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Monday, 15 June 2020

Dear Sir/Madam

STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE SUPPLEMENT

Please find attached supplement papers for Strategic (Overview and Scrutiny) Committee on
TUESDAY, 23RD JUNE, 2020 at 6.00 PM, ONLINE

Yours faithfully

A handwritten signature in black ink, appearing to read 'Christie Tims', written over a light grey background.

Christie Tims
Head of Corporate Services and Monitoring Officer

SUPPLEMENT

6. Delivery Plan and Corporate Indicators

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Delivery Plan and Corporate Indicators

Leader of the Council - Cllr Doug Pullen and Cabinet Member for Innovation, Commercialisation and Corporate Services – Cllr Andy Smith

Date: Tuesday, 7 July 2020

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Key Decision? **N**

Local Ward Members If any Wards are particularly affected insert the name of the Ward Members and their Ward. Ensure that the Ward Members have been consulted.



Strategic Overview & Scrutiny

1. Executive Summary

- 1.1 This report sets out the council's new Delivery Plan and draft Corporate Indicators for formal approval by Cabinet.

2. Recommendations

- 2.1 To approve the Delivery Plan (Appendix A) and underpinning draft Corporate Indicators (Appendix B).

3. Background

- 3.1 Our strategic plan, approved by full Council in February, sets out the long term vision for the council that shapes the activities and the impact we expect to make. It is high level and succinct for officers and residents to understand and remember.

We will work collaboratively to **enable people, shape place and develop prosperity** across Lichfield District.
We will be a good council that innovates and puts our customers at the heart of all we do.

 <p>Enabling people</p> <ul style="list-style-type: none"> • to help themselves and others • to collaborate and engage with us • to live healthy and active lives 	 <p>Shaping Place</p> <ul style="list-style-type: none"> • to keep it clean, green and safe • to preserve the characteristics • to ensure sustainability and infrastructure 	 <p>Developing Prosperity</p> <ul style="list-style-type: none"> • to encourage economic growth • to enhance the district for all (visitors/residents/employers) • to invest in the future 	 <p>A good council that is:</p> <ul style="list-style-type: none"> • financially sound • transparent and accountable • responsive and customer focussed
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- 3.2 The strategic plan is supported by our Delivery Plan (DP) set out at **Appendix A** which details all the activity which will take place as part of our performance management framework. This is informed by our corporate indicators (CIs) and a draft set are detailed in **Appendix B**.
- 3.3 This approach enables the council to have plans that can change and adapt over the term of the council rather than being fixed for the entire four year period and as such, allows the council to plan effectively but also to respond to external factors and the changing needs of our community. The priorities identified focus specifically on the next 12 – 18 months with some longer term goals also identified. They are of course only part of what we deliver and the more detailed work programmed for individual teams are detailed in the relevant Service plans.
- 3.4 The DP sets out how the outcomes articulated in the Strategic Plan 2020 to 2024 will be achieved for approval and to begin ongoing development and monitoring by Cabinet.
- 3.5 The DP is underpinned by Service Plans for each area of the Council and these will be managed by Heads of Service and the relevant portfolio holder. All actions are tracked using our Pentana performance management system in real time and are reported on a quarterly basis in line with money matters.
- 3.6 Following the disruption caused by the Covid 19 pandemic in recent weeks, some of the key projects have already been disrupted or delayed and a small number of actions have had to be removed from the plan. This will need to be reviewed in the coming weeks as the full impact of the pandemic and measures to control its resurgence are fully understood. It is proposed that a review is undertaken at the 6 month point to see how matters are progressing and how the council is dealing with the ongoing recovery work, any response work still in place and the progress on the priorities identified. In these uncertain times, whilst we want a plan in place to work towards and to give more detail to the strategic plan, we also need to bear in mind the likely changes that could occur due to circumstances beyond our control.
- 3.7 We also include a draft set of Corporate Indicators at Appendix B to allow members to consider the type of metrics we are seeking in support of the plan. These will need additional work over the coming months to develop meaningful measures to demonstrate our impact. These will be informed by local service planning developed as this year's Performance Development Reviews (PDRs) are undertaken with officers. Some of our data is provided by third parties and are not in areas we directly control, but feel has a direct bearing on helping us to measure the impact we have on the health of the district overall. These indicators will be finalised in the mid-year reporting cycle to establish a baseline as some metrics are delayed due to the pandemic.

