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4 June 2019

Dear Sir/Madam

CABINET

A meeting of the Cabinet has been arranged to take place on **THURSDAY, 13TH JUNE, 2019 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

A handwritten signature in black ink, appearing to read 'Neil Turner', is written over a light blue rectangular background.

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

To: Members of Cabinet

Councillors Pullen (Chairman), Eadie (Vice-Chairman), E Little, Lax, Smith, Strachan and A Yeates



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Money Matters 2018/19: Review of Financial Performance Against the Financial Strategy 3 - 34
4. Report on Performance Against the Delivery Plan – End of Year 2018/19 35 - 54
5. Business Rates - Retail Discount Scheme - Amendment to the Non Domestic Rates Relief Policy 55 - 58



Money Matters : 2018/19 Review of Financial Performance against the Financial Strategy

Agenda Item 3



Cabinet Member for Finance and Procurement

Date: 13 June 2019
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

Cabinet

1. Executive Summary

- 1.1 The report covers the financial performance for the financial year 2018/19.
- 1.2 The Net Cost of Services had a **(£139,875)** favourable variance compared to the target of +/- £250,000, corporate accounts had a **(£6,352)** favourable variance and funding had a **(£338)** favourable variance. Therefore the overall favourable variance was **(£146,565)**.
- 1.3 The contribution to general reserves was **£789,135** (the Original Budget estimated a transfer of **£26,990**) compared to the Approved Budget that estimated a transfer of **£642,570**, an increase of **£146,565**.
- 1.4 The Capital Programme was **(£444,058)** lower than the Approved Budget mainly due to under performance on Disabled Facilities Grants of **(£609,547)**.
- 1.5 Capital Receipts were higher than the Approved Budget by **(£404,254)** due mainly to additional Bromford RTB Sales achieved at the end of the financial year.
- 1.6 In terms of Council Tax, Business Rates, Sundry Debtors and Supplier Performance:
 - Council Tax collection performance was **97.19%** and total arrears were **£2,112,706**.
 - The **Council Tax Collection Fund** was in surplus as projected with the Council's 13% share being **(£75,705)** compared to the Approved Budget of **(£29,490)**. This additional income of **(£46,215)** will be included in the 2020/21 budget.
 - Sundry Debt for income to be collected in 2018/19 has increased by **£1,069,569** compared to 2017/18 and the value outstanding at 31 March 2019 has increased by **£867,387**.
 - **Retained Business Rate Income** was **(£3,628,680)** compared to the Approved Budget of **(£3,082,000)**. This is additional income of **(£546,680)** and is due to additional Section 31 grants and lower levy payments.
 - The **Business Rates Collection Fund** was in surplus as projected with the Council's 40% share being **(£239,523)** compared to the Approved Budget of **(£212,700)**. This additional income of **(£26,823)** will be included in the 2020/21 budget.
 - Business Rates collection performance was **97.89%** and total arrears were **£811,958**.
 - The payment of suppliers within 30 days was **81.78%** and remains below our **90%** target.
- 1.7 The Council's investments achieved a risk status of **AA-** that was more secure than the aim of **A-** and yield exceeded all four of the industry standard London Interbank (LIBID) yield benchmarks.
- 1.8 The Treasury Management function was reviewed by Internal Audit and received '**Substantial Assurance**'.
- 1.9 The Council collected a total of **£208,492** in Community Infrastructure Levy (CIL) receipts, of these receipts **£25,326** (5%) has been applied to administrative expenses, **£368,146** CIL expenditure was allocated or took place and **£59,574** of CIL receipts were allocated or transferred to Parish Councils.

2. Recommendations

- 2.1 To note the report and issues raised within and that Leadership Team with Cabinet Members will continue to closely monitor and manage the Medium Term Financial Strategy.
- 2.2 To note the transfers to earmarked reserves and the level of general and earmarked reserves at 31 March 2019.
- 2.3 To approve **£819,000** of Capital Programme slippage related to 2018/19 being added to the Approved Budget in 2019/20 as outlined at **APPENDIX D**.
- 2.4 Cabinet to note the Community Infrastructure Levy (CIL) financial year report at paragraph 3.55 which is in accordance with Regulation 62 of The Community Infrastructure Levy Regulations 2010 (as amended).

That Cabinet recommends to Council :

- 2.5 To approve the actual 2018/19 Prudential Indicators contained within the report.
- 2.6 To increase the Investment Limit, for any group of pooled funds under the same management, from **£4m** per manager to **£9m** per manager.

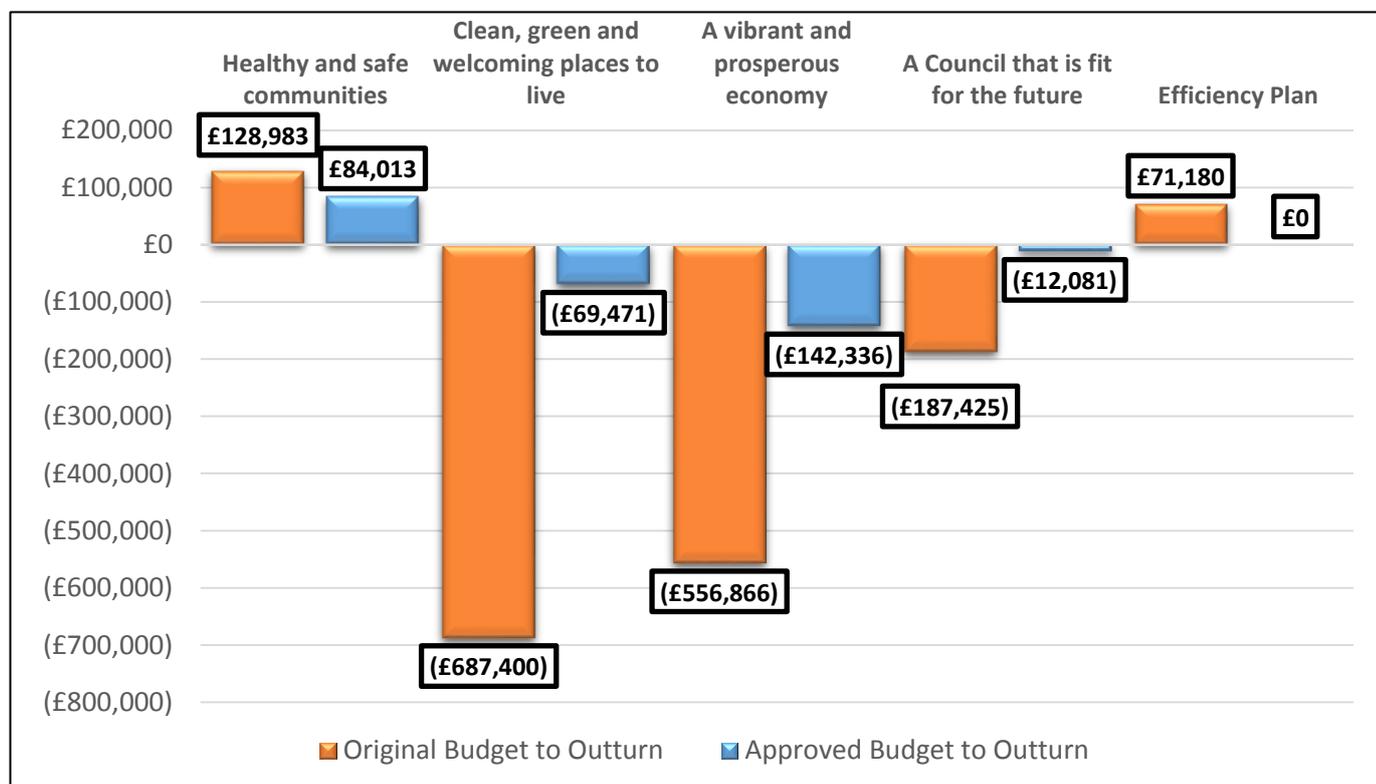
3. Background

Budget Management

- 3.1. The MTFFS 2017-22 approved by Council on 20 February 2018 included the Original Budget for 2018/19 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 were provided to both Cabinet and Strategic (Overview and Scrutiny) Committee at three, six and eight month intervals to monitor performance.
- 3.3. The Money Matters reports update the Approved Budget for latest projections and the eight month report formed the basis of the Revised Approved Budget for 2018/19 approved by Council on 19 February 2019.

The Revenue Budget

- 3.4. Financial performance is shown in detail at **APPENDIX A** and in summary by Strategic Priority below:



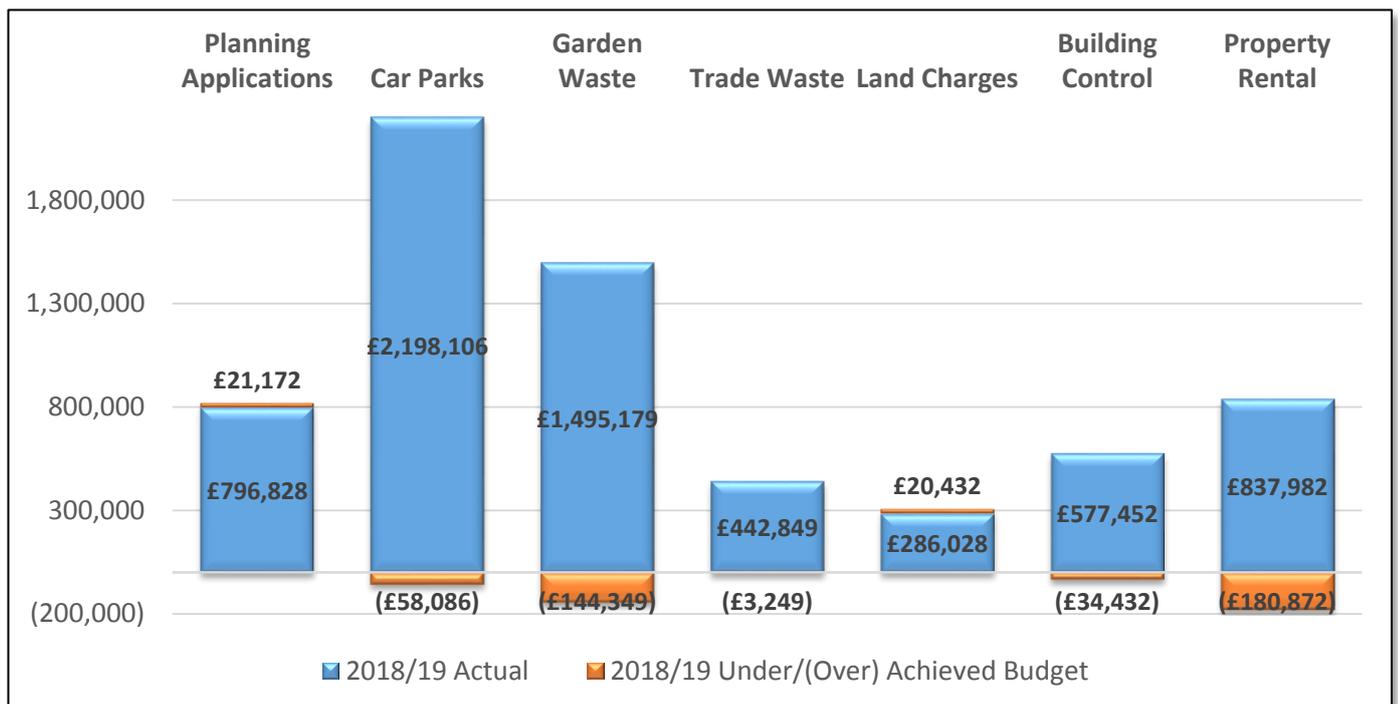
Performance compared to the Approved Budget

3.5. The variance is shown in summary below and in detail at **APPENDIX B** by Service Area:

	Variations
Healthy and safe communities	
• Friary Grange Maintenance Costs	88,270
• Minor balance	(4,257)
Clean, green and welcoming places to live	
• Additional Street Naming and Numbering Income	(10,753)
• Increase Streetscene income due to favourable weather conditions	(66,550)
• Minor balance	7,831
A vibrant and prosperous economy	
• Savings on District Council House Inc. Maintenance and Utilities	(20,433)
• Increase in car park performance	(52,410)
• Increase in property performance	(74,700)
• Minor balance	5,207
A council that is fit for the future	
• Saving in Member Allowances expenditure	(10,000)
• Additional Court Fee income	(13,763)
• Minor balance	11,683
Total - Net Cost of Services	(139,875)
Net Treasury	(6,352)
Total - Net Operating Cost	(146,227)
Earmarked Reserves	
• Earmarked Reserve Request Pension Repayment Reserve	468,000
Funding	
• Retained Business Rates additional income	(468,250)
• Other additional Funding	(88)
Additional Transfer (to)/from General Reserves	(£146,565)

Fees and Charges

3.6. The largest fees and charges budgets together with actual income achieved compared to the Approved Budget are shown below:



3.7. The fees and charges included in the above graph are stated gross, when there are increases in income there is also a proportionate increase in expenditure. Some of the income included above is part of revenue sharing arrangements or there are agreements for transferring to/from reserves:

- **Car Parks** – 12% of gross income less deductions has been transferred to third parties or reserves.
- **Garden Waste** – 42.16% of income relates to Tamworth Borough Council and contributes to the cost of providing the scheme.
- **Land Charges and Building Control** – these are trading accounts and any surplus or deficit is transferred to/from the reserves.

Events Performance

3.8. A summary of the financial performance of events undertaken in 2018/19 is shown below:

	Budget £	Actual £	Variance £
Movies in Beacon Park	0	8,992	8,992
Proms in Beacon Park	2,260	6,020	3,760
Externally Managed Events / Concessions	(15,000)	(41,889)	(26,889)
Other Items including casual employees	1,240	19,248	18,008
Direct Event Contribution	(£11,500)	(£7,629)	£3,871

3.9. The Original Budget assumed that the cost of the Business Development Post of **£50,670** would be funded by additional income of **(£50,670)** from commercial activity including events.

3.10. The budget figure was not achieved. This was mainly due to the departure of the Head of Leisure and Operational Services, which resulted in the Business Development Officer having to pick up some of the duties of the Head of Service Post and decreasing the capacity available to generate additional income.

Earmarked Reserves

3.11. Earmarked reserves are classified into unrestricted reserves where there are no restrictions over their use and restricted reserves where their establishment or use is determined by a legal or partnership agreement such as the Birmingham Road car park reserve.

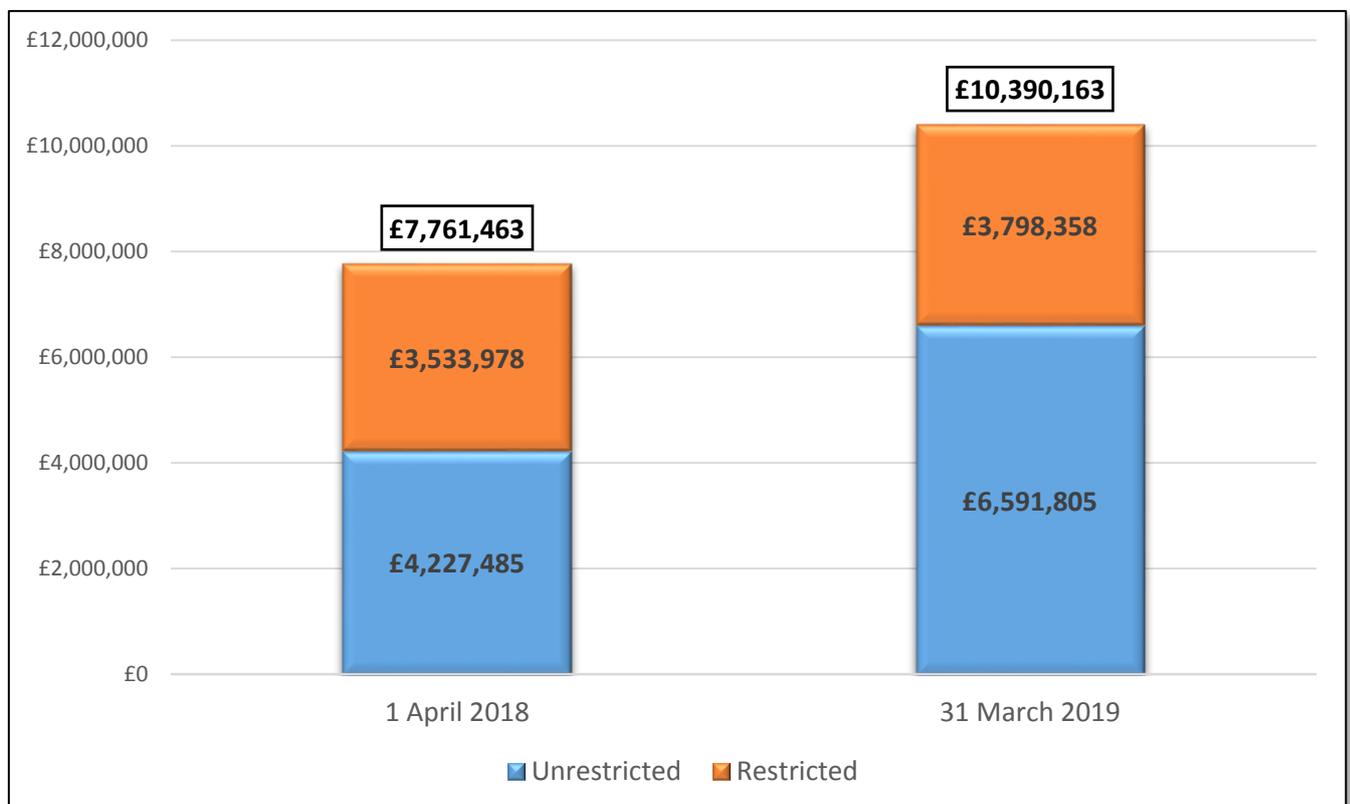
3.12. The following Earmarked Reserve requests to carry forward unspent expenditure budgets or additional income from 2018/19 were agreed and are incorporated within the financial performance:

Service Area	Reserve Name	Government Grant	Other	Total
CEXE	Brexit Funding	(17,484)		(17,484)
LOPS	Local Authority Parks Improvement Programme	(16,247)		(16,247)
LOPS	Streetscene Vehicles & Equipment sinking fund		(18,148)	(18,148)
ECON	CIL Volatility - additional income		(9,237)	(9,237)
ECON	Custom/Self Build & Brownfield Register	(33,687)		(33,687)
ECON	Transport Survey		(30,000)	(30,000)
CORP	Single Customer Account Contingency		(15,000)	(15,000)
REGH	IDOX Staffing Cost Support		(48,000)	(48,000)
CORP	Cloud Project Costs		(30,000)	(30,000)
Sub Total Net Cost of Services		(£67,418)	(£150,385)	(£217,803)
FINP	Pensions Repayment Reserve		(468,000)	(468,000)
FINP	Business Rates Volatility Reserve		(114,549)	(114,549)
Sub Total Funding		£0	(£582,549)	(£582,549)
Total		(£67,418)	(£732,934)	(£800,352)

3.13. The requests made related to:

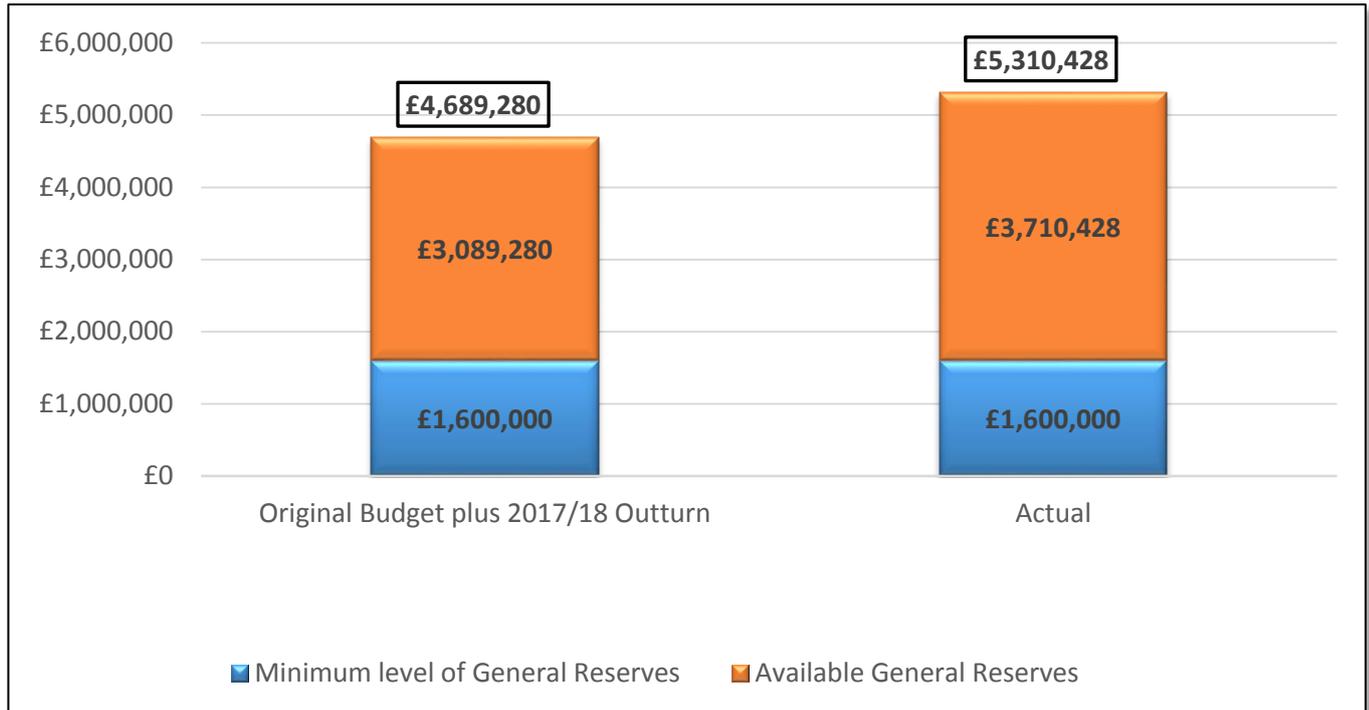
- **Government Grants** relate to amounts of grant received near to the end of March 2019 where there was insufficient time available to spend the money.
- **Pensions Repayment** and **Business Rates Volatility** relates to additional retained Business Rates Income in 2018/19 of (£546,680) plus other additional funding grants of (£35,869) that were transferred to earmarked reserves for the following purposes:
 - A pension's repayment reserve was established to enable the early repayment of actuarial strain liabilities based on a discounted sum. This would be an Invest to Save project that would reduce the funding gap by **£57,970** in each year.
 - The Business Rates Volatility reserve manages the inherent volatility in the Business Rates system where income and expenditure payments can be delayed by several years due to statutory requirements causing short term budgetary issues. This reserve could also be used to fund other risks such as the Council's share of a successful NHS Trust mandatory relief claim.
- **CIL volatility** manages the inherent volatility related to CIL income for the Council's 5% administration element.
- The **Transport Survey** sets aside a sum of money as a contribution to a transport survey being undertaken jointly by Tamworth Borough Council and Staffordshire County Council.
- The **four remaining requests** relate to ongoing ICT system implementations, the risks with projects of this nature mean it is prudent to retain these sums until the projects are complete, and funding for vehicles and equipment replacement.
- The detailed list of Earmarked Reserves, assuming all of the requests submitted above are approved, is shown at **APPENDIX C**.

