 2.1 To note the report and issues raised within.
- 2.2 To note that Leadership Team with Cabinet Members will continue to closely monitor and manage the Medium Term Financial Strategy 2016-21.
- 2.3 To approve the recommended budget virements in excess of **£50,000** detailed at **APPENDIX A**.

That Cabinet recommend to Council for approval:

- 2.4 To confirm the decision of Asset Strategy Group that the Bore Street Shops be withdrawn from sale, the property is prioritised for review by the LLP and the Medium Term Financial Strategy be amended:
 - To fund the Capital Programme shortfall of **£1,274,000** in 2017/18 through (**£674,000**) of Capital Receipts and (**£600,000**) of General Reserves.
 - To include Net Revenue income of (**£108,250**) from 2017/18 onwards.
- 2.5 To update the Medium Term Financial Strategy from 2017/18 in relation to implementation costs and to include net income of (**£333,380**) from 2018/19 onwards related to the Garden Waste subscription service following the decision by Cabinet on 4 April 2017.
- 2.6 The allocation of a budget for works to King Edward VI Leisure Centre of **£120,000** funded by General Reserves in 2017/18 prior to transfer to enable revenue savings to commence from 2018/19.
- 2.7 The establishment of a project management budget funded by General Reserves of **£212,000** in 2017/18, 2018/19 and 2019/20.
- 2.8 To cease the payment of Local Council Tax Support Grant to Parish Councils from 2018/19 enabling the notification of Parish Councils to take place in 2017/18.

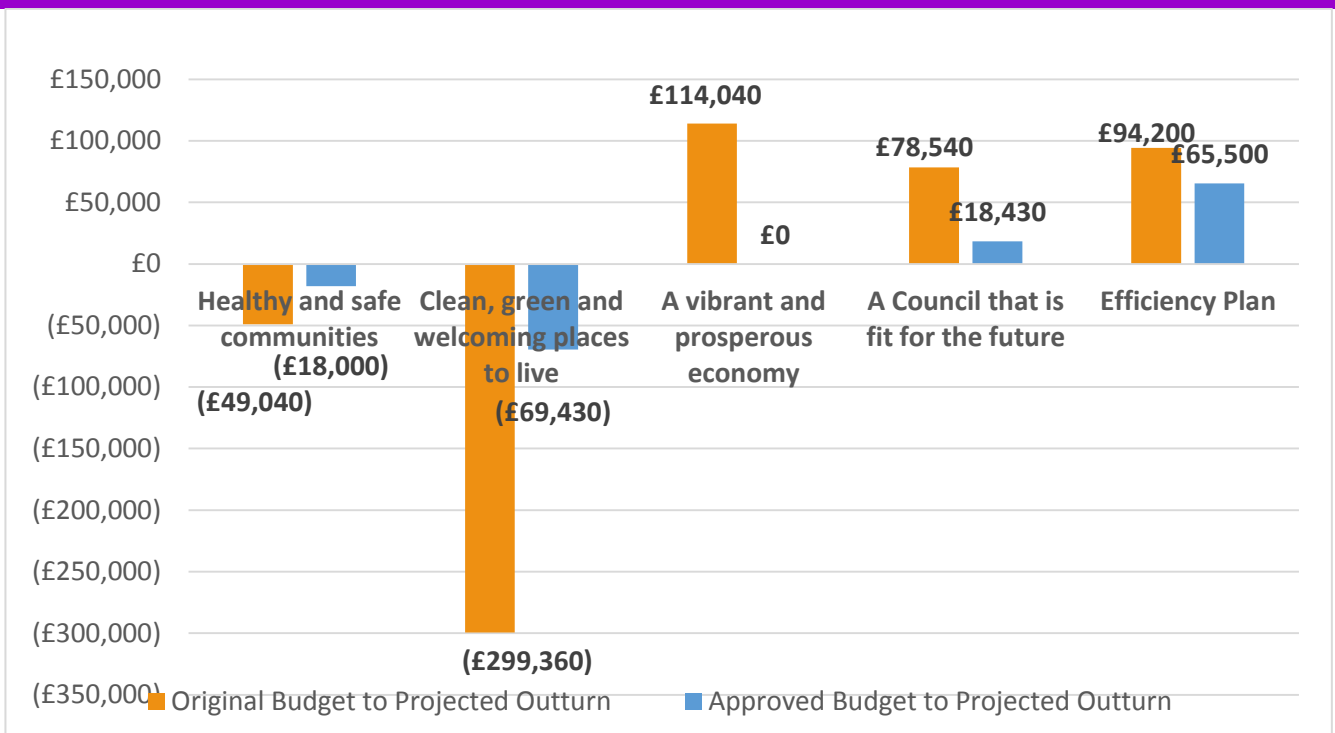
3. Background

Budget Management

- 3.1. The MTFS 2016-21 approved by Council on 21 February 2017 included the Original Budget for 2017/18 and set out the allocation of resources and the policies and parameters within which managers are required to operate.
- 3.2. Throughout the financial year, Money Matters reports will be provided to Cabinet and Briefing Notes to Strategic (Overview and Scrutiny) Committee at 3, 6 and 8 months intervals to monitor financial performance.
- 3.3. The Money Matters reports update the Approved Budget to reflect latest projections and the 8 month Money Matters report will form the basis of the Revised Approved Budget for 2017/18 and will be approved by Council on 20 February 2018.

The Revenue Budget

- 3.4. A summary of the financial performance compared to both the Original Budget and the Approved Budget is shown in the graph below. The budget audit trail and the detail related to these figures is shown at **APPENDIX A** together with the gross expenditure and gross income by Strategic Plan priority.

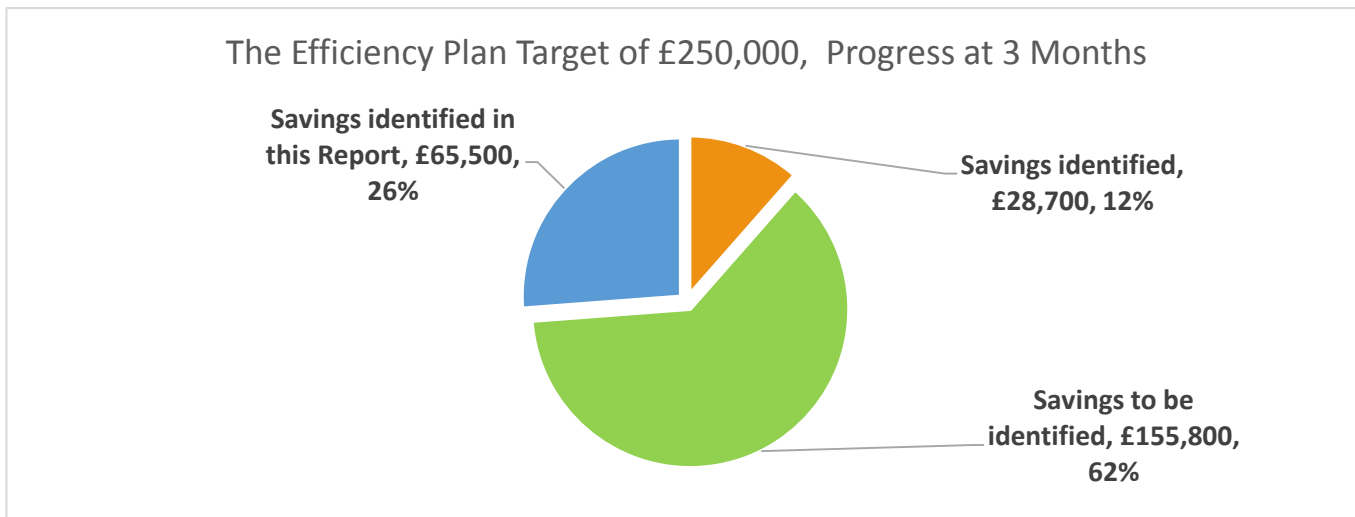


Performance compared to the Original and Approved Budgets

3.5. The virements and variance compared to both the Original and Approved Budgets is shown in the table below by Strategic Priority. The variance to the Approved Budget related to 'one off' items of **(£30,500)** is shown in more detail in **APPENDIX B** by Service Area. There is also detail in **APPENDIX B** of the recurring savings of **(£65,500)** that have been used to offset the Efficiency Plan target as shown below in 3.6.

	Original Budget		Approved Budget	
	Virements	Variance	Virements	Variance
Healthy and Safe Communities				
• Management Restructure	(31,260)			
• Efficiency Plan	(18,000)		(18,000)	
• Business Rates	220			
Clean, green and welcoming places to live				
• Management Restructure	(204,350)			
• Efficiency Plan	(60,060)		(34,630)	
• Business Rates	(150)			
• Revenues, Benefits & Customer Services	(32,800)		(32,800)	
• Additional Grant Income		(2,000)		(2,000)
A vibrant and prosperous economy				
• Management Restructure	181,730			
• Efficiency Plan	(9,500)			
• Covenant		30,000		
• Business Rates	(88,190)			
A Council that is fit for the future				
• Management Restructure	53,880			
• Efficiency Plan	(6,640)		(12,870)	
• Revenues, Benefits & Customer Services	32,800	(1,500)	32,800	(1,500)
Efficiency Plan				
• Transfer - Efficiency Plan	94,200		65,500	
Total – Net Cost of Services	(£88,120)	£26,500	£0	(£3,500)
Net Treasury		(27,000)		(27,000)
Earmarked Reserves	88,120			
Additional Transfer (to) General Reserves	£0	(£500)	£0	(£30,500)

- 3.6. The ongoing savings/additional income have reduced the Efficiency Plan Approved Budget of **(£250,000)** and means there is **(£155,800)** of the Efficiency Plan target to identify during the remainder of 2017/18. The progress to date on the Efficiency Plan is shown in the graph below:



Recommended Changes to the Revenue Budget requiring Council Approval

Bore Street Shops

- 3.7. In 2014, the Council agreed to market its retail investment property 36-44 Bore Street in order to realise a capital receipt and to avoid what were felt to be prohibitively expensive repairs and maintenance costs.
- 3.8. The Council assumed a capital receipt of **£1,274,000** in the Medium Term Financial Strategy which is intended to be used to fund the capital programme.
- 3.9. The Council receives an annual rent from the five tenancies of **(£128,250)** (a gross return of **10%**) and has the ability to recharge insurance premiums and apply a service charge although approximately **£20,000** will annually need to be set aside for the operational costs of the property.
- 3.10. The property has been marketed for a lengthy period of time and no acceptable offers have been received.
- 3.11. It is believed the interest has been low because of the grade 2 listed status, the backlog of repairs and the inconsistency evident in the 5 different leases.
- 3.12. At the Asset Strategy Group on 20 April 2017 it was agreed to recommend that the Council retains the property subject to some final due diligence work to confirm that it is in the best interests of the Council.
- 3.13. The valuation figures have been checked and it is concluded retention is in the best financial interests of the Council. Discussions have taken place with the LLP to prioritise this property.
- 3.14. The retention of this asset (prior to any additional value identified by the LLP) would result in net annual income of **(£108,250)** (a net yield of **8.5%**) although there would be a shortfall in Capital Programme funding of **£1,274,000**.
- 3.15. This shortfall will need to be funded either through available resources such as capital receipts and General Reserves or through borrowing. The use of borrowing would result in an additional annual cost and would reduce the net yield to the Council.
- 3.16. The Council received additional capital receipts of **(£734,553)** in 2016/17 and had **£3,272,806** of General Reserves and **£2,925,154** of unrestricted Earmarked Reserves available at 1 April 2017.
- 3.17. It is recommended that **£674,000** of the additional capital receipts and **£600,000** of available General Reserves are utilised to fund the Capital Programme shortfall.
- 3.18. This is a significant change to the Medium Term Financial Strategy and therefore its inclusion will require the approval of Council.

Garden Waste Subscription Service

- 3.19. Cabinet approved on 4 April 2017 the introduction of a garden waste subscription service that projected net income of **(£333,380)** based on an uptake of **45%**.
- 3.20. This is a significant change to the Medium Term Financial Strategy and therefore its inclusion will require the approval of Council.

Transfer of King Edward VI Leisure Centre

- 3.21. As part of the Leisure Services review, the Council is currently in the process of transferring the responsibility for operating King Edward VI Leisure Centre to the school.
- 3.22. The aim is for the transfer to be complete by 1 April 2018 and this would produce savings in the revenue budget of **(£63,960)** in 2018/19 and **(£73,130)** in 2019/20 and savings in later financial years reducing the Funding Gap.
- 3.23. However, as part of the transfer the Council is obligated under the lease agreement to make good dilapidations.
- 3.24. The estimated cost of these works is **£120,000** in 2017/18 and it is recommended these are funded from available General Reserves.
- 3.25. This is a significant change to the Medium Term Financial Strategy and therefore its inclusion will require the approval of Council.

Project Support for the Fit for the Future and Commercial Programmes

- 3.26. The Council has embarked on a programme of significant change embracing a revitalised Fit for the Future (F4F) programme which incorporates our desire to be more commercial.
- 3.27. This programme is being developed and led by the Assistant Chief Executive and will require project support to ensure it fully achieves its benefits. This will include;
- The effective management of the F4F Change Programme and related projects.
 - Support for the monitoring and realisation of benefits (financial and non-financial) identified as part of the programme.
 - The provision of graduate management capacity that will support succession planning and enable us to grow our own future leaders.
 - The procurement of information and associated services that support the development of business cases that permit informed decision making and maximise benefits.
- 3.28. The projected costs are **£212,000** with **£50,000** in 2017/18, **£137,000** in 2018/19 and **£25,000** in 2019/20.
- 3.29. It is recommended that this expenditure of **£212,000** is funded by available General Reserves. The expenditure would aim to develop Invest to Save Business Cases that produce savings/income to reduce the Funding Gap in the Revenue Budget which would be monitored and reported back against the investment made.
- 3.30. This is a significant change to the Medium Term Financial Strategy and therefore its inclusion will require the approval of Council.

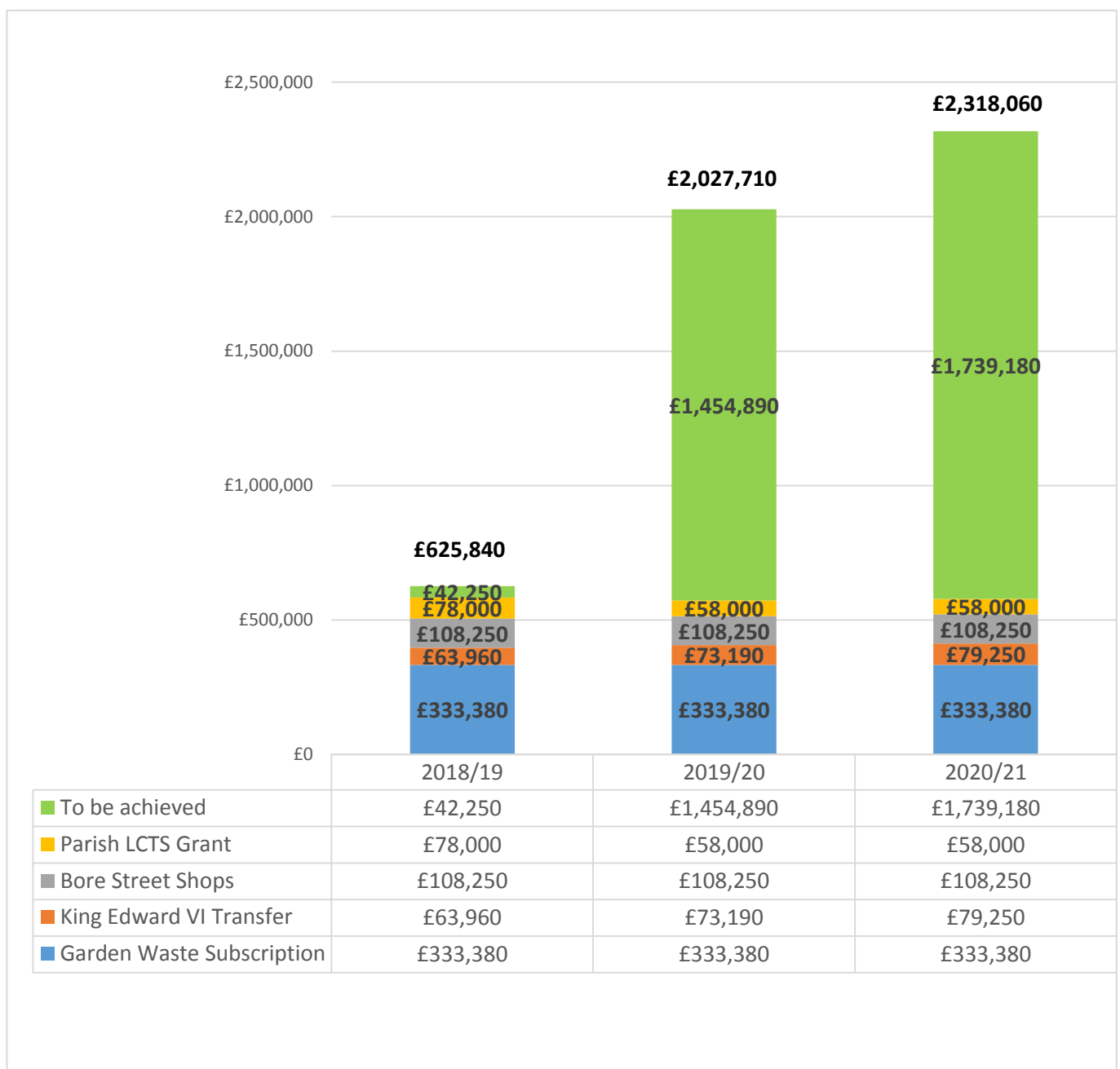
Parish Local Council Tax Support Grant

- 3.31. Since the first year 2013/14 there has been no separate identification or indeed any information, issued by Government related to the level of funding identified in the Settlement Funding Assessment for Parish Local Council Tax Support.
- 3.32. The Council's approved policy has been to reduce funding to Parish Councils in line with the reductions in the District Council's Settlement Funding Assessment (Revenue Support Grant and Retained Business Rates).