Alternative Options	None. The council must have a plan to deliver the outcomes articulated in the strategic plan.
Consultation	Residents, stakeholders, members and staff have been consulted on the development of the new strategic plan and the outcomes required. This has been translated into deliverable projects. The delivery plan will continue to be reviewed in the coming weeks as the full impact of the pandemic response and recovery on our resources and capacity are understood.
Financial Implications	All activities and projects detailed within the delivery plan have been fed into the MTFS projections. Where costs are not yet fully understood, these will be subject to further decisions by cabinet or the relevant portfolio holder on a case by case basis in line with standing orders.
Contribution to the	The DP is the key mechanism to monitor delivery of the strategic plan 2020-2024.

Delivery of the Strategic Plan	
Environmental Issues	There are no specific environmental issues arising from the production of the delivery plan. However, key aspects of the plan will deal with any environmental issues.
Equality, Diversity and Human Rights Implications	Equality and diversity implications are dealt with at an appropriate time in the delivery of the actions such as undertaking an equality impact assessment (where relevant) to consider the impact on people with protected characteristics.
Crime & Safety Issues	Crime and safety issues are dealt with at an appropriate time in the delivery of the action
GDPR/Privacy Impact Assessment	A Privacy Impact Assessment has not been undertaken for the delivery plan as there are no data privacy issues from the plan itself. DPA's will be considered where appropriate in each of the projects listed.

	Risk Description	How We Manage It	Severity of Risk (RYG)
			State if risk is Red (severe), Yellow (material) or Green (tolerable) as determined by the Likelihood and Impact Assessment.
A	The plan is too ambitious and sets out aspirations we do not have the resources to achieve	The Delivery Plan has been developed in consultation with council officers and assessed and prioritised to deliver within our resources. This will need to be assessed during recovery.	Amber
B	The plan does not reflect the aspirations of members, stakeholders or residents.	The underpinning aspirations were developed by a cross party O&S working group and the councillor consultation that was tested via resident and stakeholder focus groups.	Green
C	That performance is not adequately/accurately recorded	We use a system called Pentana that allows managers and heads of service to capture and report on the latest performance position. All updates will be reviewed by the HOS and portfolio holder to ensure that they reflect the latest/most accurate position. Reports are also sent to the relevant Scrutiny committee.	Green
D	That the actions we are measuring are not contributing towards our strategic ambitions.	The Delivery Plan was created using the Strategic Plan as its backdrop, and each of the actions listed in our Delivery Plan directly link back to the Strategic Plan	Green
E	That ongoing changes to the plan mask poor performance	Each project extension will be fully scrutinised by Leadership Team and Cabinet to ensure that the reasons for the extension are valid and do not mask poor or below target performance.	Green
F	The pandemic response and recovery impacts on capacity to deliver any non-statutory duties	The delivery plan will be reviewed as the full impact of the pandemic is understood.	Red
G	Corporate indicator information we require does not become available	The CI's are currently in draft to allow development as information becomes	Amber

		available. These will be finalised through the quarterly reporting process and a review at mid-year.	
H	The plan is not financially deliverable.	We have worked closely with the team developing the MTFS.	Amber

Background documents

Cabinet Agenda Pack 9 July 2019

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?CId=138&MId=1499&Ver=4>

Strategic (Overview and Scrutiny) Committee Agenda Pack 22 October 2019

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?CId=142&MId=1615&Ver=4>

Cabinet Agenda Pack November 2019

<https://lichfieldintranet.moderngov.co.uk/ieListDocuments.aspx?CId=138&MId=1533&Ver=4>

Cabinet Agenda Pack 11 February 2020

<https://lichfieldintranet.moderngov.co.uk/ieListDocuments.aspx?CId=138&MId=1549&Ver=4>

