

**SUBMISSION TO ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE**

**Date: 16 June 2015**

**Agenda item: 12**

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**Local Ward Members: Relevant to all Ward Members**

**REPORT OF THE CABINET MEMBER FOR ECONOMY**

**END OF YEAR PERFORMANCE OVERVIEW 2014/15 FOR DEVELOPMENT SERVICES**

**1. PURPOSE OF THE REPORT**

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

**2. BACKGROUND AND RATIONALE**

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

**3. PERFORMANCE HIGHLIGHTS**

- 3.1 A copy of the end of year performance report for the Development portfolio is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the 14/15 Action Plan including:
  - Helping implement Fit for the Future
  - Adopt the Local Plan
  - Develop Lichfield City and Burntwood Town Centres
  - Implement the Friarsgate Scheme

3.2 Service Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators is attached at **Appendix B**. Some data is collected monthly, others quarterly.

**4. RECOMMENDATION**

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

**5. COMMUNITY BENEFITS**

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

**6. FINANCIAL IMPLICATIONS**

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

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

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

7.2 During 2014/15, the Cabinet and Committee report template has been revised to include a section on the equality and diversity impact of the matter(s) under consideration.

**8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS**

8.1 The report identifies some of the key areas of achievement during 14/15. These include:

- Successfully adopting the Local Plan and resisting the legal challenges thereto.
- The progress made agreeing proposals for the Friarsgate Scheme
- The works undertaken in connection with the High Street Innovation monies relating to both Burntwood and Lichfield

**9. CRIME AND COMMUNITY SAFETY ISSUES**

9.1 Policies are included in the Local Plan to minimise opportunities for crime and anti-social behaviour, to maintain accessibility and to be integrated with surrounding communities and existing infrastructure. Active design and high quality design is sought which minimises opportunities for crime and anti-social behaviour.

**10. RISK MANAGEMENT ISSUES**

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

## 2014/15 Development Services Top 10: Quarterly report to Leadership Team

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

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

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



### Implement Fit for the Future

Actions	Due Date	On Target?	Progress Update
Complete the Development Service Review and implement agreed recommendations (Councillor Pritchard)	31-Mar-2015	✓	<p><b>Position at June</b> – A report was taken to the Economic Growth, Environment and Development (Overview and Scrutiny) Committee in June 2014 detailing the approach being taken in the Review and the intended outcomes. The Committee noted the findings. Detailed changes to the service are now in the process of being published and are subject to discussion with existing employees, Unions etc.</p> <p><b>Position at September</b> – The Review is ongoing. An annual savings target of £150k has been set. No change proposed to Urban Design and Conservation and Arboricultural Team but further income generation identified</p> <p><b>Position at January</b> – A Briefing Paper was provided to Overview and Scrutiny Committee in January. Principal Planning Officer post being changed to Senior Planning Officer post and Administrative Assistant post to be changed to Technical Assistant to increase resilience within the administration team. Recruitment to new and vacant posts to take place in early 2015 with a view to implementation of the new structure in April.</p> <p><b>Position at March 2015</b> – New Spatial Policy and Delivery Service to begin 1<sup>st</sup> April 2015 replacing the former Development Plans and Implementation Service. Planning Policy Manager to become the Spatial Policy &amp; Delivery Manager with 1 x Principal, 4x Spatial Policy &amp; Delivery Officers, 1 x Neighbourhood Planning Officer and 1 Technical Support Officer. Service will also include 2 x Arborists, Ecology Manager, Biodiversity Officer and Administrative Assistant.</p>