- 3.33. In 2018/19 the Parish Council funding is **£78,000** and is **£58,000** in later years in the Medium Term Financial Strategy.
- 3.34. The Medium Term Financial Strategy identifies significant Funding Gaps in 2018/19 and in later years and this includes Revenue Support Grant being reduced to **£0** in 2018/19 and becoming negative through a tariff adjustment from 2019/20 onwards.
- 3.35. The scale of the funding gaps in the Approved Medium Term Financial Strategy mean it is no longer viable to continue with the same distribution method for Parish Council Local Council Tax Support Grant.
- 3.36. It is therefore recommended that Parish Council Local Council Tax Support Grant ceases to be paid from 2018/19 onwards although Parish Councils will need to be notified in 2017/18.
- 3.37. This is a significant change to the Medium Term Financial Strategy and therefore its inclusion will require the approval of Council.

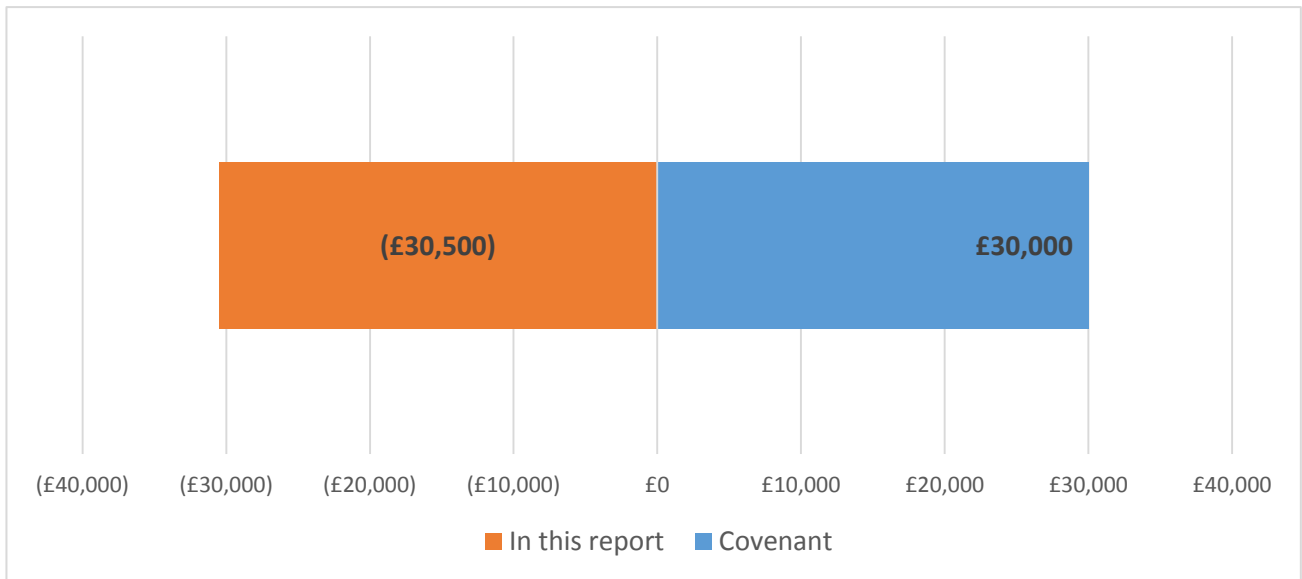
The Projected Funding Gap

- 3.38. The projected reduction in the Funding Gap from 2018/19 onwards should Council approve the recommendations contained in paras 2.4 to 2.8 is shown in the chart below:

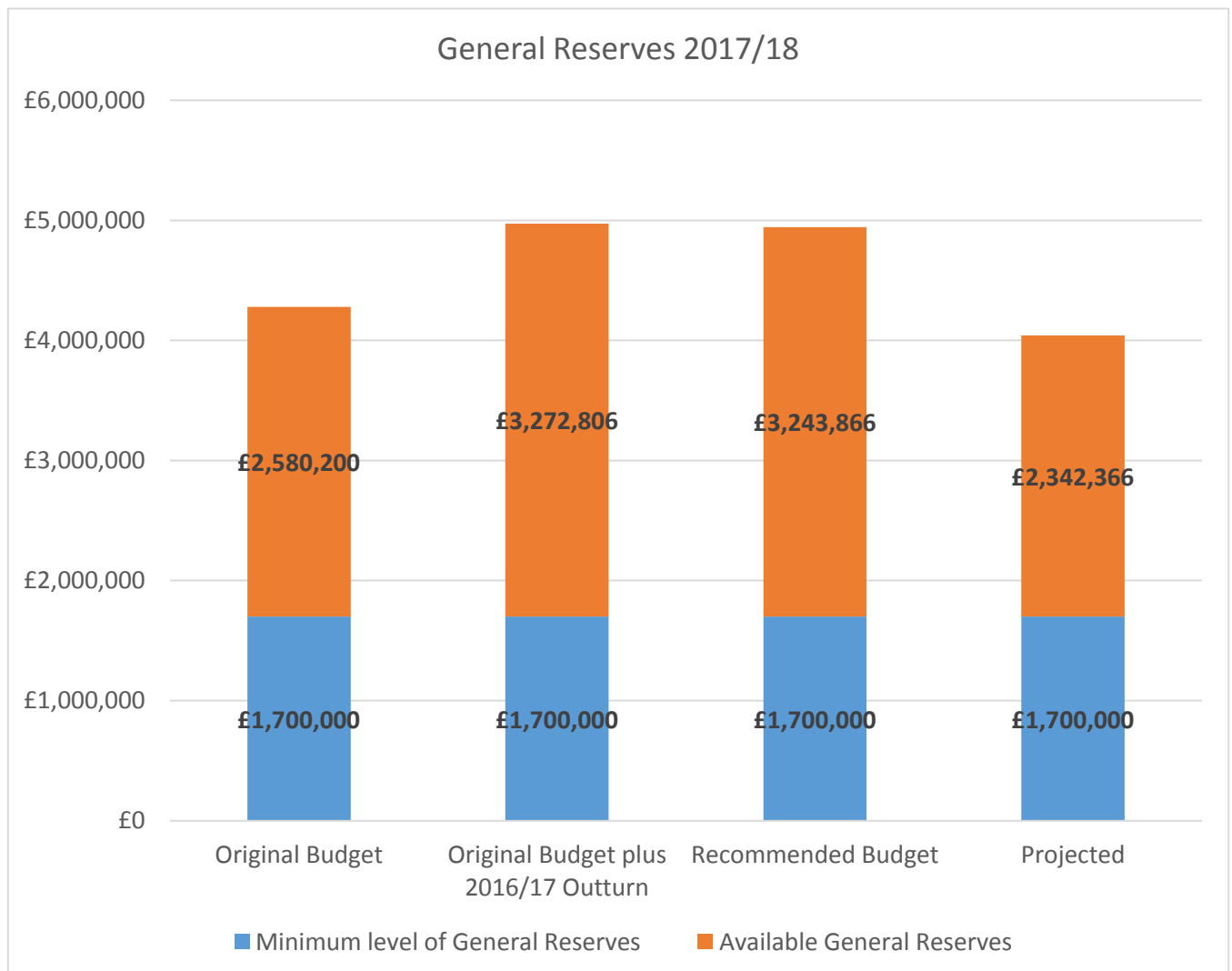


Revenue General Reserves

3.39. The reasons for the increase of **£500** ((£30,500) of favourable performance in this report less the £30,000 payment for the Covenant in Burntwood agreed previously by Cabinet) in the contribution to general reserves of **£1,560** from a contribution to general reserves of **£1,060** is shown in the graph below:



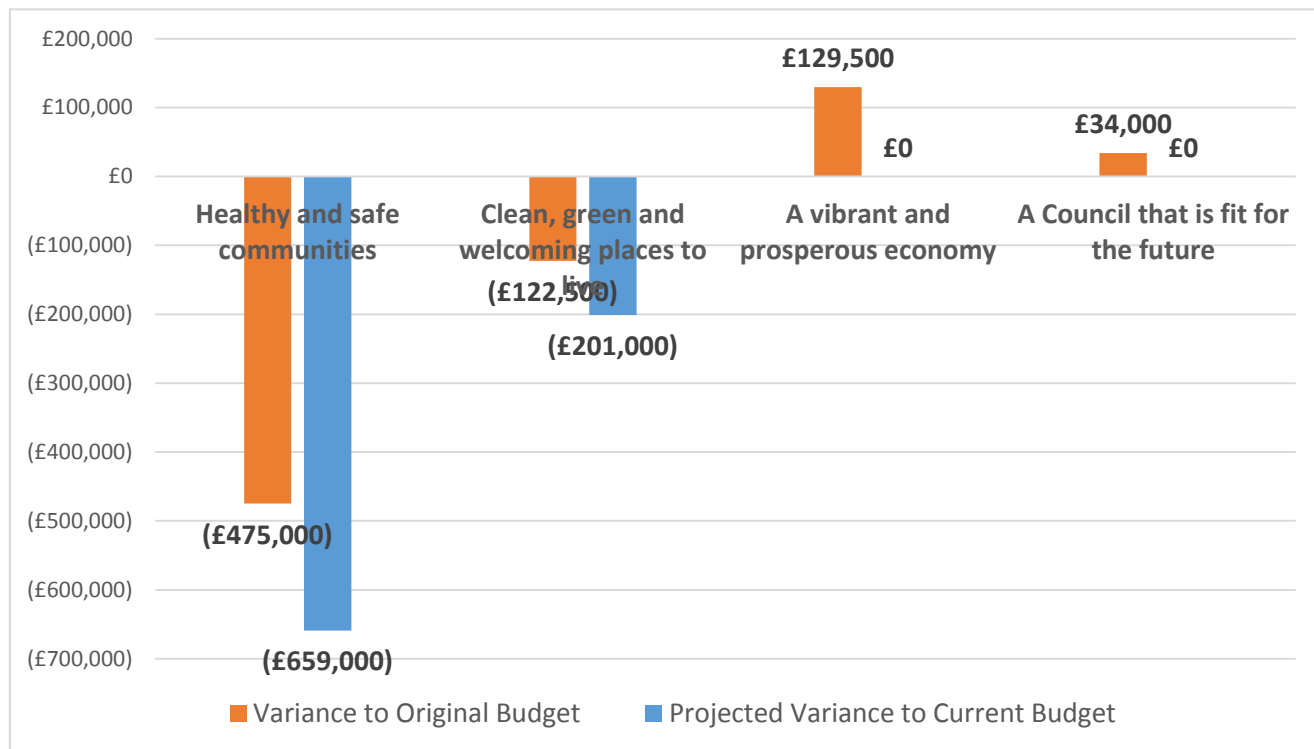
3.40. The following Revenue general reserves are available to assist the Council in meeting General Fund expenditure as part of the Medium Term Financial Strategy. The projected level assumes the recommendations to Council at paras 2.4 to 2.8 are approved:



The Capital Programme

3.41. The budgetary changes from the Original Budget of **£5,332,000** to the Approved Budget of **£5,758,000** is related to slippage from 2016/17 of **£426,000**.

3.42. We are projecting that the Capital Programme performance will be below budget by **(£860,000)** or **15%** compared to the Approved Budget. This below budget performance compared to both the Original and the Approved Budgets is shown by the Strategic Plan's priorities in the graph below and in detail at **APPENDIX C**:



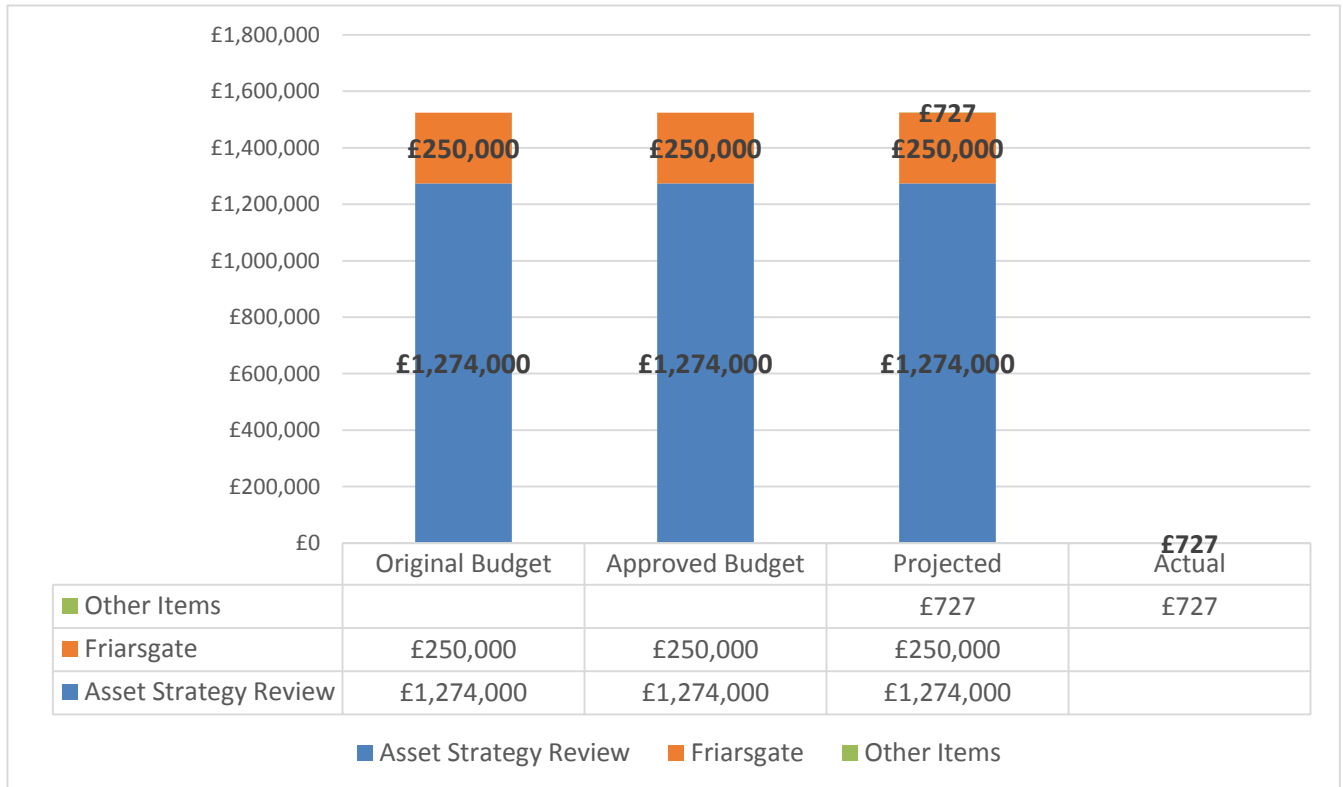
Performance compared to the Original and Approved Budgets

3.43. There are projected variances compared to the Original and Approved Budgets related to:

	Original Budget	Approved Budget
Healthy and Safe Communities		
• Slippage from 2016/17	184,000	
• Decent Homes Standard – spend re-profiled to 2018/19	(437,000)	(437,000)
• Energy Insulation Programme – spend re-profiled to 2018/19	(10,000)	(10,000)
• Housing DCLG Monies – spend re-profiled to 2018/19	(212,000)	(212,000)
Clean, green and welcoming places to live		
• Slippage from 2016/17	78,500	
• Vehicle Replacement Programme – spend re-profiled to 2018/19	(91,000)	(91,000)
• Stowe Pool Improvements – spend re-profiled to 2018/19	(100,000)	(100,000)
• Environmental Improvements – Upper St John St and Birmingham Road – spend re-profiled to 2018/19	(7,000)	(7,000)
• The Leomansley Area Improvement Project – spend re-profiled to 2018/19	(3,000)	(3,000)
A vibrant and prosperous economy		
• Slippage from 2016/17	129,500	
A Council that is fit for the future		
• Slippage from 2016/17	34,000	
Total	(£434,000)	(£860,000)