Relevant web links

Strategic Theme	Strategic Outcome	Key Project	URN	Start Date	Due Date	Latest Update	HOS	PH
Enabling people	to help themselves and others	Bring the housing register in-house and finalise a revised allocations scheme to enable those in housing need to be able to continue to apply for rented properties to suit their needs	EP001	01/06/18	31/12/20	Since Covid restrictions have come into place we have been unable to progress this with Bromford. We are awaiting a response from Bromford.	GD	AL
		Provide a fit for purpose Disabled Facilities Grant scheme	EP002	01/04/20	31/03/22	We are working closely with the contractor to improve performance.	GD	AL
		Housing, Homelessness, and rough sleeping strategy 2019-2024	EP003	01/01/19	01/09/20	The Homelessness and rough sleeping section of the strategy was approved by Cabinet December 2019. Whole strategy endorsed by O&S 18.3.19. Decision taken Cabinet June 20 for approval after which it will need Full Council approval. A review of the strategy and action plan will be done after one year to reflect upon the impacts of Covid 19.	GD	AL
	to collaborate and engage with us	Design and deliver a communications and engagement strategy for the Council	EP004	01/03/20	31/07/20	Work has started on the creation. Insight and information is being gathers as well as good practice and examples from other organisations to inform the document.	BW	AY
		Public participation in council meetings	EP005	03/03/20	31/10/20	Template developed with Oct 19 Cabinet. Revisions to standing orders being considered in context of virtual meetings.	CT	DP/AL
	to live healthy and active lives	Friary Grange Leisure Centre (New agreement and refurbishment)	EP006	04/12/19	30/11/20	New Agreement completed. Works out to tender	BP	EL
		Parks Plan (including Transfer of Burntwood parks)	EP007	01/04/20	31./03/2021		BP	RC
		Support the development of a project for a greenway between Lichfield and Brownhills	EP008	01/05/19	31/03/21	The project is on hold due to CV19. Once able to reconvene the project group will be asked for a lead to drive forward the work. LDC have all of the documentation and proposals as well as potential funding streams and can support delivery.	BW	AY
	Covid 19 Response & Recovery	Shield vulnerable people, facilitate 3rd sector and partners to cope and support local, regional and national initiatives.	EPC19	01/04/20	31/05/21	Plan published with our commitments	All	DP
Shaping Place	to keep it clean green and safe	Dry recycling contract	SP001	01/04/20	31/03/22	Awaiting summary of market engagement - initial indications suggest a challenging market	BP	RC
		Collect food waste	SP002	01/04/20	31/12/23	Aawit publication of Govt Waste Strategy	BP	RC
		Climate change pledge	SP003	31/12/20/19	31/12/30	Work is in hand to assess the CO2 emissions for the Council and the districts a whole. This will provide a baseline against which to assess progress. County wide workshop with Keele university is in preparation. Activity has been affected by Covid -19. this has seen a reduction n Co2 emissions and in improvement in air quality . Those prioritised in the delivery plan that impact on this target have been identified. All cabinet and O&S reports now include impact on environment.	DT	AY
		Trade waste	SP004	01/04/20	31/03/22	Approach approved by O&S 03/03/20; further work on hold due to Covid	BP	RC
	to preserve the character and appearance of the district	Mitigate impact of H52	SP006	01/04/20	31/12/26	The Government has recently issued the notice to proceed with the main works for Phase 1 and Parliamentary stages for Phase 2a have been resurrected. LDC officers are in dialogue with H52 reps to understand work programme for Phase 1 as it impacts on the district.	CJ	EL
	to ensure sustainability and infrastructure needs are balanced	Review Local plan	SP007	01/04/20	31/12/21	Outcome of consultation on Preferred Option to be reported to members in June and a suggested change to the Local Development Scheme (Local Plan timescales) to Cabinet in May. Work on the evidence base to underpin a draft Plan is on-going.	CJ	IE
	Covid 19 Response & Recovery	Support social distancing and other environmental factors to prevent further spread and meet future needs.	SPC19	01/04/20	31/12/21	Plan published with our commitments	All	DP
Developing Prosperity	to encourage economic growth	Prepare an Economic Development strategy	DP001	01/04/20	31/03/24	Work on drafting an ED Strategy had commenced prior to events relating to CV19. This work will now need to be reviewed in the light of the impacts of CV19 on business and the local economy	CJ	EL
	to enhance the district for all	Renewal of Garrick Agreement	DP003	01/04/20	31/03/21	Renegotiations to commence - financial context to be considered.	BP	RC
		Future Leisure Provision (New Lichfield District LC)	DP004	08/11/19	01/12/24	Progressing to schedule	BP	EL/RC
		Events and festivals policy	DP005	01/04/20	31/10/20	Initial scoping taking place and collection and analysis of data to inform policy	BP/CJ/ GD	IE
	to invest in the future of key localities	Burntwood developments	DP006	01/04/20	31/12/20	Discussions are on-going with the main private landowner that controls sites in the centre of Burntwood to determine re-development plans. Separately, the Council will shortly be commissioning a study to assess the opportunities for growth in Burntwood as a commercial centre.	CJ	IE
		City Centre Development (includes Birmingham Road site, Lichfield City Masterplan, Future development, Development Partnership, CCTV replacement, Three spires agreement)	DP007	01/04/20	31/03/24	Results of consultation on the draft city centre masterplan are due to be reported to a meeting of the EGED (O&S) Committee in June and then a report taken to July Cabinet for approval of the master plan and next steps. Priorities, work programme and resource implications will be determined by members post approval of the master plan (including CCTV and Car parking). Three spires and coach park negotiations underway. Demolition work on B'ham Road commenced January 2020, on hold due to Covid19, contractor indicated will be back on site on 11th May, programme to completion to be confirmed.	CJ	EL
	Covid 19 Response & Recovery	Administer support and grants to businesses to deal with the response. Develop recovery plans to rebuild economy.	DPC19	01/04/20	31/03/24	Post the distribution of monies to support eligible businesses and the provision of advice & guidance, work will be starting shortly on understanding the detailed impacts of CV19 on business and the local economy and preparing a suitable response.	All	DP