3.14. A summary of earmarked reserves is shown in the chart below and in detail at **APPENDIX C**.



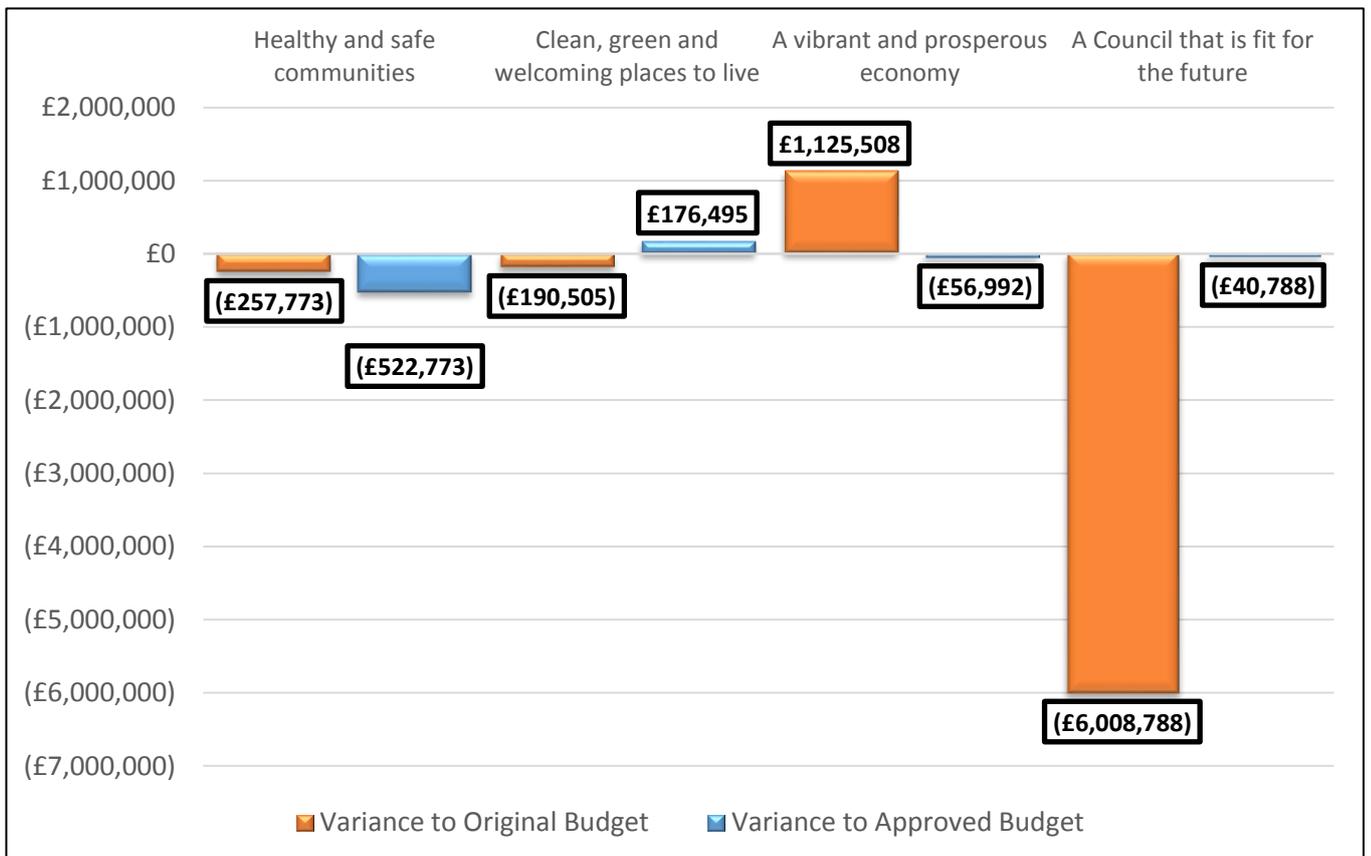
Revenue General Reserves

3.15. The Original Budget estimated a contribution to general reserves of **£26,990**, the Approved Budget estimated a contribution of **£642,570** and the actual contribution was **£789,135**.



The Capital Programme

3.16. Financial performance is below the Approved Budget by **(£444,058)** or **9%** and this is shown in detail at **APPENDIX D** and in summary by Strategic Priority below:

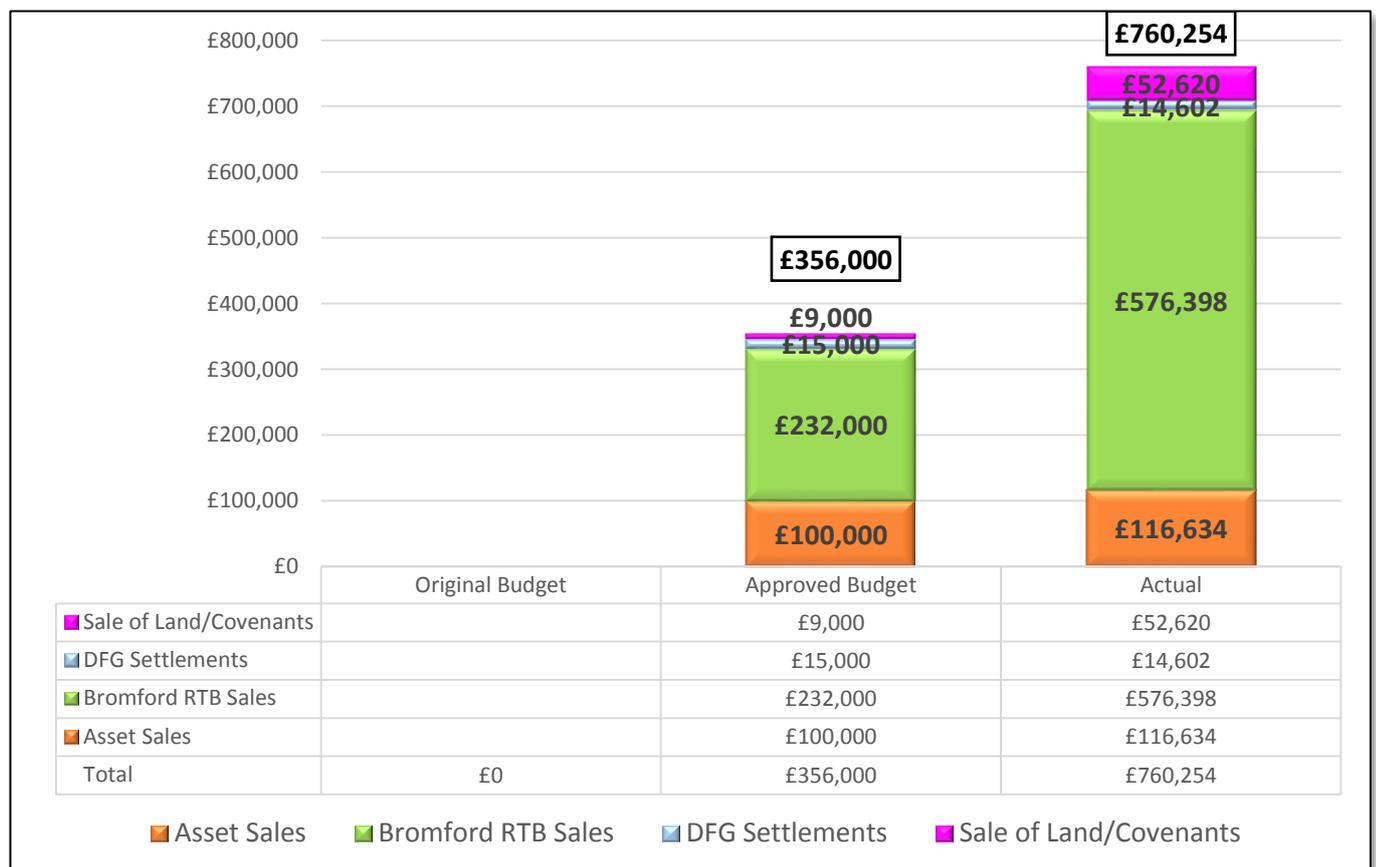


Performance compared to the Approved Budget

- 3.17. The most significant variance compared to the Approved Budget is related to Disabled Facilities Grants of (£609,547) shown under the Healthy and Safe Communities Strategic Priority.
- 3.18. The budget is underspent on completed adaptations as it was the first year of a contract with a new home improvement agency called Millbrook Healthcare Ltd; they have experienced performance issues while the service embeds itself and staff TUPE'd from the previous provider are trained to new systems. Millbrook were issued with an improvement notice on 28th March 2019 and performance continues to be closely monitored by the Partnership Steering group. From a budget perspective, there is £325,000 of spend on site or approved and £503,000 in the pipeline.
- 3.19. The below budget performance compared to the Approved Budget of (£444,058) can be categorised as:
- Delays in spend taking place which is known as slippage of (£819,000).
 - Other adjustments, including additional spend funded by revenue/lease, of £374,942.
- 3.20. The slippage in 2018/19 of £819,000 is recommended to be added to the Capital Programme in 2019/20 when this delayed spend is planned to take place. The slippage together with the Revised Budget for 2019/20 is shown in **APPENDIX D**.

Capital Receipts

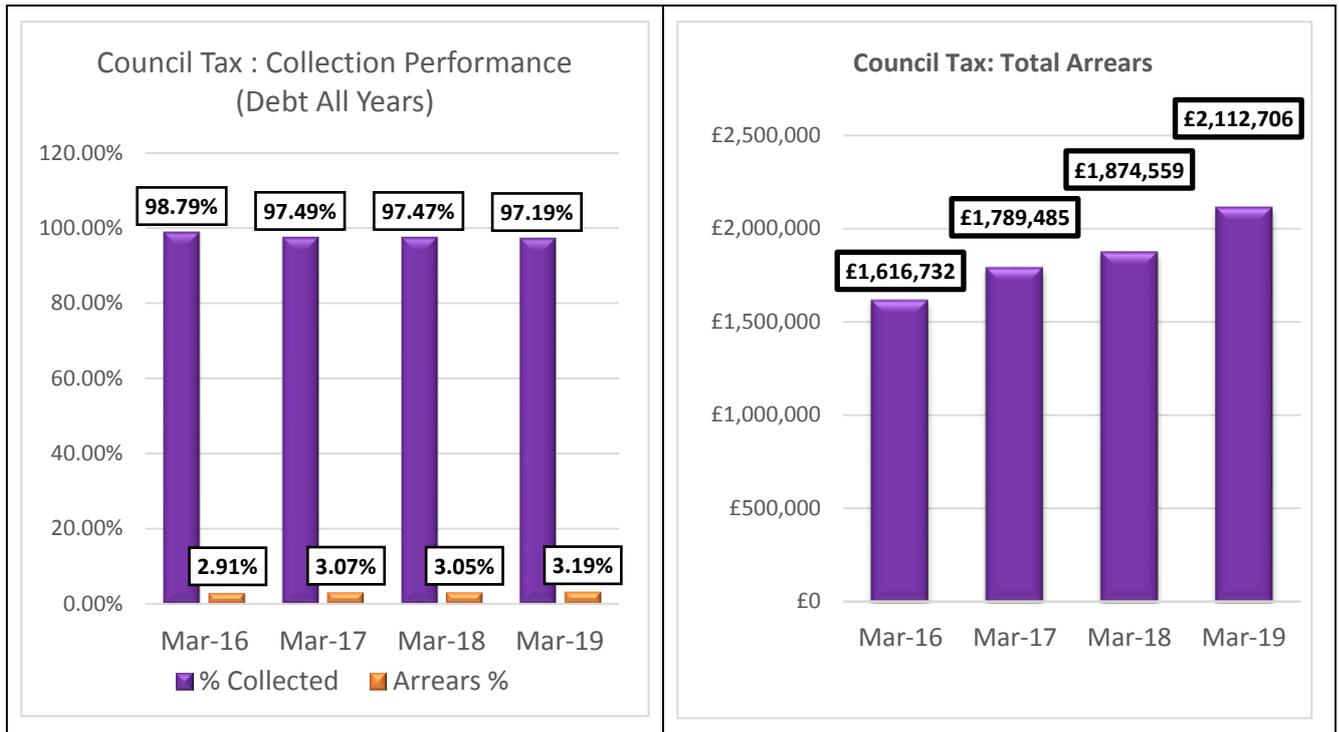
- 3.21. The Original Budget, Approved Budget and actual capital receipts received were:



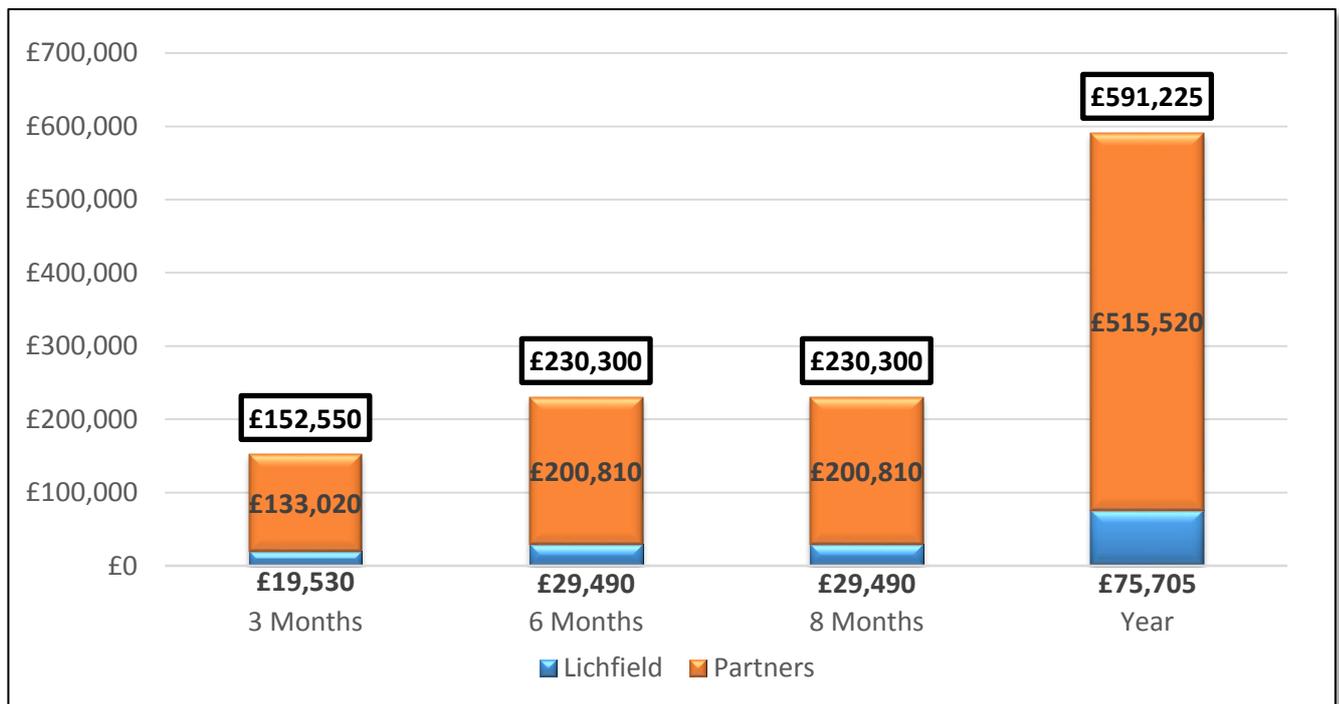
- 3.22. Bromford RTB Sales are higher than estimated because four properties with an income share of £190,000 were sold during March 2019.

Council Tax

3.23. The collection performance for Council Tax debt covering all years is shown below¹:



3.24. A summary of the Council Tax Collection Fund Performance is shown below and is based on Lichfield's (including Parishes) current share of Council Tax of **13%**:



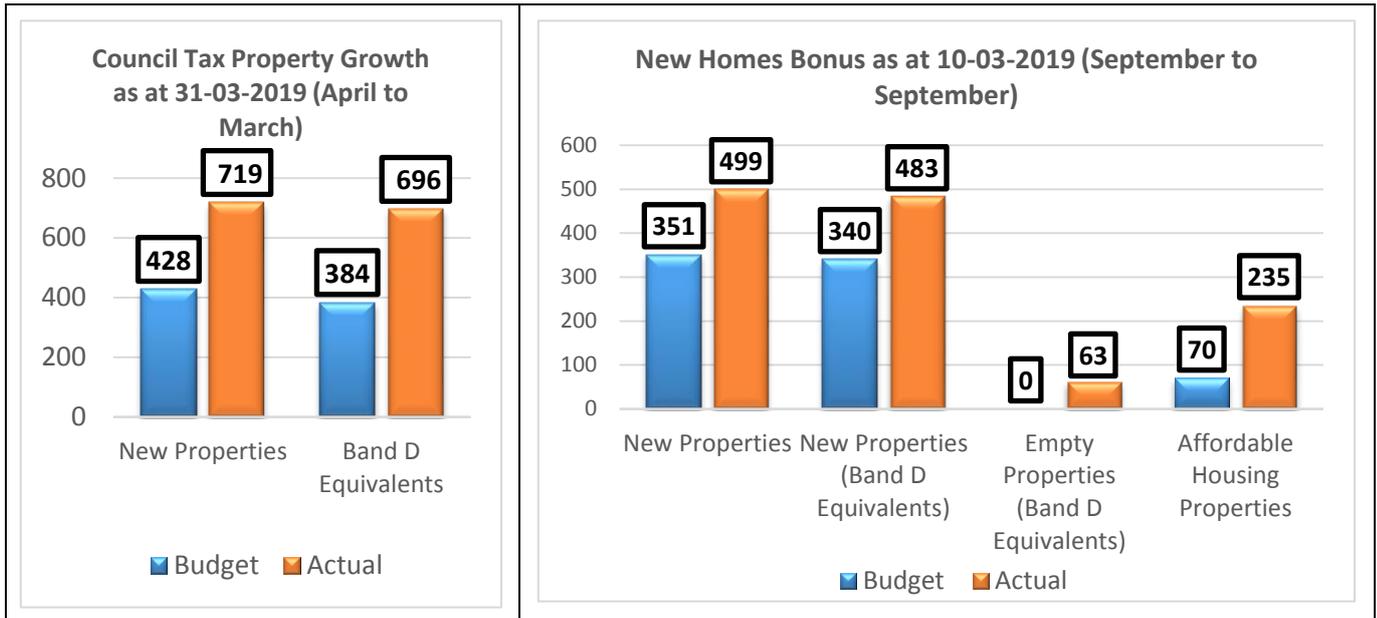
3.25. The main reasons for the higher surplus compared to the Approved Budget are:

- There was a higher surplus than projected in 2017/18 of **(£11,248)**.
- The net yield from Council Tax in 2018/19 is **(£579,977)** higher than estimated. This is primarily due to the use of more up to date bad debt information that resulted in a lower level of bad debt provision than estimated.

¹ Council Tax Total Arrears figures for previous financial years may differ from those previously reported due to use of actuals rather than projections.