**Develop Lichfield city and Burntwood town centres**

Actions	Due Date	On Target?	Progress Update
Secure reduction in property vacancy rates / % town centre commercial space unoccupied (Councillor Pritchard)	31-Mar-2015	✓	<p><b>Position at June</b> – Shop vacancy rates in both centres are monitored on a six monthly basis. Prior to this year the Council did not conduct surveys in respect of Burntwood, only Lichfield. The January 2014 study showed both performing better than the national average (12.2%) with 8.3% for Lichfield City and 9.8% for Burntwood Town Centre. For Lichfield based on previous data the results are encouraging showing an average vacancy rates which continually falls below national averages and is beginning to decrease from comparable figures collected in 2012. The results of the most recent survey will be available shortly. The results of these studies will be routinely submitted for consideration by the Town Team, the Business Crew and the Business and Enterprise Partnership. Town Centre vitality and viability is an important factor in the BEP Business Plan under the Place Marketing/Town Centres theme.</p> <p><b>Position at September</b> –The Lichfield retail vacancy is has fallen from 8.3% in January 2014 to 7.02 % in July, which is the lowest vacancy rate since Jan 2009. Burntwood has remained static at 9.8% over the same period. Nationally, town centre shop vacancy stands at 13.9% (Local Data Company Annual report).</p> <p><b>Position at December</b> – Lichfield's vacancy rate increased to 8.3 % in December. This remains a relatively good performance compared with the national figure (12%) and earlier figures for the city (10% when the recession started to bite in 2009). Burntwood improved more significantly as a result of two new openings and no new vacancies which brought the level down to 6.25% in December.</p> <p><b>Position at March 2015</b> – The next survey results are not due until June 2015. At present vacancy levels for both Lichfield and Burntwood compare favourably with national and regional rates.</p>
Increase car park occupancy rates (City only) and footfall compared with 13/14 (Councillor Pritchard)	31-Mar-2015	=	<p><b>Position at June</b> – 2013/14 saw the beginning of an increase in car park usage within Lichfield City after a long period of continual decreases (going back to 2009/10 when the economic recession set in). Usage figures were up for 2013/14 by 7.2% compared with 2012/13. There were around c20,000 average number of users at peak times. However the total figure of 308,522 for 2013/14 has to be seen against a figure of 378,908 for 2009/10. In 2014/15 to date we have seen overall usage figures equal those of the comparable period for last year indicating that whilst the situation is improving it is still highly sensitive to changes in demand.</p>

Actions	Due Date	On Target?	Progress Update
			<p><b>Position at September</b> – After a period of decline car park occupancy rose in 13/14 by 7% compared to the previous year. Despite holding tariffs steady for the seventh year in a row and improving our parking stock with the new car park at the Friary it has not been possible to sustain this rising trend. Figures for the first part of the year indicate that car park business has held steady at the 13/14 rate.</p> <p><b>Position at December</b> – Income in the period April 1<sup>st</sup> to Dec 31<sup>st</sup> '14 increased by 3.35% over the same period in the previous year. Car park income, net of VAT, for the period October – December was £443,580 compared to £406,052 in the same period of the previous year. This represents an increase of £37,528 or 9.24%.</p> <p><b>Position at March.</b> Unfortunately the pre Christmas increase in business has not been sustained but business levels for January to March are still very slightly in excess of those during the equivalent period last year. Gross income net of VAT for this period has risen from £385,646 in 13/14 to £386,597 in 14/15, a rise of 0.27%.</p> <p>Total gross income for the year has increased from £1,577,085 in 2013/14 to £1,641,346 in 2014/15, an increase of £64,261 or slightly more than 4%.</p>
Resurface car park at Ryecroft Shops, Burntwood (Councillor Pritchard)	31-Dec-2014	✓	<p><b>Position at June</b> – A £12,000 scheme was delivered which included an allocation of £5,000 from the High Street Innovation Fund and further external funding from Burntwood Town Council, the Joint Operations Group and Staffordshire County Council.</p> <p>Action completed</p>

**Adopt the Local Plan**

Actions	Due Date	On Target?	Progress Update
Deliver an adopted Local Plan (Councillor Pritchard)	<del>30-Sep-2014</del> (Revised target April 2015)	=	<p><b>Position at June</b> – The Local Plan Strategy was submitted for Examination in Public on 22<sup>nd</sup> March 2013. Hearing sessions took place in June/July 2013 and our Inspector’s initial findings were received on 3<sup>rd</sup> September. The findings require the District Council to make a number of ‘main’ modifications to the submitted Local Plan Strategy. A 6 week consultation on these modifications commenced in February 2014 and ended on March 20<sup>th</sup> 2014. Representations have been received and these together with LDC comments have been forwarded to the Inspector. The Inspector is to determine the next steps – this</p>