Strategic Theme	Strategic Outcome	Key Project	URN	Start Date	Due Date	Latest Update	HOS	PH
A Good Council that is:	financially sound	Procurement support	GC001	07/10/19	28/08/20	Cabinet agreed to extend the current interim procurement manager to 28 August 2020 - recruitment underway	AT	RS
		MTFS annual update	GC002	08/10/20	18/02/21	Start is Report to Cabinet and end is Full Council Approval	AT	RS
		Unqualified audited accounts	GC003	10/02/20	31/11/2020	the Government has extended the date for the completion of the accounts from 31 July 2020 to 30 November 2020	AT	RS
		Review finance & debtors system	GC004	11/09/19	08/04/20	the current crisis has meant this is progressing at a slower rate than anticipated due to resources being redirected to support the current response	AT/PL	RS
	transparent and accountable	Support local governance reviews	GC005	01/04/20	31/03/21	Parishes informed of the delay and those parishes with issues asked to identify for resolving on a case by case basis.	CT	AL
	responsive and customer focussed	Design and deliver a Digital strategy for the Council	GC006	01/03/20	31/07/20	Work has started on the creation. Insight and information is being gathers as well as good practice and examples from other organisations to inform the document.	BW	AS
		Deliver people strategy	GC007	01/04/20	31/03/24	Year 1 underway, Y2 being scoped and funded. Will require review of HR service and support from all services.	CT	AS
		R&B structures and document management system	GC008	01/04/20	31/03/21	The DMS system has been purchased in the Northgate software but the data will need to be pulled through from civica into Northgate. Staffing structure not started (Due to covid 19)	PL	RS
		Review elections service	GC009	01/06/20	31/12/20	Internal resource to support the review has been identified and scoping underway.	CT	AL

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Strategic Theme	Corporate Indicators	Source
Enabling people	Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	Active Lives Survey
	% or respondents who have given unpaid help to groups, clubs or organisations	Feeling the difference survey (Staffs Police)
	% of the population who find it difficult or very difficult to cope on current income	Experian Data
	Percentage of households in fuel poverty	Department for Business, Energy & Industrial Statistics
	Rough sleeping rate per 10,000 households	LDC
	Proportion of households in council tax arrears	LDC
	Number of days to process new claims - Local Council Tax Support	LDC
	Number of Days taken to process changes in circumstances - Local Council Tax Support	LDC
	Number of days to process new claims - housing benefit	LDC
	Number of Days taken to process changes in circumstances - housing benefit	LDC
	Number of customer accounts	LDC
Shaping Place	Housing affordability ratio (house price in relation to average salary)	ONS
	Number of new affordable houses built	LDC
	Net change in the number of houses	LDC
	% waste recycled	LDC
	Waste collected	LDC
	Trade waste collected	LDC
Developing Prosperity	Number of jobs (total employment)	ONS
	Number of working age population claimants of Job Seekers Allowance including Universal Credit	ONS
	Total value of RV	LDC
	New measure of retail/office floorspace	LDC
	Number of business start-ups	ONS
	Vacancy rates - Lichfield city centre	LDC
	Vacancy rates - Burntwood town centre	LDC
	Number of visitors to the district	LDC

	Visitor spending	LDC
	Number of non domestic premises/ properties	LDC
A good council/Corporate health Indicators	Number of complaints	LDC
	% of council tax collected (in year - does not include arrears payments) & all year	LDC
	% of business rates collected (in year - does not include arrears payments)	LDC
	Level of General Reserves	LDC
	Efficiency of financial monitoring – quarterly financial monitoring reports to Cabinet and Strategic (Overview and Scrutiny) Committee and three Treasury Management reports annually to Audit and Member Standards Committee.	LDC
	Revenue outturn - does not vary by more than +/- £250,000 of the approved budget.	LDC
	Payments to suppliers – at least 90% of undisputed invoices have been paid within 30 days	LDC
	Efficiency of financial reporting – Draft Statement of Accounts produced, authorised and published by 31 May.	LDC
	Efficiency of financial reporting – Audited Statement of Accounts produced and authorised for issue by 31 July with an unqualified External Audit Opinion.	LDC
	Value for money – the External Auditors' unqualified Value for Money Judgement.	LDC
	Average number of days lost to sickness	LDC
	% staff turnover	LDC
	Number of council apprentices	LDC
	% of annual Performance Development Reviews (PDRs) completed.	LDC

Please note the lighter grey bars indicate these are Corporate Health Indicators that are not with LDC control