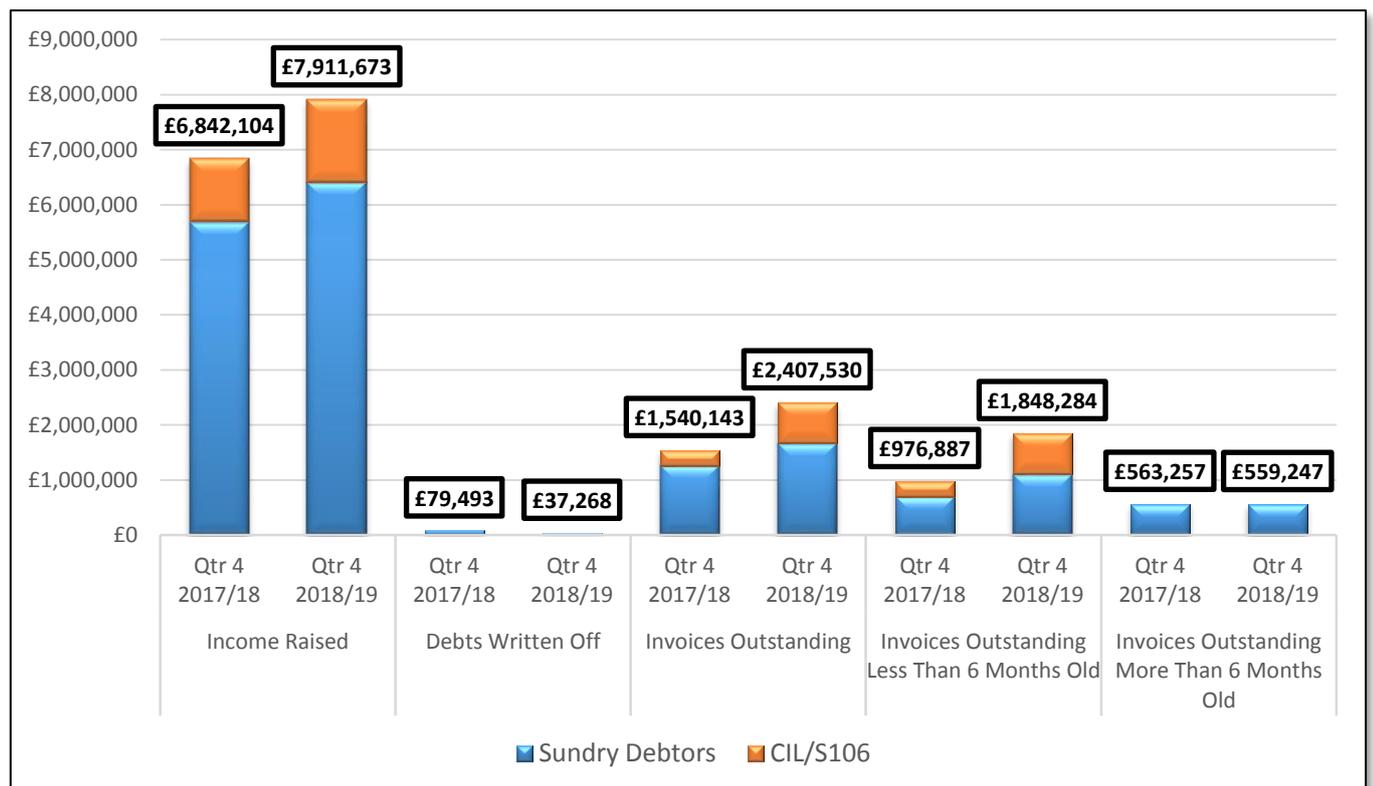
Housing Supply

3.26. The completions for Council Tax (left hand chart) from April 2018 to March 2019 and New Homes Bonus (right hand chart) from September 2018 to March 2019 are shown below:



Sundry Debtors (including Community Infrastructure Levy (CIL) and Section 106 (S106))

3.27. The transaction levels and collection performance in 2018/19 compared to 2017/18 is shown below:



3.28. The Sundry Debtors, CIL and Section 106 performance main variances are related to:

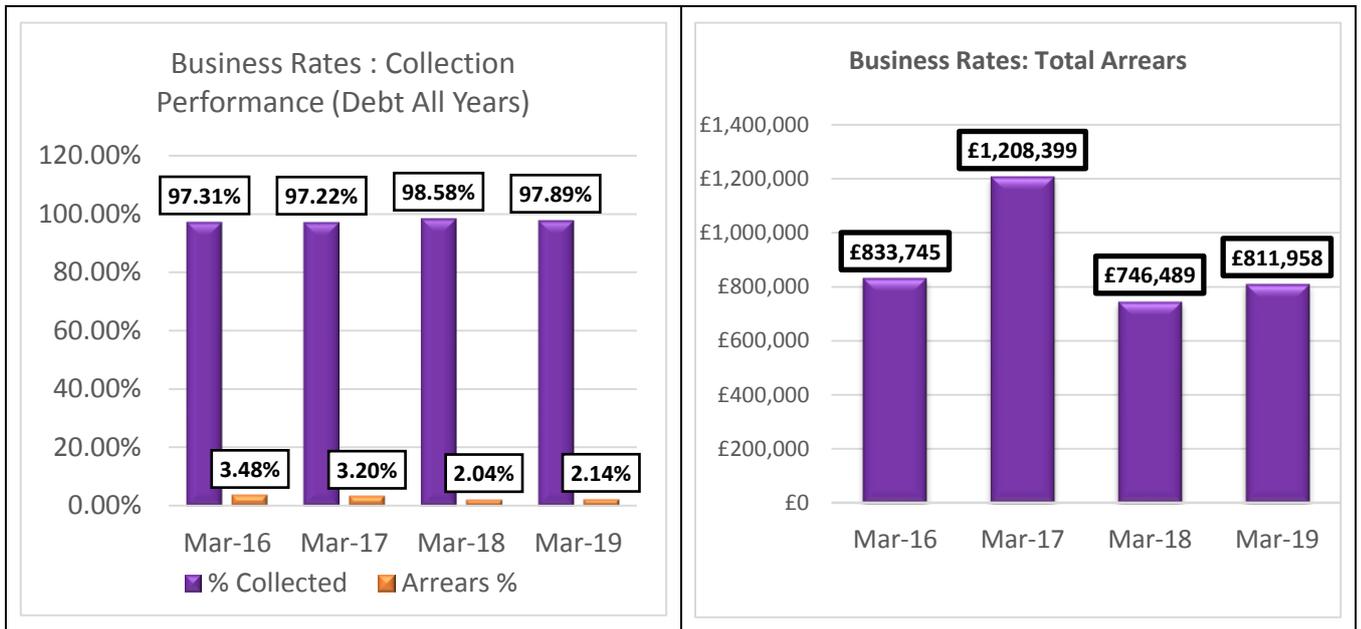
- **Income raised and due for payment:** increase of **£1,069,569** due to the issue of a high value invoice for Disabled Facilities Grants during November 2018 in addition to CIL and Section 106 as development triggers are reached.
- **Invoices outstanding:** increase of **£867,387** due mainly to CIL and Section 106 due as development triggers are reached.

Business Rates

3.29. The Retained Business Rate income was (£3,628,680) compared to the Approved Budget of (£3,082,000), additional income of (£546,680). This additional income is related to:

- **Additional Section 31 Grants of (£140,675)** – these grants are a reimbursement of the Council’s share of Government set reliefs awarded in the Collection Fund covered by the New Burdens doctrine. The reliefs are awarded in 2018/19 but under legislative requirements the budgetary impact will not occur until 2020/21.
- **Lower levy payments of (£406,005)** – the level of growth is lower than projected for levy purposes in part due to the additional reliefs but also due to the level of the appeals provision. In terms of the appeals provision, we have used a strategy of prudent assumptions as a result of the paucity of information with Check, Challenge and Appeal for the 2017 valuation list. Therefore, should these assumptions prove to be too prudent and the provision is set too high, any subsequent reduction will increase growth above baseline.

3.30. The collection performance for Business Rates covering all years is shown below²:



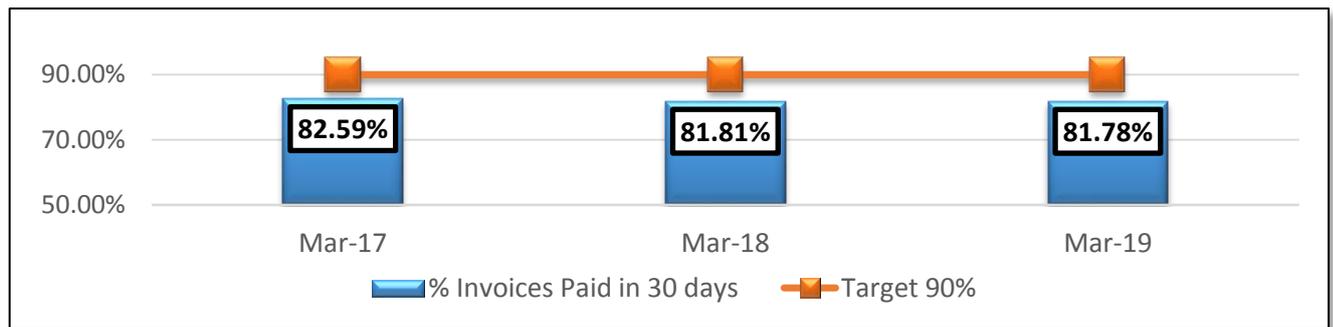
3.31. The Business Rates Collection Fund Performance based on our 40% share of Business Rates is:



² Business Rates Total Arrears figures for previous financial years may differ from those previously reported due to use of actuals rather than projections.

Supplier Payment Performance

3.32. The performance of invoice payments to suppliers within 30 days for the last three years is:



3.33. There are initiatives taking place including the improvements to procurement detailed below and wider use of payment cards for low value transactions that should also improve payment performance.

Procurement Activity

3.34. On 4 September 2018, Cabinet agreed to engage Wolverhampton City Council to provide procurement advice and support, replacing the existing arrangement with Staffordshire County Council. The service was implemented in November, when an implementation plan was agreed and work began to implement the relevant processes, procedures and systems to meet our service requirements.

3.35. In January 2019, Wolverhampton City Council began supporting procurement activity and providing procurement advice to managers seeking to procure products and services, with support being offered to those who were seeking to procure contracts that totalled £25,000 or more. In addition, we implemented a new procurement system as well as an associated online contract register.

3.36. A new intranet site was launched and communicated in the New Year, providing more information and guidance for staff in regards to procuring well. Analysis was undertaken on existing contracts and a process was launched to obtain possible future procurement activity, allowing us to proactively plan support and savings opportunities.

3.37. The contract register was published for the first time on our new systems in March 2019 after a data cleansing exercise. This means we are now compliant with Transparency Regulations. The Service Level Agreement (SLA) between the parties has been agreed and an overarching contract is being drafted to formalise the arrangements for the future.

3.38. So far, over 12 people have been trained in the use of our procurement systems and over 8 people offered advice and guidance in taking their procurement forward. Two of these were above the £25,000 limit and were managed through our new process and system. This meant they have been published on the Government's Contract's Finder website meaning we are now fully compliant with Procurement Regulations. The detail of procurement activity in 2018/19 supported under the new arrangement is provided at **APPENDIX E**.

3.39. The next steps for this programme will include;

- finalising implementation and transferring all work to business as usual
- implementing a mechanism for capturing savings as a result of support and advice
- communicating further the procurement service and processes
- delivering improved training to provide knowledge and skills to more effectively procure and manage contracts
- initiating contract management meetings including performance monitoring and reporting
- prioritising procurement support and proactive intervention in to contracts where there is a high risk assessment or where there are opportunities for efficiencies.

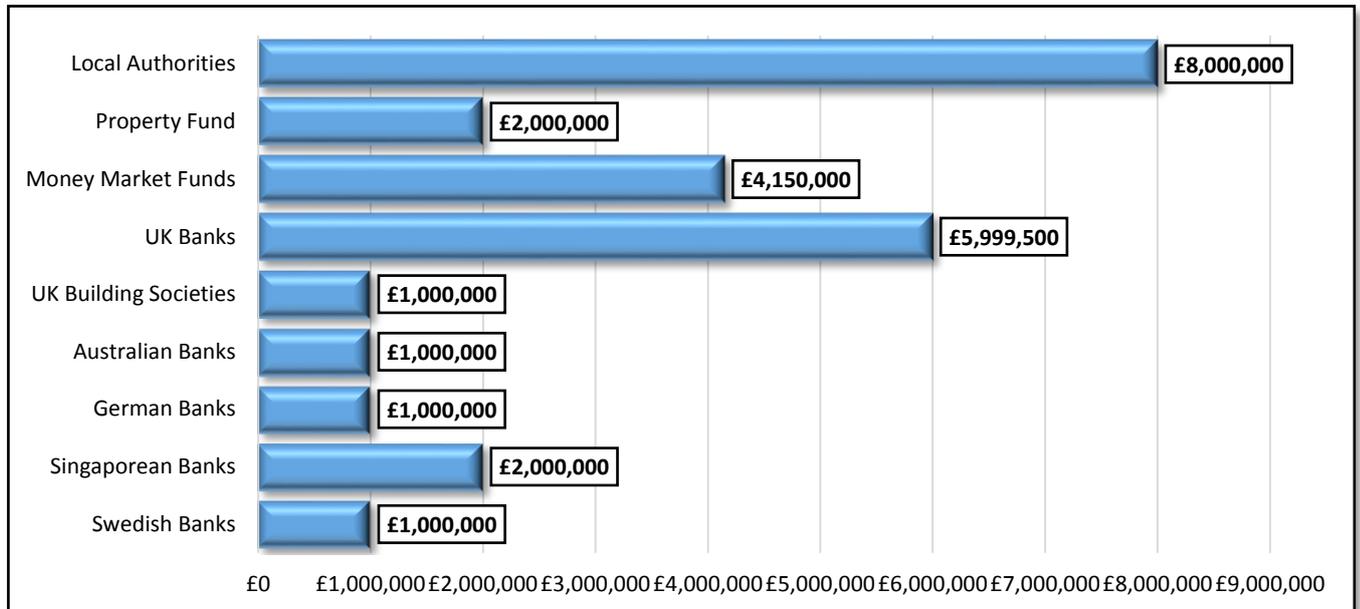
Treasury Management

3.40. 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).

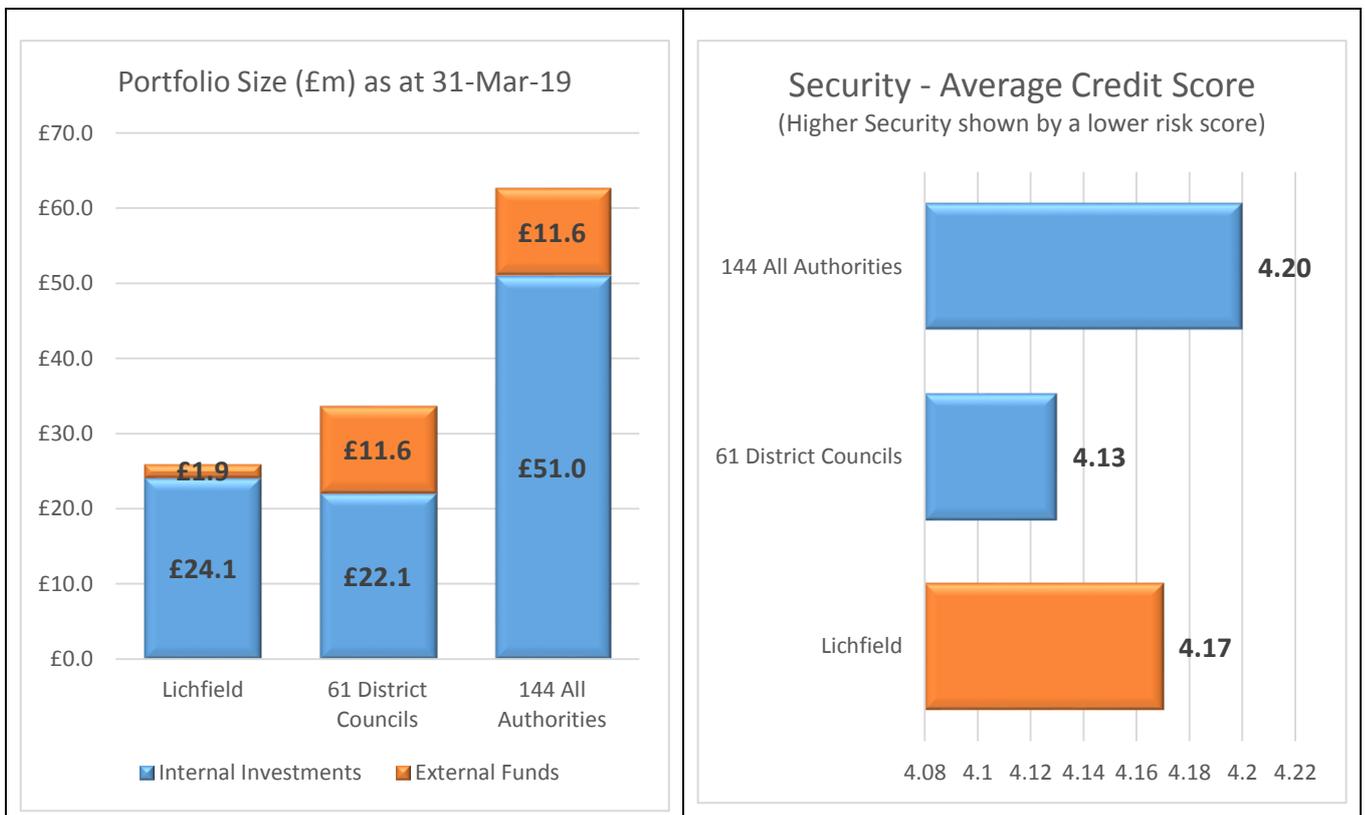
3.41. In addition, external borrowing is considered against the objectives of it being affordable (the impact on the budget and Council Tax), prudent and sustainable (over the whole life).

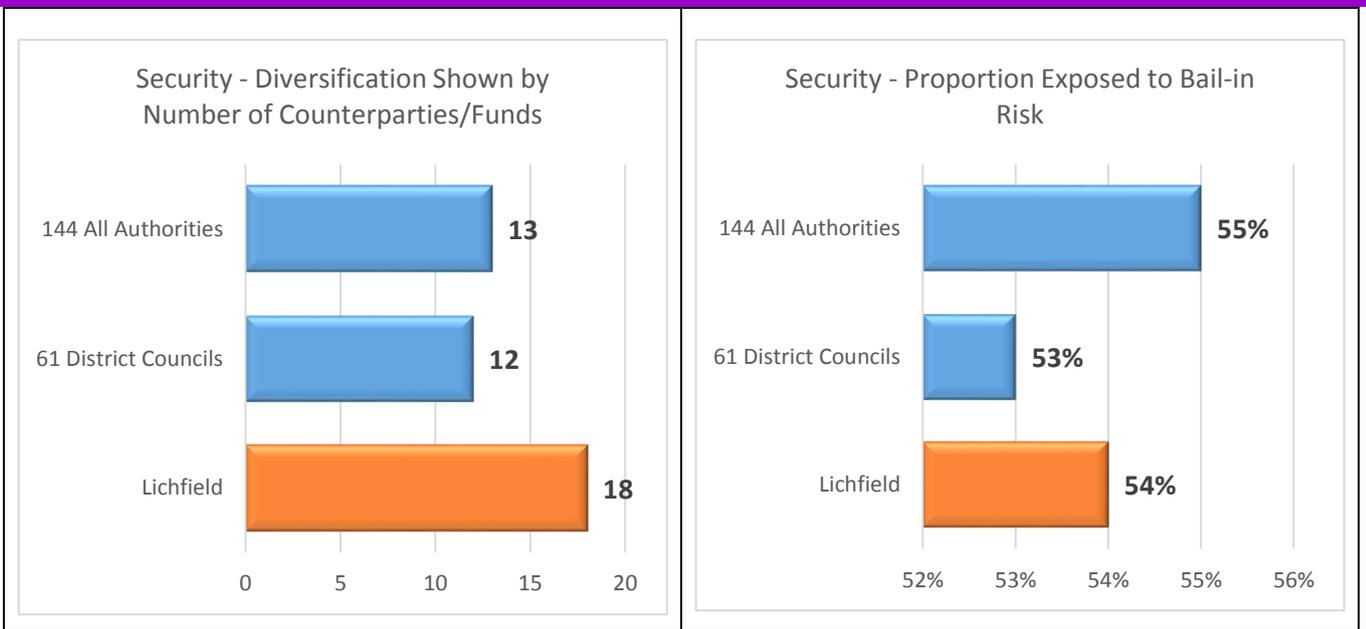
The Security of Our Investments

3.42. The investments the Council had at the 31 March 2019 of **£26.15m** (with the property fund valued at original investment of **£2m**) by type and Country are summarised below and in detail at **APPENDIX F**:

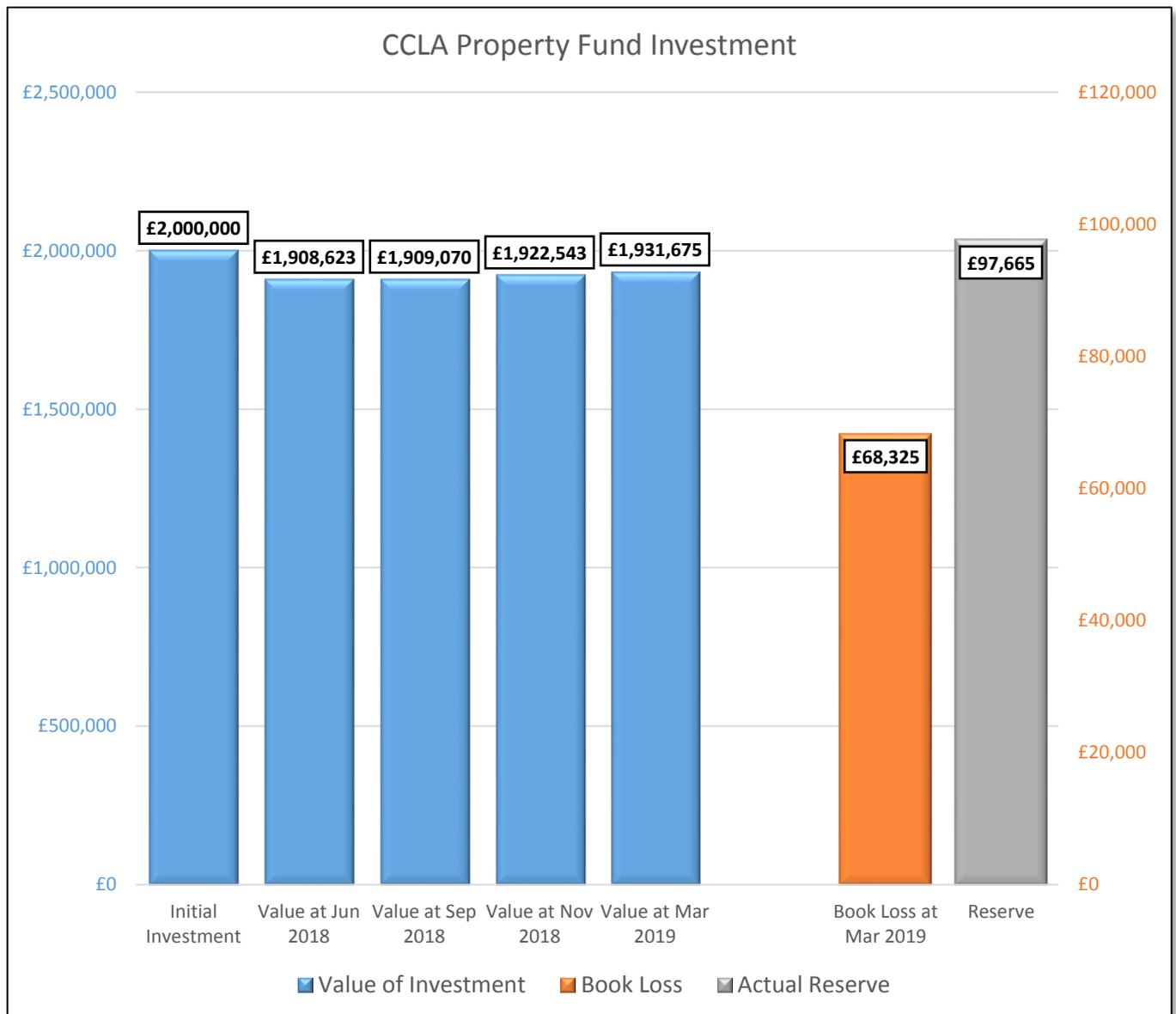


3.43. The Council's portfolio size (with the property fund valued at its current value of **£1.9m**), average credit score, diversification and exposure to 'Bail in' risk compared to Arlingclose Clients is shown below:

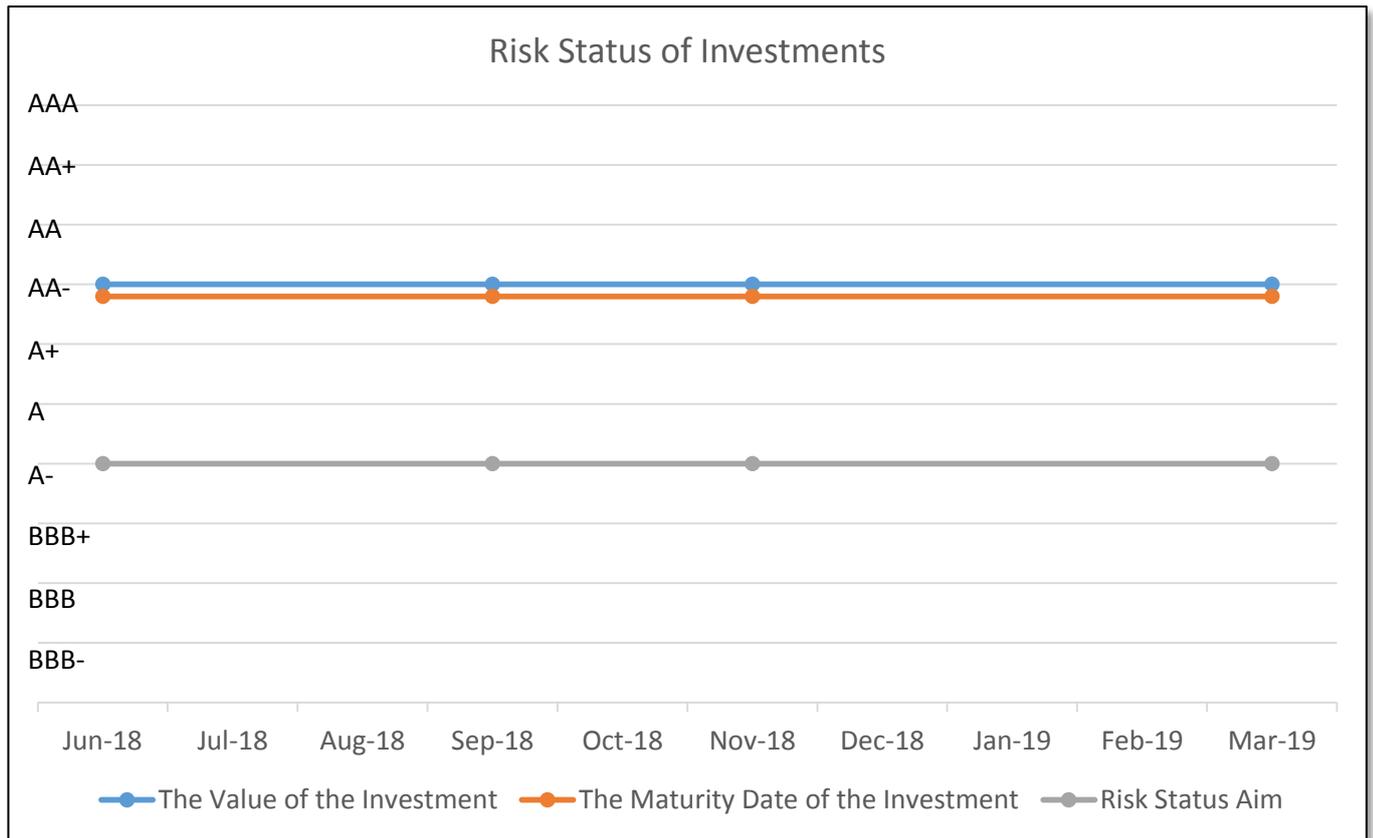




3.44. The current value of the Property Fund investment together with the value of the earmarked reserve at the end of 2018/19 intended to offset reductions in value is shown below:

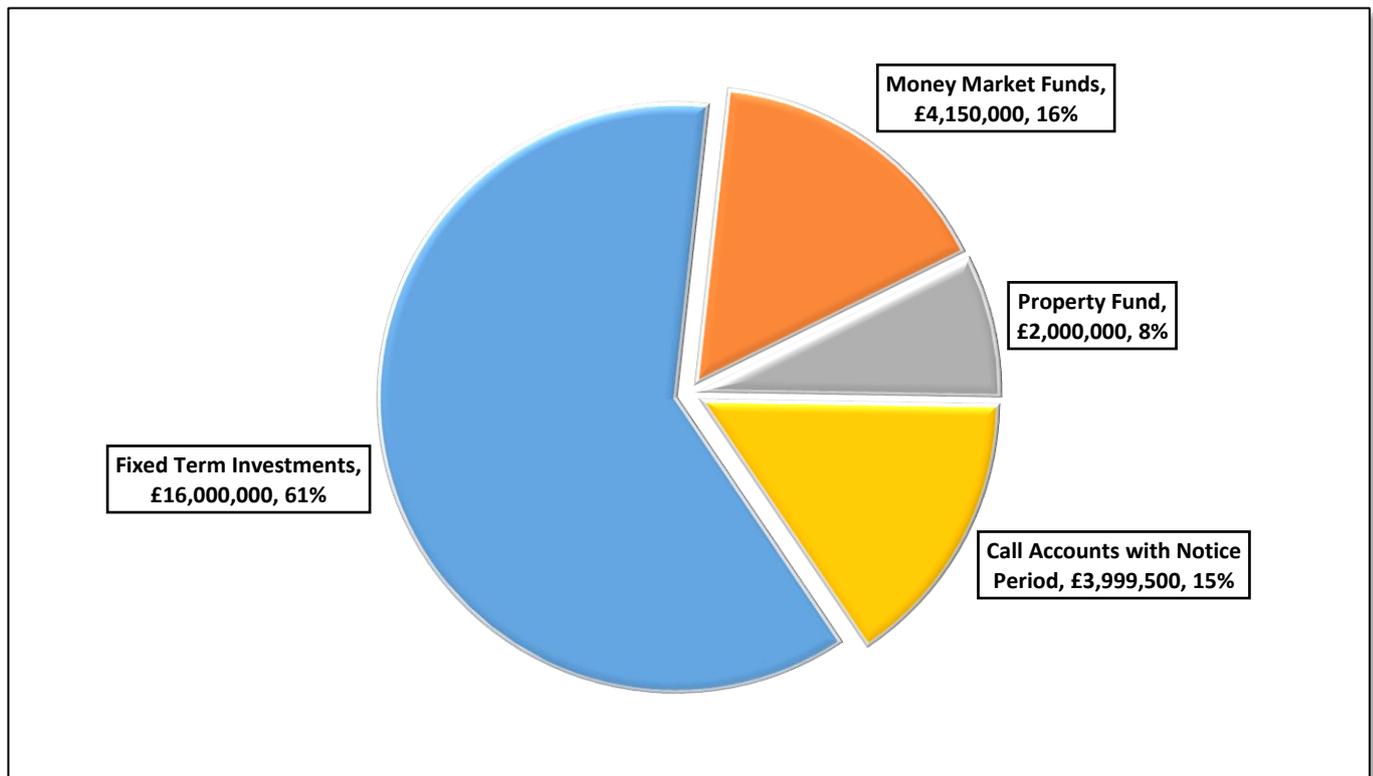


3.45. Our aim for the risk status of our investments was **A-** or higher. The risk status based on the length of the investment and the value for a 12 month period is summarised in the graph below:

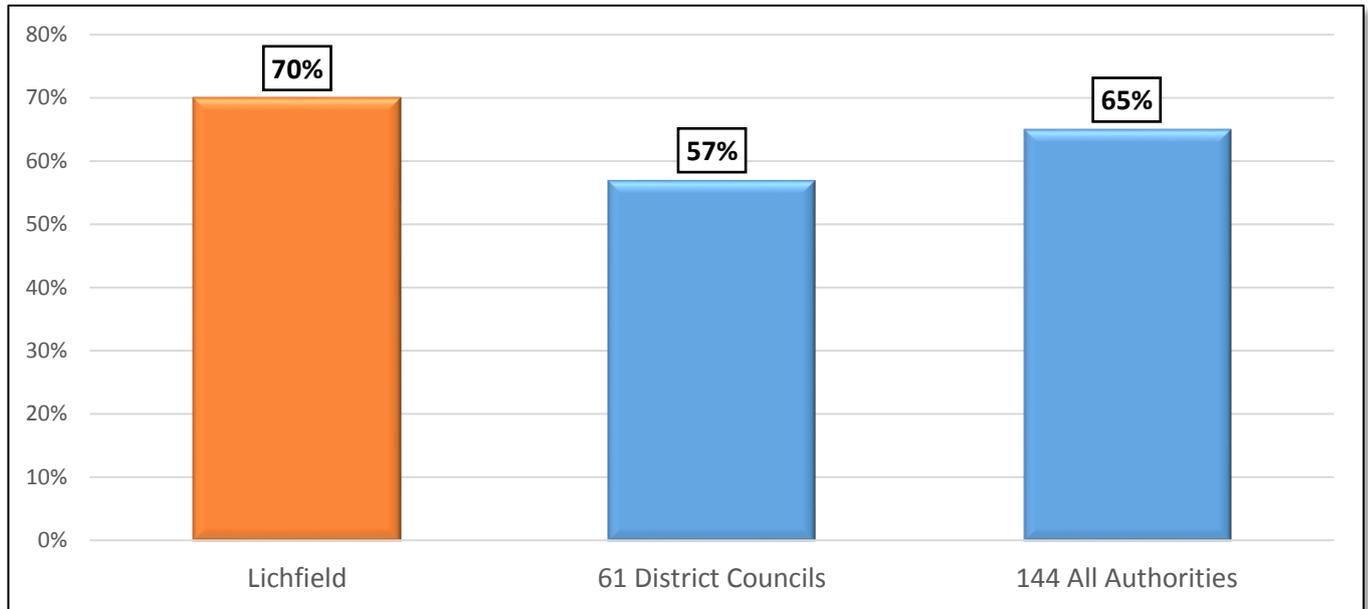


The Liquidity of our Investments

3.46. The Council has not had to temporarily borrow during 2018/19 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 investments by type are shown below:

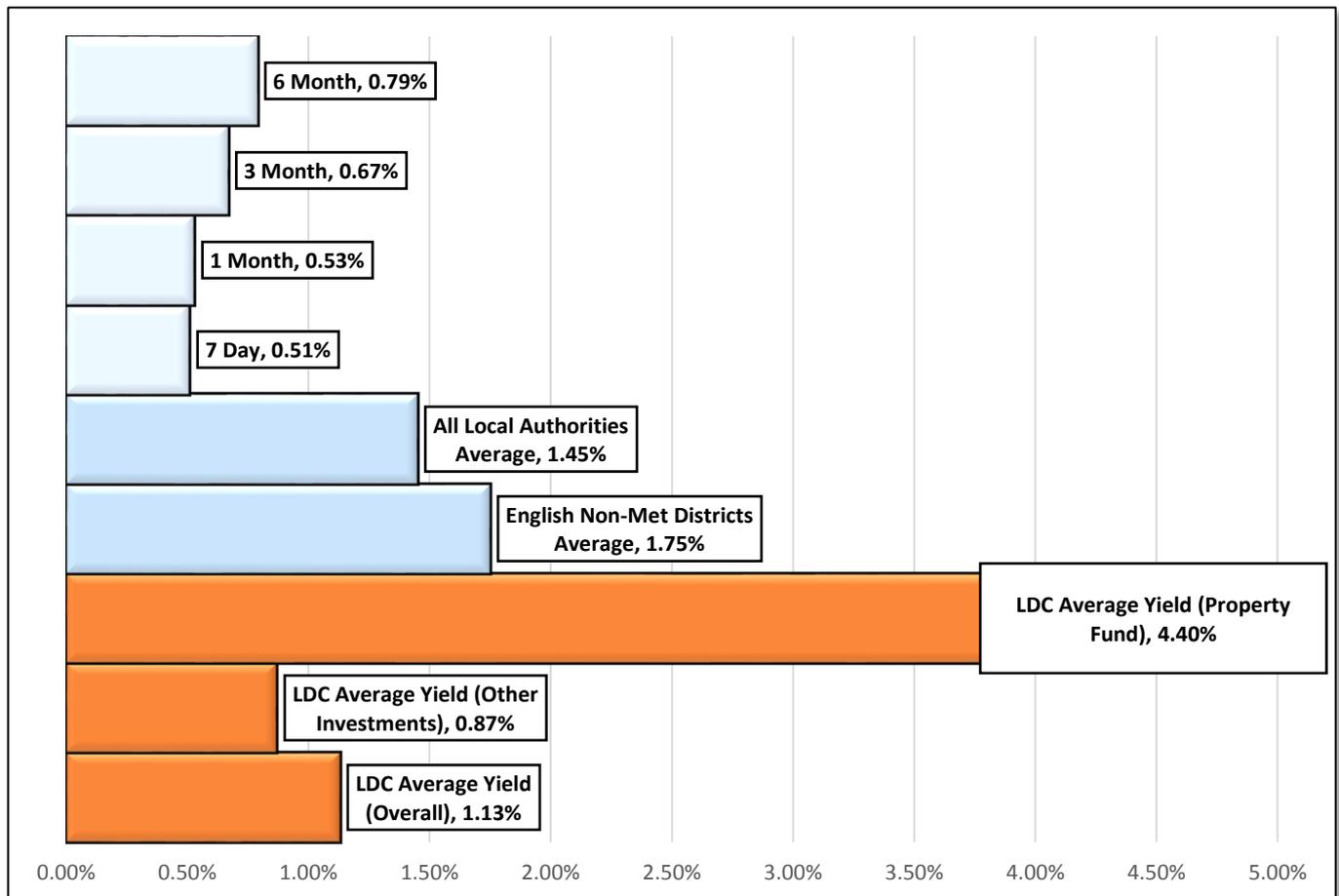


3.47. The proportion of the investment portfolio available within 100 days compared to all Arlingclose clients is shown in the graph below:



The Return or Yield of our Investments

3.48. The yield the Council achieved compared to a number of industry standard benchmarks (including our preferred benchmark of the seven day LIBID rate) and all Arlingclose clients is shown in the graph below:



3.49. The investment activity during the financial year generated (£242,944) of net investment income. Of this, (£50,000) related to the Local Authorities' Property Fund (gross income (£83,582) less transfer to reserve of £33,582).

Treasury Management Updates

Independent Review of Treasury Management by Internal Audit

3.50. In 2018/2019 as part of the Internal Audit Plan, Treasury Management was assessed by Internal Audit and the level of assurance placed on the system of internal control was the highest level available of 'Substantial Assurance'.

Temporary Increase to the Operational Bank Account Limit during 2018/19

3.51. The Treasury Management Strategy includes an approved Investment Counterparty and limit for unsecured banks with a credit rating of **A-** including the National Westminster Bank used by the Council for operational banking of **£1 million and 6 months**.

3.52. On 5 November 2018 the Deputy Section 151 Officer temporarily increased the limit by **£65,288**. It was necessary to temporarily increase the limit for one day due to the very low level of risk involved. This was due to the requirement to manage investments within the constraints of the approved credit criteria as a result of limited available options.

Recommended increase to a Treasury Management Limit

3.53. The Treasury Management Strategy and Annual Investment Strategy was approved by Council on 19 February 2019 and included the investment limit 'Any group of pooled funds under the same management' of **£4m per manager**.

3.54. We currently have the following actual or planned investments with Churches, Charities and Local Authorities (CCLA):

Investment	Approved Limit	Actual Investment at 13 May 2019
The Property Pooled Fund	£2 million	£2 million
UK Domiciled Money Market Fund	£5 million	£2 million
Diversified Income Fund (Approved by Cabinet 4 September 2018)	£2 million	£0
Fund Manager Total	£9 million	£4 million

3.55. Therefore in order to facilitate the investment in the Diversified Income Fund of £2m and thereby reduce risk through additional diversification, whilst maximising investment income, it is recommended that Council increases the limit from **£4m to £9m**.

Community Infrastructure Levy (CIL)

3.56. The Community Infrastructure Levy Regulations 2010 (as amended) places a responsibility on the District Council as a CIL Charging Authority to report each financial year on income and expenditure associated with CIL. Regulation 62, Section 1 to 6 sets out the reporting requirements.

Regulation 62 reference	Description	Amount
4	Total CIL receipts for 2018/19	£208,492
4.(b)	Total CIL expenditure in 2018/19	£368,146
4.(c) (iv)	Amount of CIL applied to administrative expenses pursuant to regulation 61 (This is the total amount of CIL applied to admin expenses over 2017/18 and 2018/19)	£25,326
4. (c.) (ca) (ii)	The amount of CIL passed to any local council under reg. 59(a)	£59,574
4.(d) (i)	Total amount of CIL receipts retained at the end of the reported year.	£138,453

Alternative Options

There are no alternative options.

Consultation

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

Financial Implications

Prudential indicators (PI) 2018/19:

- We can confirm that the Council has complied with its Prudential and Local Indicators for 2018/19; these were originally approved by Council at its meeting on 20 February 2018 and were fully revised and approved by Council on 19 February 2019.
- In compliance with the requirements of the CIPFA Code of Practice this report provides members with a Summary Report of the Treasury Management Activity during 2018/19.
- None of the other Prudential and Local Indicators have been breached. The Prudential and Local Indicators are summarised in the table below :

Capital Strategy Indicators					
Prudential Indicators					
Indicators	2017/18 Actual	2018/19 Original	2018/19 Revised	2018/19 Actual	Compliant
Capital Investment					
Capital Expenditure (£m)	£2.608	£10.242	£5.355	£4.910	✓
Capital Financing Requirement (£m)	£4.177	£10.552	£4.881	£4.987	✓
Gross Debt and the Capital Financing Requirement					
Gross Debt	(£3.418)	(£10.142)	(£4.183)	(£4.315)	✓
Borrowing in Advance - Gross Debt in excess of the Capital Financing Requirement	No	No	No	No	✓
Total Debt					
Authorised Limit (£m)	£3.991	£21.377	£15.082	£4.751 ³	✓
Operational Boundary (£m)	£3.991	£13.122	£7.197	£4.751	✓
Proportion of Financing Costs to Net Revenue Stream (%)	5%	7%	5%	5%	✓

Local Indicators					
Indicators	2017/18 Actual	2018/19 Original	2018/19 Revised	2018/19 Actual	Compliant
Replacement of Debt Finance or MRP (£m)	(£0.616)	(£0.699)	(£0.691)	(£0.710)	✓
Capital Receipts (£m)	(£0.426)	£0.000	(£0.356)	(£0.760)	✓
Liability Benchmark (£m)	£13.242	£2.345	£12.572	£14.209	✓
Treasury Management Investments (£m)	£24.519	£20.911	£25.147	£26.150	✓

Treasury Management Indicators				
Prudential Indicators				
	Lower Limit	Upper Limit	2018/19 Actual	Compliant
Refinancing Rate Risk Indicator				
Under 12 months	0%	100%	7%	
12 months and within 24 months	0%	100%	7%	
24 months and within 5 years	0%	100%	22%	
5 years and within 10 years	0%	100%	36%	✓
10 years and within 20 years	0%	100%	23%	
20 years and within 30 years	0%	100%	3%	
30 years and within 40 years	0%	100%	0%	
40 years and within 50 years	0%	100%	0%	
50 years and above	0%	100%	0%	

Indicators	2017/18 Actual	2018/19 Original	2018/19 Revised	2018/19 Actual	Compliant
Principal Sums invested for periods longer than a year (£m)	£2.000	£6.000	£6.000	£2.000	✓

³ This is the highest level of debt outstanding during the financial year and is compared to the Authorised Limit and Operational Boundary to assess compliance.

Local Indicators

Indicators	2017/18 Actual	2018/19 Original	2018/19 Revised	2018/19 Actual	Compliant
	£m	£m	£m	£m	
Balance Sheet Summary and Forecast					
Borrowing Capital Financing Requirement	£2.129	£8.975	£3.338	£3.312	✓
Internal or (over) Borrowing	£0.759	£0.410	£0.698	£0.672	✓
(Investments) or New Borrowing	(£24.519)	(£20.910)	(£25.147)	(£26.150)	✓
Liability Benchmark	(£13.242)	(£2.345)	(£12.572)	(£14.209)	✓
	Target	2018/19 Actual	Compliant		
Security					
Portfolio average credit rating	A-	AA-	✓		
Liquidity					
Temporary Borrowing undertaken	£0.000	£0.000	✓		
Total Cash Available within 100 days (maximum)	90%	70%	✓		

Contribution to the Delivery of the Strategic Plan

The MTFS underpins the delivery of the Strategic Plan 2016-20.