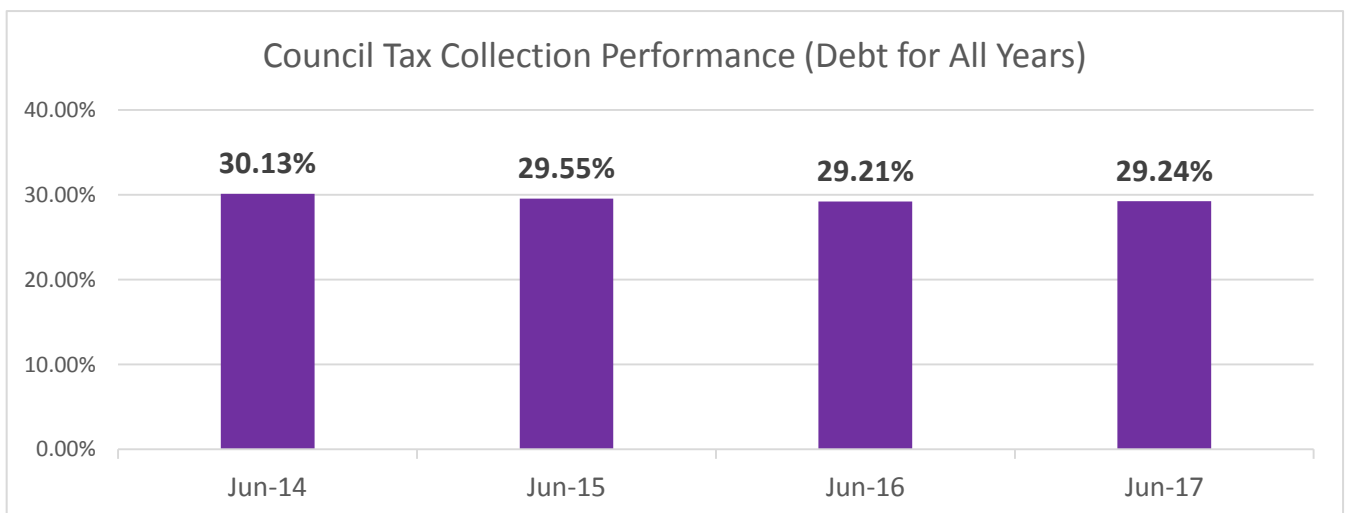
Capital Receipts

- 3.44. There have been **(£727)** of capital receipts received during the first three months of 2017/18 compared to the Original and Approved Budgets of **(£1,524,000)**. The **(£250,000)** capital receipt related to Friarsgate is not currently committed in the Council's Medium Term Financial Strategy because it is related to a specific milestone in the Friarsgate development.
- 3.45. We are currently projecting capital receipts of **(£1,525,000)** although at this stage the projections exclude the budget and policy changes recommended to Council at para 2.4.
- 3.46. The Original Budget, Approved Budget, projected capital receipts and actual capital receipts received in the first three months are shown in the graph below:

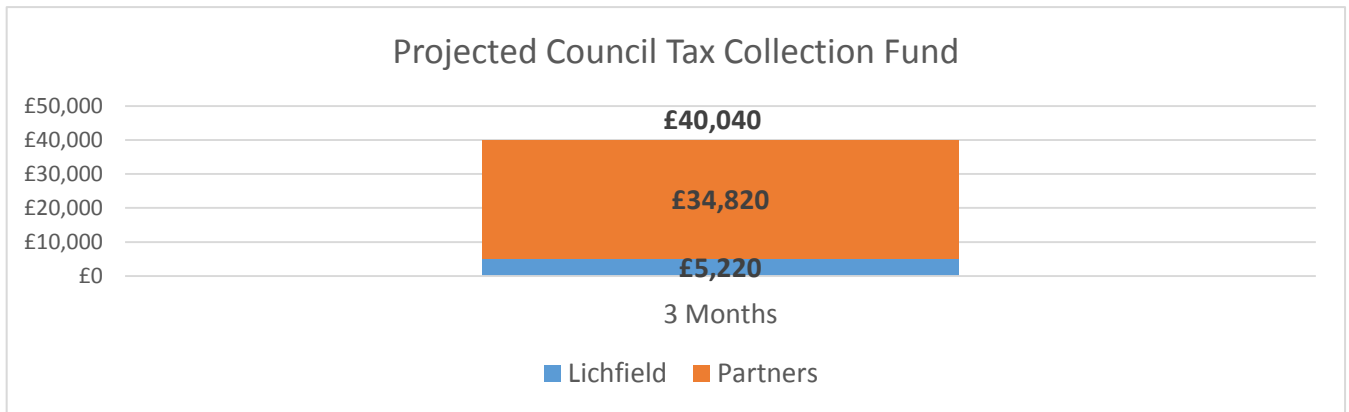


Council Tax

- 3.47. The Council is responsible for the collection of Council Tax for all precepting authorities in 2017/18 totalling **£59m**.
- 3.48. The collection performance for Council Tax for the first three months of the last four financial years is shown in the graph below:



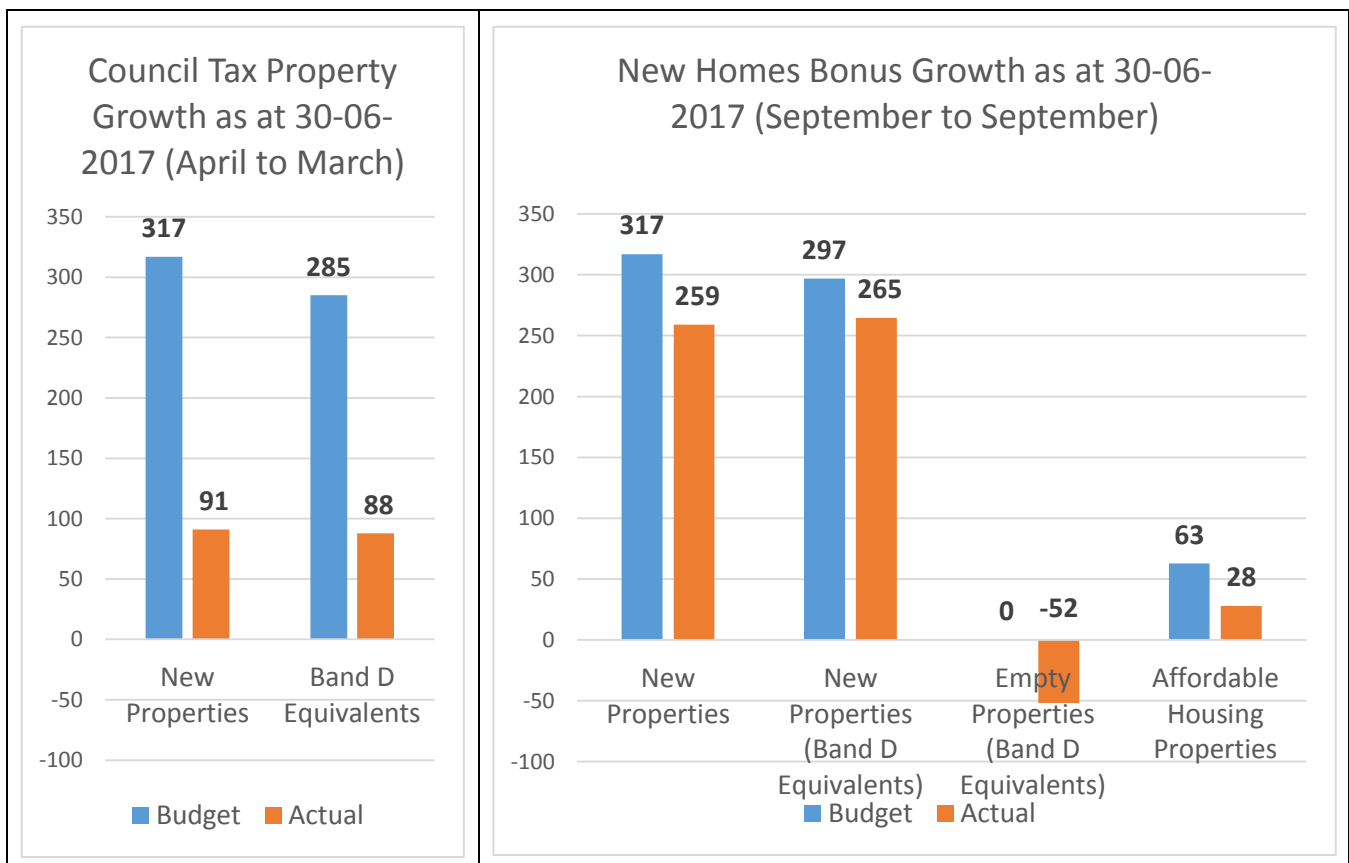
- 3.49. The collection performance has remained consistent with the same period in previous financial years.
- 3.50. A summary of the Projected Council Tax Collection Fund performance (The Budget assumed a breakeven position) is shown in the graph below with detail shown at **APPENDIX D** and is based on Lichfield's (including Parishes) current share of Council Tax of **13%**:



- 3.51. The main reasons for the surplus of (**£40,040**) are:
- There was a lower surplus than projected in 2016/17 of **£36,801**.
 - The net yield from Council Tax in 2017/18 is projected to be (**£76,841**) higher than estimated.
- 3.52. The projected surplus in 2017/18 includes the actual surplus in 2016/17 together with performance related to 2017/18. The Council's share of the projected surplus of (**£5,220**) will be included in the 2018/19 Budget and will therefore also impact on the Funding Gap in that financial year.

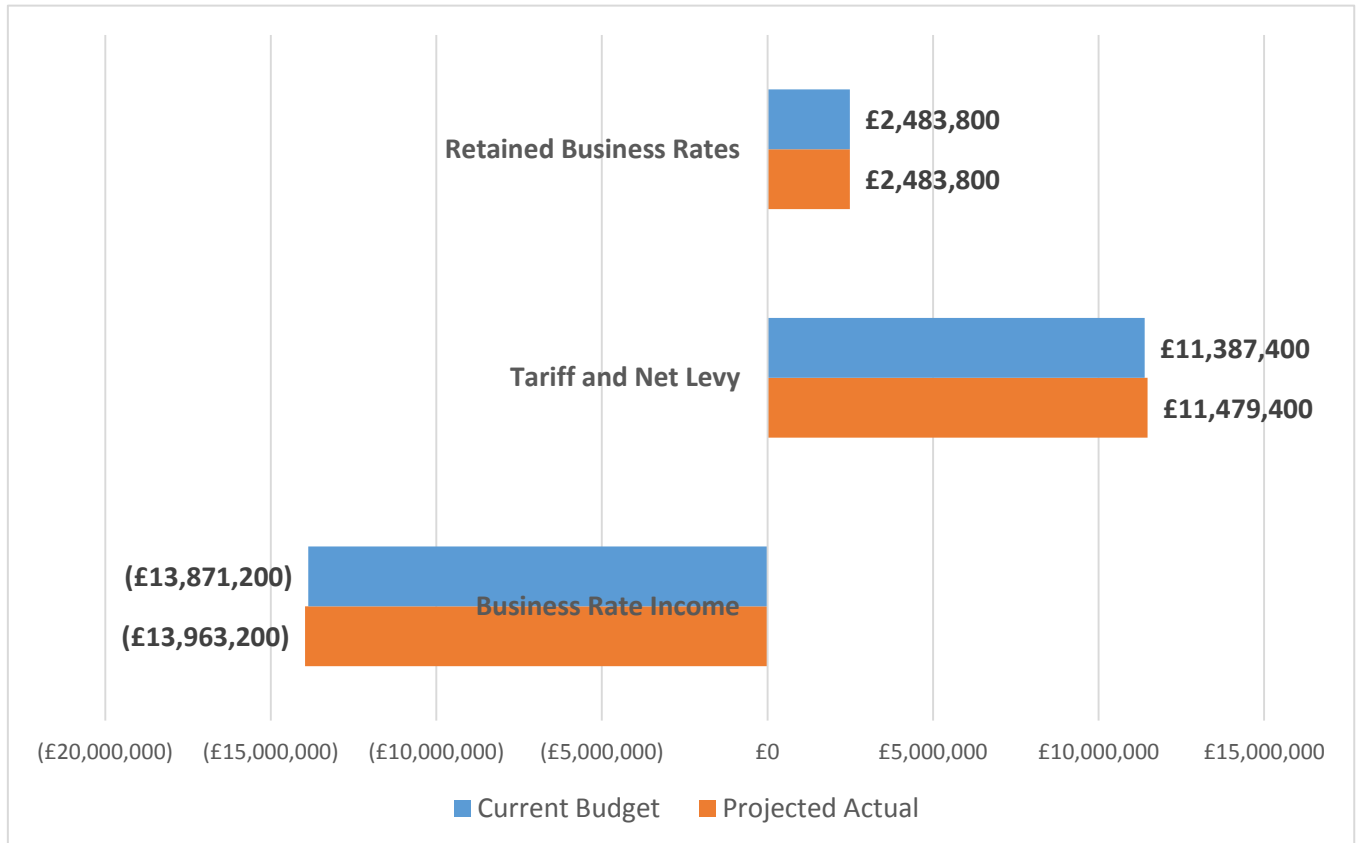
Housing Supply

- 3.53. Housing supply is one of the key assumptions in the Medium Term Financial Strategy because it impacts on the income we receive from both Council Tax and New Homes Bonus. The progress to date using information on housing completions and empty homes from Council Tax and affordable housing from the Housing Team is shown in the graphs below:

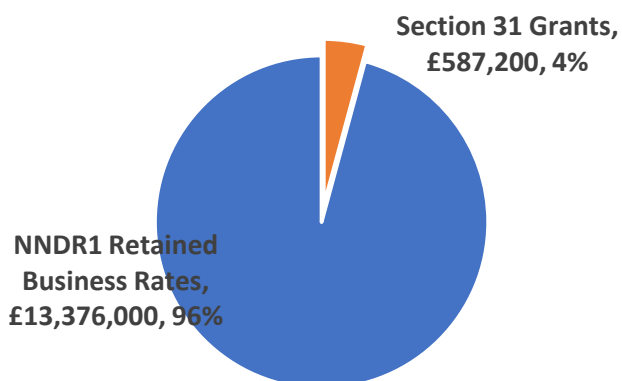


Business Rates

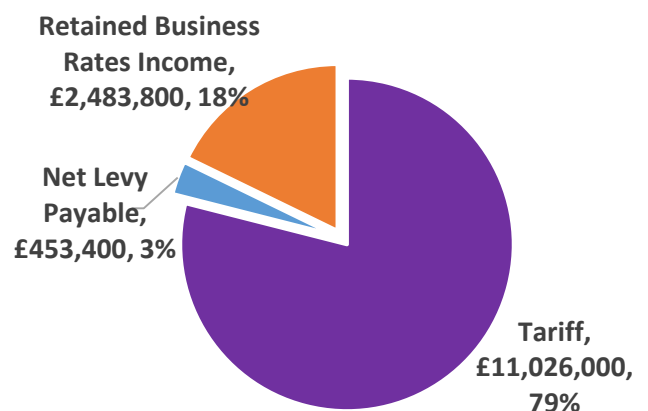
- 3.54. The Council will collect Business Rates for all partners in 2017/18 totalling **£36m**.
- 3.55. The Council receives a **40%** share of Business Rates income. The Council's share included in its budget is based on the NNDR 1 estimated level together with Section 31 grants for certain reliefs granted. The Council must then pay the Government set tariff and any net levy based on growth above the Government set baseline (or receive safety net in the event of business rates have reduced more than a set percentage below the baseline).
- 3.56. The Retained Business Rate income for 2017/18 is projected to be **(£2,483,800)** compared to the Approved Budget of **(£2,483,800)**. The detail of the Council's actual and budgeted share of Business Rates income, the tariff and net levy and retained Business Rates in 2017/18 is shown in detail at **APPENDIX D** and in the graphs below:



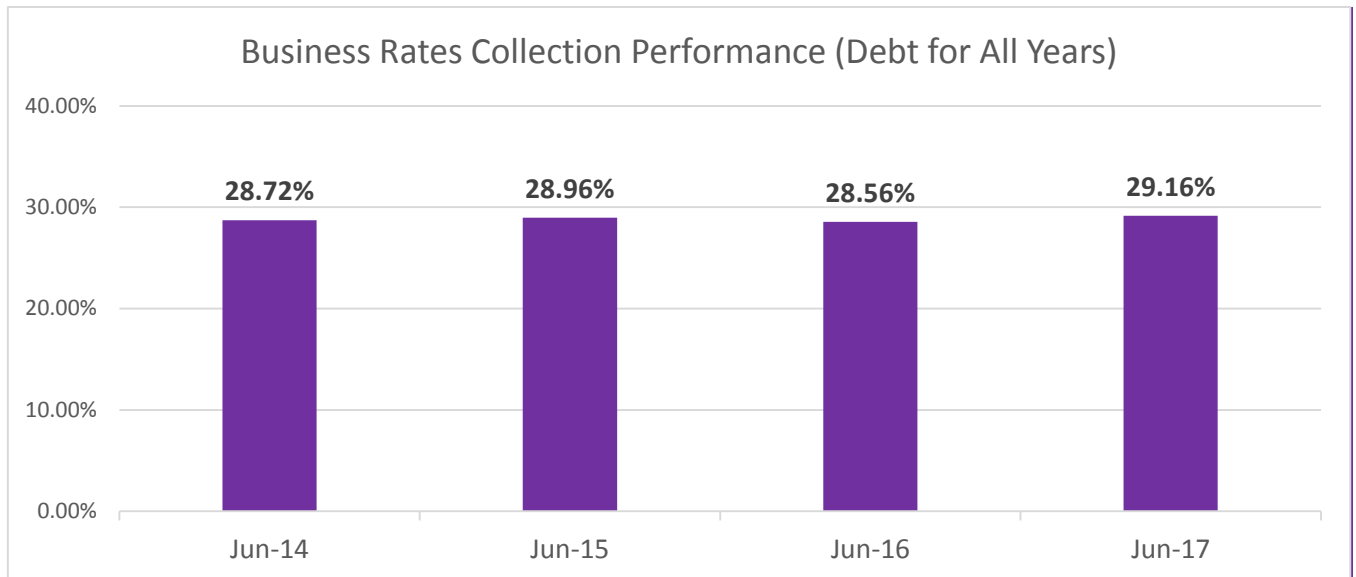
The makeup of the Council's share of Business Rate Income



The use of the Council's share of Business Rates Income

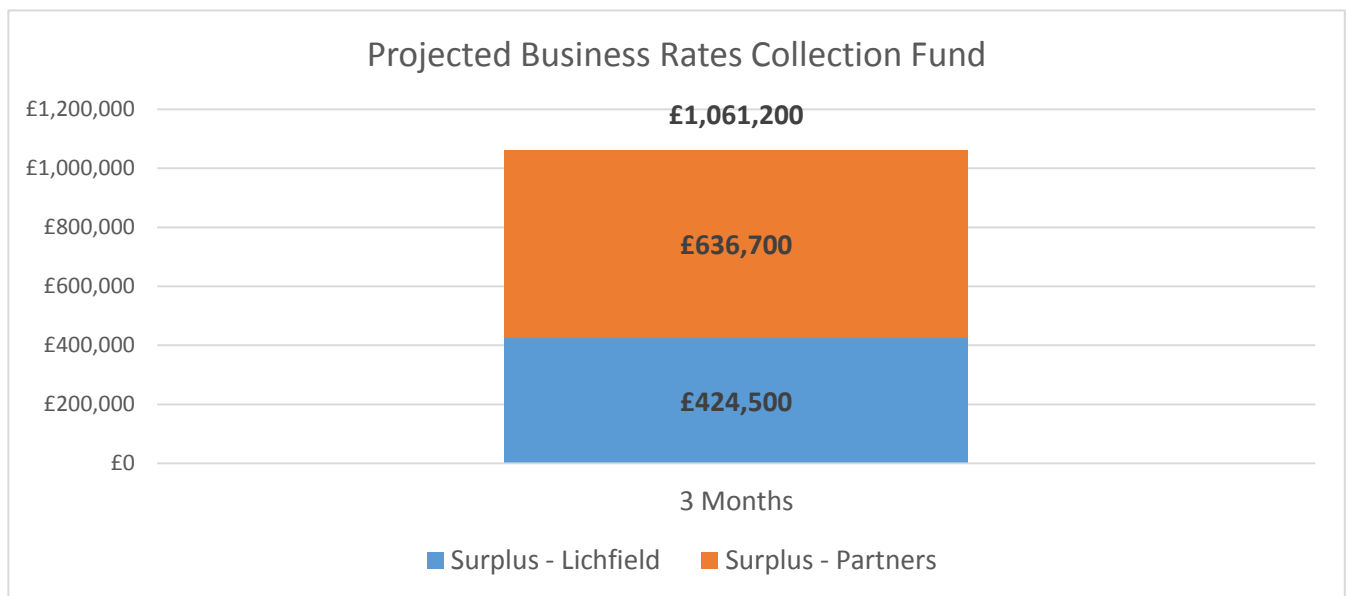


3.57 The collection performance for Business Rates for the first three months of the last four financial years is shown in the graph below:



3.58 The collection performance has remained consistent with the same period in previous financial years.

3.59 A summary of the projected Business Rates Collection Fund performance is shown in the graph below (the budget assumed a breakeven position) with detail shown at **APPENDIX D** and is based on Lichfield's prescribed share of **40%**:

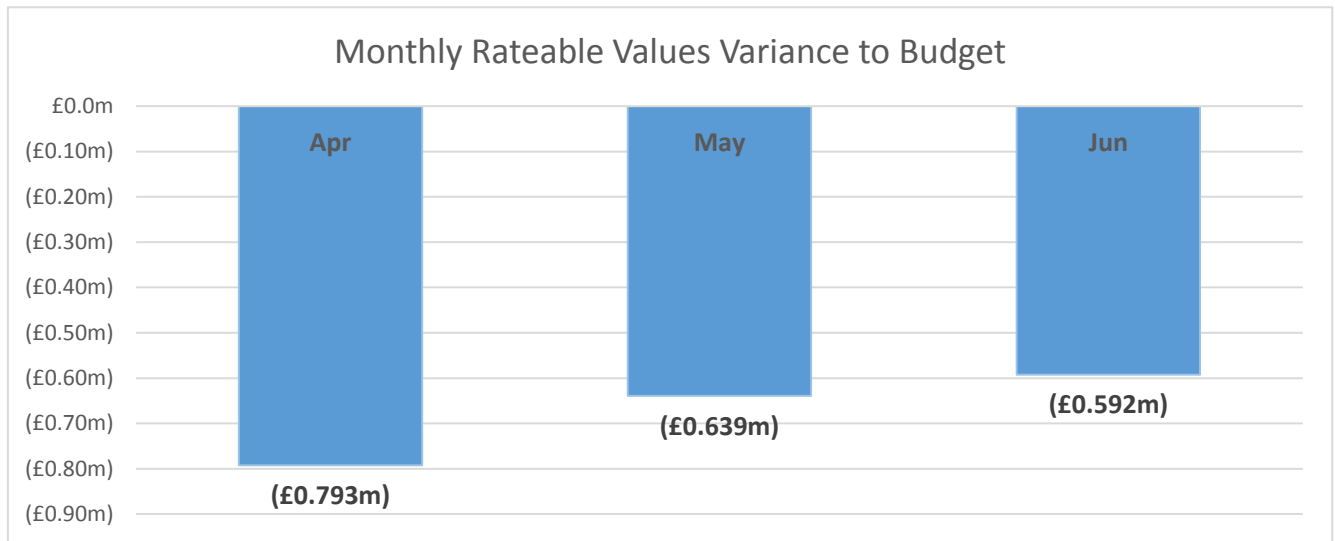


3.60 The main reasons for the surplus of **(£1,061,200)** are:

- There was a higher surplus than projected in 2016/17 of **(£729,325)**.
- The projected net yield from Business Rates in 2017/18 after taking account of reliefs is projected to be **(£331,875)** higher than estimated. This additional income is in part due to the inclusion of part year income from the new large unit in Fradley.

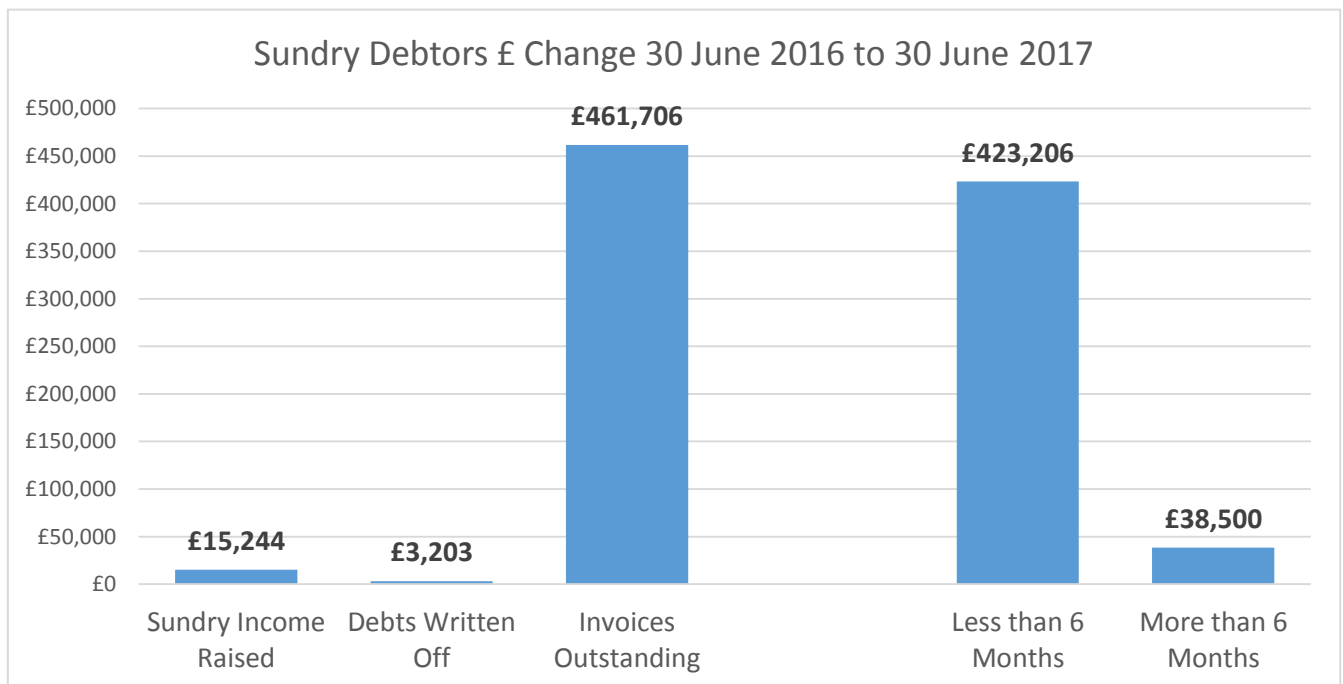
3.61 Therefore the Council's share of the projected surplus in 2017/18 is **(£424,500)** and this will be included in the 2018/19 Budget and will therefore also impact on the Funding Gap in that financial year.

- 3.62 Another key assumption in the Medium Term Financial Strategy is the level of growth or decline in Business Rates. The Original Budget assumed an average Rateable Value of **£88.699m** with the only reduction in Rateable Value during 2017/18 related to properties impacted by the Friarsgate development.
- 3.63 The variance in Rateable Value in the first three months compared to the Approved Budget is shown in the graph below:



Sundry Debtors

- 3.64 A summary of key transactions levels and collection performance for Sundry Debtors in 2017/18 compared to 2016/17 is shown in the graph below:



- 3.65 The collection performance is shown in detail at **APPENDIX D** and is summarised below:

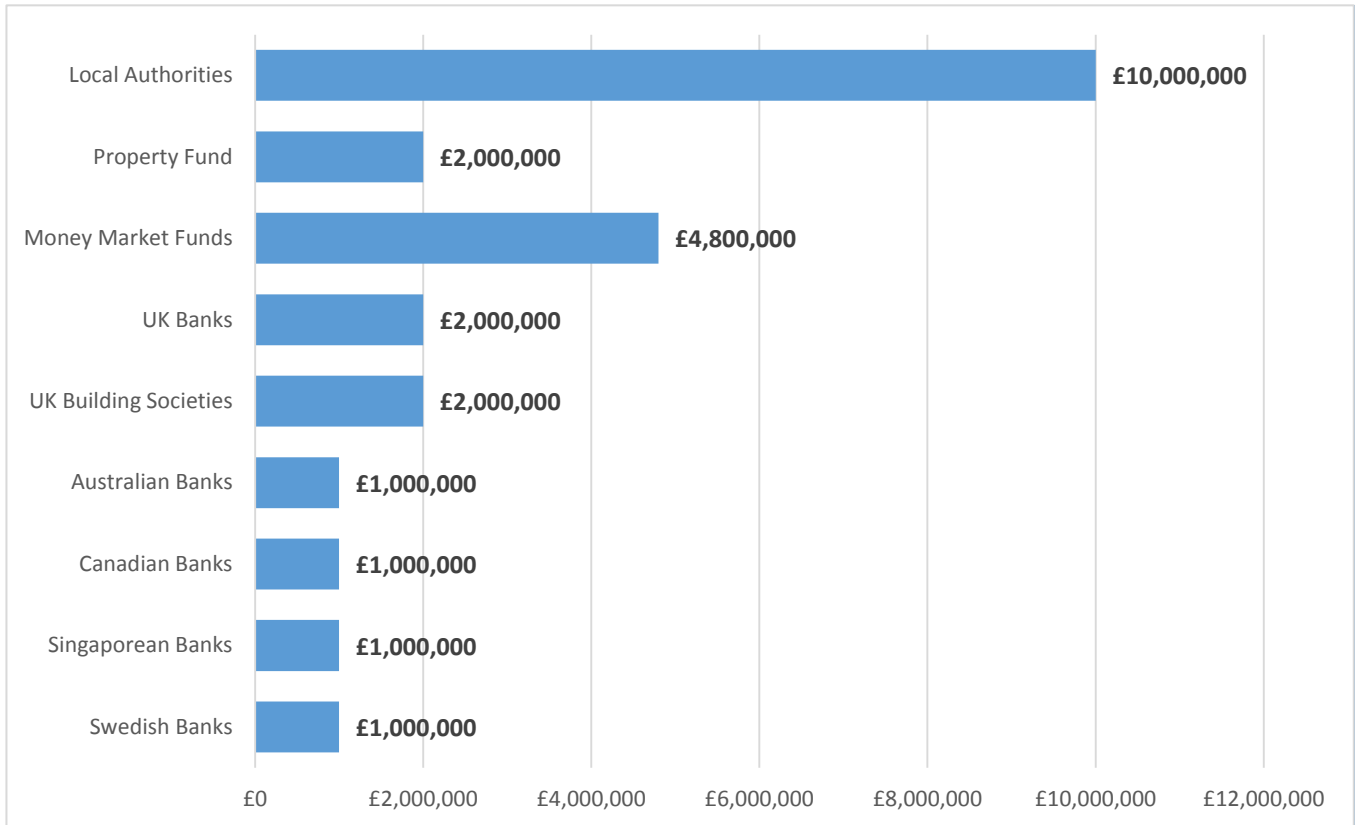
- The value of income raised has increased by **£15,244** or 1.13%.
- The value of write offs has increased by **£3,203** or 22.37%.
- Overall invoices outstanding have increased by **£461,706** or 27.85% with an increase in those outstanding for less than 6 months by **£423,206** or 38.03% and an increase in those outstanding for more than six months by **£38,500** or 7.07%.
- The increase in invoices outstanding for less than six months is due to three large invoices that are outstanding at 30 June 2017 for the Joint Waste Service (these have now all been paid).