Actions	Due Date	On Target?	Progress Update
			<p>could be to report on his findings including his views on the proposed modifications to the plan or re-open hearings to consider representations to the modifications and then report at a later date. Separately, a legal challenge was received to the Plan in March 2014 seeking to quash decisions made by the Council at the modifications stage. The Council has recently attended court to defend the claim. Judgement has been reserved and the decision is awaited</p> <p><b>Position at September</b> – Target now revised to April 2015. Legal challenge which was received in March was dismissed July 2014. Modifications hearings resume 9 – 17<sup>th</sup> October 2014.</p> <p><b>Position at January</b> – Inspector’s report received and the Local Plan has been found sound. Report to Cabinet and Council in February 2015 with a view to the Local Plan being formally adopted in Spring.</p> <p><b>Position at March</b> – Plan adopted on 17<sup>th</sup> February 2015. Legal Challenge period runs until 1<sup>st</sup> April, challenge received from IM Properties scheduled to be heard in Court 10<sup>th</sup> / 11<sup>th</sup> June 2015.</p>
<p>Formulate a Site Allocation Plan (Councillor Pritchard)</p>	<p><del>31 Dec 2014</del> (Revised target March 2015)</p>	<p>=</p>	<p><b>Position at June</b> – Work on the Site Allocations Document links to the outcome of the Local Plan: Strategy. Initial work has been undertaken but the main work programme cannot realistically commence and be implemented until we have a clear Strategy in place.</p> <p><b>Position at September</b> – Site Allocations Document will be progressed once the Local Plan is adopted – however background work has been completed, subject to available capacity and other competing pressures including progressing Community Infrastructure Levy and supporting Neighbourhood Plans</p> <p><b>Position at January</b> – Inspector’s final report on the Local Plan Strategy is awaited. Capacity is still an issue however which affects ability to progress work on Allocations Plan. Many Neighbourhood Plans are advancing and this is taking up a significant amount of the team’s time in terms of statutory duties; CIL requires progressing (see below) and other tasks are also placing demands on the team such as SPDs, policy input to planning applications, and the amount of work required for the Watery Lane Inquiry which takes place in March.</p> <p><b>Position at March 2015:</b> an updated Local Development Scheme was produced in February 2015 and this sets a proposed Submission consultation date of January 2015, submission to the Secretary of State May 2016, hearings in September 2016 and adoption January 2017. The team aims to undertake preliminary consultation in summer 2016. However this depends upon other pressures which are competing for the team’s time. These pressures include a legal challenge in relation to the Local Plan strategy.</p>
<p>Consult on CIL draft charging schedule (Councillor Pritchard)</p>	<p><del>01 Jul 2014</del> (Revised target March 2015)</p>	<p>=</p>	<p><b>Position at June</b> – Progress has been made in terms of bringing forward the necessary elements of a Community Infrastructure Levy (CIL). A preliminary draft Charging Schedule was prepared and agreed with consultation taking place between March – April. Responses have been received and these are</p>

Actions	Due Date	On Target?	Progress Update
			<p>currently being considered. On the back of the responses received it is likely some further detailed work will be required to inform a revised draft Charging Schedule which will be presented to Members in due course for approval to go out for consultation.</p> <p><b>Position at September</b> – Comments and additional work generated by the consultation now being undertaken will feed into a revised draft Charging Schedule for Member approval. Current timetable shows consultation on draft Charging Schedule from December 2014, CIL examination in March 2015 and adoption April 2015.</p> <p><b>Position at December</b> – Further viability work almost complete, undertaken and commissioned to inform the draft Charging Schedule. Peter Brett Associates report being finalised in relation to this. Current timetable shows consultation on the Schedule (once reported to Members with supplementary information) from February 2015, examination summer 2015 and adoption Autumn 2015.</p> <p><b>Position at March 15</b> – draft Charging Schedule consultation commenced 20<sup>th</sup> March and will end on – 1<sup>st</sup> May. Representations to be reviewed thereafter and any necessary modification to be made. Aim to achieve examination in summer 2015 and adoption in autumn 2015.</p>