Equality, Diversity and Human Rights Implications

There are no additional Equality, Diversity or Human Rights implications.

Crime & Safety Issues

There are no additional Crime and Safety Issues.

	Risk Description	How We Manage It	Severity of Risk
A	Planned Capital Receipts are not received.	The budget for capital receipts will be monitored as part of the Council's normal budget monitoring procedures.	Green - Tolerable
B	Achievement of The Council's key Council priorities.	Close monitoring of performance and expenditure; maximising the potential of efficiency gains; early identification of any unexpected impact on costs including Central Government Policy changes, movement in the markets, and changes in the economic climate.	Green - Tolerable
C	Implementation of the Check, Challenge and Appeal Business Rates Appeals and more frequent revaluations.	To closely monitor the level of appeals. An allowance of 4.7% (in line with the DCLG Allowance) for appeals has been included in the Business Rate Estimates.	Red - Severe
D	The review of the New Homes Bonus regime in 2020/21.	Not all of the projected New Homes Bonus is included as core funding in the Base Budget. In 2020/21 £600,000 is included and this is then being reduced by £100,000 per annum.	Red - Severe
E	The increased Localisation of Business Rates and the Fair Funding Review in 2020/2021.	To assess the implications of proposed changes and respond to consultations to attempt to influence the policy direction in the Council's favour.	Red - Severe
F	The affordability and risk associated with the Capital Strategy.	Recruit an estates management team to provide professional expertise and advice in relation to the Property Investment Strategy and to continue to take a prudent approach to budgeting.	Yellow - Material

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• Money Matters: Council Tax and National Non Domestic Rates – Cabinet 6 December 2017• Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2017-22 Cabinet – Cabinet 13 February 2018• Money Matters: Review of Financial Performance 2018/19 – Cabinet 4 September 2018• Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2018-23 – Cabinet 9 October 2018• Money Matters: Review of Financial Performance 2018/19 – Cabinet 4 December 2018• Money Matters : Calculation of Business Rates 2019/20, Council Tax Base for 2019/20 and the projected Collection Fund Surplus / Deficit for 2018/19 – Cabinet 4 December 2018• Money Matters: Review of Financial Performance 2018/19 – Cabinet 12 February 2019• Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2018-23 – Cabinet 12 February 2019.
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Relevant web link	
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Revenue Financial Performance – Variance to Budget 2018/19

Variance to Target 2018/19

(● = adverse, ☑ = favourable & ⊖ = within £5k of Target)

Area	2018/19						
	Original Budget £	Approved Budget £	Actual Outturn £	Variance £	Variance to Target £	Variance to Original Budget £	Target Variance (+/-) £
Healthy and safe communities	1,808,850	1,901,820	1,985,833	84,013		128,983	
Clean, green and welcoming places to live	3,427,580	2,916,970	2,847,499	(69,471)		(687,400)	
A vibrant and prosperous economy	(652,350)	(1,066,880)	(1,209,216)	(142,336)		(556,866)	
A council that is fit for the future Efficiency Plan	6,281,510	6,168,650	6,156,569	(12,081)		(187,425)	
	(71,180)	0	-	-		71,180	
Net Cost of Services	10,794,410	9,920,560	9,780,685	(139,875)		(1,231,528)	0
Chief Executive	796,010	681,380	677,907	(3,473)	☑	(135,587)	6,000
Finance and Procurement	1,628,490	1,563,880	1,561,477	(2,403)	☑	(67,013)	13,000
Legal, Property and Democratic Services	424,800	399,650	314,446	(85,204)	●	(110,354)	13,000
Revenues, Benefits and Customer Services	725,470	596,270	577,861	(18,409)	☑	(147,609)	19,000
Corporate Services	2,560,830	2,625,630	2,621,380	(4,250)	☑	15,550	22,000
Leisure & Operational Services	2,422,310	2,432,460	2,433,281	821	☑	(23,424)	28,000
Regulatory Services, Housing & Wellbeing	1,264,250	1,281,330	1,282,822	1,492	☑	(29,428)	15,000
Development Services	61,310	(67,250)	(71,559)	(4,309)	☑	(132,869)	30,000
Economic Growth	82,920	(242,040)	(269,766)	(27,726)	☑	(425,610)	34,000
Waste Services	899,200	649,250	652,836	3,586	☑	(246,364)	70,000
Efficiency Plan	(71,180)	0	-	-		71,180	-
Net Cost of Services	10,794,410	9,920,560	9,780,685	(139,875)		(1,231,528)	250,000
Net Treasury Position	104,860	51,710	45,358	(6,352)			
Revenue Contributions to the Capital Programme	154,000	154,000	154,000	-			
Net Operating Cost	11,053,270	10,126,270	9,980,043	(146,227)			
Transfer (from) / to General Reserve	26,990	642,570	789,135	146,565			
Transfer (from) / to Earmarked Reserves	(774,360)	328,120	796,120	468,000			
Net Revenue Expenditure	10,305,900	11,096,960	11,565,298	468,338			
Financed by:							
Retained Business Rates	(2,479,900)	(3,082,000)	(3,514,131)	(432,131)			
Business Rates Cap	(42,000)	(47,000)	(82,869)	(35,869)			
Levy Account Surplus	-	(32,000)	(31,954)	46			
New Homes Bonus	(800,000)	(941,000)	(941,134)	(134)			
Other Government Grants	-	(10,960)	(10,960)	-			
Business Rates Collection Fund (Surplus)/Deficit	(591,000)	(591,000)	(591,250)	(250)			
Council Tax Collection Fund (Surplus)/Deficit	(42,000)	(42,000)	(42,000)	-			
Council Tax	(6,351,000)	(6,351,000)	(6,351,000)	-			

Reasons for the Outturn Budget Performance by Service Area

Projected Variance £		Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(3,473)	Chief Executive	(3,473)	-	-	-
(2,403)	Finance and Procurement	5,697	-	(8,100)	-
(85,204)	Legal, Property and Democratic Services	(504)	(10,000)	(74,700)	-
(18,409)	Revenues, Benefits and Customer Services	(4,646)	-	(13,763)	-
(4,250)	Corporate Services	(4,250)	-	-	-
821	Leisure & Operational Services	67,371	-	(66,550)	-
1,492	Regulatory Services, Housing & Wellbeing	1,492	-	-	-
(4,309)	Development Services	(11,309)	-	7,000	-
(27,726)	Economic Growth	33,921	-	(61,647)	-
3,586	Waste Services	3,586	-	-	-
(6,352)	Net Treasury Position	-	-	(6,352)	-
(£146,227)	Net Operating Cost	£87,885	(£10,000)	(£224,112)	-

Chief Executive

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(2,800)	PA vacancy	(2,800)	-	-	-
(673)	Minor balance	(673)	-	-	-
(£3,473)	Total	(£3,473)	-	-	-

Finance and Procurement

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(8,100)	Government Grant Received	-	-	(8,100)	-
12,767	Contribution to Insurance Provision	12,767	-	-	-
(4,561)	Bank Charges Savings	(4,561)	-	-	-
(2,509)	Minor Balance	(2,509)	-	-	-
(£2,403)	Total	£5,697	-	(£8,100)	-

Legal, Property and Democratic Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(10,000)	Underspend on Members' Allowances	-	(10,000)	-	-
(74,700)	Higher property income over budget	-	-	(74,700)	-
(504)	Minor balance	(504)	-	-	-
(£85,204)	Total	(£504)	(£10,000)	(£74,700)	-

Revenues, Benefits and Customer Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(13,763)	Additional Court Fee income	-	-	(13,763)	-
(4,646)	Minor Balance	(4,646)	-	-	-
(£18,409)	Total	(£4,646)	-	(£13,763)	-

APPENDIX B

Corporate Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(30,000)	Cloud transition project under spent due to project slippage	(30,000)			
(15,000)	Underspend on the Single customer Account	(15,000)			
(4,250)	Other minor variances	(4,250)			
45,000	Earmarked Reserves requested	45,000			
(£4,250)	Total	(£4,250)	-	-	-

Leisure & Operational Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(66,550)	Additional income generated by street scene due to favourable weather conditions			(66,550)	
88,270	Maintenance costs incurred at Friary Grange Leisure Centre	88,270			
3,870	Invest to save post - this is in addition to the £50k added at Q2 due to failure to reach income target	3,870			
(7,630)	HOS vacancy	(7,630)			
(13,100)	Underspend on consultancy costs to support monitoring of the outsourced leisure centres	(13,100)			
(4,039)	Minor balance	(4,039)			
£821	Total	£67,371	-	(£66,550)	-

Regulatory Services, Housing & Wellbeing

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(48,000)	Slippage of staff spend on IDOX - Earmarked Reserve requested	(48,000)			
1,492	Minor balance	1,492			
48,000	Earmarked Reserve requested	48,000			
£1,492	Total	£1,492	-	-	-

Development Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
7,000	Reduction in SLA income			7,000	
(11,309)	Vacant post and supplies and services savings	(11,309)			
(£4,309)	Total	(£11,309)	-	£7,000	-

APPENDIX B

Economic Growth

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(52,410)	Increase in Car Park performance			(52,410)	
(9,237)	Additional CIL income - Earmarked Reserve requested			(9,237)	
(5,316)	Minor Balance	(5,316)			
7,110	Additional Birmingham Road Expenditure	7,110			
(7,110)	Additional Birmingham Road Expenditure - funded from Earmarked Reserve	(7,110)			
39,237	Earmarked Reserve request - Local Plan Review Transport Survey (30k) and additional CIL	39,237			
(£27,726)	Total	£33,921	-	(£61,647)	-

Waste Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
3,586	Minor balance	3,586			
£3,586	Total	£3,586	-	-	-

Net Treasury Position

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(6,352)	Increase in interest receipts			(6,352)	
(£6,352)	Total	-	-	(£6,352)	-

Earmarked Reserves

Unrestricted Earmarked Reserves

Reserve Name	Initial Set Up Year	Year to be Returned	Earmarked Reserves 1 April 2018 £	Earmarked Reserves 31 March 2019 £
Chief Executive				
Commercialisation	2017/18	2021/22	(191,874)	(272,875)
ACE Post	2018/19	2020/21	0	(81,636)
Brexit Funding	2018/19	2022/23	0	(17,484)
Leisure VAT Reclaim	2018/19	2022/23	0	(896,940)
Chief Executive Total			(191,874)	(1,268,935)
Finance and Procurement				
Spend Analysis	2015/16	2019/20	(16,298)	0
Payment Kiosk	2015/16	2019/20	(9,571)	(0)
Property Income Volatility	2015/16	Retain	(64,083)	(97,665)
Pensions Repayment Reserve	2018/19	2022/23	0	(468,000)
Audit additional cover	2018/19	2019/20	0	(10,730)
Audit additional cover	2016/17	2020/21	(6,248)	0
Business Rates Volatility Reserve	2017/18	Retain	(630,456)	(831,048)
Finance and Procurement Total			(726,656)	(1,407,443)
Corporate Services				
IAS 19 - Employee Benefits	2015/16	2019/20	(69,650)	(69,650)
Digitisation Programme	2015/16	2019/20	(40,200)	(115,200)
Single Customer Account	2018/19	2022/23	0	(43,210)
Corporate Training	2018/19	2022/23	0	(20,000)
Cloud Project Costs	2018/19	2022/23	0	(30,000)
Equalities Training	2017/18	2018/19	(5,000)	0
Condition Survey of DCH	2016/17	Retain	(154,000)	(37,741)
Corporate Services Total			(268,850)	(315,801)
Revenues, Benefits and Customer Services				
Revenues & Benefits Service Improvement	2015/16	2019/20	(284,720)	(195,190)
Revenues, Benefits and Customer Services Total			(284,720)	(195,190)
Legal, Property & Democratic Services				
Individual Electoral Registration	2015/16	2019/20	(45,666)	(50,716)
Lichfield District Council Election	2015/16	Retain	(169,120)	(197,240)
Elections Additional Support	2015/16	2019/20	(24,999)	(24,999)
Property Company Loan	2018/19	2022/23	0	(316,000)
Property Management Estates Team	2018/19	2022/23	0	(61,760)
Legal, Property & Democratic Services Total			(239,785)	(650,715)

Reserve Name	Initial Set Up Year	Year to be Returned	Earmarked Reserves 1 April 2018 £	Earmarked Reserves 31 March 2019 £
Economic Growth				
Inward Investment and Place Marketing	2015/16	2019/20	(77,580)	(10,259)
Birmingham Road Site	2015/16	Retain	(1,306,288)	(1,160,550)
Tourism System Upgrade	2015/16	2019/20	(1,115)	0
Tourism Signage Boards & Marketing Contribution	2017/18	2021/22	(11,000)	0
Events & Festivals EIA	2018/19	2019/20	0	(14,200)
Small Business Grant Scheme	2018/19	Retain	0	(34,920)
HS2	2015/16	Retain	(40,662)	(37,723)
CCTV Sinking Fund	2015/16	2019/20	(55,366)	(60,996)
CIL Volatility	2018/19	Retain	0	(42,437)
CCTV Consultancy Services	2018/19	2019/20	0	(8,895)
Car park machine	2018/19	2019/20	0	(5,324)
University Car Park Sinking Fund	2018/19	Retain	0	(30,000)
Neighbourhood Plans Grant	2018/19	2022/23	0	(99,244)
DCLG Grants Custom/Self/Register	2016/17	2020/21	(70,980)	(89,397)
Local Plan Allocations Examination & Review	2016/17	Retain	(31,000)	(35,363)
Car Parks Vehicle Sinking Fund	2017/18	Retain	(3,333)	(6,333)
Economic Growth Total			(1,597,324)	(1,635,641)
Development Services				
Historic Building Grants	2015/16	2019/20	(19,590)	(10,720)
Judicial Review/Planning Appeals	2015/16	Retain	(159,612)	(200,862)
Improvement Programme	2018/19	2022/23	0	(80,000)
Back scanning of Planning Applications	2016/17	2020/21	(77,000)	(64,200)
Planning Agency Staff	2016/17	2020/21	(45,472)	(41,236)
Gypsy Site Legal Expenses	2016/17	2020/21	(19,500)	0
Development Services Total			(321,174)	(397,018)
Leisure and Operational Services				
Friary Grange Leisure Centre – Reception/Catering/Viewing area & Gym	2015/16	2019/20	(807)	0
FGLC - Evolve Cardio Equipment	2015/16	2019/20	(2,970)	0
Transfer of Property	2015/16	2019/20	(21,456)	0
Freedom Pensions Guarantee	2018/19	Retain	0	(33,390)
Local Authority Parks Improvement Programme	2018/19	Retain	0	(16,247)
Squash Courts and Sports Hall Floors	2015/16	Retain	(50,000)	(21,797)
Friary Grange Leisure Centre Grounds Maintenance Vehicles and Equipment Sinking Fund	2015/16	Retain	(204,421)	(317,949)
Trunk Road Sweeping	2015/16	2019/20	(13,550)	0
Pockets Parks Programme	2015/16	2019/20	(2,971)	0
Garrick - Repairs to ventilation system	2015/16	2019/20	(4,972)	0
Leisure and Operational Services Total			(301,147)	(389,383)

Reserve Name	Initial Set Up Year	Year to be Returned	Earmarked Reserves 1 April 2018 £	Earmarked Reserves 31 March 2019 £
Regulatory, Housing and Wellbeing				
Building Safer Communities	2015/16	2019/20	(6,703)	(6,703)
EH - Vehicle				
Maintenance/Replacement	2015/16	Retain	(9,499)	(11,999)
Homeless & Repossession Prevention Fund	2015/16	Retain	(11,299)	(18,006)
HEDNA and Older People's Needs	2015/16	2019/20	(32,000)	(32,000)
Other Housing Needs	2015/16	2019/20	(33,000)	(33,000)
Web Site Development Rate My Place	2015/16	2019/20	(11,400)	0
Shropshire & Staffordshire Homelessness Prevention Partnership residual grant funding	2015/16	2019/20	(8,487)	0
Letting Agent Regulations	2015/16	2019/20	(761)	0
Smoke & Carbon Monoxide Regulations	2015/16	2019/20	(835)	0
IDOX Staffing Cost Support	2018/19	2022/23	0	(48,000)
Regulatory, Housing and Wellbeing Total			(113,984)	(149,708)
Joint Waste				
Dry Recycling Contract - LDC Share	2015/16	Retain	(161,771)	(161,771)
IAS 19 Employee Benefits - LDC Share	2015/16	2019/20	(20,200)	(20,200)
Joint Waste Total			(181,971)	(181,971)
Total Unrestricted Earmarked Reserves			(£4,227,485)	(£6,591,805)

Restricted

Reserve Name	Earmarked Reserves 1 April 2018 £	Earmarked Reserves 31 March 2019 £
Economic Growth		
Birmingham Road Car Park Repairs and Renewals	(2,057,328)	(2,227,817)
Friary Multi Storey Bromford Sinking Fund	(2,371)	(3,006)
Economic Growth Total	(2,059,699)	(2,230,823)
Development Services		
South Staffordshire Building Control Partnership - Building Regulations Reserve	(122,757)	(110,434)
LATC Set Up Costs	(25,000)	(25,000)
Planning Application Increase	(18,658)	(87,078)
South Staffs DC Land Charges Reserve	(41,879)	(15,435)
Development Services Total	(208,294)	(237,947)
Leisure and Operational Services		
POS-St Matthews Site, Burntwood(97/00295)	(67,064)	(67,064)
Commuted sums for Hawksyard/160236 A	(205,913)	(205,913)
Commuted sums for Darwin Park/160236 A	(13,182)	(13,182)
TAYLOR WIMPEY - Public Open Space at Darwin Park	(123,676)	(123,676)
Taylor Wimpey Charter Place Shortbutts Lane S106	(28,730)	(28,730)
HLF LDC Contribution	(25,301)	(25,301)
Heritage Lottery Fund - Management	(8,250)	(8,250)
FGLC Synthetic Pitch Sinking Fund	(16,700)	(16,700)
Leisure and Operational Services Total	(488,816)	(488,816)
Regulatory, Housing and Wellbeing		
Flexible Homelessness Grant	(125,299)	(196,852)
Regulatory, Housing and Wellbeing Total	(125,299)	(196,852)
Joint Waste		
Waste Shared Service Property growth - LDC Share	(284,628)	(236,038)
Waste Shared Service Property growth - TBC Share	(210,372)	(239,962)
Dry Recycling Contract - TBC Share	(120,140)	(120,140)
IAS 19 Employee Benefits TBC Share	(14,930)	(14,930)
Payments in Advance for Fleet - TBC Share	(21,800)	(32,850)
Joint Waste Total	(651,870)	(643,920)
Total Restricted Earmarked Reserves	(£3,533,978)	(£3,798,358)

Capital Programme Performance in 2018/19

Project	Original Budget	Approved Budget	Actual	Variance
BLC Enhancement Work	42,000	0	0	0
Play Area at Hawksyard	1,000	0	0	0
Friary Grange Capital Works	0	50,000	28,203	(21,797)
Leisure Review: Capital Investment	750,000	1,395,000	1,365,042	(29,958)
Play Equipment at Hill Ridware Village Hall	0	0	41,054	41,054
Fradley Village Heating & CCTV	0	15,000	10,000	(5,000)
Fradley Community Centre Cladding & Porch	0	15,000	0	(15,000)
Children's play equipment at Upper Lodge Play Area	0	21,000	21,000	0
Armitage with Handsacre Hall heating upgrade	0	20,000	15,000	(5,000)
Armitage with Handsacre Hall storage container	0	16,000	10,000	(6,000)
Armitage War Memorial and surrounding area	0	80,000	0	(80,000)
Canopy and installation of artificial grass at Armitage	0	13,000	0	(13,000)
Burntwood Leisure Centre Equipment (Lease)	0	0	262,792	262,792
Accessible Homes (Disabled Facilities Grants)	772,000	1,193,000	583,453	(609,547)
Home Repair Assistance Grants	15,000	15,000	1,756	(13,244)
Decent Homes Standard	437,000	0	0	0
Energy Insulation Programme	20,000	41,000	12,926	(28,074)
DCLG Monies	212,000	0	0	0
Unallocated S106 Affordable Housing Monies	400,000	0	0	0
Housing Redevelopment Scheme - Packington	0	40,000	40,000	0
Healthy and Safe Communities	2,649,000	2,914,000	2,391,227	(522,773)
Darnford Park	13,000	0	0	0
Vehicle Replacement Programme	168,000	15,000	14,750	(250)
Bin Purchase	0	0	177,009	177,009
Shortbutts Park, Lichfield	23,000	0	0	0
Upper St John St & Birmingham Road	7,000	0	0	0
Stowe Pool Improvements	100,000	0	0	0
The Leomansley Area Improvement Project	3,000	3,000	0	(3,000)
Canal Culvert at Huddlesford	90,000	0	0	0
Cannock Chase SAC	43,000	62,000	64,736	2,736
Clean, Green and Welcoming Places to Live	447,000	80,000	256,495	176,495
Data Management System	6,000	11,000	0	(11,000)
Birmingham Road Site Support	313,000	143,000	136,468	(6,532)
Birmingham Road Site - Castle Dyke/Frog Lane	100,000	0	0	0
Birmingham Road Site - Railway Station Forecourt	5,000	0	0	0
Birmingham Road Site - Coach Park	450,000	5,000	6,613	1,613
Birmingham Road Site - Police Station Acquisition	0	1,805,000	1,785,027	(19,973)
Sankey's Corner Environmental Improvements	0	3,000	3,000	0
City Centre Strategy and Interpretation	0	23,500	18,322	(5,178)
Car Parks Variable Message Signing	32,000	0	0	0
Old Mining College - Refurbish access and signs	0	14,000	1,298	(12,702)
Lichfield Festival Parade and Website (Art Fund)	0	14,000	13,752	(248)
St Mary's Cultural Hub (Art Fund)	0	45,000	44,979	(21)
Erasmus Darwin Lunar Legacy (Art Fund)	0	25,000	22,050	(2,950)
A Vibrant and Prosperous Economy	906,000	2,088,500	2,031,508	(56,992)
Property Investment Strategy	6,000,000	0	0	0
IT and Channel Shift Programme	152,000	187,000	153,953	(33,047)
District Council House – Condition Survey Works	88,000	85,000	77,259	(7,741)
A Council that is Fit for the Future	6,240,000	272,000	231,212	(40,788)
Grand Total	£10,242,000	£5,354,500	£4,910,442	(£444,058)