Treasury Management

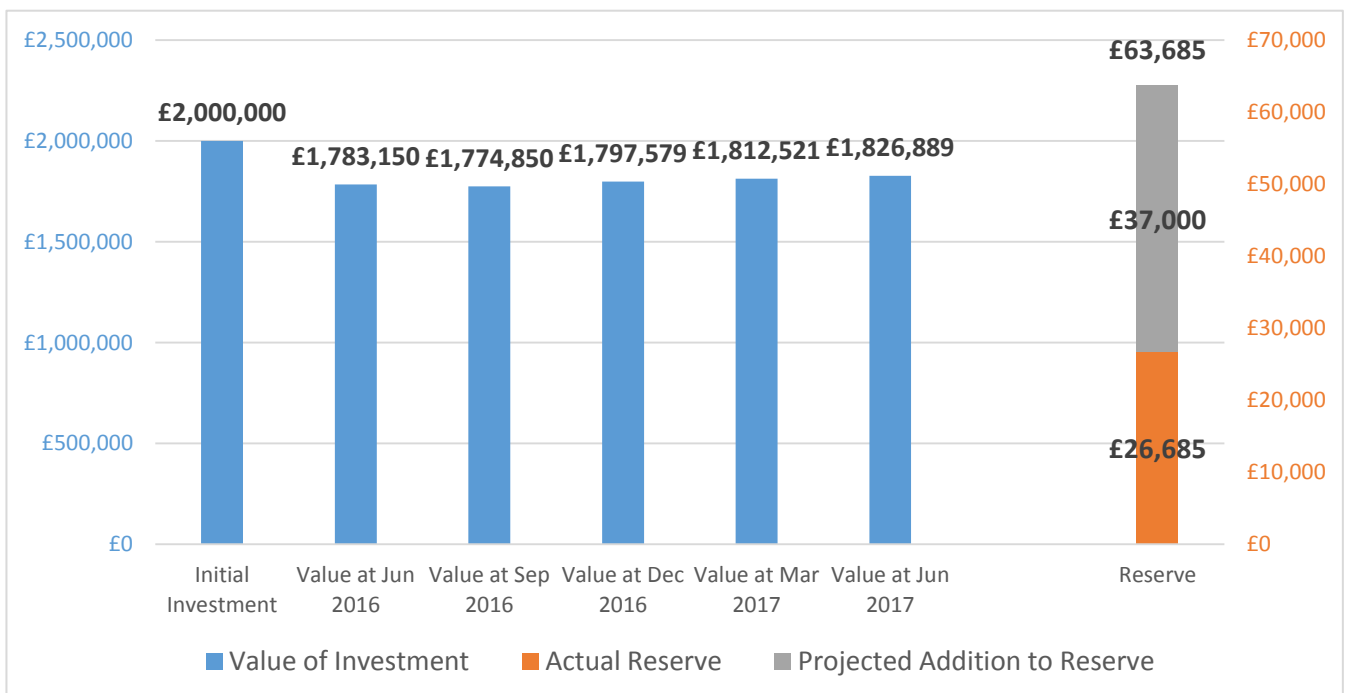
3.66 The performance of the Treasury Management function should be measured against the investment objectives of Security (the safe return of our monies), Liquidity (making sure we have sufficient money to pay for our services) and Yield (the return on our investments).

The Security of Our Investments

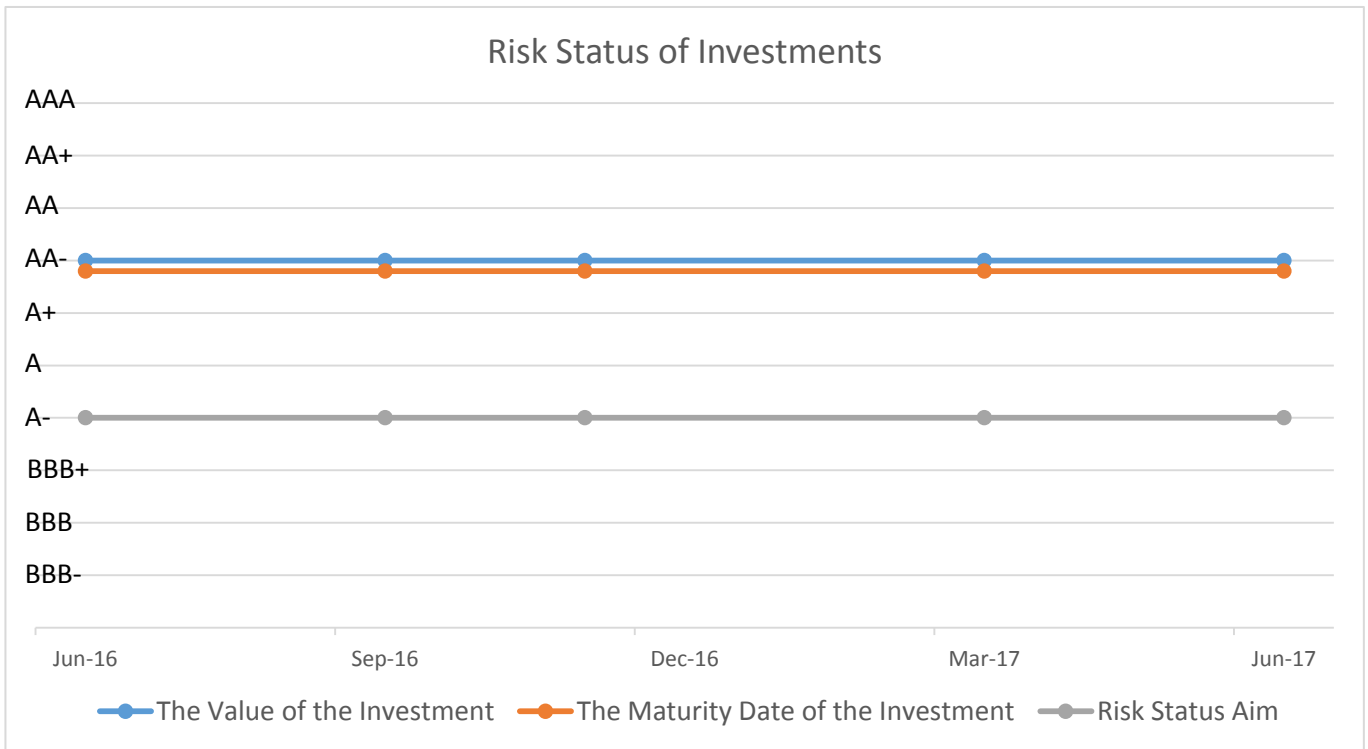
3.67 The investments the Council had at the 30 June 2017 of **£24,800,000** by type and Country are summarised in the graph below and in more detail at **APPENDIX E**:



3.68 The current value of the Property Fund investment together with the projected value of the earmarked reserve at the end of 2017/18 intended to offset reductions in value is shown in the graph below:

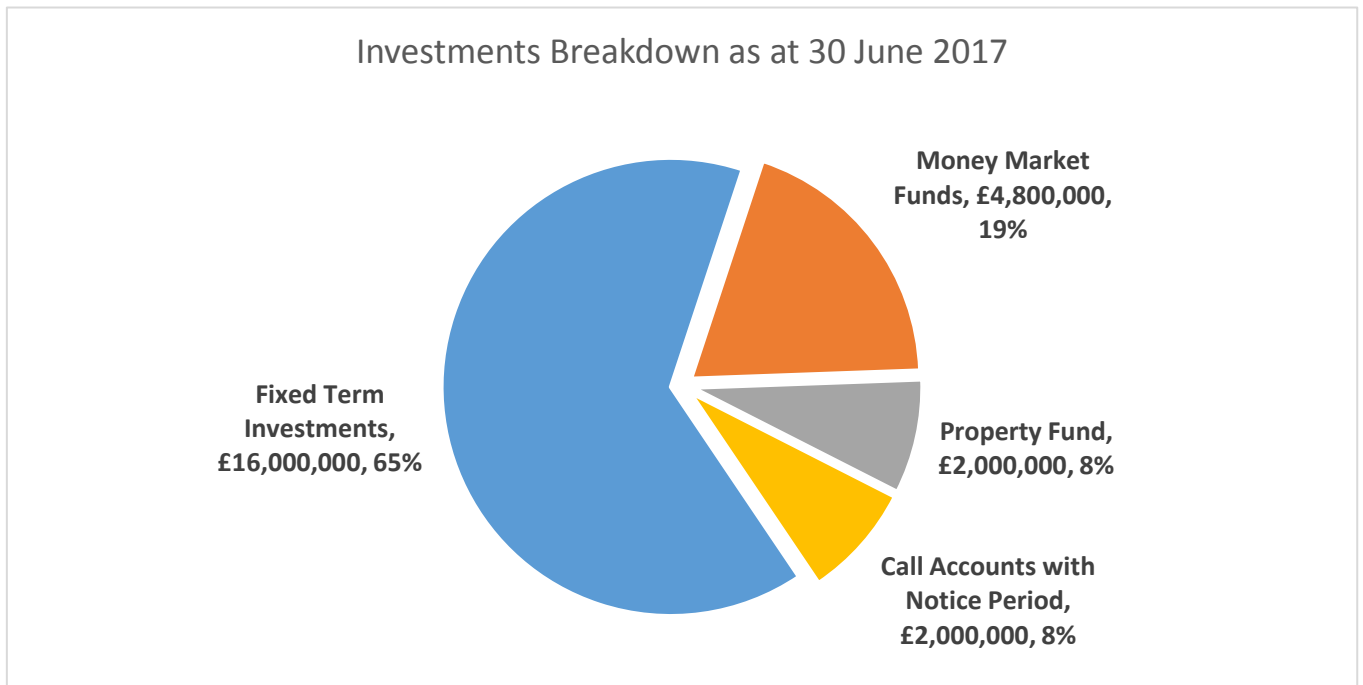


3.69 Our aim for the risk status of our investments was **A-**. The risk status based on the length of the investment and the value for a twelve month period is summarised in the graph below:



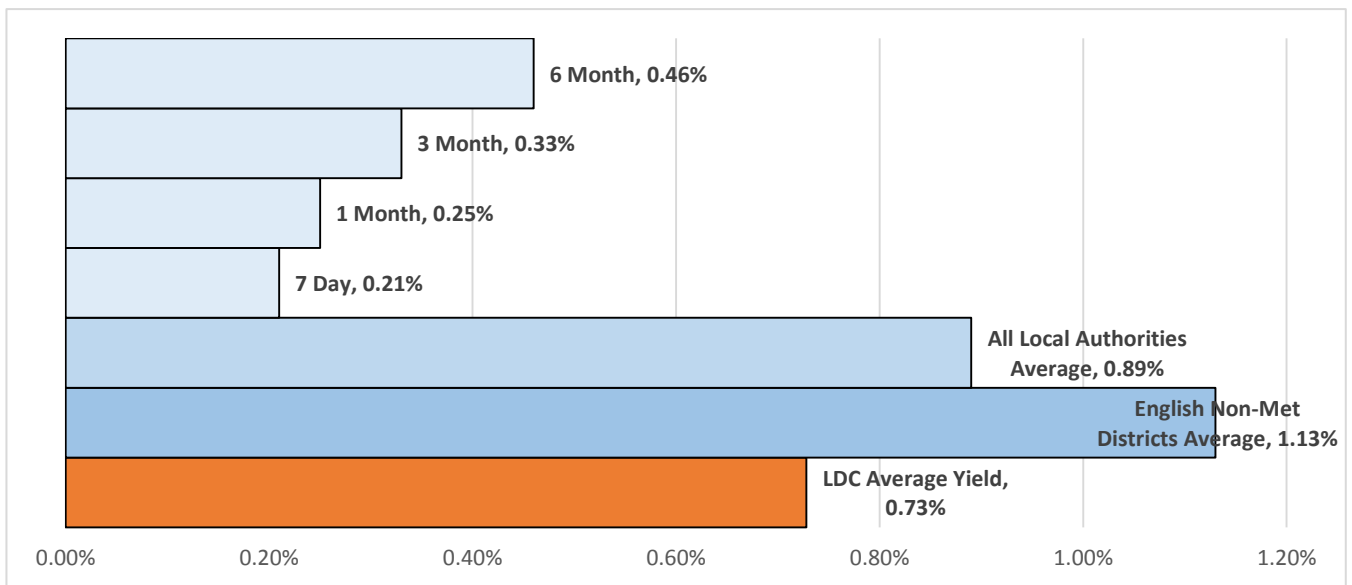
The Liquidity of our Investments

3.70 The Council has not had to temporarily borrow during 2017/18 and retains a proportion of its investments in instant access Money Market Fund investments to ensure there is sufficient cash available to pay for goods and services. The proportion of investments (with the Property Fund shown with its original investment value of £2m) of this type is shown in the graph below:



The Return or Yield of our Investments

3.71 The yield the Council achieved for the first three months compared to a number of industry standard benchmarks (including our preferred benchmark of the 7 day LIBID rate) and Arlingclose clients is shown in the graph below:



3.72 The investment activity during the financial year is projected to generate **(£140,500)** of net investment income compared to a budget of **(£113,500)** and overall the Net Treasury position is projected to generate additional income of **(£27,000)**.

Alternative Options

The Cost of Borrowing externally to fund the shortfall in funding the Capital Programme as a result of not selling the Bore Street Shops would be:

Borrowing Level	£0	£600,000	£1,274,000
Net Income	(£108,250)	(£108,250)	(£108,250)
Borrowing (25 Years)	£0	£33,000	£70,000
Borrowing (35 Years)	£0	£29,000	£58,000
Net Return (25 Years)	(£108,250)	(£75,250)	(£38,250)
Net Return (35 Years)	(£108,250)	(£79,250)	(£50,250)
Net Return % (25 Years)	8.5%	5.9%	3.0%
Net Return % (35 Years)	8.5%	6.2%	3.9%

Consultation

Consultation is undertaken as part of the Strategic Plan 2016-20 and with Leadership Team.

Financial Implications

At this three months stage in the year, for the period up to June 2017, we forecast a contribution to general reserves of **£1,560** will be made, against a budgeted contribution of **£1,060** to general reserves.

Further detailed analysis on the Financial Performance up to June 2017 is shown in the attached Appendices.

Contribution to the Delivery of the Strategic Plan	The MTFS underpins the delivery of the Strategic Plan 2016-20.
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Equality, Diversity and Human Rights Implications	There are no additional Equality, Diversity or Human Rights implications.
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Crime & Safety Issues	There are no additional Crime and Safety Issues.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	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 including the impact of the EU Referendum result	Close monitoring of expenditure. Maximising the potential of efficiency gains. Early identification of any unexpected impact on costs, for example, central Government policy, movement in the markets, and changes in the economic climate. Prioritisation of capital expenditure. Project management of projects.	Red - Severe
B	Counterparty default	This current Strategy utilises more counterparties and financial instruments to diversify the portfolio and reduce this risk.	Yellow - Material
C	Actual cash flows are different to those that are planned	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.	Yellow - Material
D	Planned capital receipts are not received	The Council plans to dispose of a number of assets to fund capital investment and where the capital receipts are not realised, the MTFS is updated.	Red - Severe
E	New Government policies including the level of cuts to Communities and Local Government	To ensure any new policies such as those related to Business Rates and New Homes Bonus are evaluated and the impact is incorporated into the MTFS.	Red - Severe

Background Documents	<ul style="list-style-type: none"> • CIPFA Code of Practice for Treasury Management in the Public Services • The Prudential Code for Capital Finance in Local Authorities • Fit for the Future Leisure Review Leisure Services Options Appraisal – Cabinet 8 March 2016. • Money Matters: Council Tax, National Non Domestic Rates and Pension Contributions – Cabinet 17 January 2017. • Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2016-21 Cabinet – Cabinet 7 February 2017. • The introduction of a Garden Waste Subscription Service – Cabinet 4 April 2017. • Development of Land adjacent to Milestone Way and rear of 29-39 Cannock Road, Burntwood – Cabinet 25 May 2017. • Money Matters: 2016/17 Review of Financial Performance against the Financial Strategy – Cabinet 13 June 2017.
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Relevant web link	Cabinet - Lichfield District Council
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Audit Trail - The Approved Revenue Budget

	Original Budget	Cabinet Reports ²	Virements below £50,000	Approved Budget	Recommended Virements above £50,000 ³	Recommended Budget
Strategic Priority						
Healthy and safe communities	1,814,520			1,814,520	(31,040)	1,783,480
Clean, green and welcoming place to live	3,882,240	(24,230)	(1,200)	3,856,810	(204,500)	3,652,310
A vibrant and prosperous economy	(709,990)	22,000	(1,500)	(689,490)	93,540	(595,950)
A council that is fit for the future	5,653,680	6,230		5,659,910	53,880	5,713,790
Efficiency Plan	(250,000)	26,000	2,700	(221,300)		(221,300)
Net Cost of Services	10,390,450	30,000	0	10,420,450	(88,120)	10,332,330
Service Area						
Chief Executive	767,480			767,480	(220,380)	547,100
Finance and Procurement	1,489,630	(4,000)	(45,000)	1,440,630	19,640	1,460,270
Legal, Property and Democratic Services	281,610		4,960	286,570	58,560	345,130
Revenues, Benefits and Customer Services	701,630	(14,000)		687,630	67,530	755,160
Corporate Services	2,313,110		40,040	2,353,150	75,310	2,428,460
Leisure & Operational Services	2,514,620			2,514,620	78,270	2,592,890
Regulatory, Housing & Wellbeing	1,279,760			1,279,760	(31,260)	1,248,500
Development Services	39,360			39,360	8,980	48,340
Economic Growth	30,530	30,000	(2,700)	57,830	(93,290)	(35,460)
Waste Services	1,222,720	(8,000)		1,214,720	(51,480)	1,163,240
Efficiency Plan	(250,000)	26,000	2,700	(221,300)		(221,300)
Net Cost of Services	10,390,450	30,000	0	10,420,450	(88,120)	10,332,330
Net Treasury Position	(15,600)			(15,600)		(15,600)
Revenue Contributions to the Capital Programme	154,000			154,000		154,000
Net Operating Cost	10,528,850	30,000	0	10,558,850	(88,120)	10,470,730
Less : Transfer (from) / to General Reserve	1,060	(30,000)		(28,940)		(28,940)
Less : Transfer to Earmarked Reserves	504,840			504,840	88,120	592,960
Amount to be met from Government Grants and Local Taxpayers:	£11,034,750	£0	£0	£11,034,750	£0	£11,034,750
Revenue Support Grant	(236,000)			(236,000)		(236,000)
Business Rates	(2,484,000)			(2,484,000)		(2,484,000)
Transition Grant	(51,750)			(51,750)		(51,750)
Local Council Tax Support	87,000			87,000		87,000
New Homes Bonus	(1,422,000)			(1,422,000)		(1,422,000)
Returned New Homes Bonus	(5,000)			(5,000)		(5,000)
Council Tax Collection Fund	(40,000)			(40,000)		(40,000)
Business Rates Collection Fund	(789,000)			(789,000)		(789,000)
Council Tax	(6,094,000)			(6,094,000)		(6,094,000)

² Cabinet Reports relate to the Development of Land adjacent to Milestone Way and rear of 29-39 Cannock Road, Burntwood – Cabinet 25 May 2017 and the Money Matters : 2016/17 Review of Financial Performance against the Financial Strategy – Cabinet 13 June 2017.

³ Recommended virements relate to the Management Restructure and the projected underspend on Business Rate payments for Council property being transferred to the Business Rates volatility earmarked reserve.

Revenue Financial Performance – Projected Variance to Budget 2017/18

Area	2017/18						● = adverse ☑ = favourable	Variance to Original Budget £	2017/18 Target Variance (+/-) £
	Original Budget £	Recommended Budget £	Year to Date Actual £	Projected Outturn £	Projected Variance £				
Strategic Priority									
Healthy and safe communities	1,814,520	1,783,480	2,623,668	1,765,480	(18,000)	☑	(49,040)		
Clean, green and welcoming places to live	3,882,240	3,652,310	23,299,096	3,582,880	(69,430)	☑	(299,360)		
A vibrant and prosperous economy	(709,990)	(595,950)	1,382,558	(595,950)	-		114,040		
A council that is fit for the future	5,653,680	5,713,790	8,060,712	5,732,220	18,430	●	78,540		
Efficiency Plan	(250,000)	(221,300)	-	(155,800)	65,500	●	94,200		
Net Cost of Services	10,390,450	10,332,330	35,366,033	10,328,830	(3,500)		(61,620)	0	
Service Area									
Chief Executive	767,480	547,100	336,784	547,100	-		(220,380)	4,000	
Finance and Procurement	1,489,630	1,460,270	3,537,515	1,450,380	(9,890)	☑	(39,250)	7,000	
Legal, Property and Democratic Services	281,610	345,130	936,049	345,130	-		63,520	10,000	
Revenues, Benefits and Customer Services	701,630	755,160	16,373,184	748,680	(6,480)	☑	47,050	19,000	
Corporate Services	2,313,110	2,428,460	2,597,804	2,428,460	-		115,350	22,000	
Leisure and Operational Services	2,514,620	2,592,890	3,681,527	2,559,730	(33,160)	☑	45,110	53,000	
Regulatory, Housing and Wellbeing	1,279,760	1,248,500	1,168,660	1,230,500	(18,000)	☑	(49,260)	16,000	
Development Services	39,360	48,340	777,495	46,870	(1,470)	☑	7,510	24,000	
Economic Growth	30,530	(35,460)	931,368	(35,460)	-		(65,990)	27,000	
Waste Services	1,222,720	1,163,240	5,025,648	1,163,240	-		(59,480)	68,000	
Efficiency Plan	(250,000)	(221,300)	0	(155,800)	65,500	●	94,200	-	
Net Cost of Services	10,390,450	10,332,330	35,366,033	10,328,830	(3,500)		(61,620)	250,000	
Net Treasury Position	(15,600)	(15,600)	29,416	(42,600)	(27,000)		(27,000)		
Revenue Contributions to the Capital Programme	154,000	154,000	(15,000)	154,000	-		-		
Net Operating Cost	10,528,850	10,470,730	35,380,449	10,440,230	(30,500)		(88,620)		
Transfer (from) / to General Reserve	1,060	(28,940)	0	1,560	30,500				
Transfer to Earmarked Reserves	504,840	592,960	341,544	592,960	-				
Net Revenue Expenditure	£11,034,750	£11,034,750	£35,721,993	£11,034,750	0				
Financed by:									
Revenue Support Grant	(236,000)	(236,000)	(63,838)	(236,000)	-				
Retained Business Rates	(2,484,000)	(2,484,000)	8,988,137	(2,484,000)	-				
Transition Grant	(51,750)	(51,750)	-	(51,750)	-				
Parish Local Council Tax Support	87,000	87,000	85,701	87,000	-				
New Homes Bonus	(1,422,000)	(1,422,000)	(355,367)	(1,422,000)	-				
Returned New Homes Bonus	(5,000)	(5,000)	-	(5,000)	-				
Council Tax Collection Fund (Surplus)	(40,000)	(40,000)	(6,667)	(40,000)	-				
Business Rates Collection Fund (Surplus)	(789,000)	(789,000)	-	(789,000)	-				
Council Tax	(6,094,000)	(6,094,000)	(2,073,329)	(6,094,000)	-				

Analysis of gross expenditure, income and net expenditure for 2017/2018

Area	Recommended Budget			Projected Outturn £
	Gross Expenditure £	Gross Income £	Net Expenditure £	
Strategic Priority				
Healthy and safe communities	4,043,560	(2,260,080)	1,783,480	1,765,480
Clean, green and welcoming places to live	28,239,640	(24,587,330)	3,652,310	3,582,880
A vibrant and prosperous economy	3,741,600	(4,337,550)	(595,950)	(595,950)
A council that is fit for the future	6,210,730	(496,940)	5,713,790	5,732,220
Efficiency Plan	(221,300)	0	(221,300)	(155,800)
Net cost of services	42,014,230	(31,681,900)	10,332,330	10,328,830
Service Area				
Chief Executive	550,800	(3,700)	547,100	547,100
Finance and Procurement	1,467,270	(7,000)	1,460,270	1,450,380
Legal, Property and Democratic Services	882,130	(537,000)	345,130	345,130
Revenues, Benefits and Customer Services	21,594,020	(20,838,860)	755,160	748,680
Corporate Services	2,582,180	(153,720)	2,428,460	2,428,460
Leisure and Operational Services	5,046,430	(2,453,540)	2,592,890	2,559,730
Regulatory, Housing and Wellbeing	1,564,400	(315,900)	1,248,500	1,230,500
Development Services	1,642,750	(1,594,410)	48,340	46,870
Economic Growth	1,800,600	(1,836,060)	(35,460)	(35,460)
Waste Services	5,104,950	(3,941,710)	1,163,240	1,163,240
Efficiency Plan	(221,300)	0	(221,300)	(155,800)
Net Expenditure of Services	42,014,230	(31,681,900)	10,332,330	10,328,830
Net Treasury Position	141,400	(157,000)	(15,600)	(42,600)
Revenue Contributions to the Capital Programme	154,000	0	154,000	154,000
Net Operating Cost	£42,309,630	(£31,838,900)	£10,470,730	£10,440,230

Reasons for the 3 Months Budget Performance

Projected Variance £		Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
-	Chief Executive	-	-	-	-
(9,890)	Finance and Procurement	(1,500)	(8,390)	-	-
-	Legal, Property and Democratic Services	-	-	-	-
(6,480)	Revenues, Benefits and Customer Services	-	(4,480)	(2,000)	-
-	Corporate Services	-	-	-	-
(33,160)	Leisure and Operational Services	-	(8,880)	-	(24,280)
(18,000)	Regulatory, Housing & Wellbeing	2,000	(16,560)	(2,000)	(1,440)
(1,470)	Development Services	-	(1,470)	-	-
-	Economic Growth	-	-	-	-
-	Waste Services	-	-	-	-
(27,000)	Net Treasury Position	(1,000)	-	(26,000)	-
(£96,000)	Net Operating Cost	(£500)	(£39,780)	(£30,000)	(£25,720)

Finance and Procurement

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(9,890)	Savings identified including FMS link	(1,500)	(8,390)	-	-
(£9,890)	Total	(£1,500)	(£8,390)	-	-

Revenues, Benefits and Customer Services

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(6,480)	Savings identified including IT licenses/subscriptions and additional grant income	-	(4,480)	(2,000)	-
(£6,480)	Total	-	(£4,480)	(£2,000)	-

Leisure and Operational Services

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(4,640)	Increased Street Cleansing external income	-	-	-	(4,640)
(12,820)	Grounds Maintenance additional contract income and savings on equipment	-	6,820	-	(19,640)
(15,700)	Savings from reorganising Shop mobility and Public Conveniences	-	(15,700)	-	-
(£33,160)	Total	-	(£8,880)	-	(£24,280)

Regulatory, Housing & Wellbeing

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(15,000)	Contribution ceased to community work club	-	(15,000)	-	-
(3,000)	Reduction in Legal Fees and changes to reflect funding notifications	2,000	(1,560)	(2,000)	(1,440)
(£18,000)	Total	£2,000	(£16,560)	(£2,000)	(£1,440)

Development Services

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(1,470)	Savings following review of Conservation Budgets	-	(1,470)	-	-
(£1,470)	Total	-	(£1,470)	-	-

Net Treasury Position

Projected Variance £	Service Area	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(27,000)	Increased Interest Receipts	(1,000)	-	(26,000)	-
(£27,000)	Total	(£1,000)	-	(£26,000)	-

Capital Programme Performance in 2017/18

Priority	Original Budget £	Current Budget £	Year to Date Actual £	Projected Outturn £	Projected Variance £	
Healthy and safe communities	2,494,000	2,678,000	230,905	2,019,000	(659,000)	●
Clean, green and welcoming places to live	367,000	445,500	5,471	244,500	(201,000)	●
A vibrant and prosperous economy	1,970,000	2,099,500	91,019	2,099,500	0	☑
A council that is fit for the future	501,000	535,000	11,370	535,000	0	☑
Total Capital Expenditure	5,332,000	5,758,000	338,765	4,898,000	(860,000)	

KEY : ☑ Projected actual within **£0.1m** of our current budget
 ● Projected actual not within **£0.1m** of our current budget

Vehicle, Equipment and Systems Renewal Schedule 2017/18

The vehicle, equipment and systems renewal schedule in 2017/18 included in the Capital Programme is shown in the table below:

Area	Estimated Replacement Cost	Capital Programme	Progress on procurement during 2017/18
Grounds Maintenance / Street Scene / Parks	£93,000	£93,000	One parks vehicles projected to be bought and one leased in Street Scene.

Capital Investment at Burntwood Leisure Centre - The Sinking Fund

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'. Monitoring information for all approved projects is shown in the table below:

Project Name	Annual Spend in 2017/18		
	Current Budget £	Projected Outturn £	Variance £
Planned maintenance	202,000	202,000	0
TOTAL	202,000	202,000	0

Council Tax

Collection Performance

	Council Tax			
	All years			In year only 2017/18
	30th June 2016	30th June 2017	Change	30th June 2017
Amount Collected as a %	29.21%	29.24%	0.03%	<input checked="" type="checkbox"/> 30.70%
In year arrears outstanding at 30th June	£733,998	£932,529		● £932,529
Previous years arrears at 30th June	£1,204,224	£1,306,488		●
Total arrears outstanding at 30th June	£1,938,221	£2,239,017	15.51%	●
Write offs as at 30th June	£7,676	£10,356	34.91%	●

Collection Fund

	Budget £m	30-Jun-17 £m	Projected Outturn £m	Projected Variance £m
(Surplus) / Deficit Brought Forward	(£0.31)	(£0.27)	(£0.27)	£0.04
Amount Due	(£59.26)	(£59.55)	(£59.50)	(£0.25)
Bad Debt Provision	£0.00	(£0.13)	£0.17	£0.17
Payments to Partners including LDC	£59.26	£59.26	£59.26	£0.00
Transfers estimated surplus to Partners	£0.31	£0.31	£0.31	£0.00
(Surplus) / Deficit Carried Forward	(£0.00)	(£0.38)	(£0.04)	(£0.04)
Share of the (Surplus) or Deficit				
Lichfield District Council	(0.00)	(0.05)	(0.01)	(0.01)
Office of the Police and Crime Commissioner Staffordshire	(0.00)	(0.04)	(0.00)	(0.00)
Staffordshire County Council	(0.00)	(0.27)	(0.03)	(0.03)
Staffordshire Fire and Rescue	(0.00)	(0.02)	(0.00)	(0.00)
	(£0.00)	(£0.38)	(£0.04)	(£0.04)

Lichfield District Council Projected (Surplus) / Deficit in 2016/17 to be included in 2017/18 Budget	(£0.01)
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Business Rates

The Council's Retained Business Rates Income

The Council's Budget in 2017/18				
	Budget £	30-Jun-17 £	Projected Outturn £	Projected Variance £
NNDR 1 Based Retained Business Rates				
Retained Business Rates	(£13,376,000)	(£13,376,000)	(£13,376,000)	£0
<u>Section 31 Grants (Lichfield's 40% Share)</u>				
Small Business Rates Relief	(£495,200)	(£594,400)	(£588,800)	(£93,600)
New Empty Properties	£0	£0	£0	£0
Long Term Empty Properties	£0	£800	£800	£800
In lieu of transitional relief	£0	£0	£0	£0
Retail Relief	£0	£800	£800	£800
Less : Tariff Payable	£11,026,000	£11,026,000	£11,026,000	£0
Pre Levy or Safety Net Income	(£2,845,200)	(£2,942,800)	(£2,937,200)	(£92,000)
NNDR 3 Based Levy Payments				
Less : Levy Payable @ 50%	£432,600	£471,900	£545,100	£112,500
Volatility Allowance	£69,800	£140,100	£85,300	£15,500
Levy from the Business Rates Pool (32.5%)	(£141,000)	(£153,000)	(£177,000)	(£36,000)
Post Levy or Safety Net Income	(£2,483,800)	(£2,483,800)	(£2,483,800)	£0

Collection Performance

	Non Domestic Rates			
	All years			In year only 2017/18
	30th June 2016	30th June 2017	Change	30th June 2017
Amount Collected as a %	28.56%	29.16%	0.60%	<input checked="" type="checkbox"/>
In year arrears outstanding at 30th June	£1,209,058	£547,511		£547,511
Previous years arrears at 30th June	£538,541	£342,093		
Total arrears outstanding at 30th June	£1,747,599	£889,604	(49.1%)	<input checked="" type="checkbox"/>
Write offs as at 30th June	£52,774	£21,405	(59%)	<input checked="" type="checkbox"/>

Collection Fund

	Budget £m	30-Jun-17 £m	Projected Outturn £m	Projected Variance £m
(Surplus) / Deficit Brought Forward	(£1.97)	(£2.70)	(£2.70)	(£0.73)
Amount Due	(£35.53)	(£35.49)	(£35.92)	(£0.39)
Bad Debt Provision	£0.32	£0.44	£0.50	£0.18
Appeals	£1.65	£1.53	£1.53	(£0.12)
Payments to Partners including LDC	£33.44	£33.44	£33.44	£0.00
Collection Allowance	£0.12	£0.12	£0.12	£0.00
Transfers estimated surplus to Partners	£1.97	£1.97	£1.97	£0.00
(Surplus) / Deficit Carried Forward	£0.00	(£0.68)	(£1.06)	(£1.06)
Share of the (Surplus) or Deficit				
Lichfield District Council (40%)	£0.00	(£0.27)	(£0.42)	(£0.42)
Central Government (50%)	£0.00	(£0.34)	(£0.53)	(£0.53)
Staffordshire County Council (9%)	£0.00	(£0.06)	(£0.10)	(£0.10)
Staffordshire Fire and Rescue (1%)	£0.00	(£0.01)	(£0.01)	(£0.01)
	£0.00	(£0.68)	(£1.06)	(£1.06)
Lichfield District Council Projected (Surplus) / Deficit in 2016/17 to be included in 2017/18 Budget				(£0.42)

Favourable ● Adverse

Sundry Debtor Performance

Details	30th June 2016	30th June 2017	All Debts Change (%)	Variance
	All Debts £	All Debts £		
Value of sundry income raised in quarter	1,339,283	1,354,527	1.13%	<input checked="" type="checkbox"/>
Value of debts written off	14,317	17,520	22.37%	●
Value of all invoices outstanding	1,657,347	2,119,053	27.85%	●

Aged Debt Analysis				
Less than 6 months	1,112,7621	1,535,967	38.03%	●
More than 6 months	544,586	583,086	7.07%	●

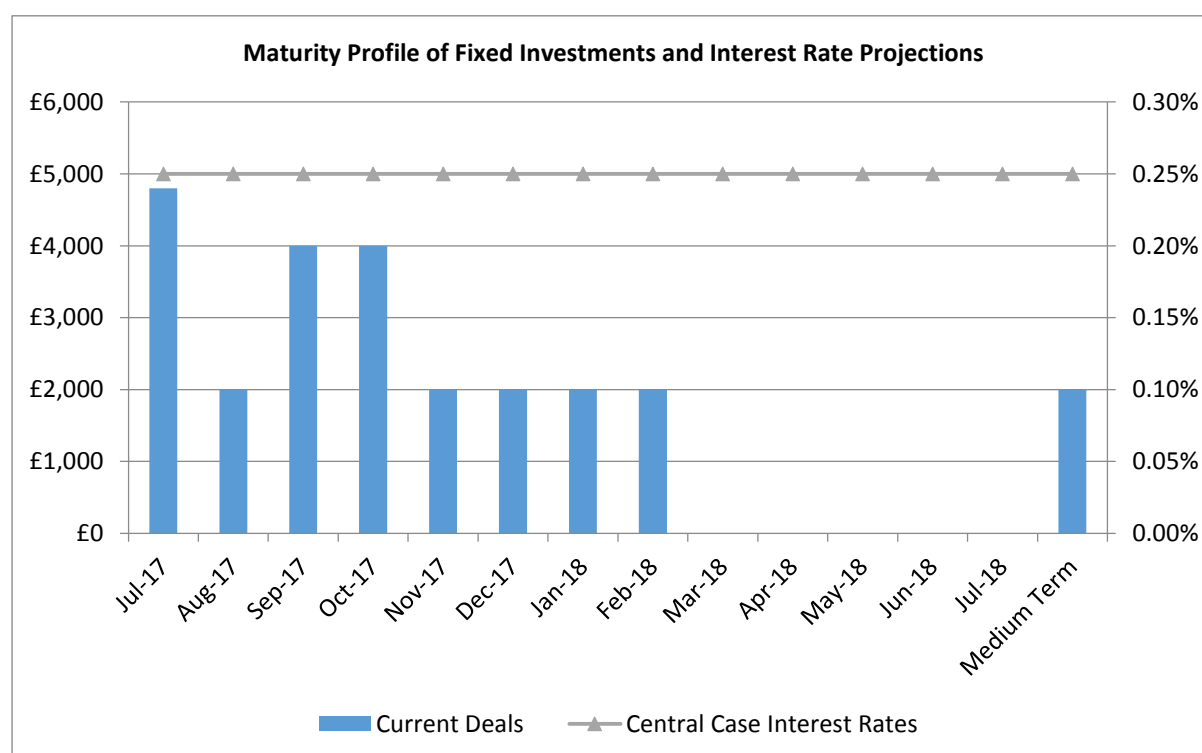
Favourable ● Adverse

Investments in the 2017/18 Financial Year

The table below shows a breakdown of our investments at the end of June 2017:

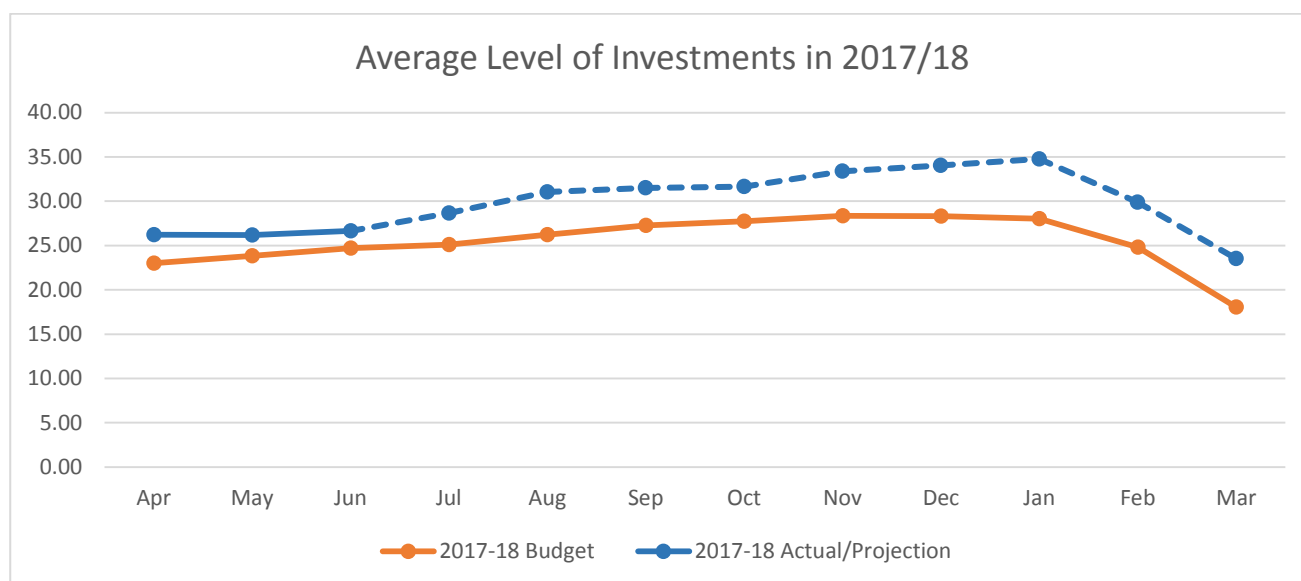
Counterparty	Principal	Matures	Days to Maturity	Rate	Credit Rating	Foreign Parent
Money Market Funds						
Invesco Aim	£1,000,000	01-Jul-17	Instant Access	0.22%	AA-	N/A
Blackrock Institutional	£800,000	01-Jul-17	Instant Access	0.20%	A+	N/A
Legal & General	£1,000,000	01-Jul-17	Instant Access	0.22%	A+	N/A
Aberdeen	£1,000,000	01-Jul-17	Instant Access	0.20%	A+	N/A
BNP Paribas MMF	£1,000,000	01-Jul-17	Instant Access	0.27%	A+	N/A
Property Fund						
CCLA Property Fund	£2,000,000	N/A	N/A	4.37%	N/A	No
Fixed Term Investments						
United Overseas Bank	£1,000,000	18-Aug-17	49	0.48%	AA-	Yes
Surrey Heath Borough Council	£2,000,000	18-Sep-17	80	0.45%	LOCAL	No
Lancashire County Council	£2,000,000	31-Oct-17	123	0.37%	LOCAL	No
Lloyds	£1,000,000	15-Nov-17	138	1.00%	A	No
Broxtowe Borough Council	£2,000,000	19-Feb-18	234	0.45%	LOCAL	No
Thurrock Council	£2,000,000	11-Jan-18	195	0.43%	LOCAL	No
Coventry Building Society	£1,000,000	05-Oct-17	97	0.44%	A	No
Leeds City Council	£2,000,000	29-Sep-17	91	0.40%	LOCAL	No
Nationwide	£1,000,000	15-Nov-17	138	0.37%	A	No
Australia and New Zealand Banking Group	£1,000,000	12-Dec-17	165	0.40%	AA-	Yes
Call Accounts with Notice Period						
Santander	£1,000,000	27-Dec-17	180	0.55%	A	Yes
Svenska Handelsbanken AB	£1,000,000	04-Aug-17	35	0.25%	AA-	Yes
Certificates of Deposit						
Canadian Imperial Bank of Commerce	£1,000,000	10-Oct-17	102	0.56%	A+	Yes
Total Investments	£24,800,000					

The maturity profile of these investments at 30 June 2017 compared to our Treasury Management advisor Arlingclose interest rate forecasts is shown in the graph below:



Cash Flow for 2017/18

The graph below compares the budget for average investment levels in 2017/18 with the actual levels.



Performance of the Treasury Management Function

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).

Security:

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

The investments outstanding at the 30 June 2017 had a risk status of **AA-** based on the length of the investment and **AA-** based on the value of the investment, which is a more secure risk status. These risk statuses are both compliant with our aim and the recommendations from our Treasury Management advisors.

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.

The time limits were relatively short to manage counterparty credit risk (a bank or building society being unable to repay our investment). We also maintained balances in Money Market Funds to provide for unforeseen cash flow requirements. The average length of investments we made in 2017/18 was **117` 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 financial year. We are actively managing liquidity risk in 2017/18 by purchasing Certificates of Deposit because they can be sold on the secondary market in the event the money is required for unforeseen circumstances. We also have significant sums invested in call accounts and Money Market Funds which provide instant access to cash. Therefore, due to the level of our liquid investments in 2017/18 we did not need to temporarily borrow.

Yield:

In the three months of 2017/18 we have achieved an average interest rate of **0.73%** and this compares to our performance indicator of the average 7-day London Inter-bank Bid (LIBID) rate, which was **0.21%**, the 1 month rate was **0.25%**, the 3 month rate was **0.33%** and the 6 month rate was **0.46%**.

In terms of interest receipts, there are two key risks/sensitivities:

- a) The interest rate receivable.
- b) The amount of money we have available to invest.

The interest rates, amounts of money we had available to invest, interest receipts, interest paid and net investment income is shown in the table below:

Details	2017/18 Approved Budget	2017/18 Projected Outturn
Average amount we had available to invest (£m)	£25.26m	£29.80m
Average Interest Rate (%)	0.63%	0.61%
Gross Interest Receipts	(156,000)	(182,000)
Less Transfer to Property Income Volatility Reserve	38,000	37,000
Net Interest Receipts	(118,000)	(145,000)
Interest Paid and Other Costs	4,500	4,500
Net Investment Income (£)	(£113,500)	(£140,500)
Car Loan and Other Interest	(1,000)	(1,000)
External Borrowing Interest	35,900	35,900
Minimum Revenue Provision	63,000	63,000
Net Treasury Position (£)	(£15,600)	(£42,600)

High Speed 2 Phase 2a

Report of the Cabinet Member for Economic Growth, Development and Environment

Date: 5th September 2017

Agenda Item: 4

Contact Officer: Craig Jordan

Tel Number: 01543 308202

Email: craig.jordan@lichfielddc.gov.uk

Key Decision? YES

Local Ward Members All



CABINET

1. Executive Summary

- 1.1 The Government is now proposing legislation for the construction and operation of Phase 2a of High Speed Rail 2 (HS2). Phase 2 of HS2 will extend the Phase 1 line to the north-west - to Manchester with connections to the West Coast Main Line at Crewe and Golborne. Separately, the Government has announced further details relating to Phase 2b the north-eastern link to Leeds – this is not currently subject to proposed legislation but will be in due course.
- 1.2 If enacted by Parliament, the Bill will provide the powers to construct, operate and maintain Phase 2a of HS2, and effectively grant outline development consent for the project. As required by law and Parliament rules, the Government has provided Parliament with a detailed statement assessing the likely significant effects of the Proposed Scheme on the Environment – as Environment Statement (ES). This is the subject of a current consultation exercise.
- 1.3 This report to Members presents an update on the officer’s assessment to date of key issues pertaining to Lichfield District relating to the ES and proposals for responding to the consultation.

2. Recommendations

- 2.1 It is recommended that:
 - The Cabinet notes the on-going work taking place with Staffordshire County Council to develop a joint response to the ES;
 - Agrees to delegate to the Cabinet Member for Economic Growth, Development and Environment in consultation with the Head of Economic Growth authority to submit a response to Parliament by the deadline of 30th September 2017 on behalf of the District Council; and,
 - Agrees to the Council engaging a Parliamentary Agent to assist with formal petitioning of the Hybrid Bill once the Bill has progressed to a second reading.

3. Background

- 3.1 HS2 is a new high speed railway proposed by the Government to connect major cities in Britain. It will be built in phases. Phase One comprises the first section of the HS2 rail network of approximately 143 miles between London and the West Midlands and will become operational in 2026. The High Speed Rail (London – West Midlands) Act received Royal Assent in February 2017 and initial works have commenced.

- 3.2 Phase 2 of HS2 will extend the line to the north-west and north-east: to Manchester with connections to the West Coast Main Line at Crewe and Golborne, and to Leeds with a connection to the East Coast Main Line approaching York.
- 3.3 Phase 2 will be constructed in two phases:
- **Phase 2a** (the Proposed Scheme): the western sections of Phase Two between the West Midlands and Crewe, comprising approximately 36 miles of HS2 main line and two spurs south of Crewe. The spurs will allow trains to transfer between the HS2 main line and the West Coast Main Line. Construction of the Proposed Scheme will commence in 2020, ahead of the rest of Phase Two, with operation planned to start in 2027; and
 - **Phase 2b**: comprising the remainder of Phase Two, between Crewe and Manchester, and between the West Midlands and Leeds with connections to the West Coast Main Line at Golbourne and the East Coast Main Line approaching York. Construction is expected to start in 2023 and operation is planned to start by 2033.
- 3.4 The Government has now laid before Parliament draft legislation for the Phase 2a Proposed Scheme: the High Speed Rail (West Midlands – Crewe) Bill. If enacted by Parliament, the Bill will provide the powers to construct, operate and maintain Phase 2a of HS2 and grant development consent for the project. As required by law and Parliament rules, the Government has provided Parliament with a detailed statement assessing the likely significant effects of the Proposed Scheme on the Environment – an Environment Statement (ES). This is the subject of a consultation exercise which runs until 30th September 2017.

Preparing a Consultation Response

- 3.5 In January 2013 the Secretary of State (SoS) announced preferred routes for respective spurs to Manchester and Leeds off the Phase 1 route. The ‘Manchester Spur’ would start at a point close to Fradley Business Park and travel through Lichfield District, Stafford Borough, Newcastle Borough and then Cheshire before connecting at Manchester. The ‘Leeds spur’ would start at a point close to Coleshill/ M42/ NEC/ Birmingham International slightly touching upon Tamworth Borough before travelling through Derbyshire, Leicestershire and South Yorkshire before connecting at Leeds. The latter element would not impact upon Lichfield District. The Bill now deposited in Parliament sets out the details of the Manchester spur or Phase 2a, an assessment of the impacts of the project and proposed mitigation.
- 3.6 The District Council as with Phase 1 is presently working closely with Staffordshire County Council, other affected Districts/ Boroughs and local communities/ interest groups to consider a response to the consultation on the Environmental Statement. The key issues identified of being a concern to the District and its residents include:

General

- The ES comprises a large number of documents covering a wide range of topics and issues. In parts the content of these documents shows inconsistencies which make it difficult to draw firm conclusions and reconcile statements made. For example, since the first iteration of the proposals the line of route has been lowered in certain areas but this is not always reflected in the assessment of impact on key features.

- Since the publication of a draft working version of the ES was produced in 2016 HS2 Limited has refined and 'improved' the route design. As now presented the line of route at least in parts has been lowered which is to be welcomed as the impact on local communities and the environment is duly lessened. Other changes relevant to Lichfield District include the removal of a maintenance loop in the Ridwares, the lengthening of viaduct near Kings Bromley to take account of re-modelled floodplain and proposed new borrow pits to support construction of the project.

Specific:

- A significant portion of Rugeley Power Station is identified as potentially being required during the construction phase of HS2. It is not clear from the documentation issued by HS2 of the actual extent of any land take and this is being pursued. However, this may mean the planned redevelopment of the former power station site is undeliverable during the current plan period and other issues of concern could emerge such as the movement of construction traffic in the local area.
- Unlike Phase 1, Phase 2a does not have such obvious impacts in terms of loss of commercial/employment floor space and subsequent business rates revenue. The route is rural and does not go through as many existing businesses. However to be consistent with our previous approach we should consider requesting compensation for lost business rates revenue resulting from demolitions.
- The proposed route includes significant stretches of viaduct which will be viewed in open countryside and prominent in the landscape, with associated visual and noise impacts
- As part of the development of the project, there are now four large scale borrow pits proposed in close proximity to Kings Bromley and the Ridwares where material to assist in the construction of the railway will be sourced. The impact of these in terms of their appearance, effect on wildlife/habitat and operation will need to be considered against the volume of traffic that would otherwise impact the area if the pits were not be utilised for the purpose envisaged and materials were brought in from elsewhere.
- A number of residents are concerned about the planned closure of Common Lane, which would cause heavy duty vehicles to be diverted past Richard Crosse Primary School in Kings Bromley. This point was raised as part of our response to the earlier Working Draft Environmental Statement.
- Protected/ priority species and habitat survey methodologies and results will need to be considered to check that impacts have been correctly determined and any mitigation suitably designed
- Habitat loss – including ancient woodland and locally designated wildlife sites will need to be considered including appropriate mitigation and offsetting.
- The assessment of impact on heritage assets is inconsistent and arguably uses an incorrect basis for determining the effects of the scheme and hence mitigation
- Concern over the baseline used to define the historic landscape, this appears to exclude appraisal of individual landscape features which are important at a local level

3.7 Detailed work is currently being undertaken by District Council officers to work up a response to the consultation based on the issues identified above in paragraph 3.6. This will also be informed by parallel work being carried out by the County Council and discussions with local communities and individual property owners impacted upon by the proposals. Part of this work includes examining the scope for alternative or enhanced designs such as the potential lowering of the line further in the Kings Bromley area and keeping open Common Lane which, if capable of implementation and at an

appropriate cost, could be presented to Parliament for consideration by HS2 Limited and/or a future Select Committee.

3.8 As the deadline for submission of consultation responses is the 30th September which pre-dates the next Cabinet meeting it is suggested that the Cabinet delegate approval to the Cabinet Member for Economic Growth, Development and Environment in consultation with the Head of Economic Growth to agree a response and submit this before or on the given deadline date.

Petitioning

3.9 Members will recall that with Phase 1 the District Council formally petitioned the Hybrid Bill when this passed its second reading and was placed before a Select Committee for detailed consideration. This was in response to elements of the proposals which the District Council wished to see amended before the bill came into law. The Council followed the same process both in the House of Commons and the Lords and as a consequence was successful in achieving a number of changes to the eventual Act including most significantly the re-routing of the line under as opposed to over the A38 and West Coast Main Line near Lichfield.

3.10 As with Phase 1 it is possible that the District Council will want to petition the Phase 2 Hybrid Bill. The nature of any petition will depend on the issues identified by the Council working with its partner the County Council and any other party impacted upon by the scheme. In advance of this assessment being undertaken it would be appropriate for the District Council to look to engage a Parliamentary Agent to assist in making its case if and when a decision is made to petition. Under Parliamentary Law the Council cannot make representations direct to Parliament but must use a designated legal Agent. Apart from the Parliamentary Agent being able to draft the necessary documentation and liaise with the relevant Parliamentary officials, as shown with Phase 1 they can be helpful in advising on how to structure arguments and engage with bodies such as High Speed 2 Limited to reach satisfactory outcomes alongside the formal process. Cabinet approval is therefore sought to procure a suitable agent to represent the Council’s interests.

Alternative Options	1. The Cabinet could decide not to respond to the consultation or agree different responses to that set out in this report.
Consultation	1. This report has been prepared in consultation with Staffordshire County Council who the District Council are collaborating with alongside local communities in responding to the HS2 project.
Financial Implications	1. The Council has previously agreed to make monies available to support petitioning of the HS2 Hybrid Bill Phase 1 of which expenditure at the close of Phase 1 was c£9,000. An earmarked reserve totalling approximately £44,000 remains and it is suggested that this should be used to meet the costs of engaging a Parliamentary Agent for Phase 2a.
Contribution to the Delivery of the Strategic Plan	1. The development of High Speed 2 would not accord with the objectives of the Strategic Plan for Lichfield District unless as a consequence of its development the scheme would generate jobs and wealth creation in the District and have no adverse environmental impacts.

Equality, Diversity and Human Rights Implications	1. A separate consultation on the impact of HS2 Phase 2a in respect of equality, diversity and human rights is taking place at the same time. The Council’s position on Phase 2 is the same as for Phase 1 and the project as a whole of HS2 in that it does not support the scheme believing it not to have any benefits for residents and businesses in the District and that it will also bring about harm to the local environment.
Crime & Safety Issues	1. None in this report

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Failure to respond to either the Hybrid Bill Environmental Statement consultation or in respect of the proposals for Phase 2 could result in a High Speed Rail scheme being developed which does not take into account local concerns.	Agree responses to both consultations in conjunction with Staffordshire County Council and support subsequent actions to inform debate around the Hybrid Bill and further development of plans regarding Phase 2.	Yellow

Background documents: High Speed Rail (West Midlands – Crewe) Bill – deposited in Parliament 17th July and supporting documents including Environmental Statement.

Relevant web links:
<https://www.gov.uk/government/collections/hs2-phase-2a-environmental-statement>

MINUTES OF LICHFIELD DISTRICT PARISH FORUM

Thursday 6 July 2017 at 7.00 pm
Held in the Council Chamber
District Council House, Frog Lane, Lichfield

CHAIRMAN: Councillor Mrs S Barnett (Chairman)

PRESENT:

Lichfield District Council Parish Forum Members – Councillor R A J Bamborough (Vice-Chairman), Councillor Mrs S Banevicius, Councillor Miss B Fisher, Councillor Mrs N Pullen, Councillor P Ray and Councillor M Tittley

Also Present:

Councillor Mrs J Altham (Alrewas Parish Council), Councillor B Awty (Lichfield District Council), Mrs B Brettell (Burntwood Town Council), Ms Jean Burton (Clerk, Alrewas Parish Council, Councillor Mrs M Conolly (Burntwood Town Council), Councillor R Cox (Lichfield District Council also representing Armitage with Handsacre Parish Council), Councillor J Crowe (Wall Parish Council), Councillor Mrs G Duckett (Longdon Parish Council), Councillor B Hoult (Fazeley Town Parish Council), Councillor Mrs P Kynaston (Hints and Canwell Parish Council), Councillor G Kynaston (Hints and Canwell Parish Council), Councillor D Leytham (Lichfield District Council also representing Whittington and Fisherwick Parish Council), Councillor Mrs E Moore (Armitage with Handsacre Parish Council), Ms Kate Roberts (Fradley and Streethay Parish Council), Councillor Mrs D Robinson (Curborough Elmhurst Farewell and Chorley Parish Council), Councillor J Smith (Whittington and Fisherwick Parish Council), Councillor Mrs G Stockdale (Mavesyn Ridware Parish Council), Councillor K V Wasdell (Hammerwich Parish Council),

1. INTRODUCTION AND WELCOME

Councillor Mrs Barnett welcomed everyone to the meeting and asked that all Lichfield District Councillors wear their ID badges so attendees could differentiate between everyone present.

2. APOLOGIES FOR ABSENCE:

Apologies for absence were received from Councillor Mrs B Constable, Councillor D Constable, Councillor T Marshall, Councillor J Powell and Councillor Dr Keith Vernon

3. MINUTES OF MEETING HELD ON 10 JANUARY 2017

The Minutes of the Meeting held on 10 January 2017 as circulated were received.

4. PRESENTATION ON PREVENTING RADICALISATION

The Chairman introduced Mrs Jenni Coleman and Mrs Lucie Ferneyhough from the Lichfield District Council's Community Safety Team who then gave a presentation on "Prevent, Extremism and Radicalisation". Prevent was explained as being part of the Government's Counter-terrorism Strategy and had three elements – Ideology, Individual and Institution. Threats to the UK from both international and domestic terrorism and violent extremism were explained together with the Prevent duty for Local Authorities which included this training.

Mrs Coleman stated that if any Parish Council felt it beneficial for their Parish Council Meeting to host a similar training event, she would be willing to attend. Useful contact numbers were circulated as well as a Prevent leaflet produced by the Lichfield District Safer Community Partnership and it was agreed to circulate the slides of the presentation and the Prevent leaflet to all Parish Clerks for onward transmission to members. Mrs Coleman and Mrs Ferneyhough were thanked for their presentation and they offered any help and guidance to any one if they were in any doubt about how to proceed. They also explained that Mrs Susan Bamford was Lichfield District Council's Safeguarding Lead – contact details on the Prevent leaflet.

5. QUESTION & ANSWER SESSION WITH LICHFIELD & DISTRICT POLICE

Mrs Marisha Place, Partnership Manager at Lichfield & District Police was introduced to take any questions from the forum members in relation to policing in Lichfield. She said she had the figures for the area for the last 12 months which indicated an increase in burglaries and shoplifting within this area. Mrs Place said all alerts were still accessible via smart alerts and tweets were regular from the Lichfield & District Police, however, concern was raised from the members as the smart alerts seem to have stopped. Mrs Place agreed to look in to this.

Q. A member complained that “101” was not being answered as he had reason to call recently on two occasions and neither call was answered, he asked if something could be done about this?

A. Looking to improve service, will look in to it as thought 101 was improved and manned at all times.

Q. A member said they had contacted a PSCO about a matter but they never followed the matter through as they said they had personal problems themselves.

A. Mrs Place suggested you always contact 101 as they should immediately react no matter how trivial it may feel, it could be an important link.

Q. A member was concerned at the about of motor car thefts off driveways in the Lichfield area and in some areas double thefts. He asked if Lichfield had night patrols to try and alleviate this.

A. Mrs Place said yes, there are regular night patrols to the hot spot areas and there is a big operation going on at the moment to focus on these people and what is going on. Lichfield is not seen as a soft spot for this type of crime, Countrywide it is a problem which is being worked on.

Q. A member explained that she had received numerous complaints concerning the anti-social behaviour at the new McDonalds in Burntwood and asked what was being done there?

A. Mrs Place said a lot of work had been done with the management of McDonalds in Burntwood and she even complimented them as they had been very accommodating. She understood the complaints had now lessened so appealed for any new complaints. Mrs Place explained that the Police were working with Positive Futures to try and get people over to the Burntwood Leisure Centre & Skate Park instead of hanging around the restaurant and there had been some very positive outcomes she believed. Mrs Place said all the staff had panic buttons and had received appropriate training and she had understood the problem was resolved.

Q. A member said there was not enough regular patrols and felt the Inspector heading a team did not engage with the people in the community. He asked for reassurance that the person heading the team was sharing her knowledge and is in contact with the community. He felt a personal presence was sometimes needed not just a call to 101.

The Parish Councils had asked the new Inspector to attend their meetings several times and were still waiting for her attendance.

- A. Mrs Place said the Inspector did try and get involved in the community wherever she could, in fact was in Shenstone today. She said she would pass on the Parish Council meeting requests and see what she could do. Mrs Place asked that all Clerks let her have invitations, Agendas and Minutes then she would try and arrange for their attendance where she can, however she needed the invites and Minutes to arrange this. She also said she would read the Minutes and highlight any problems for action – Marisha.Place@staffordshire.pnn.police.uk.
- Q. Having heard the Presentation today, a member asked if our Police are ready and prepared for a terrorist attack as Lichfield has many markets and open spaces and it concerned him that the terrorists attacks were going to change and may well look to “softer attacks”. He asked if we could cope in such a situation.
- A. Mrs Place replied that she was confident that we could cope with an incident of this type and have procedures in place with partners.
- Q. A member asked for active Police presence at the new development on Eastern Avenue – Norgren site as the residents were very concerned in the area about the future problems with such a development being 24 hour operation.
- A. Mrs Place noted this.

The Chairman thanked Mrs Place for her attendance.

6. ANY OTHER BUSINESS

Staffordshire County Council Environmental Maintenance “Community Based Approach to Partnership” Work Programme - Attached

Councillor Tittley highlighted this item to the Forum from the Staffordshire Parish Councils Association Bulletin dated 8 June 2017 which has been appended to the agenda for today. Councillor Tittley asked all members of Parish and Town Councils to get involved in the negotiations which were currently taking place with Staffordshire County Council as it was clear that Staffordshire County Council will be ending their financial support for environmental maintenance which will present challenges for many Parish Councils. Discussions took place around the effects of this and there was some confusion from others as they thought it was a statutory duty of the County Council to provide grass cutting to the Parishes as it was taken via Council Tax payments. Councillor Tittley said he had called a meeting in his Parish (Armitage & Handsacre) on Saturday 16 September at the Village Hall for all surrounding Parishes to meet and start networking and perhaps talk about combining areas which will need maintaining so they could negotiate “cheaper” grass cuts. He stressed that the Parishes needed to know how much is being done and what is being done so they understood the process firstly. It was agreed that the larger Councils may not suffer that much but the rural areas were very likely to struggle as some precepts were only very small and it was asked how were these smaller Parishes going to survive. A member asked if there was a grass cutting schedule which the District Council could share with the Parish Councils as it would be helpful to present this to Contractors in any event to produce quotes. Gary Brownridge was suggested as the lead for the grass cutting services at Lichfield District Council (based at the Depot) and it was suggested to contact him to achieve a parish map and actually check the Parish Councils are getting what they pay for so everyone knows what the cost is for doing the job. Councillor Tittley advised that this was not going to happen overnight but wanted everyone to be aware of this possibly happening. The Chairman suggested that if anyone wanted to speak to Councillor Tittley in relation to this, they should contact him direct or after the meeting.

Environmental Crime Strategy for Lichfield including new Dog Control Orders

The Chairman introduced Mr Jack Twomey, Environmental Protection & Housing Manager at Lichfield District Council who explained that the Regulatory & Licensing Committee had recently met and agreed to develop an Environmental Crime Strategy along with a review of the current Dog Control Orders. Mr Twomey asked if the Parish Councils' members could get involved in this consultation as it included such offences as fly tipping, littering, graffiti, dog fouling and abandoned vehicles. He said it was resolved at the Regulatory & Licensing Committee meeting that a Member Task Group be appointed to establish the review and consult with stakeholders. Mr Twomey explained that legislative changes had previously led to the move from the Dogs (Fouling of Land) Act to Dog Control Order provisions for dog fouling and that Dog Control Orders have since been replaced with Public Space Protection Orders (PSPOs). He explained the PSPO procedure and distributed business cards with his contact details as he appealed for anyone to feed in to him any ongoing problems which are persistent and can be evidenced. There was a lengthy discussion around the dog fouling problem across the district and intelligence cards were handed out to everyone present which was a new Lichfield District Council initiative to try and put a stop to dog fouling in the area. Mr Twomey said these cards were being delivered to the most troublesome areas and said that already dog fouling had gone down in some areas where the cards had been distributed. A few members asked for more of the intelligence cards for distribution in their parishes and Mr Twomey asked them to email him direct for more or advise which areas should be targeted and he could arrange for Environmental Health staff to distribute. A member asked Mr Twomey if dogs should be on leads and Mr Twomey said there was no requirement for dogs to be on leads unless there was a Dog Control Order (now PSPO) in place, stating that this was most commonly found in parks as opposed to public roads. The public perception of dangerous dogs was agreed to be an issue as some dangerous dog breeds were not at all harmful.

Littering was discussed and it was asked if there was proved effectiveness of signs suggesting "Take Litter Home". Mr Twomey advised that this was not proven, however, it was felt better to have signage than not; especially when issuing proceedings and going through the Courts. A member asked if there could be an education programme taken in to schools to educate the children not to drop litter. Mr Twomey noted this and said he would investigate the possibility.

A discussion around problems with cars parking on pavements followed and members asked if this was actually breaking the law. Mr Twomey advised that it was not Environmental Health who would enforce parking on the pavement but Mrs Place (Lichfield & District Police) advised it was an obstruction which the Police could enforce especially if a mobility scooter/pushchair or pram could not get by. The driving on to a pavement was discussed and it was believed that this was actually breaking the law.

The Chairman thanked Mr Twomey for attending today and asked that Forum members tell people about this new initiative and publish details in their Parish Newsletters as these common problems such as fly tipping, littering, graffiti, dog fouling and abandoned vehicles were all around the district.

7. DATE OF NEXT MEETING

Please note that the next meeting was scheduled for Tuesday 4 April 2018 at 7pm, however, following a request to meet sooner, it has been arranged for the next meeting to take place on **Wednesday 28 February 2018** at 7pm instead of the April date.

(The Meeting closed at 8:35 pm)

CHAIRMAN

our strategic plan at a glance

Read in full at www.lichfielddc.gov.uk/strategicplan

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

How we create a vibrant and prosperous economy

How we create healthy and safe communities

How we create clean, green & welcoming places to live

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.
- 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 more overnight visitors.
- Delivering good quality and safe car parking in our key retail areas.

- 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.

- 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, support rural communities, 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.
- Our joint waste service continues to help our residents recycle a large percentage of their waste.
- Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).

By 2020 there will be:

- More local jobs and more people in employment.
- More new businesses locate in our district.
- More businesses succeed.
- More visitors and greater visitor spend in our district.
- A regenerated Lichfield City centre and an improved retail offer in Burntwood.

- More people will be active and healthy.
- More people will be involved in volunteering and community activity.
- Fewer people and families will be homeless.
- More people will feel safer and less worried about crime and anti-social behaviour.
- More people will be living independently at home.

- More affordable homes in the district.
- Our heritage and open spaces will be well maintained or enhanced.
- Our streets will be clean and well maintained.
- More people will use parks and open spaces.
- New homes, office, retail and manufacturing spaces will be built or developed in line with our Local Plan and planning guidance.

Our council By 2020:

- Our customers will be more satisfied.
- We will continue to be financially responsible.
- Our organisation will have clear corporate values and be committed to openness and transparency.
- More people will interact with us through our website and digital channels.
- We'll be more innovative in how we deliver services and make a difference locally.

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 use to check how we are doing. Read our actions plans at www.lichfielddc.gov.uk/actionplans



Lichfield
district council
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