**Implement the Friarsgate scheme**

Actions	Due Date	On Target?	Progress Update
Decision to be made on the future of the Friarsgate scheme (Councillor Wilcox)	8-Apr-2014	✓	<p><b>Position at June</b> – Members confirmed their commitment to the Friarsgate scheme on the 1<sup>st</sup> April 2014 following the confirmation that Heads of Terms had been agreed with the anchor tenant for the scheme. Members endorsed the anchor tenant and the terms on which the lease will be agreed and also agreed to extend the Development Agreement to 30<sup>th</sup> June 2016 in accordance with the draft Heads of Terms agreed between LDC and Development Securities. The financial implications of the project were noted by Members.</p> <p><b>Position at September</b> – Presentation to be made on 4<sup>th</sup> November by Development Securities regarding progress and future proposals.</p> <p><b>Position at January</b> – Reports to be considered by Economic Development, Environment and Growth (Overview and Scrutiny) Committee in January and Cabinet in February regarding the revised Scheme</p>

Actions	Due Date	On Target?	Progress Update
			<b>Position at March</b> – Council have agreed to proceed with the revised development proposals and work is underway on finalising project management arrangements. Planning pre-applications submission due shortly.
Further activities and milestones to be developed depending upon the decision made (Councillor Wilcox)	31-Mar-2015	=	<p><b>Position at June</b> – In agreeing to the extension to the Development Agreement to 30<sup>th</sup> June 2016, the Council require Development Securities to achieve a number of key milestones. These include the finalisation of the pre-lets to the anchor tenant and the cinema operator, the submission of the revised planning application, the letting of the building contract and the confirmation of the funding agreement. Failure to obtain any of the milestones will allow the Council to terminate the Development Agreement if it is considered necessary.</p> <p><b>Position at September</b> – Presentation to be made on 4<sup>th</sup> November by Development Securities regarding progress and future proposals.</p> <p><b>Position at January</b> – See above</p> <p><b>Position at March</b> – Council have agreed to proceed with the revised development proposals and work is underway on finalising project management arrangements. Planning pre-applications submissions due shortly.</p>

**Continue to Support Local Communities in their preparation of Neighbourhood Plans**

Actions	Due Date	On Target?	Progress Update
Support completion of Neighbourhood Plans (Councillor Pritchard)	31-Mar-2015	✓	<p>The District Council is supporting 14 plans at various stages from designation to the public consultation phase. Timetables for each Plan vary and as yet none have reached the submission stage, progress of these plans being in the hands of the communities (ie Parish Councils). The Neighbourhood Plan for Stonnall is the most advanced at the present time.</p> <p><b>Position at March 2015:</b> Three Plans have now been submitted under Reg 16 of the Neighbourhood Planning (General) Regulations 2012: Stonnall (consultation complete, next stage is to proceed to examination), Alrewas and Little Aston. Further plans are advancing and likely to be formally submitted shortly.</p>



**Prepare New Bio Diversity Strategy 2013 – 2023**

Actions	Due Date	On Target?	Progress Update
Complete strategy (Councillor Pritchard)	30-Sept-2014	X	Biodiversity Strategy delayed to summer 2015 – due to delays in establishment of the evidence base.

**Manage the Delivery of the River Mease Special Area of Conservation Mitigation Strategy**

Actions	Due Date	On Target?	Progress Update
Commence management of the strategy (Councillor Pritchard)	1-Jul-2014	=	<p>Work is ongoing to deliver the items identified within the Developer Contribution Scheme Appendix 1.</p> <p><b>Position at March 2015 –</b></p> <p><b>Achievements to date:</b></p> <ul style="list-style-type: none"> <li>• Design, production and delivery of septic tanks leaflets to 460 properties.</li> <li>• Design and production of 2 no pop ups for use at events</li> <li>• Appointment and management of consultants to design a silt trap.</li> <li>• Negotiation with multiple private landowners to gain permission to undertake works on their land. Subsequent appointment of consultants to design and implement 2 no river restoration schemes along 2.3km of river. To be delivered by end October 2015.</li> <li>• Negotiation with private landowner to gain permission to undertake works on their land. Appointment of contractors to remove culvert. To be undertaken in June 2015.</li> <li>• S106 monitoring scheme</li> <li>• Negotiation with private landowners to gain permission to site an interpretation panel. Design of interpretation panel, application for planning permission. Production of panel and installation scheduled for May 2015.</li> <li>• Negotiation with Leicestershire County Council to deliver highway bridge mitigation works</li> </ul> <p><b>Developments in train:</b></p>

Actions	Due Date	On Target?	Progress Update
			<ul style="list-style-type: none"> <li>• bespoke website</li> <li>• education brief for schools package</li> <li>• Developer Contributions Scheme No. 2 as the housing coming forward but not yet consented will reach the trigger for the next tranche of restoration schemes.</li> </ul> <p>Monitoring programme to gauge the impact of the restoration projects.</p>

**Submit an Application for Funding To Support a Townscape Heritage Initiative at Fazeley**

Actions	Due Date	On Target?	Progress Update
Submit application (Councillor Pritchard)	1-Jul-2014	✓	<p>Round One application submitted August 2014. HLF assessment visit programmed for the 20<sup>th</sup> October 2014.</p> <p><b>Position at March 2015</b> – In January 2015, news was received that the TH project round 1 application had not been approved. Work is ongoing to determine the background to this refusal and to inform whether a future resubmission is made.</p>

### Support the Greater Birmingham & Solihull Local Enterprise Partnership and Stoke & Staffordshire Local Enterprise Partnership

Actions	Due Date	On Target?	Progress Update
Implement the GBSLEP Business Friendly Planning Charter for Development Management and comply with the requirements of SSLEP Planning Charter mark (Councillor Pritchard)	31-Dec-2014	✓	The District Council is compliant with both the GBSLEP Planning Charter and the SSLEP Planning Chartermark. The latter has recently been reviewed and re-badged as a concordat. This is being reported to EGED Committee. The new concordat considers the role of all partners involved in the operation of the planning system and seeks to improve/strengthen working relationships. The District Council is compliant with the concordat and actively engages with partners to provide appropriate services to customers.

### Maintain High Levels of Performance in Determining Planning Applications

Actions	Due Date	On Target?	Progress Update
Maintain top quartile performance (Councillor Pritchard)	31-Mar-2014		<b>Position at March</b> - 76.6% achieved against the 80% target for determining minor applications. Top quartile performance achieved in respect of major and other Planning Applications.

## Development Services Performance and Activity Indicators 2014/15

PI Code & Short Name	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
Percentage of major planning applications determined against Statutory National Indicators of 75% or above	60.00%	100.00%	50.00%	100.00%	77.5%	100.00%	60.00%	84.6%	Not yet available	Not yet available
Percentage of minor planning applications determined against Statutory National Indicators of 80% or above	85.42%	79.70%	65.40%	68.20%	74.68%	71.90%	86.50%	77.30%	Not yet available	Not yet available
Percentage of other planning applications determined against Statutory National Indicators minimum of 90%	86.52%	94.70%	90.90%	88.80%	90.23%	96.00%	93.30%	94.70%	Not yet available	Not yet available
Percentage of planning appeals dismissed 70% or above	33.33%	100.00%	Not yet available	Not yet available	66.67%	70.00%	62.25%	80.00%	Not yet available	Not yet available
Serve a minimum of 35 Enforcement Notices	11	26	Not yet available	Not yet available	41	6	11	Not yet available	Not yet available	Not yet available
Minimum of 900 planning applications received by end of 2014/15	212	214	214	238	868	204*	224	192	Not yet available	Not yet available
1,400 building control projects received in 2014/15	319	617	Not yet available	Not yet available	-	332	597	Not yet available	Not yet available	Not yet available
95% of building control applications checked within 2 weeks of receipt	82%	83%	Not yet available	Not yet available	83%	81%	81%	Not yet available	Not yet available	Not yet available
100% of land charge applications processed in 10 working days	100%	100%	Not yet available	Not yet available	100%	100%	100%	Not yet available	Not yet available	Not yet available
Complete 2 supplementary planning documents by Spring 2015**	Not previously recorded	Not previously recorded	Not previously recorded	Not previously recorded	Not previously recorded	0	5	0	0	5

\* As of Q1 2014/15 – Certificates of lawfulness and prior notifications are no longer counted against NI157. 36 of these types of applications were received in this period

\*\* 5 further SPD are currently being prepared; Historic Environment, Sustainable Design, Trees and Landscaping, Rural Development and Biodiversity

Performance indicator	2014 – 2015 achieved	2015 – 2016 Target	Description
1. The percentage of major planning applications determined in 13 weeks (statutory national benchmark of 60% or above) <sup>1</sup> .	80%	75%	This is a long established CLG <u>statutory return</u> and a good measure of efficiency. The development industry confirms that quicker decisions help accelerate economic growth. Failure to determine 40% of major applications can result in designation as a poor performing planning authority.
2. The percentage of minor planning applications determined in 8 weeks (statutory national benchmark of 65% or above).	79%	80%	This is a long established CLG <u>statutory return</u> and a good measure of efficiency. The development industry confirms that quicker decisions help accelerate economic growth. CLG are considering setting a target below the minimum threshold to designate poor performing planning authorities.
3. The percentage of other planning applications determined in 8 weeks (statutory national benchmark of 80% or above).	95%	90%	This is a long established CLG <u>statutory return</u> and a good measure of efficiency. The development industry confirms that quicker decisions help accelerate economic growth. CLG are considering setting a target below the minimum threshold to designate poor performing planning authorities.
4. The percentage of all planning appeals dismissed (national benchmark 70% or above).	68%	70%	This is a long established CLG <u>statutory return</u> and a good measure of the quality of decision making.
5. The number of major planning decisions allowed at appeal as a percentage of all major decisions over a two year period (national benchmark of below 20%).	10%	10%	This is a <u>statutory designation criteria</u> for a poor performing planning authority. Designation would have serious financial and reputational risks for the Council, with developers having the choice to submit major applications direct to the Planning Inspectorate.
6. No. of building control applications checked within 2 weeks of receipt (seek to achieve 90%)	86%	90%	This is an internal performance management measure and good indicator of efficiency and customer satisfaction when competing for business in a commercial environment.
7. No. of land charges applications determined in 10 working days (seek to achieve 100%).	100%	100%	This is an internal performance management measure and good indicator of efficiency and customer satisfaction when competing for business in a commercial environment.
8. The number of net dwellings completed in a financial year	324 (13/14)	350 <sup>2</sup>	This is a <u>statutory return</u> and measure for New Homes Bonus.
9. The number of affordable housing completions in a financial year	16 (13/14)	50 <sup>3</sup>	This is a <u>statutory return</u> and measure for New Homes Bonus.
10. Retail vacancy levels within the centres of Lichfield City and Burntwood.	Lichfield 8.3% Burntwood 6.25% (Dec 2014)	National Average – 12% Lichfield and Burntwood to be below the national average by a minimum 2% points.	This is an internal measure of the vitality and viability of our two key centres within the District, comparing vacancy rates against national and regional figures.

<sup>1</sup> Note: for applications involving Environmental Impact Assessments the figure is 16 weeks.

<sup>2</sup> Note: Based on the adopted Local Plan, the annual delivery rate is 435 (598 including shortfall from previous years). The target figure is a reflection of the most recent build rates and current market conditions.

<sup>3</sup> Note: Based on the adopted Local Plan and assuming a 40% figure delivery should equate to approximately 100 affordable housing units per annum. The figure of 50 assumes a 20% requirement reflecting current market conditions, viability etc.

**Classification: UNCLASSIFIED**

11. Number of visitors to the district and estimated visitor spend	Visitors: 2,918,915 Spend: £96,324,195	Visitors: Maintain or increase 2014/2015's figures Spend: Maintain or increase 2014/2015's figures	These figures combined give an overview of the health of the tourism market and the impact the Councils tourism activities are having on generating and maintaining visitors to the district.
12. Visitors to the <a href="http://www.visitlichfield.co.uk">www.visitlichfield.co.uk</a> website	136,947 visitors	9% increase	This figure gives a measure of the number of visitors who are attracted to the district by the district council's tourism activities, including guides, e-newsletters and websites, all of which direct people to the website for further information.
13. Number of tourism groups supported and coach parking figures	40 bookings	10% in increase	Group visits are vital to the city and district's tourism market and these measures combined give an indication of the success of the council's groups promotional activity.
14. Customers served by the tourist information centre	40,445	Maintain or increase 2014/2015's figures	The district council invests in welcoming visitors to the city and district at the tourist information centre, which aims to convert enquiries into visits and visits into overnight stays. The footfall measure through the centre allows the council to measure the impact of its investment in this area.