APPENDIX D

Funding	Original Budget	Approved Budget	Actual	Variance
Capital Receipts	670,000	1,888,000	1,827,091	(60,909)
Revenue Contributions	154,000	155,000	386,469	231,469
Council Funding	824,000	2,043,000	2,213,560	170,560
Borrowing Need	6,750,000	1,395,000	1,365,042	(29,958)
Finance Leases	30,000	0	200,793	200,793
Capital Grants and Contributions	2,452,000	1,544,500	881,835	(662,665)
Reserves and Sinking Funds	186,000	372,000	249,212	(122,788)
Total Funding	£10,242,000	£5,354,500	£4,910,442	(£444,058)

Capital Programme Slippage

Project	Original Budget 2019/20	Updates Before Year End	Slippage	Revised Budget 2019/20
Burntwood Leisure Centre Enhancement Work	£235,000			£235,000
Darnford Park	£13,000			£13,000
Leisure Review: Capital Investment			£30,000	£30,000
Replacement of Play Equipment at Hill Ridware Village Hall	£71,000		(£41,000)	£30,000
New Build Parish Office/Community Hub	£92,000			£92,000
Fradley Village Heating & CCTV			£5,000	£5,000
Fradley Youth & Community Centre Cladding & Porch			£15,000	£15,000
Armitage with Handsacre Village Hall heating upgrade			£5,000	£5,000
Armitage with Handsacre Village Hall storage container			£6,000	£6,000
Armitage War Memorial and surrounding area	£40,000		£80,000	£120,000
Replacement of canopy and installation of artificial grass at Armitage			£13,000	£13,000
Canal Towpath Improvements (Brereton & Ravenhill)	£211,000			£211,000
Loan to Council Dev Co.	£900,000			£900,000
Lichfield St Johns Community Link		£10,000		£10,000
Staffordshire Countryside Explorer		£24,000		£24,000
Westgate Practice Refurbishment		£120,000		£120,000
King Edwards VI School		£101,000		£101,000
Property Investment Strategy	£6,000,000			£6,000,000
Accessible Homes (Disabled Facilities Grants)	£1,104,000		£610,000	£1,714,000
Home Repair Assistance Grants	£15,000		£13,000	£28,000
Decent Homes Standard	£197,000			£197,000
Energy Insulation Programme	£10,000		£28,000	£38,000
DCLG Monies	£212,000			£212,000
Unallocated S106 Affordable Housing Monies	£400,000			£400,000
Depot Sinking Fund	£11,000			£11,000
Vehicle Replacement Programme – Joint Waste	£140,000			£140,000
Vehicle Replacement Programme - Other	£301,000			£301,000
Birmingham Road Site - Coach Park	£238,000		(£2,000)	£236,000
Birmingham Road Site - Short Term Redevelopment	£353,000			£353,000
IT Infrastructure	£105,000			£105,000
IT Cloud	£25,000			£25,000
Shortbutts Park, Lichfield	£23,000			£23,000
Env. Improvements - Upper St John St & Birmingham Road	£7,000			£7,000
Stowe Pool Improvements	£550,000			£550,000
Car Parks Variable Message Signing	£32,000			£32,000
IT and Channel Shift Programme	£167,000		£33,000	£200,000
The Leomansley Area Improvement Project			£3,000	£3,000
Old Mining College - Refurbish access and signs			£13,000	£13,000
Asset Management - Works resulting from Condition Survey	£103,000		£8,000	£111,000
Erasmus Darwin Lunar Legacy (Lichfield City Art Fund)			£3,000	£3,000
St. Chads Sculpture (Lichfield City Art Fund)	£50,000			£50,000
Cannock Chase SAC	£13,000		(£3,000)	£10,000
TOTAL	£11,618,000	£255,000	£819,000	£12,692,000

Procurement Activity in 2018/19

Reference	Procurement	Advice Only	Advice & LDC Led Procurement	Advice & WCC Led Procurement	Type
LDC18001	Rough Sleeper Housing First			£500,000	One Off
LDC18002	HEDNA		£50,000		One Off
LDC18003	Retail Impact Assessment		£0		One Off
LDC18004	Mobile Phones		£0		Recurring
LDC18005	Fuel Poverty and Affordable Warmth		£30,000		One Off
LDC19001	Digital Strategy Waiver	£170,000			One Off
LDC19002	Fit for the Future Fundamental Service Review		£15,000		One Off
LDC19003	Multi Storey Car Park Refurbishment	£250,000			One Off
LDC19004	Local Plan and Community Infrastructure Levy Viability Study		£40,000		One Off
LDC19005	Landscape Assessment		£20,000		One Off
LDC19006	Playing Pitch Strategy		£30,000		One Off
LDC19007	Green Belt Review	£5,000			One Off
LDC19008	Appropriate Assessment to Accompany Local Plan Review	£30,000			One Off
LDC19009	Ecology Appraisal	£5,000			One Off
LDC19010	Legal	£0			Recurring
LDC19011	Housing Options, Housing Register and Allocations IT Platform	£70,000			One Off
LDC19012	Print	£0			Recurring
LDC19013	Birmingham Road Master Planning		£60,000		One Off
LDC19014	Apprenticeships	£0			Recurring

Note

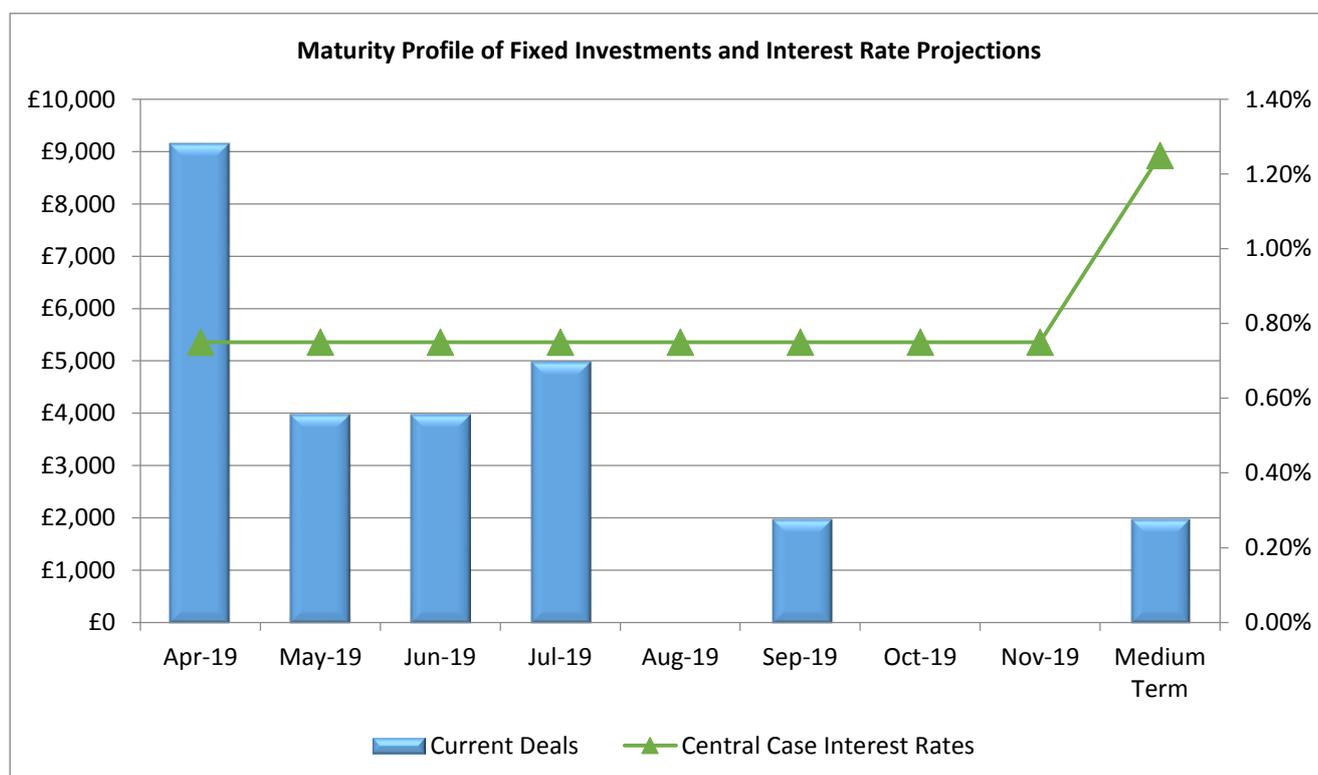
- **One Off** – relates to project related activity either funded by revenue or capital.
- **Recurring** – relates to annual revenue projects.

Investments in the 2018/19 Financial Year

The table below shows a breakdown of our investments at the end of March 2019:

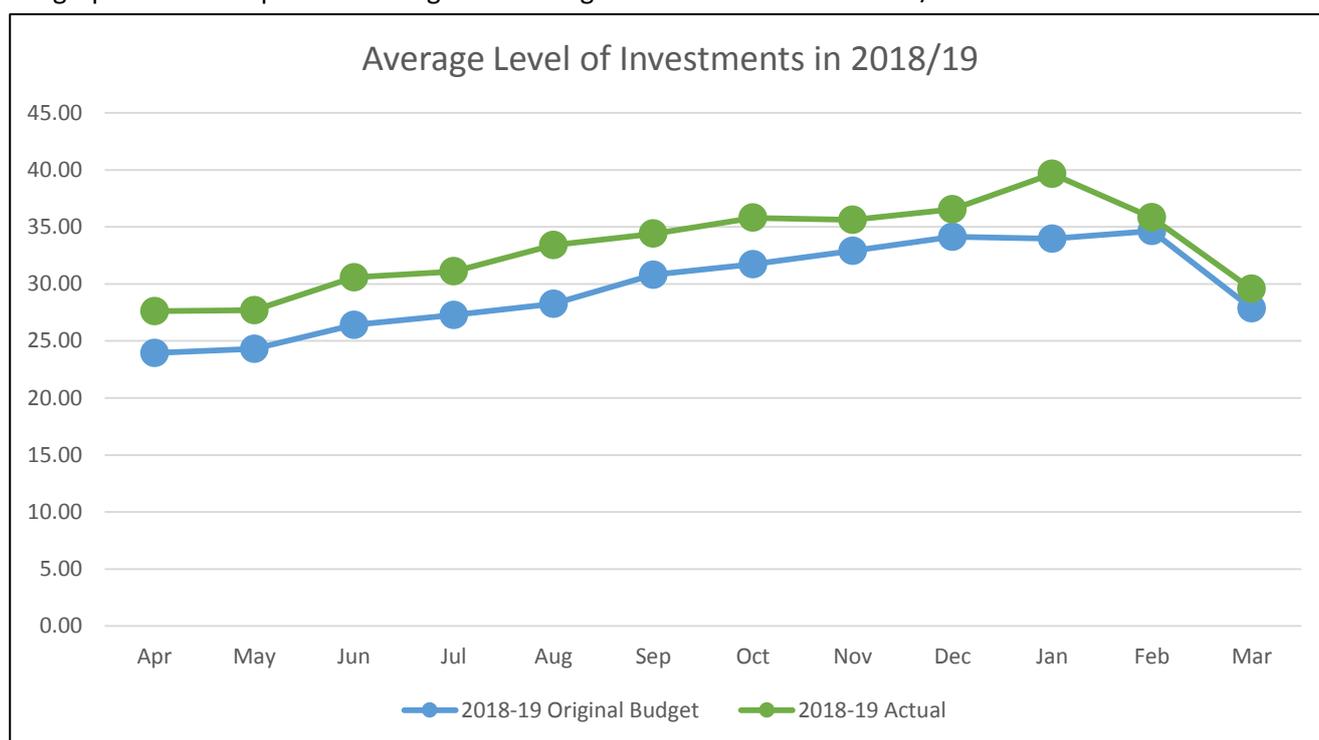
Counterparty	Principal	Matures	Days to Maturity	Rate	Credit Rating	Non-UK Organisation
Money Market Funds						
CCLA MMF	£4,150,000	01-Apr-19	Instant Access	0.74%	AAAMMF	N/A
Property Fund						
CCLA Property Fund	£2,000,000	N/A	N/A	4.15%	N/A	No
Fixed Term Investments						
United Overseas Bank	£1,000,000	17-May-19	47	0.84%	AA-	Yes
Blaenau Gwent County Borough	£2,000,000	03-Apr-19	3	0.90%	LOCAL	No
Coventry Building Society	£1,000,000	05-Apr-19	5	0.82%	A	No
Landesbank Hessen-Thüringen (Helaba)	£1,000,000	09-Apr-19	9	0.88%	A	Yes
Lloyds	£1,000,000	15-May-19	45	1.00%	A+	No
Surrey Heath Borough Council	£2,000,000	13-Jun-19	74	0.95%	LOCAL	No
Australia and New Zealand Banking Group	£1,000,000	12-Jun-19	73	0.98%	AA-	Yes
Close Bros	£1,000,000	18-Jun-19	79	1.00%	A	No
Highland Council	£2,000,000	29-Jul-19	120	0.93%	LOCAL	No
Merthyr Tydfil Council	£2,000,000	22-Jul-19	113	0.95%	LOCAL	No
DBS Bank	£1,000,000	19-Sep-19	172	0.99%	AA-	Yes
Call Accounts with Notice Period						
Santander UK plc	£1,000,000	27-Sep-19	180	0.95%	A	No
Goldman Sachs International Bank	£1,000,000	04-Jul-19	95	0.89%	A	No
Handelsbanken	£1,000,000	05-May-19	35	0.65%	AA-	No
HSBC	£999,500	01-May-19	31	0.85%	AA-	No
Certificates of Deposit						
Standard Chartered	£1,000,000	05-Apr-19	5	0.88%	A	No
Total Investments	£26,149,500					

The maturity profile of these investments at 31 March 2019 compared to our Treasury Management advisor Arlingclose interest rate forecasts is shown in the graph below:



Cash Flow for 2018/19

The graph below compares the budget for average investment levels in 2018/19 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).

	Target	Actual
Security		
Risk Status (length of Investment)	A- minimum	AA-
Risk Status (Value of the investment)		AA-
Liquidity		
Length of Investments (days)	N/A	88 days
Temporary Borrowing	£0	£0
Yield		
Average amount we had available to invest (£m)	£30.70m	£33.14m
Average Interest Rate (%)	0.93%	0.90%
7-day London Inter-bank Bid (LIBID) rate	0.51%	
1 month London Inter-bank Bid (LIBID) rate	0.53%	
3 month London Inter-bank Bid (LIBID) rate	0.67%	
6 month London Inter-bank Bid (LIBID) rate	0.79%	
Gross Investment Income (£)	(£284,000)	(£298,298)
Net Treasury Position including Borrowing (£)	£51,710	£45,358

Report on performance against our Delivery Plan – end of year 2018/19



CLr Doug Pullen, Leader of Lichfield District Council, and CLr Andrew Smith, Cabinet Member for Customer Services and Innovation

Date: 13 June 2019
 Agenda Item: 4
 Contact Officer: Elizabeth Barton, Communications, performance and consultation manager
 Tel Number: 01543 308781
 Email: elizabeth.barton@lichfielddc.gov.uk
 Key Decision? No
 Local Ward Members: All wards

CABINET

1. Executive Summary

- 1.1 This report describes the council’s progress towards its performance targets, as set out in its Delivery Plan, which reflects the commitments and priorities set out in the council’s Strategic Plan 2016 – 2020.
- 1.2 The report provides a snapshot of the council’s performance as of the end of April 2019, which represents the 2018/2019 end of year position, and third full year of the current strategic plan period.
- 1.3 The Delivery Plan is monitored throughout the year and updates are entered into the council’s performance management system (Pentana). The **full year delivery plan performance update 2018 – 2019** (Appendix A) was drawn from the system in April 2019.

2. Recommendations

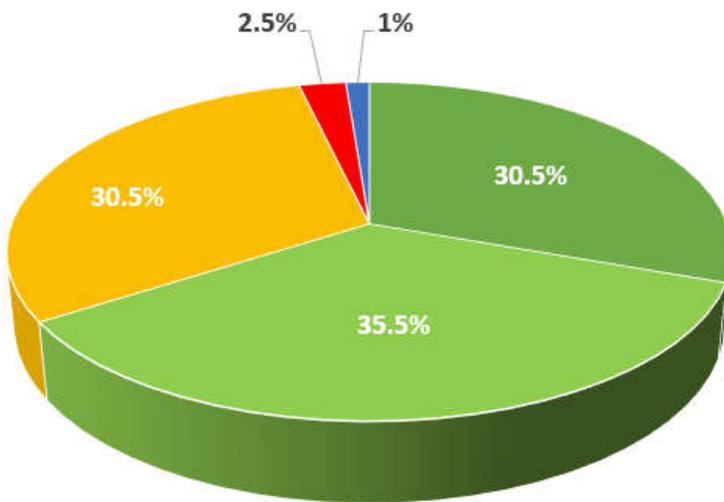
- 2.1 To note the council’s performance against its Delivery Plan targets as of April 2019.
- 2.2 To note that of the 82 actions, 54 actions are either complete or on target.
- 2.3 To note and approve that 25 actions have a revised due date, due in the main to external factors, and are on target to meet these new due dates.
- 2.4 To note that two projects are currently behind target, and one has not yet been started.

	Completed	On target	Revised target	Behind target	Not started
Delivery Plan actions – total 82					
	25	29	25	2	1

3. Background

- 3.1 The Delivery Plan is broken down into four priority areas, in line with the core themes of the Strategic Plan:
 - A vibrant and prosperous economy
 - Healthy and safe communities
 - Clean, green and welcoming places to live.
 - A council that’s fit for the future

3.2 The 82 actions in the Delivery Plan are designed to help the council achieve its strategic ambitions and are aligned directly to the plan's 36 core commitments. An overview of our performance against those actions is shown in the pie chart below:



Progress towards our delivery plan targets

- Completed
- On target
- Revised due date agreed
- Behind target
- Not started

3.3 The below diagram details how the Delivery Plan fits into the council's performance management framework, how it is shaped by the Strategic Plan commitments, is aligned with our Medium Term Financial Strategy (MTFS), and how it shapes both service and staff development plans across the organisation.



3.4 The council's Corporate Indicators which describe the impact/outcomes of the council's work within the local community, will be considered by Cabinet in July 2019.

Performance highlights in this reporting period

3.5 Fifty four of the actions in the Delivery Plan are complete or on target. The table below shows those actions that were completed during this reporting cycle (October – March 2019):

Ambition	Progress
Vibrant & prosperous economy	
Roll out new street trading policy and support safe delivery of events through our Safety Advisory Group	Policy rolled out.
Healthy & safe communities	
Revise partnership and funding agreement with Garrick theatre confirmed.	New arrangements in place.
Clean, green & welcoming places to live	
Review the buildings at risk register.	Register reviewed.
Implement the environmental crime strategy.	Strategy implemented.
Implement action plan for improving collection productivity for Joint Waste.	New way of working being trialled.
A council that is fit for the future	
Approve the people strategy.	Strategy approved.
Deliver line of business system for grounds maintenance and operational services.	Service has adopted Jadu CXM as back office system and opted not to pursue a standalone system at this time.
Deliver staff survey.	Delivered and follow up workshops completed.
Roll out new approach to commercialisation.	Team established and training in place.
Ensure the council is prepared to meet its responsibilities as a category 1 responder in line with our Emergency Planning Annual Action Plan.	All plans reviewed in advance of BREXIT.

Due date extensions

3.6 Twenty five actions have been given a **revised due date**, due in the main to external factors, and are on target to meet the new due dates. The latest position, original due date and reason for the revised date is included in the **full year delivery plan performance update 2018 – 2019** (Appendix A).

Ambition	New due date
Vibrant & prosperous economy	
Design and embed new approach to trade waste booking and processing to make it easier for potential customers to deal with the council.	31 December 2019
Roll out Jadu business account.	31 July 2020
Review and adopt revised discretionary rates relief policy.	30 September 2019
Improve gateway to city centre for coach and bus passengers.	Timeline will emerge with BRS
Consider car parking issues as part of Lichfield City master plan, including the future of the Multi-Storey Car Park.	
Develop plans for the Birmingham Road site.	
Refresh development brief for Bird Street car park.	
Healthy & safe communities	
Work with Sport England to undertake a review of the council's Physical Activity and Sports Strategy (PASS) which will in turn inform the LOPS new Health and Wellbeing Development Plan 2018 - 2023.	31 March 2020
Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	30 November 2019
Adopt and implement revised Discretionary Housing Payment Policy.	31 July 2019

Clean, green & welcoming places to live	
Adopt Local Plan land allocations.	31 July 2019
Adopt local list of historic buildings for Burntwood & Hammerwich.	31 December 2019
Implement air quality action plan.	30 June 2019
Transfer beacon park tennis courts.	31 October 2019
Implement public open space transfer/adoptions plan and review existing policy.	31 March 2020
Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	31 March 2020
A council that is fit for the future	
Review the customer promise and develop customer engagement plan.	31 October 2019
Launch Modern Gov - democratic system - to members and officers.	30 June 2019
Deliver line of business system and integrations for regulatory services.	30 June 2019
Continue digitisation programme for waste processes.	31 October 2019
Implement property investment strategy.	31 July 2019
Bring forward and adopt business case for development of Bore Street shops.	31 December 2019
Consider future office requirements for council and deliver business case.	31 December 2019
Replace sundry debtors system.	31 December 2019
Deliver the revenues and benefits service review.	31 July 2019

3.7 Two additional actions had their due dates extended, despite having delivered to target. The extensions will allow performance for the full plan period (2016 – 2020) to be recorded. These are:

- **VPE 006(b)** Deliver major event programme in the parks, including Proms in Beacon Park and Drive in Movies
- **CGW 01(d)** Encourage completion of housing that has been granted permission. Work with developers and other partners to overcome any barriers to delivery.

Performance exceptions

3.8 Three actions are either **behind target** or **not yet started**. The new target dates that are listed below are recorded in the **full year delivery plan performance update 2018 – 2019** (Appendix A). These are:

Ambition	Current position	New due date
Healthy & safe communities		
Deliver Disabled Facilities Grants (DFGs) capital programme.	In 2018/19 73 grants were fully completed at a total cost of £548,302 (46% of available budget). This is not unexpected in the first year of the contract, and it is important to look at other work in progress - another 23 adaptations at a value of £324,632 have been approved (either on site or committed jobs) and another 47 cases are in the pipeline. These 143 cases represent 143% commitment of the budget. The due date has been extended end of plan period to allow full investment to take place.	31 March 2020
Clean, green & welcoming places to live		
Restore the historic features of Stowe Pool and Fields	The project is on hold and will be considered as part of the next plan period.	On hold.
A council that is fit for the future		
Deliver elections review.	Scope agreed and being supported by Fit for the Future project team. As Is and To Be processes mapped. Benchmarking data obtained.	30 September 2019

Alternative Options	This report details performance against the council's Delivery Plan 2016 – 2020, which has previously been approved by Cabinet as the most appropriate method for managing and monitoring council performance.
Consultation	We have consulted with Leadership Team, Heads of Service and managers to prepare the performance report.

Financial Implications	There are no financial implications arising from the report.
Contribution to the Delivery of the Strategic Plan	This report sets out how the council is delivering against its key strategic themes.
Equality, Diversity and Human Rights Implications	There are no equality, diversity or human rights implications arising from the report.
Crime & Safety Issues	There are no crime and safety issues arising from the report.
GDPR/Privacy Impact Assessment	There are no GDPR issues arising from the report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	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 have been thoroughly reviewed by Leadership Team to ensure that they reflect the latest/most accurate position.	Green
B	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 commitments made in the Strategic Plan 2016 - 2020	Green
C	The project extensions mask poor performance	Each project extension has been fully scrutinised by Heads of Service and Leadership Team to ensure that the reasons for the extension are valid and do not mask poor or below target performance.	

Background documents
Appendix A - Full year delivery plan performance update 2018 – 2019

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Appendix 1

Full year Delivery Plan performance update 2018-2019

Action Status	
	Behind target
	Behind target due to accepted project changes/external factors. New due date agreed.
	Slightly behind target
	On target
	Completed
	Not started

Vibrant and prosperous economy

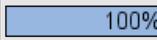
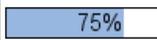
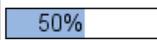
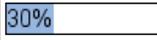
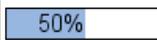
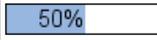
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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Promoting Lichfield District as a good place to invest through the roll out of the local plan.	VPE 001(a)	Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	31-Mar-2020	/		<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	The S106 agreements for Liberty Park and land off Wellington Crescent, Fradley are complete allowing planning permissions to be issued in November 2018. All planning permissions (S106 signed) and reserved matters approvals are now in place for Wall Island and negotiations are still ongoing regarding the current Cricket Lane application.	Development Services
Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and success in our key business centres and rural areas.	VPE 002(a)	Deliver an inward investment prospectus, promote this and use as the basis for discussions with development industry and other partners to attract new investment into our centres, on allocated housing and employment sites and suitable windfall opportunities.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	The investment prospectus was launched in July 2018 and also shared with strategic partners, such as the Chamber of Commerce, Federation of Small Businesses, Growth Hubs across both LEP areas, and to developers who are active within the district. An updated copy will be published digitally with updated key information as information changes.	Economic Growth Service
	VPE 002(b)	Work with Make it in Stoke and Staffs and the GBSLEP Investment Company and to attract new investment opportunities into the District.	31-Mar-2020	/		<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%	Between August 2017 and March 2019, 80 premises enquiries were received: 35 industrial, 26 office, 14 retail, one barn, one general, one community centre and one workshop enquiry. Twelve land enquiries have been received from businesses looking to build their own premises. Make it Stoke and Staffs received 74 enquiries, from July 2018 to March 2019, relating to businesses looking to relocate within Lichfield District or the surrounding area.	Economic Growth Service

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

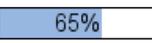
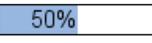
Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering support, signposting and networking opportunities to existing businesses to help them thrive.	VPE 003(a)	Continue to work with the two LEP Growth Hubs and partners to support business and promote the Business for Growth and Enterprise for Success Programmes, aiding existing businesses and new start-ups. Environmental Health to carry out advisory visits to all new food businesses to assist operators in achieving the highest food hygiene rating they can.	31-Mar-2020	/			As of March 2019, the Enterprise for Success programme has received 311 enquiries, creating 46 jobs. The transitional area average for the Enterprise for Success programme is 266 enquiries with 34 jobs created. As of December 2018 (when all funding was allocated), 14 district businesses have been successful in receiving a grant from the Business Growth Programme, creating 32 jobs. The transitional area average for the Business Growth Programme is 14 successful businesses per authority, creating 44 jobs. The new programme, Business Growth Programme 2, will start in April 2019.	Economic Growth Service
Making it easier for businesses to interact with us.	VPE 004(a)	Design and embed new approach to trade waste booking and processing to make it easier for potential customers to deal with the council.	31-Mar-2019	31-Dec-2019*			Trade waste income increased by £31,000 in 2018/19. The fit for the future waste review will consider whether the trade waste service can be improved. A brief is currently being prepared for the review. The due date for the review has been extended until December 2019 so outcomes from the waste improvement plan can be considered (see CGW 05(a)).	Joint Waste Service
	VPE 004(b)	Introduce e-billing for business rates and BID.	31-Mar-2020	/			E-billing for business rates and BID payers is live. Promotional campaign to be prepared and implemented.	Corporate Services; Customer Services, Revenues & Benefits
	VPE 004(c)	Roll out Jadu business account.	01-Jul-2019	31-Jul-2020*			The council has fed in requirements to the software supplier. Awaiting launch of software by supplier. Product will not be ready for original due date. The due date has been extended until July 2020 due to external factors.	Corporate Services; Customer Services, Revenues & Benefits
Understanding, monitoring and adapting to business needs and issues across the district.	VPE 005(a)	Review and adopt revised discretionary rates relief policy.	31-Mar-2019	30-Sep-2019*			Preparatory work underway with a view to consulting with other precepting authorities and then seeking approval of new Discretionary Rates Relief Policy by Cabinet/Council in mid 2019. The due date has been extended until September 2019 due to external factors.	Customer Services, Revenues & Benefits

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encouraging increased visitors to our district, increase spend in our local economy and more overnight stays.	VPE 006(a)	Launch new tourism website and associated branding and marketing for Lichfield City and the wider district.	30-Sep-2018	/			The Visit Lichfield new mobile compatible website is now complete. Work continues to enhance the website and increase the visitor numbers.	Economic Growth Service
	VPE 006(b)	Deliver major event programme in the parks, including Proms in Beacon Park and Drive in Movies.	31-Mar-2019	31-Mar-2020*			The 2018 summer event season was successful and included Cars in the Park, FUSE, Lichfield Bower and Lichfield Proms in Beacon Park, supplemented by new council hosted events (Drive in Movies, Lichfield's Community Games) and a number of third-party/hired events. A pricing strategy review is underway and income plans are being prepared for 2019/20. Due date has been extended to 31 March 2020 to allow delivery across the entire plan period (2016 – 2020) to be reflected.	Leisure & Operational Services
	VPE 006(c)	Roll out new street trading policy and support safe delivery of events through the Safety Advisory Group (SAG).	01-Jan-2019	Mid-late Jan 2019			Policy was updated and was published on LDC website in September 2018. New online application forms developed and policy launched.	Regulatory Services, Housing & Wellbeing
	VPE 006(d)	Improve gateway to city centre for coach and bus passengers.	31-Mar-2020	Timeline will emerge with BRS*			The council is reviewing the future of the Birmingham Road Site (BRS) as part of a wider assessment of Lichfield city centre. Coach/bus provision serving the city centre will form part of this assessment. A brief was agreed by Cabinet on 12 March to facilitate a city centre master planning exercise that includes references to coach/bus provision. The due date has been extended to end of plan period, and it is likely this action will be carried forward into the next plan period.	Economic Growth Service
Deliver good quality and safe car parking in our key retail areas.	VPE 007(a)	Consider car parking issues as part of Lichfield City master plan, including the future of the Multi-Storey Car Park.	31-Jul-2018	Timeline will emerge with BRS*			The council is reviewing the future of the Birmingham Road Site (BRS) as part of a wider assessment of Lichfield city centre. Parking provision serving the city centre will form part of this assessment. A brief was agreed by Cabinet on 12 March to facilitate a city centre master planning exercise that includes references to car parking provision. The due date has been extended to end of plan period, and it is likely this action will be carried forward into the next plan period.	Economic Growth Service
Undertake master planning to deliver a mixed use development in Lichfield City Centre and ensure it meets the needs of our community, particularly young people	VPE 008(a)	Develop plans for the Birmingham Road site.	01-Jul-2019	Timeline will emerge with BRS*			A cross-party Member Task Group has been set up to consider the long term future of the Birmingham Road Site (BRS). Resident and partner workshops have taken place. A website has been developed www.lichfielddc.gov.uk/birminghamroad . Cabinet approved a commissioning brief for a city centre master planning exercise on 12 March (see above). The brief, together with tender specification, is currently being prepared to enable procurement of consultants to take place (using our Wolverhampton Council procurement service). The due date has been extended to end of plan period, and it is likely this action will be carried forward into the next plan period.	Economic Growth Service
	VPE 008(b)	Refresh development brief for Bird Street car park.	31-Oct-2018	Timeline will emerge with BRS*			The future re-development of the Bird Street site will be considered as part of the wider Lichfield city centre master planning exercise (see above). The due date has been extended to end of plan period, and it is likely this action will be carried forward into the next plan period.	Economic Growth Service

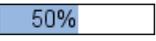
* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Help to support the delivery of an improved retail experience in Burntwood.	VPE 009(a)	Support delivery of Burntwood Town Centre - actively pursue development opportunities for the blue hoarding site in partnership with the landowner and Staffordshire County Council.	31-Mar-2020	/		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	The retail permission granted for the Olaf Johnson site is currently being implemented. Discussions are on-going with the landowner and other parties in respect to the potential development of the blue hoarding site.	Economic Growth Service
	VPE 009(b)	Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	31-Mar-2020	/		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	A planning application has been submitted for a replacement health facility serving south Burntwood. An appraisal is currently taking place to determine the optimum location for a facility serving north Burntwood.	Economic Growth Service
Work with, influence and encourage landowners to make better use of under-used or derelict brownfield sites.	VPE 010(a)	Encourage development at key commercial sites including Lichfield South, Burntwood Business Park, Fradley Park and Liberty Park.	31-Mar-2020	/		<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 66%	<p>The following updates are on development activity and land availability on the following commercial sites:</p> <ul style="list-style-type: none"> Fradley Park - two development plots are available, one with plans submitted for three units of 50,000 sq ft, 60,000 sq ft and 70,000sq ft, and the other plot with consent granted for a 230,000 sq ft unit. Prologis Fradley Park - with Screwfix and Anixter occupying the development site earlier this year, only one plot, DC2, is available. Liberty Park - work is taking place on the site for the construction of two industrial units (115,000 sq ft and 48,000 sq ft) Breach of Planning Condition being investigated. Lichfield South - work is currently taking place on the second phase of development with there being reserved matters of a research and innovation centre at Wall Island approved. Burntwood Business Park - work is currently taking place on the former Olaf Johnson site to build nine retail units. Eastern Avenue - Imperial Retail Park on Eastern Avenue, Lichfield City has been completed with Lidl, Costa Coffee and Pure Gym occupying the retail site. Two units on site are still vacant. B&M has planning permission. Land at Cricket Lane - A hybrid application has been submitted for the land at Cricket Lane, containing up to 10.73 hectares for employment use (use classes B1/B2/B8) with a full application for the construction of a 3,886 sq m (B1c/B2/B8) unit with ancillary office space. In January 2019, it went back to outline permission rather than becoming a hybrid application as concerns were brought up with the commercial aspect of the development. 	Economic Growth Service
	VPE 010(b)	Receive application for mixed use development (housing and employment) at Cricket Lane.	30-Sep-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Planning application valid 16/8/18 (ref. 18/01217/OUTFLM) - 13 week date 15 Nov 2018.	Development Services

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encourage more visitors by enhancing and better promoting the arts, heritage, retail and cultural offer of the city and district with partnerships including the Lichfield BID, Lichfield City Centre Development Partnership and Burntwood Business Community.	VPE 011(a)	Progress plans and proposals contained in the Lichfield City Centre Development Strategy.	31-Mar-2020	/			The Lichfield City Centre Partnership Board is continuing to deliver the city centre strategy and will shortly review and update the strategy to establish new target objectives.	Economic Growth Service
Foster and encourage BIDs in other areas.	VPE 012(a)	Support the rebalot of the Lichfield BID in 2019/2020.	31-Mar-2020	/			We are continuing to work with the Lichfield BID to help it deliver its agreed business plan and key objectives. The BID has introduced a number of initiatives to market and promote the city centre to residents and visitors alike. Most recently, the BID and the District Council introduced a parking incentive scheme to boost parking numbers after the Christmas period. The BID has supported the council's submission to the Government's Future High Street Fund that, if successful, will deliver improvements to the city centre. The BID will be up for re-election in 2020 and we are supporting the work to deliver the rebalot in line with statutory requirements.	Economic Growth Service
Encourage apprenticeships and other youth based work schemes.	VPE 013(a)	New opportunities to be identified and promoted across all service areas - target 8 apprenticeships in place annually.	31-Mar-2020	/			Currently three apprentices are in place and another is due to be appointed in May 2019. Options are being explored to increase the number of apprenticeships as part of the Workforce Development Plan (part of our emerging People Strategy). Other options being considered include apprentices to support car parks and CCTV and the planning service.	Corporate Services; Economic Growth Service

Healthy and safe communities

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
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.	HSC 01(a)	Work with Sport England to undertake a review of the council's Physical Activity and Sports Strategy (PASS) which will in turn inform the LOPS new Health and Wellbeing Development Plan 2018 - 2023.	31-Jan-2019	31-Mar-2020*			Our Active Communities Plan, which we have developed in partnership with Freedom Leisure, is now in place. This is the delivery document that sits beneath our Physical Activity and Sports Strategy (PASS). The PASS review has been extended to March 2020 to enable us to ensure the two documents/outcomes are fully aligned.	Leisure & Operational Services
Providing support to help those with disabilities and older people stay healthy and active.	HSC 02(a)	Deliver Health and Wellbeing Delivery Plan 2018 - 2020 which will enable targeted intervention based on identified need.	31-Mar-2020	/			Activities are ongoing to achieve the planned outcomes in the Health and Wellbeing Delivery Plan. An annual update for 2018-19 is being compiled and a report on progress will be presented to Community, Housing & Health Overview & Scrutiny Committee on 26 June 2019.	Regulatory Services, Housing & Wellbeing
Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups.	HSC 03(a)	Utilise Sport England Facilities Planning Model to develop options appraisal and feasibility study for the future potential replacement of Friary Grange leisure centre.	31-Jul-2019	/			Options appraisal in draft. Ambition to present to O&S, Cabinet and Full Council in summer 2019.	Leisure & Operational Services
	HSC 03(b)	Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	31-Mar-2019	30-Nov-2019*			Local Facility Football Pitch Plan is now completed. Plans to deliver the Playing Pitch Strategy are in progress – the tender for a consultant to deliver the work is out to market, and the study is set to be complete by mid/late summer, to allow a report to council in the autumn.	Leisure & Operational Services
Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure across the district.	HSC 04(b)	Revised partnership and funding agreement with Garrick theatre confirmed.	01-Apr-2019	/			New partnership agreement has been entered into.	Leisure & Operational Services

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering a programme of disabled facilities grants to help people remain living safely at home.	HSC 05(a)	Deliver Disabled Facilities Grants (DFGs) capital programme.	31-Mar-2019	31-Mar-2020*			In 2018/19 73 grants were fully completed at a total cost of £548,302 (46% of available budget). This is not unexpected in the first year of the contract, and it is important to look at other work in progress - another 23 adaptations at a value of £324,632 have been approved (either on site or committed jobs) and another 47 cases are in the pipeline. These 143 cases represent 143% commitment of the budget. The due date has been extended end of plan period to allow full investment to take place.	Regulatory Services, Housing & Wellbeing
Providing help and advice to prevent homelessness.	HSC 06(a)	Develop a revised Housing & Homelessness Strategy 2019 - 2022.	31-Dec-2019	/			Evidence has been gathered and a Homelessness Review to be finalised in May 2019. The Housing and Economic Development Needs Assessment (HEDNA) which is a key piece of evidence, has been delayed, so we will not receive results until July 2019. Information in the HEDNA on affordable housing need and the needs of different groups is key to developing the strategy. Despite this, we will establish priorities for action in the summer.	Regulatory Services, Housing & Wellbeing
	HSC 06(b)	Adopt and implement revised Discretionary Housing Payment Policy.	31-Dec-2018	31-Jul-2019*	 		A proposed Discretionary Housing Payment Policy will be considered by Cabinet in July 2019. The due date has been extended until July 2019.	Customer Services, Revenues & Benefits
Deliver joined up, cohesive plans and funding decisions across partners.	HSC 07(a)	Monitor the impact and achievement of outcomes for the community and voluntary sector funding agreements.	31-Mar-2019	/			Monitoring is ongoing and final end of year reports have been received. These indicate that the majority of outputs have been achieved. There is also evidence of greater working across organisations.	Regulatory Services, Housing & Wellbeing
Reduce the fear of crime by promoting and communicating the successes in community safety and crime trends.	HSC 08(a)	Deliver Community Safety Delivery Plan.	31-Mar-2019	/			Mid-year progress report has demonstrated that actions are being delivered in line with the Community Safety Delivery Plan. Previously progress was reported to the District Board in November 2018.	Regulatory Services, Housing & Wellbeing

Clean, green and welcoming places to live

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Implement our Local Plan which will ensure a controlled and balanced growth of our district.	CGW 01(a)	Adopt Local Plan land allocations	31-Dec-2018	31-Jul-2019*			The Inspector's report has been submitted to the council for fact checking. Previously the due date was extended to March 2019. This has been further extended to July 2019 due to external factors.	Economic Growth Service
	CGW 01(b)	Deliver SDAs for South of Lichfield, Cricket Lane and Deanslade Farm in accordance with housing trajectories.	31-Mar-2020	/			Proactive engagement with developers is continuing. Trajectories for delivery are within the council's five year land supply which was subject to examination.	Economic Growth Service
	CGW 01(c)	Submit the Local Plan Site Allocations Document for examination and have this formally adopted following independent scrutiny.	31-Mar-2019	/			Plan submitted in May 2018.	Economic Growth Service
	CGW 01(d)	Encourage completion of housing that has been granted permission. Work with developers and other partners to overcome any barriers to delivery.	31-Mar-2019	31-Mar-2020*			In Q1 1,691 homes were granted planning permission, with 1000 homes from the Arkall Farm site. In Q2 471 homes were granted planning permission (including 450 homes from the Shortbutts Lane site), providing a six month total of 2,162 homes granted permission. This is significantly higher than the 595 homes permitted for the whole of last year (2017/18), and on course to exceed this year's target of 2,300 homes. This improvement in housing supply is also reflected in housing completions with 364 completions at the end of Q2 (222 in Q1). This improved rate is scheduled to exceed last year's completions (552) and is on course to exceed this year's housing supply target of 680 (net completions). End of year monitoring information is anticipated by end of May 2019. The due date has been extended end of plan period to allow delivery across the entire plan period (2016 – 2020) to be reflected.	Development Services
	CGW 01(e)	Support planning applications on outstanding allocated sites or suitable windfall sites to help meet housing targets.	31-Mar-2020	/			Support provided on sites to support achievement of housing targets.	Economic Growth Service
	CGW 01(f)	Begin the review of the Local Plan.	31-Jul-2018	/			Local Plan review commenced in spring 2018.	Economic Growth Service
	CGW 01(g)	In line with agreed policies and procedures begin allocating discretionary CIL receipts to assist in delivering supporting infrastructure.	31-Mar-2020	/			First round of bidding complete. In March Cabinet approved a series of applications that bid for CIL monies in line with the approved process.	Economic Growth Service

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
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.	CGW 02(a)	Support the development of conservation areas in - Drayton Bassett, Wall and Wiggington.	31-Dec-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Conservation areas approved. Reports considered by O&S, Cabinet and Council in December 2018.	Development Services
	CGW 02(b)	Review the buildings at risk register (BAR).	31-Mar-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	The Buildings at Risk Register is up to date. It may be subject to some changes over the coming months, but is currently up to date.	Development Services
	CGW 02(c)	Adopt local list of historic buildings for Burntwood & Hammerwich	31-Oct-2018	31-Dec-2019*		<div style="width: 45%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 45%	List of proposed buildings has been prepared. Consultation has not yet started. Previously the due date was extended to March 2019. This has been further extended to December 2019 due to external factors.	Development Services
Maintaining our parks and open spaces which encourage residents to enjoy the outdoors.	CGW 03(a)	Implement air quality action plan.	31-Jul-2018	30-Jun-2019*		<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 90%	DEFRA has approved the council's draft Air Quality Action Plan, subject to consultation. Stakeholders and public will be asked to give views in May/June 2019. Plan to be launched post consultation. Deadline extended due to external factors and to allow consultation to take place.	Regulatory Services, Housing & Wellbeing
	CGW 03(b)	Implement environmental crime strategy.	31-Oct-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No significant comments following consultation, hence strategy now in place.	Regulatory Services, Housing & Wellbeing
Restore the historic features of Stowe Pool and Fields	CGW 04(a)	The project is on hold.	31-Mar-2019	On hold.		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	The project is on hold and will be considered as part of the next plan period.	Leisure & Operational Services
Continuing to help our residents recycle a large percentage of waste	CGW 05(a)	Implement action plan for improving collection productivity for Joint Waste.	31-Mar-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Improvement plan approved by Joint Waste Committee in October 2018. A new way of working as a result of the new plan is being trialled for a 12 month period, which started in late February 2019. The outcome of the trial will be monitored against the KPIs ongoing.	Joint Waste Service
Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).	CGW 06(a)	Transfer beacon park tennis courts.	31-Mar-2019	31-Oct-2019*		<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%	Heads of terms have been drafted between the District Council and Lichfield Tennis Community Interest Organisation (CIO). The CIO are currently preparing a redevelopment package for the courts and grant applications to cover the costs. The deadline has been extended to October 2019 to allow for the CIO to progress with their plans.	Leisure & Operational Services
	CGW 06(b)	Transfer line of Lichfield Canal to trust.	31-Mar-2020	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Transfer of four sites to the Canal Trust is now complete.	Legal, Property and Democratic Services
	CGW 06(c)	Implement public open space transfer/adoptions plan and review existing policy.	31-Jan-2019	31-Mar-2020*		<div style="width: 70%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 70%	The council does not adopt any newly created open spaces on new developments and instead developers are asked to find alternative sustainable solutions for the provision of public open space. On historic planning agreements where the council is under an obligation to adopt public open space, those adoptions are progressing.	Leisure & Operational Services

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Work with developers and social landlords to encourage investment in affordable housing and encourage the development of owner occupied, shared ownership and rented housing to meet the needs of local people.	CGW 07(a)	Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	31-Mar-2020	/			The council continues to work with developers and registered providers to encourage/enable new affordable homes. The total number of affordable completions is being finalised with all the registered providers. The expected number is 224, which exceeds the target of 158 and is the highest number of affordable completions ever recorded. The expected number broken down by tenure are: affordable rent (88), social rent (60) and shared ownership (76).	Regulatory Services, Housing & Wellbeing
	CGW 07(b)	Identify and transfer land in our ownership suitable for affordable housing development.	31-Mar-2020	/			Cabinet approved the sale of land at Leyfields and Netherstowe to Bromford Housing. Purchase will complete following planning application approval, due end of June 2019.	Legal, Property and Democratic Services
	CGW 07(c)	Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	31-Dec-2018	31-Mar-2020*				Cabinet approved a proposal in March 2019 to purchase up to four properties to be used as part of a Homelessness and Rough Sleeper pathway. The procurement exercise to procure a provider for this was successfully completed in April 2019 and we are currently in the stand-off contract period. Once the provider is in place and the service is operational, discussions about the properties to purchase will take place. We currently expect the service to become operational in July 2019. The s106 monies will be used to purchase properties in 2019/20.
Work to mitigate the adverse impact of HS2 on communities and businesses across the district.	CGW 008(a)	Respond to HS2 planning applications and work with Staffordshire County Council and local communities to mitigate impacts of HS2 on Lichfield District.	31-Mar-2020	/			Schedule 17 applications continue to be received and processed in respect of Phase 1. A formal petition has been submitted to Phase 2 Additional Provision 2 as regards the proposed closure of Common Lane, Kings Bromley. This matter will be heard by the Select Committee on 29th April. Additional comments made on the Phase 2 AP2 Environmental Statement.	Development Services; Economic Growth Service

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

A council that is fit for the future

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Being financially stable, developing innovative approaches to generating income and less reliant on government grant funding.	F4F 01(a)	Approve MTFS annually.	31-Jan-2020	/		<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	O&S considered emerging draft MTFS in November 2018. Consultation completed/compiled in December 2018. Approved by council in February 2019. The MTFS will be updated ongoing.	Finance and Procurement
	F4F 01(b)	Deliver unqualified audited accounts.	31-Jul-2019	/		<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	2017/18 accounts approved in July 2018. Work on 2018/19 accounts underway. Set to be approved in July 2019.	Finance and Procurement
Embed our corporate values throughout the organisation.	F4F 02(a)	Approve the people strategy.	30-Mar 2019			<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Strategy document is drafted, consulted and approved. Key actions have been outlined and resourcing is being brought in to support delivery of short term activities and restructure of service to deliver longer term objectives. Previously the due date was extended to spring 2019. This has been further extended to 31 December 2019.	Corporate Services
Deliver good customer service in line with our customer promise and ensure information we publish is accessible and available in other formats.	F4F 03(a)	Review the customer promise and develop customer engagement plan.	31-Dec-2018	31-Oct-2019*	 	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	Preparatory discussions have started with relevant sections. Research into best practice has also started with a view to formal review of customer promise and experience expected by autumn 2019. Previously the due date was extended to spring 2019. This has been further extended to October 2019.	Corporate Services; Customer Services, Revenues & Benefits

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS	
Make our top service requests fully bookable online and so easy to use that people choose to go online as a first port of call.	F4F 04(a)	Approve & roll-out Digital Strategy.	31-Mar-2020	/			Digital strategy drafted and capital funding secured. Key work streams underway for development of service desk, roll out of office 365 and transition to cloud.	Corporate Services	
	F4F 04(b)	Roll-out Jadu to wider services in order to decommission Lagan.	30-Aug-2019	/			Waste, street scene, ASB all launched and being used by customers. Environmental health requests being developed. Taxi licensing being developed. Due for launch in May/June 2019. Alcohol licensing etc to be looked at after launch of above services. Mobile working via Jadu being trialled in street scene in spring 2019.	Corporate Services; Customer Services, Revenues & Benefits	
	F4F 04(c)	Launch Modern Gov - democratic system - to members and officers.	01-Oct-2018	30-Jun-2019*				The system is live and used by Committee Services, some members and the majority of officers for accessing digital papers. A roll out plan to members to use ModGov for all meetings has been prepared and will be implemented from June 2019, following the elections. A roll out plan for using report manager by officers to be implemented by end of June 2019. The due date has been extended until June 2019.	Legal, Property and Democratic Services
	F4F 04(d)	Deliver line of business system and integrations for regulatory services.	31-Mar-2019	30-Jun-2019*				The team are using Uniform/Enterprise for environmental protection general service requests (the team's largest workload) and further development work is ongoing. The Private Sector Housing section had a configuration day on 21 May 2019, it is hoped to commence use as soon as possible. Due date has been extended to 30 June 2019.	Leisure & Operational Services; Regulatory Services, Housing & Wellbeing
	F4F 04(e)	Deliver line of business system and integrations for grounds maintenance and operational services	30-Sep-2019	/			The team considered a stand-alone back office system, but has instead opted to use Jadu – the council's CRM and online forms system as a new back-office system to replace LAGAN. The migration from Lagan to JADU has now been completed for grounds maintenance, street cleansing and public conveniences. The parks department will also be moving onto JADU during 2019. The need for a stand-alone back office system will continue to be considered.	Leisure & Operational Services	
	F4F 04(f)	Roll out IDOX DMS to planning.	31-Oct-2018	/			IDOX DMS rolled out in autumn 2018. Team now addressing residual issues including how DMS integrates with existing IDOX products, performance speed, software updates, and issues with data migration over from Comino.	Development Services	
	F4F 04(g)	Continue digitisation programme for waste processes.	30-May-2019	31-Oct-2019*				All forms have been delivered and are serving customers on a daily basis – only form not yet developed is a fully integrated version of missed bins. This will be considered after the refresh of the current forms package/website which will be delivered in late May 2019. Round Balancer will be in place in May 2019 to start the round reviews and the final version is being tested. The due date for this work has been extended until October 2019.	Joint Waste Service
	F4F 04(h)	Implement online forms for revenues and benefits and introduce e-billing.	31-Mar-2019	/			Online forms delivered by June 2018. Extending the project to include integration with Jadu customer account and to implement marketing campaign to encourage take-up by customers.	Customer Services, Revenues & Benefits	

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Consult with local residents in a variety of ways.	F4F 05(a)	Approve and roll-out consultation plan.	31-Mar-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Consultation plan approved and being implemented as business as usual.	Corporate Services
	F4F 05(b)	Increase resident involvement in democratic process and promote member recruitment through Local Democracy Week.	30-Nov-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	How to be a councillor event held on 10 October 2018 with 26 attending. A number of attendees were nominated/elected in the 2019 May district and parish council elections.	Legal, Property and Democratic Services
	F4F 05(c)	Establish resident focus group.	30-Sep-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	First resident focus group took place in October 2018. Feedback from resident focus group being compiled and to be fed into work on developing new strategic plan (staff, partner and member workshops). Resident focus group to be maintained ongoing and ongoing recruitment to be carried out in all avenues - LDC news (1 per year), social media and press.	Corporate Services
Work together as one council.	F4F 06(a)	Deliver staff survey.	31-Jan-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Survey completed and shared with staff. Action plan, including three focus groups which took place on PDR process and Thrive agenda. Informal workshop with joint waste on low-take up also took place. Outcome report shared with staff. Outcomes have been fed into the People Strategy.	Corporate Services
	F4F 06(b)	Develop new Strategic Plan 2020 - 2024.	28-Feb-2020	/		<div style="width: 45%;"><div style="background-color: #4f81bd; height: 10px; width: 45%;"></div></div> 45%	Timeframe and process for plan created drafted and to be considered by O&S and Cabinet in June 2019. Plan in line to be produced by February 2020 ready for approval by Full Council.	Corporate Services
	F4F 06(c)	Adopt and implement Property Asset Management Strategy.	31-Dec-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Property Investment Strategy approved by Council in October 2018 and implementation underway.	Legal, Property and Democratic Services
	F4F 06(d)	Roll out new approach to commercialisation.	31-Dec-2018	31-Mar-2019		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Commercial team meeting regularly and initial project underway with other work being planned for 2019 and beyond. Fees and charges group have agreed framework/calculator and work schedule prepared for 2019/20. Future of commercial training agreed and will be rolled out fully in 2019/20.	Chief Executive
	F4F 06(e)	Ensure the council is prepared to meet its responsibilities as a category 1 responder in line with our Emergency Planning Annual Action Plan.	31-Mar-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	All business continuity plans and emergency planning documentation have been reviewed (Feb 2019) in anticipation of BREXIT. Training continues to be undertaken through the three year cyclical arrangement with the CCU and has been identified at all levels across the organisation.	Regulatory Services, Housing & Wellbeing

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Seeking out ways to increase productivity and efficiency through our Fit for the Future programme and service reviews.	F4F 07(a)	Relaunch Fit for the Future.	30-Sep-2018	/			The roadshows were delivered in November with high attendance and positive feedback. Business analyst recruitment process has been undertaken and first cohort ready for development / training in January. Blog launched and being updated weekly. Staff suggestion scheme launched electronically initially and then followed up with suggestion boxes around the offices. Receiving suggestions from across the organisation or a variety of topics.	Corporate Services
	F4F 07(b)	Deliver elections review.	30-Sep-2018	30-Sep-2019			Scope agreed and being supported by Fit for the Future project team. As Is and To Be processes mapped. Benchmarking data obtained.	Legal, Property and Democratic Services
	F4F 07(c)	Deliver waste, parks and grounds maintenance review.	31-Dec-2019	31-Dec-2019			The review of waste is underway. Key milestones agreed and the ambition to report to Cabinet in December 2019. The scope now excludes parks and grounds maintenance which will be picked up in due course as part of the overall Fit for the Future programme.	Joint Waste Service; Leisure & Operational Services
	F4F 07(d)	Deliver development management review including implementing IDOX and enterprise.	30-Sep-2019	/			Number of changes implemented over the last 12/18 months in terms of process and procedures. DMS work almost complete and will be doing further IT updates between now and mid-2019. A few more changes set to be implemented as part of on-going improvements in the service area. Admin team changes implemented and principal officer now dedicated to improvement project lead role from February.	Development Services
	F4F 07(e)	Implement property investment strategy.	31-Mar-2019	31-Jul-2019*			Governance in place with all meetings scheduled for officer group and dates agreed for member group. Resources being put in place with estates manager now in post. Investment processes being mapped for delivery in 2019/20 and data cleanse underway along with implementation of new system. Development company ready to be set up and all paperwork in place apart from business plan, which will be ready for incorporation in the new financial year. This is now being moved to business as usual for investment. The due date has been extended to 31 July 2019.	Chief Executive
	F4F 07(f)	Bring forward and adopt business case for development of Bore Street shops.	31-Dec-2018	31-Dec-2019*			Sketch designs prepared by architects and costs estimated. Some soft marketing testing undertaken with a view to preparing a business case to seek approval from Cabinet in 2019. Review to be carried out of actions required. Previously the due date was extended to June 2019. This has been further extended to 31 December 2019.	Legal, Property and Democratic Services
	F4F 07(g)	Consider future office requirements for council and deliver business case.	31-Jan-2019	31-Dec-2019*			Branded as the Lichfield Hub, a project board of partners has been established to consider public and voluntary sector accommodation requirements in the district. The current Frog Lane site may be considered as part of the Birmingham Road site project. Deadline has been extended to 31 December 2019.	Legal, Property and Democratic Services
	F4F 07(h)	Replace sundry debtors system.	01-Oct-2018	31-Dec-2019*			Draft options appraisal prepared and under consideration. Previously the due date was extended to June 2019. This has been further extended to 31 December 2019 to take into consideration outcomes from the revenues and benefits review (see below).	Customer Services, Revenues & Benefits
	F4F 07(i)	Deliver the revenues and benefits service review.	31-Mar-2019	31-Jul-2019*			All the consultants who were interested in the contract have provided a submission and they have been considered. Interviews will take place w/c18 March 2019. A report is expected to Cabinet in July 2019.	Customer Services, Revenues & Benefits

ENDS

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

BUSINESS RATES – RETAIL DISCOUNT SCHEME

Amendment to the Non Domestic Rates Relief Policy



Report of Cllr Smith, Cabinet Member for Customer Services and Innovation

Date:	13 June 2019
Agenda Item:	5
Contact Officer:	Pat Leybourne
Tel Number:	01543 308921
Email:	Pat.leybourne@lichfielddc.gov.uk
Key Decision?	YES
Local Ward	None

CABINET

Members

1. Executive Summary

- 1.1 In the 2018 autumn budget the Chancellor announced the introduction of the business rates Retail Discount scheme. This delivers a one-third discount off business rate bills for eligible retail businesses occupying premises with a rateable value of less than £51,000, for two years from April 2019.
- 1.2 Guidance on the scheme was issued in November 2018. Further administrative guidance and funding was issued to software providers in February 2019.
- 1.3 The Council needs to approve an amendment to its Non Domestic Discretionary Rate Relief policy in order to be able to apply the Retail Discount to the bills of qualifying ratepayers in the district.

2. Recommendations

It is recommended that Cabinet:

- 2.1 approves the amendment to the Council’s Non Domestic Rates Relief Policy, as described at 3.11 and informed by Appendix A, in order to be able to apply the Retail Discount to bills of qualifying ratepayers.

3. Background

- 3.1 Business rates may be reduced where the property and occupier is eligible for business rate relief. There are different types of relief that may be awarded based on criteria laid down in the Local Government Finance Act (LGFA) 1988 and subsequent statutory instruments.
- 3.2 In addition to mandatory reliefs, a council has the discretion to award additional relief, using discretionary powers under section 47 of the LGFA. The council’s own policy allows the council to award discretionary relief to charitable/ non-profit distributing organisations, and to private businesses in the cases of hardship and where there are compelling social and economic reasons to do so. In 2017, the Policy was amended to allow the council to deliver rate relief in accordance with the government’s policy for small businesses and public houses.
- 3.3 Reducing the rates bills will help businesses in our city and town centres and in our villages become more financially sustainable and help nurture and maintain vibrant and economically successful high streets and shopping centres.

- 3.4 Where new reliefs are introduced the government often seeks to use section 47 to apply them rather than introducing new legislation. When the government uses section 47 in this way, the council is required to amend its Non Domestic Rates Relief Policy to enable these discounts to be applied to bills.
- 3.5 In 2019/20 with the Staffordshire Business Rates Pilot, income from business rates is retained in the following proportions: Lichfield District Council (40%); Staffordshire County Council (34%), Staffordshire Fire Authority (1%) and central government (25%).
- 3.6 The government will fully reimburse councils using grants paid through Section 31 of the Local Government Act 2001 to compensate for any reduction in rate income.
- 3.7 The retail discount will be awarded from 1 April 2019 to all businesses that satisfy all of the criteria. Whilst ideally the discount would have been awarded on the annual bill in March, the tested software upgrades were provided too late to allow annual bills to be produced with the discount applied.
- 3.8 Should the amendment be approved then bills will be re-issued with the discount applied.
- 3.9 It is estimated that the maximum value of the relief, based on all eligible properties being occupied by eligible ratepayers, is approximately £1.3m pa.
- 3.10 Eligible properties are located in the following areas: Lichfield (153), Burntwood (41), Little Aston / Streetly (17) Fazeley/Mile Oak (11), Fradley (7), Armitage with Handsacre (5), elsewhere (36).
- 3.11 Criteria to be eligible for the retail discount scheme are as follows:
- the rateable value of the premises must be less than £51,000
 - the premises must be occupied and
 - the premises must be used wholly or mainly as a shop, restaurant, café or drinking establishment.
- 3.12 A full list of the type of operations that would qualify is at **Appendix A**.
- 3.13 It is intended to discount automatically the bills of all ratepayers that meet the criteria described above but we will be emphasising to all occupiers that they must report to us if the discounting of the bills brings them close to the maximum level of support that can be provided under state aid rules. This is not likely to affect the vast majority of eligible ratepayers but there are some companies with many premises across the country that might get close to state aid limits.
- 3.14 If the property satisfies the above criteria, a discount of one-third of the liability is granted, after any mandatory or other discretionary reliefs have been granted.
- 3.15 There are currently around 270 businesses that will benefit from this discount and a potential for a further 50 properties which are currently unoccupied to become eligible.

Alternative Options	1. None. The government expects this discount to be granted.
Consultation	1. No consultation has taken place as the council is expected to apply this discount.
Financial Implications	<p>1. The Council included an estimate of the amount of retail relief that is projected to be awarded and Section 31 grant to be received in 2019/20 as part of the NNDR1 return submitted to Government by the deadline of 31 January 2019.</p> <p>2. There is no net cost to the council in approving this amendment.</p> <p>3. Section 31 grant is being paid to the authority on a quarterly basis and therefore if the relief is awarded at the start of the financial year there will be</p>

a cash flow impact for the Council. If it is not used it must be repaid.

- The estimated retail relief to be awarded and Section 31 grant to be received based on the Business Rate Pilot (actual grant is calculated in the return therefore actual grant percentages differ slightly) is shown in the table below:

Details	£
Total estimated Retail Relief to be awarded	£1,314,892
Estimated Section 31 Grant receivable:	
Lichfield District Council (40%)	(£542,892)
Staffordshire County Council (34%)	(£461,457)
Staffordshire Commissioner - Fire and Rescue (1%)	(£13,572)
Central Government (25%)	(£296,475)

- Maximising the awards to businesses may reduce any arrears on accounts and support the collection of business rates.

Contribution to the Delivery of the Strategic Plan

- The policy would support our strategic priority of a vibrant and prosperous economy. The scheme would strengthen our local economy by financially assisting local business, helping them to thrive.

Equality, Diversity and Human Rights Implications

- There are no equality, diversity and human rights implications.

Crime & Safety Issues

- There are no crime and safety issues.

GDPR/Privacy Impact Assessment

- There are no GDPR/Privacy Impact Assessment implications.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Failure to have an approved scheme will mean the relief cannot be awarded. This will result in eligible retail businesses in Lichfield District being at a disadvantage to competing areas.	To approve this retail relief discount scheme.	Green - tolerable
B	Failure to award this relief in an expedient manner could result in eligible retail businesses closing resulting in an adverse economic and social impact on Lichfield District	To award the scheme following approval by Cabinet	Green - tolerable

Background Documents

Relevant web links

assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/773654/Retail_Discount_Guidance.pdf

Properties that will benefit from the relief

The list set out below is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses. However, it is intended to be a guide for authorities as to the types of uses that Government considers for this purpose to be retail.

The properties should be occupied with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments that are being used for the sale of goods to visiting members of the public:

Shops such as florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc

Charity shops

Opticians

Post offices

Furnishing shops/ display rooms such as carpet shops, double glazing, garage doors

Car/ caravan show rooms

Second hand car lots

Markets

Petrol stations

Garden centres

Art galleries, where art is for sale/hire

Hair and beauty services such as hair dressers, nail bars, beauty salons, tanning shops, etc

Shoe repairs/ key cutting

Travel agents

Ticket offices e.g. for theatre

Dry cleaners

Launderettes

PC/ TV/ domestic appliance repair

Funeral directors

Photo processing

Tool hire

Car hire

Restaurants

Takeaways

Sandwich shops

Coffee shops

Pubs

Bars

Generally, the test is on use rather than occupation. Therefore, premises that are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

Authorities should determine for themselves whether particular properties not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief.