

Public Document Pack

Your ref
Our ref
Ask for Mark Hooper
Email mark.hooper@lichfielddc.gov.uk



District Council House, Frog Lane
Lichfield, Staffordshire WS136YU

Customer Services 01543 308000
Direct Line 01543 308064

Friday, 28 August 2020

Dear Sir/Madam

CABINET

A meeting of the Cabinet has been arranged to take place on **Tuesday, 8th September, 2020 at 6.00 pm** to consider the following business.

In light of the current Covid-19 pandemic and government advice on social distancing, the meeting will be held online and streamed live on the Council's [YouTube channel](#).

Yours faithfully

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

Christie Tims
Head of Governance and Performance

To: Members of Cabinet

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



www.lichfielddc.gov.uk



[/lichfielddc](https://www.facebook.com/lichfielddc)



[lichfield_dc](https://twitter.com/lichfield_dc)



MyStaffs App

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Strategic Plan Outturn 3 - 28
4. Money Matters 2020/21: Review of Financial Performance against the Financial Strategy 29 - 52
5. Statement of Community Involvement 53 - 92



Strategic Plan Outturn 2016 to 2020

Cabinet Member for Customer Services & Innovation & Leader of the Council

Date: Tuesday, 8 September 2020
Contact Officer: Christie Tims
Tel Number: Tel: 01543 308002
Email: christie.tims@lichfielddc.gov.uk
Key Decision? No
Local Ward Members n/a



Cabinet

1. Executive Summary

- 1.1 This report describes the council’s achievement against its performance targets as set out in its Delivery Plan for 2018-2020, which reflected the commitments and priorities set out in the council’s Strategic Plan 2016 – 2020.
- 1.2 The report provides the final outturn of the council’s performance as at the end of March 2020, which represents the end of year position and the final year of the previous strategic plan. Any updates on actions since April 2020 have not been included in the report but will form part of the monitoring for the new Strategic Plan via the 2020 Delivery Plan in forthcoming briefings and reports from October.
- 1.3 The 2018 to 2020 Delivery Plan was monitored throughout the year and updates were entered into the council’s performance management system (Pentana). The final performance report at Appendix 1 was drawn from the system in April 2020 prior to the adoption of the new Strategic Plan. Any updates made after the April extract are clearly highlighted in red.
- 1.4 Corporate Indicators which demonstrate the outturn and achievement of high level objectives is at Appendix 2.
- 1.5 The original report was due to be considered by scrutiny in June 2020, however due to the pandemic key data was not available so has been delayed. Some data is still missing and where gaps still exist, this is highlighted.
- 1.6 Due to the timing of the scrutiny committee(1 September) any comments or observations made regarding the report and performance will be presented at the Cabinet meeting.

2. Discussion points

- 2.1 To note the council’s performance against its delivery plan targets as of April 2020 as set out in Appendix 1 and available corporate indicators as set out in Appendix 2.

	Completed	Not known	Revised target	Behind target	Not started
Delivery Plan actions – total 81					
	60	1	5	15*	0

*includes 1 action that has since been completed

3. Background

- 3.1 The delivery plan to support the last strategic plan was broken down in to four priority areas, in line with the core themes of that strategic plan:
 - A vibrant and prosperous economy

- Healthy and safe communities
- Clean, green and welcoming places to live
- A council that is fit for the future

- 3.2 The delivery plan was developed in 2018 to ensure the key outcomes specified in the Strategic Plan 2016-2020 could be assessed effectively even where they could not be delivered as originally intended. The performance management framework adopted allowed clear tracking of the 81 key projects and a robust process of approving changes and adaptations necessary to the plan based on external factors and the resources available.
- 3.3 The key projects and actions in the delivery plan were designed to help the council achieve its strategic ambitions and were aligned directly to the plan's 36 core commitments set out in the Strategic Plan developed and approved in 2016. Much has been learned since its development and the new Strategic and Delivery Plans are much more streamlined to allow for more clearly defined projects which in turn will allow for clearer reporting.

Performance highlights in this reporting period

- 3.4 Sixty of the actions in the delivery plan were completed, the table below shows those actions that were completed within this reporting period (previous 6 months to early April 2020).

Ambition	Progress
Vibrant & prosperous economy	
Roll out Jadu business account.	This was completed 23 December 2019.
Foster and encourage BIDs in other areas.	The District Council continues to maintain a good working relationship with the BID, with officers attending the various meetings and workshops as the BID come to the end of their 5 year term. The BID are now working on proposals for their new business plan and are preparing for their re-ballot which is scheduled to take place in July 2020. Officers are also assessing the feasibility of BIDs in other areas of the district.
Healthy & safe communities	
Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	This document is now complete, the playing pitch strategy work has also begun KKP were appointed to undertake this.
Develop a revised Housing & Homelessness Strategy 2019 - 2022	Homelessness section of the strategy approved by Cabinet in December and put on our website. Also sent to MHCLG. The draft of the whole housing strategy was approved by Community Housing & Health Overview & Scrutiny 18 March 2020.
Adopt and implement revised Discretionary Housing Payment Policy (DHP).	The DHP policy was approved 19 November 2019.
Monitor the impact and achievement of outcomes for the community and voluntary sector funding agreements.	LDC funding monitored and returns made to the OPFCC.
Deliver Community Safety Plan.	The majority of partner actions were delivered.
Clean, green & welcoming places to live	
Adopt Local Plan land allocations.	Following fact checking the Inspector issued his final report. This was presented to Cabinet and Full Council for adoption. Legal

	challenge period ended in September 2019.
In line with agreed policies and procedures begin allocating discretionary CIL receipts to assist in delivering supporting infrastructure.	October 2019 meetings for SIG & Joint Member and Officer Group to ensure governance checking structure held with progress updates. Community Infrastructure Levy monies transferred as required. One of the projects – Westgate practice allocated money in the first round of bids is now complete. Others to still proceed. Papers for April reporting are being circulated but Covid-19 restrictions mean that the meetings can't take place but other means are being established to observe governance structures on reporting. Restrictions may mean some projects are delayed in implementation. If so they will be reported accordingly.
Adopt local list of historic buildings for Burntwood & Hammerwich.	Report was ratified by Council on 10 December 2019 which meant this work was complete.
Implement action plan for improving collection productivity for Joint Waste.	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.
Transfer Beacon Park tennis courts.	Cabinet have approved the transfer and the legal process is being finalised.
Implement public open space transfer/ adoptions plan and review existing policy.	The adoption of Victoria Place is currently in process and is being managed by the Council's Assets Team. The transfer will be completed during 2020.
Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	The Housing Strategy and Wellbeing team have successfully worked with all approved RP's throughout the year and had an annual meeting with each one to discuss current and new development opportunities. A total of 93 new affordable homes had been built and occupied by year end. This includes 39 social rent, 12 affordable rent and 42 shared ownership. This is behind the target of 158, however when averaged with last year's delivery of 235, means that the 2 year average is above the target.
A council that is fit for the future	
Approve MTFS annually.	MTFS approved by Council 18 February 2020.
Approve & roll out people strategy.	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 was approved in September 2019.
Roll-out Jadu to wider services in order to decommission Lagan.	This action was to move from the existing CRM Lagan to the new one Jadu, this has

	now been completed and all forms have now been transferred onto Jadu. Lagan has been decommissioned.
Launch Modern Gov - democratic system - to members and officers.	Roll out completed including officer training and member use.
Deliver line of business system and integrations for Regulatory Services.	Idox has made it easier and quicker to retrieve key information about residential properties without having to request this from colleagues. This includes whether visits or action has been required from regulatory teams across the council, assisting with our empty homes and Home Repair Assistance grants work.
Develop new Strategic Plan 2020 - 2024.	The new strategic plan was approved in February 2020.
Consider future office requirements for council and deliver business case.	Options considered and separate project created to pursue this. New activity and timescales confirmed. This element of the work is complete.
Replace sundry debtors system.	It has been decided, subject to procurement, to link the system up with the procurement of a new financial system. Will feature in new Delivery Plan (DP)
Deliver the revenues and benefits service review phase 2.	The final report from the consultants was received and the conclusions and recommendations presented to members on 3 December 2019. All recommendations were agreed.

Due date extensions

3.5 Five actions were given a **revised due date**, due in the main to external factors, four of which relate to the Birmingham Road site. The latest position and original due date are included in the **end of year delivery plan performance update 2019 – 2020** (Appendix 1). Any revised dates will be carried through to the new delivery plan or relevant service plan.

Ambition	New due date
Vibrant & prosperous economy	
Review and adopt revised discretionary rates relief policy.	December 2020
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.	

Performance exceptions

3.6 15 actions were behind target at the end date for the plan:

Ambition	Current position	New due date
Vibrant & prosperous economy		
Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	The Cricket Lane application was due to be reported to and considered by Planning Committee at its meeting scheduled for 6th April. However due to CV19 the meeting was cancelled.	Ongoing as Business as usual (BAU)

Design and embed new approach to trade waste booking and processing to make it easier for potential customers to deal with the council.	Review completed and high level business case prepared and considered by Overview and Scrutiny.	Featured in new delivery plan
Support delivery of Burntwood Town Centre - actively pursue development opportunities for the blue hoarding site in partnership with the landowner and Staffordshire County Council.	Further discussions have taken place with key landowner about delivering the extant retail planning permission on the Olaf Johnson site and development on the blue hoarding site. Current market conditions impacting upon the former and ways being explored to overcome barriers.	Ongoing – Featured in new Delivery Plan
Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	Greenwood House has now been demolished pending re-development. A final business case for the new facility has been submitted to NHS England for approval. Work in respect of a second facility elsewhere in Burntwood is on-going.	Ongoing as part of new Delivery Plan
New opportunities to be identified and promoted across all service areas - target 8 apprenticeships in place annually.	As part of the Workforce Development plan activity we have assigned a dedicated resource to help develop the work on apprenticeships and apprentices. Talks have now resumed with Wolverhampton College and the operations team to take on a minimum of 3 apprenticeships. This will be pursued during recovery along with the other activity of sharing the levy with a cohort of local business leaders/managers as well as our own aspiring managers.	Ongoing as part of new Delivery Plan
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.	The Friary Grange review and needs analysis will be used to shape the future work and focus of the Sport & Leisure team. This will be formalised into a document that will replace the PASS.	Ongoing as part of new Delivery Plan
Clean, green & welcoming places to live		
Restore the historic features of Stowe Pool and Fields	Competition tender with potential suppliers, closing date was 27.03.20	Ongoing as part of new Delivery Plan
Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	Our affordable homes completions data for Q3 2019/20 show 8 new social rented (SR) and 14 shared ownership (SO) homes were completed, bringing the Q1-Q3 total to 59. 28 Q4 completions are expected but updates have not yet been received by the RP's. If all 28 complete the annual total will be 87 which is less than the target. For 2020/21 current indications are for 59 new affordable homes to be completed.	Ongoing as part of new Delivery Plan
Identify and transfer land in our ownership	18 March 2020 - Exchange of contracts was planned for end of March. Delayed due to lockdown of 3 rd party.	<i>Complete</i>

suitable for affordable housing development.	<i>Contracts have been exchanged with Bromford and planning applications have been submitted for the sites at Netherstowe and Leyfields.</i>	
Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	The purchase of 3 apartments in Lichfield are currently with solicitors and we hope that the purchases will go through in the next month. A draft lease has been drawn up that we will sign with Spring for leasing them. Further properties will be identified after the first three have been bought.	Ongoing as part of new Delivery Plan
A council that is fit for the future		
Review the customer promise and develop customer engagement plan.	This will be carried forward to the new delivery plan.	Ongoing as part of new Delivery Plan
Approve & roll-out Digital Strategy.	Final draft of Digital Strategy has been delayed and is now due to go to Strategic Overview and Scrutiny Committee in Autumn before a decision being made by the Cabinet Member in December 2020.	December 2020
Continue digitisation programme for waste processes.	Awaiting supplier development.	Ongoing as BAU
Deliver elections review.	Postponed until later in 2020. Scoping underway.	Featured in new Delivery Plan
Bring forward and adopt business case for development of Bore Street shops.	A feasibility study has been ordered from Lambert Smith and Hampton to determine costs of renovating and creating a multiple of single living accommodation for the homeless. Report delayed but due imminently. <i>Report received July 2020 options now being considered.</i>	December 2020

Alternative Options	This report details performance against the council's Delivery Plan 2016 – 2020, which has previously been agreed by Cabinet as the most appropriate method for managing and monitoring council performance.
Consultation	We have consulted with Leadership Team and officers to prepare the performance report. Strategic (Overview and Scrutiny) will receive the report on 1 September and any comments will be provided to the committee.
Financial Implications	There are no direct financial implications arising from the report.
Contribution to the Delivery of the Strategic Plan	This report sets out how the council is delivered against its key strategic themes for 2016 to 2020.
Equality, Diversity and Human Rights Implications	There are no specific equality, diversity or human rights issues arising from the report.
Crime & Safety Issues	There are no specific crime and safety issues arising from the report.
Environmental Impact	There are no specific environmental impacts from the report, measures are being developed for the current delivery plan.

**GDPR/Privacy
Impact assessment**

There are no GDPR or privacy 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 officers 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.	Green

Background documents






[Delivery Plan end of year 2019/20](#)

[How we amend and update the delivery plan](#)

This page is intentionally left blank




Appendix 1

End of year Delivery Plan performance update 2019-2020







Action Status	
	Behind target
	Behind target due to accepted project changes/external factors. New due date agreed.
	Slightly behind target
	On target
	Completed












Vibrant and prosperous economy

Page 11





Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Latest position – As at 31 st March (updates in red)	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	/		The Cricket Lane application was due to be reported to and considered by Planning Committee at its meeting scheduled for 6th April. However due to CV19 the meeting was cancelled and has still not taken place. See also VPE010(a)	Economic Growth Development Service
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	/		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 is published digitally with updated key information as information changes.	Economic Growth Development 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	/		Between August 2017 and February 2020, 132 premises enquiries were received: 61 industrial, 37 office, 21 retail, one barn, two general, one community centre, three workshops, two halls, three studio and one showroom enquiry. 15 land enquiries have been received from businesses looking to build their own premises. Ongoing premises and land enquiries are received by Make It Stoke on Trent and Staffordshire, and the West Midlands Growth Company to support businesses or developers looking to relocate or working on behalf of a client.	Economic Growth Development 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	Latest position – As at 31 st March (updates in red)	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	/		The Enterprise for Success programme which ran from 2016 - March 2019 received 311 enquiries, creating 46 jobs. Whilst the transitional area average for the Enterprise for Success programme being 266 enquiries with 34 jobs created. The new Enterprise for Success programme, which began in April 2019, has so far (until December 2019) received 91 Lichfield District enquiries, creating 11 jobs. In comparison to the Southern Staffordshire average of 83 enquiries and 12 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, began in April 2019, which 4 Lichfield District businesses so far (until February 2020) have been successful in receiving a grant from, creating 9 jobs. In comparison to the Southern Staffordshire average of 2 successful businesses creating 8 jobs. The majority of funding within the new programme has been allocated with additional funding applied for.	Economic Growth and Development 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		Review completed and high level Business Case prepared and considered by Overview and Scrutiny. Further progress delayed by Covid 19 response.	Operational Services
	VPE 004(b)	Introduce e-billing for business rates and BID.	31-Mar-2020	/		E-billing for business rates and BID payers is live.	Corporate Services; Customer Services, Revenues & Benefits
	VPE 004(c)	Roll out Jadu business account.	01-Jul-2019	31-Jul-2020		This was completed on 23 December 2019.	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	 	Date to be extended to December 2020, due to finalising the service review and anticipated changes being introduced by the government under the regulations that the policy is following.	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	Latest position – As at 31 st March (updates in red)	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 Development 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		Event programme delivered in 2019. Work will be used to inform the development of an Events Strategy - to be detailed in new Delivery Plan.	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	 	<p>Following the agreement of the District Council to publish the draft Lichfield City Centre Masterplan, a public consultation took place over four weeks in January/February 2020 to establish the views and opinions of key stakeholders and the wider public to the proposals contained within the document. A total of 141 responses were received from local residents and local interest groups and organisations via either online or via a paper questionnaire.</p> <p>Feedback from the public consultation was generally positive. The consultation report produced by DLA was considered by EGED Overview & Scrutiny on 11 March 2020.</p> <p>Following the consultation the Masterplan has been revised and was endorsed by Cabinet in July 2020.</p>	Economic Growth Development 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	 	Update report on outcome of the consultation on the draft master plan presented to EGED O&S Committee on 11th March. Detailed report including proposed changes to the master plan due to go to a Special EGED meeting on 22nd April before Cabinet consideration. Car Parking issues are addressed by the master plan and will inform a review of the Council's parking strategy once the masterplan is formally endorsed and adopted.	Economic Growth Development Service
Undertake master planning to deliver a mixed use development in Lichfield City Centre and ensure it meets the needs of our community,	VPE 008(a)	Develop plans for the Birmingham Road site.	01-Jul-2019	Timeline will emerge with BRS	 	<p>David Lock Associates were appointed in 2019 to undertake a master planning exercise for Lichfield City Centre. The Birmingham Road site is identified as a key development site in this plan</p> <p>Following a public consultation in January 2020 on the draft plan, a revised plan has been produced. The adoption of the plan will be considered by Cabinet in 2020.</p>	Economic Growth Development Service
	VPE 008(b)	Refresh development brief for	31-Oct-	Timeline	 	The development of Bird Street Car Park is one of the key delivery sites contained within	Economic Growth






* 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.

particularly young people		Bird Street car park.	2018	will emerge with BRS		the draft Masterplan for Lichfield City Centre. The Masterplan has been subject to public consultation, the responses to this have been considered by the EGED O&S committee. Changes to the masterplan have now been made and the masterplan will be considered by EGED O&S Committee in April 2020 prior to a decision to adopt the masterplan by Cabinet.	Development Service
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	/		Further discussions have taken place with key landowner about delivering the extant retail planning permission on the Olaf Johnson site and development on the blue hoarding site. Current market conditions impacting upon the former and ways being explored to overcome barriers. Will continue in 2020- 2024 plan.	Economic Growth Development Service
	VPE 009(b)	Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	31-Mar-2020	/		Greenwood House has now been demolished pending re-development. A final business case for the new facility has been submitted to NHS England for approval. Work in respect of a second facility elsewhere in Burntwood is on-going.	Economic Growth Development 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	/		Continued progress is being made on the following development sites: <ul style="list-style-type: none"> • Fradley Park - All development on Fradley Park is currently being built speculatively. The Wellington Trilogy has been completed, providing three units (50,000 sq. ft., 60,000 sq. ft. and 70,000sq ft.), whilst a 230,000 sq. ft. unit and 400,000 sq. ft. unit are currently being built (both industrial space). • Prologis Fradley Park - with Screwfix and Anixter occupying the development site earlier this year, only one plot, DC2, is available. • Liberty Park - Two industrial units (115,000 sq. ft. and 48,000 sq. ft.) have been completed with interest being made • 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 - The Blue Hoarding site and Olaf Johnson site are awaiting progress to be made. Four additional units have been developed on the former Tesco site at Sankeys Corner, three of which have been occupied and one remaining available. • Eastern Avenue - Imperial Retail Park on Eastern Avenue, Lichfield City has been completed with Lidl, Costa Coffee, Pure Gym and B&M occupying the retail site. One unit remains unoccupied. • 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. Discussions are ongoing with the site. 	Economic Growth Development Service
	VPE 010(b)	Receive application for mixed use development (housing and employment) at Cricket Lane.	30-Sep-2018	/		Planning application valid 16/8/18 (ref. 18/01217/OUTFLM) - 13 week date 15 Nov 2018.	Economic Growth Development Service







Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Latest position – As at 31 st March (updates in red)	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 Development partnership strategy for 2016-2020 has now been completed. Discussions are now starting to take place with regards to a new plan and model for 2020 and beyond.	Economic Growth Development Service
Foster and encourage BIDs in other areas.	VPE 012(a)	Support the rebalot of the Lichfield BID in 2019/2020.	31-Mar-2020	/		The District Council continues to maintain a good working relationship with the BID, with officers attending the various meetings and workshops as the BID come to the end of their 5 year term. The BID are working on proposals for their new business plan and are preparing for their re-ballot which is scheduled to take place in July 2020.	Economic Growth Development 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	/		As part of the workforce development plan activity we have assigned a dedicated resource to help develop the work on apprenticeships and apprentices. Until the Covid 19 lockdown we were in talks with Wolverhampton College and the operations at JWS to take on a minimum of 3 apprenticeships. This will be pursued during recovery along with the other activity of sharing the levy with a cohort of local business leaders/managers as well as our own aspiring managers.	Governance & Performance; Economic Growth Development 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	Latest position – As at 31 st March (updates in red)	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		The Friary Grange review and needs analysis will be used to shape the future work and focus of the Sport & Leisure team. This will be formalised into a document that will replace the PASS.	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	/		A review of the strategy and the outcomes achieved is in progress.	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	/		Work complete and will be used to inform next phase of work to consider a new Lichfield Leisure Centre.	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		This document is now complete, the playing pitch strategy work has also began KKP were appointed to undertake this.	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.	Operational Services





Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Latest position – As at 31 st March (updates in red)	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 19/20 there were 60 Completed cases – spend of £659,427.04 There was a further commitment/ approved cases of £131,368.29 that is ongoing Pipeline at year end was £1.1m (unapproved)	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	/		Homelessness section of the strategy approved by cabinet in December and put on our website. Also sent to MHCLG. The draft of the whole housing strategy was approved by CHH O&S 18th March 2020 and Cabinet in June.	Regulatory Services, Housing & Wellbeing
	HSC 06(b)	Adopt and implement revised Discretionary Housing Payment Policy.	31-Dec-2018	31-Jul-2019		The DHP policy was approved 19 November 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	/		LDC funding monitored and returns made to OPFCC.	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	/		The majority of partner actions were delivered. Some information not obtained.	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	Latest position – As at 31 st March (updates in red)	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		Following fact checking the Inspector issued his final report. This was presented to Cabinet and Full Council for adoption. Legal challenge period ended in September 2019.	Economic Growth Development 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 and at the time of writing, it is anticipated that the sites can deliver development mostly in line with the trajectories identified in the 5 year update paper issued in 2019. However, impacts of Covid 19 restrictions as yet unknown.	Economic Growth Development 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 Development 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	Not known due to CV19	In terms of the permissions granted between 1st April 2019 and 31st March 2020 this is approximately 1130 (gross dwellings). The completion figure is not available at the current time as CV19 means we are unable to verify this aspect.	Economic Growth Development Service
	CGW 01(e)	Support planning applications on outstanding allocated sites or suitable windfall sites to help meet housing targets.	31-Mar-2020	/		Support has been and continues to be provided to support achievement of housing on allocated and windfall sites where in accordance with the Local Plan. Most of those not yet built out are progressing, though impact of Covid 19 restrictions on the development delivery is yet to be understood	Economic Growth Development Service
	CGW 01(f)	Begin the review of the Local Plan.	31-Jul-2018	/		Local Plan review commenced in spring 2018.	Economic Growth Development 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	/		October 2019 meetings for SIG & JMOG held to ensure governance checking structure held with progress updates. CIL monies transferred as required. One of the projects - Westgate practice allocated money in first round of bids is now complete. Others to still proceed. Papers for April reporting are being circulated but Covid 19 restrictions mean that the meetings can't take place but other means are being established to observe governance structures on reporting. Restrictions may mean some projects are delayed in implementation. If so will be reported accordingly.	Economic Growth Development Service

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Latest position – As at 31 st March (updates in red)	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	/		Conservation areas approved. Reports considered by O&S, Cabinet and Council in December 2018.	Economic Growth Development Service
	CGW 02(b)	Review the buildings at risk register (BAR).	31-Mar-2019	/		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.	Economic Growth Development Service
	CGW 02(c)	Adopt local list of historic buildings for Burntwood & Hammerwich	31-Oct-2018	31-Dec-2019		Report was ratified by Council on 10/12/19 which meant this work was complete.	Economic Growth Development Service
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		Public / Stakeholder consultation ended 6th August and we had no comments which warranted a re-write in any way. The AQAP is therefore adopted and will effectively be updated via the Annual Status Reports.	Regulatory Services, Housing & Wellbeing
	CGW 03(b)	Implement environmental crime strategy.	31-Oct-2018	/		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 full Heritage Lottery Fund (HLF) project is on hold.	31-Mar-2019	On hold.		Full HLF bid on hold, however play area replacement is progressing, Competition tender with potential suppliers, closing date 27.03.20	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	/		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.	Operational Services
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		Cabinet have now approved the transfer and we are in the process of finalising the legal documentation.	Operational Services
	CGW 06(b)	Transfer line of Lichfield Canal to trust.	31-Mar-2020	/		Transfer of four sites to the Canal Trust is now complete.	Corporate Services
	CGW 06(c)	Implement public open space transfer/adoptions plan and review existing policy.	31-Jan-2019	31-Mar-2020		The adoption of Victoria Place is currently in process and is being managed by the Council's Assets Team. The transfer should be completed during 2020.	Operational Services
Our Strategic Plan	URN	Key projects (2018 - 2020)	Original	Revised	Status	Latest position – As at 31 st March (updates in red)	Responsible HoS









* 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.










commitment - what we will do			due date	due date	icon		
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 Housing Strategy and Wellbeing team have successfully worked with all approved RP's throughout the year and had an annual meeting with each one to discuss current and new development opportunities. A total of 93 new affordable homes had been built and occupied by year end. This includes 39 social rent, 12 affordable rent and 42 shared ownership. This is behind the target of 158, however when averaged with last years delivery of 235, means that the 2 year average is above the target.	Regulatory Services, Housing & Wellbeing
	CGW 07(b)	Identify and transfer land in our ownership suitable for affordable housing development.	31-Mar-2020	/		Completion due March 2020 which has been delayed. <i>Contracts have been exchanged with Bromford and planning applications have been submitted for the sites at Netherstowe and Leyfields.</i>	Corporate 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		<i>The purchase of property in Lichfield is due to be completed. Further properties will be identified after the first purchase as they become available.</i>	Regulatory Services, Housing & Wellbeing
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	/		Following the Oakervee Review the Government confirmed in February its intention to progress Phases 1, 2a and 2b of the HS2 project. Consequently, works are progressing on facilitating the major engineering required for Phase 1 whilst the parliamentary process to bring forward legislation for Phase 2a has duly been resurrected. It is thought that the Phase 2a bill will be enacted by the end of 2020. Liaison is now taking place with representatives of HS2 to understand likely working timetables and to communicate these to local communities and business. <i>Item carries forward with new actions to the new Delivery Plan.</i>	Economic Growth Development Service

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	Latest position – As at 31 st March (updates in red)	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	/		MTFS Approved by Council 18/02/2020.	Finance and Procurement
	F4F 01(b)	Deliver unqualified audited accounts.	31-Jul-2019	/		2018/19 Accounts Approved by Audit & Member Standards Committee 24/07/2019.	Finance and Procurement
Embed our corporate values throughout the organisation.	F4F 02(a)	Approve the people strategy.	30-Mar 2019			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.	Governance & Performance
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		This will be carried forward to the new strategic plan and part of our engagement strategy.	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	Latest position – As at 31 st March (updates in red)	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	/		Final draft of Digital Strategy has been delayed and is now due to go to Strategic Overview and Scrutiny Committee in autumn/winter 2020 before a decision being made by the Cabinet Member.	Corporate Services
	F4F 04(b)	Roll-out Jadu to wider services in order to decommission Lagan.	30-Aug-2019	/		This action was to move from the existing CRM Lagan to the new one Jadu, this has now been completed and all forms have now been transferred onto Jadu. Lagan has been decommissioned. A new action will be created to reflect ongoing development of JAD across the organisation.	Corporate Services; Customer Services, Revenues & Benefits
	F4F 04(c)	Launch Modern Gov - democratic system - to members and officers.	01-Oct-2018	30-Jun-2019		Roll out completed including officer training and member use.	Governance & Performance
	F4F 04(d)	Deliver line of business system and integrations for regulatory services.	31-Mar-2019	30-Jun-2019		Idox has made it easier and quicker to retrieve key information about residential properties without having to request this from colleagues. This includes whether visits or action has been required from regulatory teams across the council, assisting with our empty homes and Home Repair Assistance grants work.	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.	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.	Economic Growth Development Service
	F4F 04(g)	Continue digitisation programme for waste processes.	30-May-2019	31-Oct-2019		Dependant on supplier development, awaiting confirmation of dates for delivery.	Operational Services
	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	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	/		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	/		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.	Governance & Performance
	F4F 05(c)	Establish resident focus group.	30-Sep-2018	/		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	/		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.	Governance & Performance
	F4F 06(b)	Develop new Strategic Plan 2020 - 2024.	28-Feb-2020	/		The new strategic plan was approved in February 2020.	Governance & Performance
	F4F 06(c)	Adopt and implement Property Asset Management Strategy.	31-Dec-2018	/		Property Investment Strategy approved by Council in October 2018 and implementation underway.	Corporate Services
	F4F 06(d)	Roll out new approach to commercialisation.	31-Dec-2018	31-Mar-2019		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.	Corporate Services
	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	/		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	Latest position – As at 31 st March (updates in red)	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		Postponed until later in 2020 due to succession of unplanned elections in 2019. On new delivery plan.	Governance & Performance
	F4F 07(c)	Deliver waste, parks and grounds maintenance review.	31-Dec-2019	31-Dec-2019		Improvement plan approved by Joint Waste Committee in October 2018. A new way of working as a result of the new plan is being trialed for a 12 month period, which started in late February 2019. The outcome of the trial will be monitored against the KPIs.	Operational Services
	F4F 07(d)	Deliver development management review including implementing IDOX and enterprise.	30-Sep-2019	/		Awaiting IT equipment- there was delay due to corporate management changes for the purchase and set up of mobile devices. These are now purchased and in the process of being set up will envisaged role out to whole team by the end of March 2020. This is reliant on IT achieving this deadline (was achieved)	Economic Growth Development Service
	F4F 07(e)	Implement property investment strategy.	31-Mar-2019	31-Jul-2019		All governance is now in place and scheduled throughout the year. The company has been incorporated. Processes are in place and data cleanse is almost complete to introduce effective portfolio management. Project is now largely business as usual.	Corporate Services
	F4F 07(f)	Bring forward and adopt business case for development of Bore Street shops.	31-Dec-2018	31-Dec-2019		A feasibility study has been ordered from Lambert Smith and Hampton to determine costs of renovating and creating a multiple of single living accommodation for the homeless. Report due to be returned end of March 2020. Delayed until July 2020 due to Covid 19, funding options now being considered. This was not the original intention of this project but has now moved to the control of Regulatory Services, Housing and Wellbeing to take forward.	Corporate Services, Regulatory Services, Housing and Wellbeing
	F4F 07(g)	Consider future office requirements for council and deliver business case.	31-Jan-2019	31-Dec-2019		Preferred option agreed and separate project created to pursue this option. New activity and timescales confirmed. This element of the work is complete.	Corporate Services
	F4F 07(h)	Replace sundry debtors system.	01-Oct-2018	31-Dec-2019		It has been decided, subject to procurement, to link the system up with the procurement of a new financial system.	Customer Services, Revenues & Benefits
	F4F 07(i)	Deliver the revenues and benefits service review phase 2.	31-Mar-2019	31-Jul-2019		The final report from the consultants was received and the conclusions and recommendations presented to members on 3 December 2019. All recommendations were agreed.	Customer Services, Revenues & Benefits

ENDS

Lichfield District Council corporate indicators
2019/2020 end of financial year position

Community Outcomes	Success will be measured by	Corporate Indicators	Source	2015/16	2016/17	2017/18	2018/19	2019/20	Overall direction of travel (4 year period)	Staffordshire 2019/2020 average where available	England 2019/20 average where available	Comments
Vibrant and prosperous economy	More local jobs and more people in employment	Number of jobs (total employment)	ONS	48,000	56,000	55,000	Not yet available - see WM comparator	Not yet available - see WM comparator	↑	51,125 (2017/18)	N/A	Latest district level figures are not yet available from the ONS and the West Midlands data has been recorded as a comparator.
		Number of jobs (total employment) West Midlands	ONS	2,850,389	2,914,352	2,957,488	2,960,000	Not yet available	↑	N/A	N/A	
		Percentage increase in occupational sector (major groups 1 - 3)	ONS	11.01%	-10.70%	4%	21.37%	34.50%	↑	N/A	N/A	('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical'). Figure for 2019/20 is as at September 2019.
		% of the working age population (16-64) in employment	ONS	79.10%	76.50%	77.00%	76.40%	76.90%	↓	79.10%	77.00%	As at December 2019
		Number of working age population claimants of Job Seekers Allowance including Universal Credit	ONS	284	275	229	995	1,320	↑	1,447	N/A	Prior to April 2018 this was only the number of JSA claimants. More people are required to seek work under UC than JSA which is why figures have increased dramatically from April 2018.
		The percentage of adults 16-64 with NVQ level 3 or above	ONS	55.10%	55.90%	60.40%	57.70%	62.00%	↑	57.30%	58.50%	
	More new businesses locate in our district	Total value of Rateable Value (RV)	LDC	£82,594,000	£88,145,000	£89,859,000	£90,105,038	£89,881,045	■	£92,100,000	N/A	
		New measure of retail/office floor space	LDC	229 m ²	229 m ²	0 m ²	1645 m ²	6562m ²	↑	N/A	N/A	
		Number of business start-ups	ONS	760	585	540	Not yet available	Not yet available	N/A	N/A	N/A	
	More businesses succeed	Vacancy rates - Lichfield city centre	LDC	9.15%	6.29%	6%	6.21%	4%	↓	N/A	N/A	Figures at January 2020
		Vacancy rates - Burntwood town centre	LDC	4.55%	4.47%	6%	4.50%	2.94	↓	N/A	N/A	Figures at January 2020
	More visitors and greater visitor spend in our district	Number of visitors to the district	LDC	2,500,900	2,551,800	2,601,200	2,675,100	Available Sept/ Oct 2020	↑	N/A	N/A	Figures are for calendar years, not financial years
		Visitor spending	LDC	£119,118,000	£121,551,000	£123,332,000	£125,982,000	Available Sept/ Oct 2020	↑	N/A	N/A	Figures are for calendar years, not financial years
	New offices, retail and manufacturing space will be built	Number of non domestic premises/ properties	LDC	2,890	3,010	3,011	3,038	3,076	↑	3,306	1,932,620	
	Healthy and safe communities	More people will be active and healthy	Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	Active Lives Survey	N/A	N/A	58%	57.60%	65.90%	↑	58.70%	63.30%
Percentage of respondents in Lichfield District who feel happy			Feeling the difference survey (Staffs Police)	N/A	N/A	83%	81%	Not Available	↓	73%	N/A	Feeling the difference survey has not been carried out in 2019
More people involved in volunteering & community activity		% or respondents who have given unpaid help to groups, clubs or organisations	Feeling the difference survey (Staffs Police)	N/A	N/A	14%	10%	Not available	↓	12%	N/A	Feeling the difference survey has not been carried out in 2019
		Fewer people & families will be homeless	% of the population who find it difficult or very difficult to cope on current income	Experian Data	N/A	23%	23%	7%	7%	↑	N/A	N/A
Percentage of households in fuel poverty			Department for Business, Energy & Industrial Statistics	9.5%	9.5%	9.4%	9.1%	https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/0/gid/1000041/pat/6/par/E12000005/ati/101/are/E07000194	↓	10.05% (2018)	10.3% (2018)	Latest available data is for 2018.
Rough sleeping rate per 10,000 households			LDC	0.7	0.23	0.07	1.2	1.2	↑	N/A	2.0	
Proportion of households in council tax arrears			LDC	2,895	2,723	2,440	2,493	2,769	↓	N/A	N/A	
More people will feel safer & less worried about crime and anti-social behaviour		% of respondents who feel fairly/very safe in their local area during the day	Feeling the difference survey (Staffs Police)	99%	99%	99%	98%	Not Available	↓	99%	N/A	Feeling the difference survey has not been carried out in 2019
		% of respondents who feel fairly/very safe in their local area after dark	Feeling the difference survey (Staffs Police)	83%	88%	87%	98%	Not Available	↑	87%	N/A	Feeling the difference survey has not been carried out in 2019
		% of residents who feel that there is a fairly/very big problem with ASB in their local area	Feeling the difference survey (Staffs Police)	12%	10%	10%	7%	Not Available	↓	12%	N/A	Feeling the difference survey has not been carried out in 2019
		Overall rate of reported anti-social behaviour	Staffs Police	2,382	2,294	2,179	2,251	2,182	↓	2,552	1,356,319	
		Rate of recorded crime per 1,000 population	Staffs Police	42.56 (4345)	49.18 (5051)	55.89 (5760)	58.05 (6,090)	57.00 (5,928)	↑	58.9 (6,420)	88.9 (5,005,337)	Figure for England is for England & Wales
More people will be living independently at home		Number of SCC supported people living in residential or nursing care	Staffs County Council	305	320	322	314	310	↑	402	N/A	68 were aged 18-64 and 242 were aged 65+.
		Number of SCC supported people newly admitted to residential or nursing care	Staffs County Council	113	123	122	90	124	↑	158	N/A	6 were aged 18-64 and 118 were 65+.

Community Outcomes	Success will be measured by	Corporate Indicators	Source	2015/16	2016/17	2017/18	2018/19	2019/20	Overall direction of travel (4 year period)	Staffordshire 2018/2019 average where available	England 2018/19 average where available	Comments
		Number of people receiving short term support to maximise independence	Staffs County Council	455	385	321	317	235	↓	168	N/A	79 were aged 18-64 and 156 were aged 65+. There were 266 episodes (89 + 177) of short term support to maximise independence in total as 31 people received the service more than once in the year.
Clean, green and welcoming places to live	More affordable homes in the district	Housing affordability ratio (house price in relation to average salary)	ONS	7.78	8.46	8.89	8.62	Not yet available	↑	6.45	7.7	
		Number of new affordable houses built	LDC	50	28	135	235	87	↑	118 (2018/19)	57,485 (2018/19)	28 completions expected during Q4, bringing the total to 87.
		Net change in the number of houses	LDC	200	322	552	740	581	↑	N/A	N/A	
		Median house prices	ONS	£199,975	£220,000	£227,000	£246,000	£252,000	↑	£197,250 (2019/20)	£243,950 (2019/20)	Figures as at December 2019 (released 22 July 20)
	Our heritage & open spaces will be well maintained or enhanced	% residents who are satisfied with their area as a place to live	Feeling the difference survey (Staffs Police)	89%	94%	93%	94%	Not available	↑	95%	N/A	Feeling the difference survey has not been carried out in 2019
	Our streets will be clean and well maintained	% of respondents who identify clean streets as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	28%	30%	Not available	↑	25%	N/A	Feeling the difference survey has not been carried out in 2019
		% of respondents who identify well maintained roads and pavements as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	36%	47%	Not available	↑	44%	N/A	Feeling the difference survey has not been carried out in 2019
		% waste recycled	LDC	28.20%	27.30%	27.50%	27.80%	30.44%	↑	N/A	N/A	
	More people will use parks and open spaces	% of respondents who identify parks and open spaces as a factor in making somewhere a good place to live	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	30%	Not available	N/A	29%	N/A	Feeling the difference survey has not been carried out in 2019
		% of respondents who identify parks and open spaces as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	10%	Not available	N/A	10%	N/A	Feeling the difference survey has not been carried out in 2019
A council that is fit for the future/Corporate health Indicators	Our customers will be more satisfied	Number of complaints	LDC	113	449	362	119	77	↓	N/A	N/A	A change in the way complaints regarding the Joint Waste Service are recorded has resulted in a reduction in numbers between 2017/18 & 2018/19.
		% residents satisfied with overall level of service provided by LDC	Feeling the difference survey (Staffs Police)	63%	63%	65%	68%	Not available	↑	66%	N/A	Feeling the difference survey has not been carried out in 2019
	We will continue to be financially responsible	% of council tax collected (in year - does not include arrears payments)	LDC	98.76%	97.49%	98.50%	98.72%	98.52%	↓	N/A	N/A	
		% of business rates collected (in year - does not include arrears payments)	LDC	97.31%	97.22%	99.00%	98.81%	98.92%	↑	N/A	N/A	
		Level of General Reserves	LDC	£4.279m	£4.971m	£4.521m	£5.310m	£6.392m	↑	N/A	N/A	
		Efficiency of financial monitoring – quarterly financial monitoring reports to Cabinet and Strategic (Overview and Scrutiny) Committee and three Treasury Management reports annually to Audit and Member Standards Committee.	LDC	Yes	Yes	Yes	Yes	Yes	■	N/A	N/A	
		Revenue outturn - does not vary by more than +/- £250,000 of the approved budget.	LDC	Yes	No	Yes	Yes	Yes	■	N/A	N/A	
		Payments to suppliers – at least 90% of undisputed invoices have been paid within 30 days	LDC	81.45%	82.85%	81.81%	81.78%	86.15%	↑	N/A	N/A	
		Efficiency of financial reporting – Draft Statement of Accounts produced, authorised and published by 31 May.	LDC	Yes	Yes	Yes	Yes	Yes	■	N/A	N/A	2015/16 and 2016/17 by 30 June
		Efficiency of financial reporting – Audited Statement of Accounts produced and authorised for issue by 31 July with an unqualified External Audit Opinion.	LDC	Yes	Yes	Yes	Yes	Yes	■	N/A	N/A	2015/16 and 2016/17 by 30 September
		Value for money – the External Auditors' unqualified Value for Money Judgement.	LDC	Yes	Yes	Yes	Yes	Yes	■	N/A	N/A	
		Number of garden waste subscriptions	LDC	N/A	N/A	N/A	40,135	41,654	■	N/A	N/A	
	Our organisation will have clear corporate values and be committed to openness and transparency	% of employees who enjoy their job	LDC	67%	N/A	N/A	82%	N/A	↑	N/A	N/A	Employee survey not carried out in 2019
		% of employees who feel well informed	LDC	73%	N/A	N/A	78%	N/A	↑	N/A	N/A	Employee survey not carried out in 2019
		% of employees who feel valued by the organisation	LDC	28%	N/A	N/A	39%	N/A	↑	N/A	N/A	Employee survey not carried out in 2019
	More people will interact with us through our website and digital channels/we'll be more innovative in how we delivery services	Number of customer accounts (Jadu)	LDC	System not in place	System not in place	System not in place	22,627	4,720	↑	N/A	N/A	The 2019/20 figure is the total that have set up an account to date. The previous figure was for activated citizen users and is not comparable due to changes in data held in the systems.
		Number of self-serve transactions carried out by customers (Jadu)	LDC	0	0	0	36,560	62,090	↑	N/A	N/A	Across all waste customers, not just LDC.
		Number of self-serve transactions carried out by customers (revenues & benefits)	LDC	System not in place	System not in place	System not in place	1,319	1,234	N/A	N/A	N/A	
		Number of digital 'self-serve' services offered via the council's website	LDC	Not recorded	Not recorded	9	23	81	↑	N/A	N/A	
		% employees who feel fit for the future is helping to positively shape the council.	LDC	31%	N/A	N/A	38%	N/A	N/A	N/A	N/A	
Our staff workforce will be healthy, efficient and well trained	% employees who know what being a commercial council means	LDC	Not recorded	Not recorded	Not recorded	72%	N/A	N/A	N/A	N/A	Employee survey not carried out in 2019	
	Average number of days lost to sickness	LDC	8.99	3.14	2.84	2.63	10.71	↑	N/A	N/A		
	Number of staff accidents	LDC	27	27	15	11	17	↓	N/A	N/A	Reduction in numbers due to the outsourcing of leisure. Figures vary slightly from source data due to late reporting and corrections.	
	Number of training days	LDC	N/A	639	650	278	357	↓	N/A	N/A	System changes how these are recorded	
	% staff turnover	LDC	12.12%	14.21%	12.95%	13%	10%	↓	N/A	N/A		
	Number of full time equivalent (FTE) staff	LDC	330	326	310	278	264	↓	N/A	N/A		
	Number of staff in 1-3 groups ('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical')	LDC	N/A	N/A	N/A	4%	-	N/A	N/A	N/A		
Number of council apprentices	LDC	2	2	4	3	3	↑	N/A	N/A			

		% of annual Performance Development Reviews (PDRs) completed.	LDC	64%	52%	88%	88.9%	51.1%	↓	N/A	N/A	System changes how these are recorded
--	--	---	-----	-----	-----	-----	-------	-------	---	-----	-----	---------------------------------------

Please note the lighter grey bars indicate these are Corporate Health Indicators

This page is intentionally left blank

Money Matters : 2020/21 Review of Financial Performance against the Financial Strategy

Cabinet Member for Finance, Procurement, Revenues and Benefits and Customer Services

Agenda Item 4



Date: 8 September 2020
Agenda Item: 4
Contact Officer: Anthony Thomas
Tel Number: 01543 308012
Email: Anthony.thomas@lichfielddc.gov.uk
Key Decision? YES
Local Ward Full Council
Members

Cabinet

1. Executive Summary

- 1.1 The report covers the financial performance from April to June (Quarter One) for 2020/21 including updated projections of the financial impact of COVID-19.
- 1.2 The Medium Term Financial Strategy projected general reserves at 31 March 2021 would be **£8,056,988**. At this stage, general reserves are forecast to be **£6,848,974**, a reduction of **(£1,208,014)** related to:
 - A lower than budgeted contribution in 2019/20 of **(£32,344)**.
 - Updates in 2020/21 summarised in para 3.18 increasing the contribution by **£83,540**
 - A projected contribution contained in this report for 2020/21 of **£8,690**.
 - The adverse impact of COVID-19 in 2020/21 of **(£1,267,900)**.
- 1.3 The Capital Programme is projected to be **(£23,203,000)** lower than the Approved budget due mainly to no planned investment in property.
- 1.4 Capital Receipts are projected to be **(£116,000)** which is **(£431,000)** lower than the Approved Budget due to an anticipated delay in the sale of land at Netherstowe and Leyfields.
- 1.5 In terms of Council Tax, Business Rates, Sundry Debtors and Supplier Performance:
 - Council Tax collection performance was **27.44%** and total arrears were **£3,022,164**.
 - The **Council Tax Collection Fund** is projected to be in deficit, with the Council's 13% share being **£502,630** compared to the Approved Budget of **(£34,600)** in 2020/21.
 - Sundry Debt for income to be collected in 2020/21 has reduced by **(£837,190)** compared to 2019/20 and the value outstanding at 30 June 2020 has increased by **£1,022,837**.
 - **Retained Business Rate Income** is projected to be **(£3,020,100)** in line with the Approved Budget.
 - The **Business Rates Collection Fund** is projected to be in deficit due to COVID-19 reliefs that will be fully reimbursed by grant. The Council's 40% share of the deficit is projected to be **£4,264,000**.
 - There will be a timing difference due to statutory arrangements between receipt of grant in 2020/21 and the period when the deficit is charged to the Revenue Budget. Therefore the Business Rates volatility earmarked reserve will be utilised to 'smooth' the financial impact.
 - Business Rates collection performance was **25.79%** and total arrears were **£1,077,115**.
 - The payment of suppliers within 30 days was **82.96%** and remains below our **90%** target.
- 1.6 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.

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. That Cabinet notes the further grant provided by the Government in 2020/21 of **(£140,417)** and the projected support for income losses that will be used to offset additional spend and income reductions and approves an update to the MTFS.

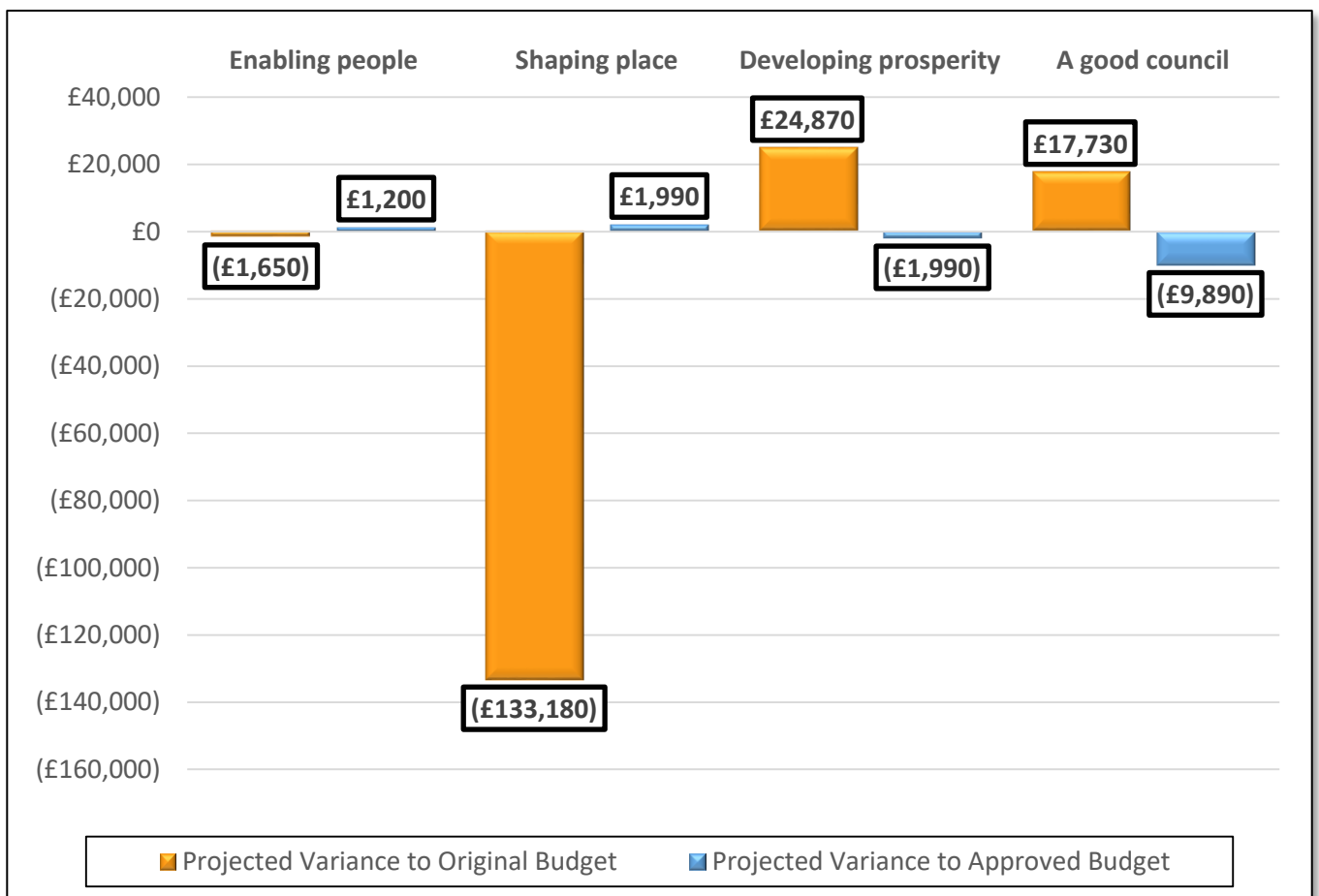
3. Background

Budget Management

- 3.1. The MTFS 2019-24 approved by Council on 18 February 2020 included the Original Budget for 2020/21 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 are 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 will form the basis of the Revised Approved Budget for 2020/21 and will be approved by Council on 16 February 2021.

The Revenue Budget

- 3.4. Financial performance (excluding COVID-19) is shown in detail at **APPENDIX A** and in summary below:



Performance compared to the Approved Budget

- 3.5. In terms of the financial impact of COVID-19, the latest projection for 2020/21 only is **£2,357,900** and is shown in detail at **APPENDIX B**.
- 3.6. The projected impact will occur over several financial years with **£1,267,900** impacting on general reserves in 2020/21. The element related to Council Tax and Business Rates collection fund performance will impact on the revenue budget in later years.
- 3.7. The overall projected variance is shown in summary below and in detail at **APPENDIX B** by Service Area:

	Projected Variance		
	Virement	COVID-19	Other Variances
Enabling People			
• Transfers	1,200		
Shaping place			
• Transfers	1,990		
Developing prosperity			
• Additional expenditure related to agreement with Three Spires	17,000		
• Vacant post	(17,000)		
• Transfers	(1,990)		
A good council			
• Increase in Insurance Premiums			19,100
• Income generated from Shared Internal Audit service			(25,000)
• Previous year Chairman and Vice Chair Allowances underspend			(2,790)
• Transfers			
COVID-19		1,267,900	
Total - Net Cost of Services	0	1,267,900	(8,690)
		1,259,210	
Transfer (to)/from General Reserves			£1,259,210

Earmarked Reserves

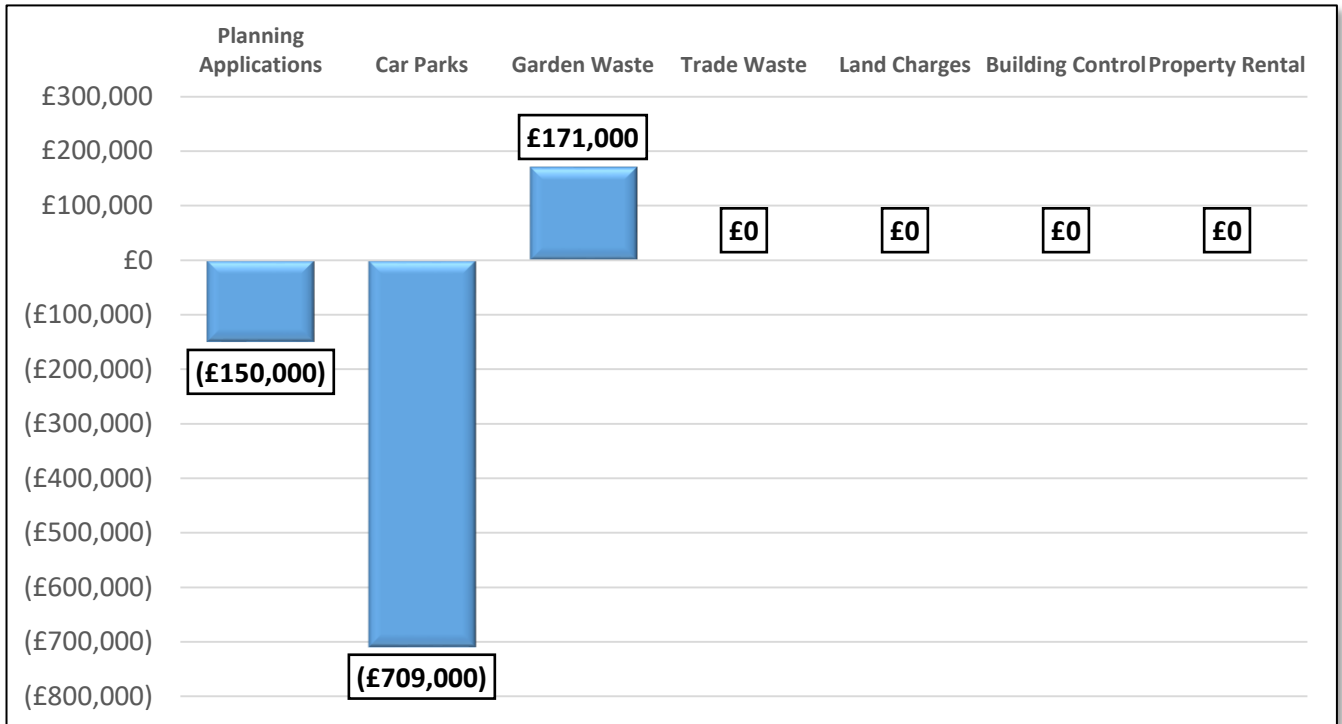
- 3.8. The earmarked reserves scheduled to be returned to general reserves in 2020/21 under the three year time limit contained in the approved policy are detailed below along with updates where appropriate:

Reserve Name	Balance 30-Jun-20 £	Earmarked Reserves No longer required £	Comments
Digitisation Programme	(£74,999)	0	To be reviewed at quarter 2
Funding for Assistant Chief Executive Post	(£3,436)	(£3,436)	No longer needed and can be returned.
Individual Electoral Registration	(£4,265)	0	To be reviewed at quarter 2
Self & Custom Build Registers	(£3,487)	0	To be reviewed at quarter 2
Total Earmarked Reserves	(£86,187)	(£3,436)	

- 3.15. Work is taking place to determine if there are Business Cases that justify their retention.

Fees and Charges

3.16. The gross fees and charges budgets for 2020/21 together with actual income achieved over the last six years are shown in detail at **APPENDIX B**. The projected variances for those with the highest value are:



3.17. The reductions attributable to COVID-19 are included in the projections at para 3.5 although an element will be compensated through the income losses scheme. The reasons for any significant variances are:

- **Car Parks and Planning Applications** – the income has been severely impacted by COVID-19. The £1 parking initiative in place for July and August is estimated to reduce income by **£60,000**, which is included in the above forecast.
- **Garden Waste** – income received to date shows an increase in subscriptions against budgets, although **41.7%** of this is payable to Tamworth Borough Council.

Closing the Funding Gap Progress

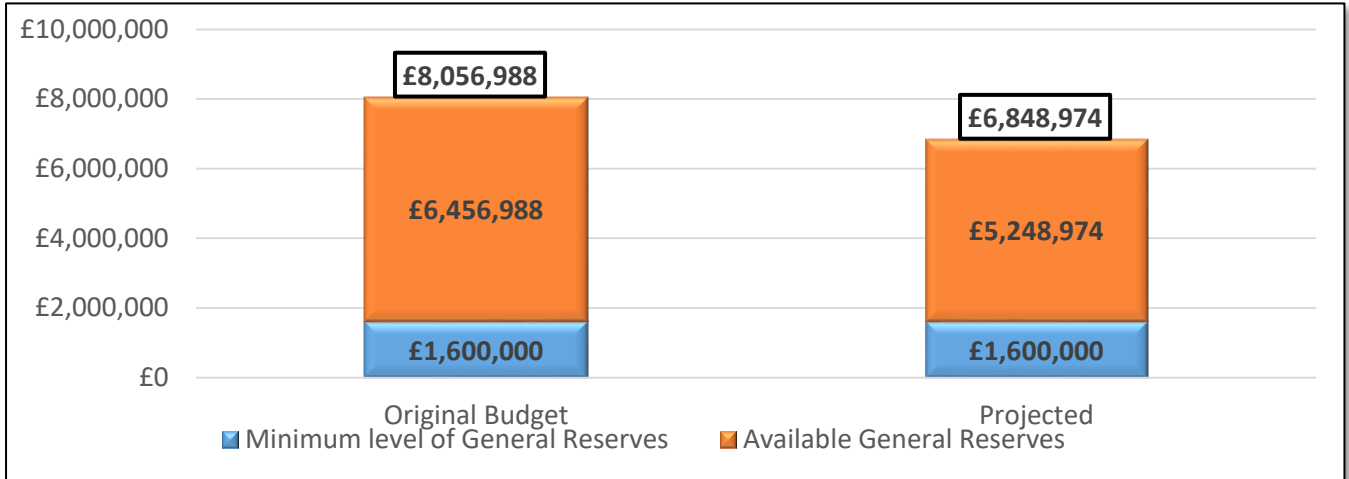
3.18. The progress (excluding any recommendations contained in this report) on closing the Funding Gap is:

	Cabinet or Decision Date	2020/21	2021/22	2022/23	2023/24	2024/25
Original Funding Gap		(£462,000)	£613,000	£959,000	£1,507,000	£1,899,960
Cash Payment Facilities	03/12/2019	(9,550)	(9,550)	(9,550)	(9,550)	(9,550)
Climate Change (green energy)	13/06/2019	0	14,000	14,000	14,000	14,000
Revenues and Benefits Software	24/03/2020	(7,760)	(10,910)	(14,170)	(17,510)	(20,970)
Joint Waste Service contribution	02/06/2020	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Business Rates Savings	10/06/2020	(7,810)	(7,810)	(7,810)	(7,810)	(7,810)
Pension Lump Sum Payment Profile	23/07/2020	41,580	1,940	(43,520)	0	0
Funding Gap / (transfer to general reserves)		(£545,540)	£500,670	£797,950	£1,386,130	£1,775,630

3.19. The progress on closing the Funding Gap will continue to be monitored throughout the year.

Revenue General Reserves

3.20. The Original Budget estimated general reserves of **£8,056,988** at 31 March 2021. The current projected level is **£6,848,974**, a reduction of **(£1,208,014)** (with further details at para 1.2) as shown below:



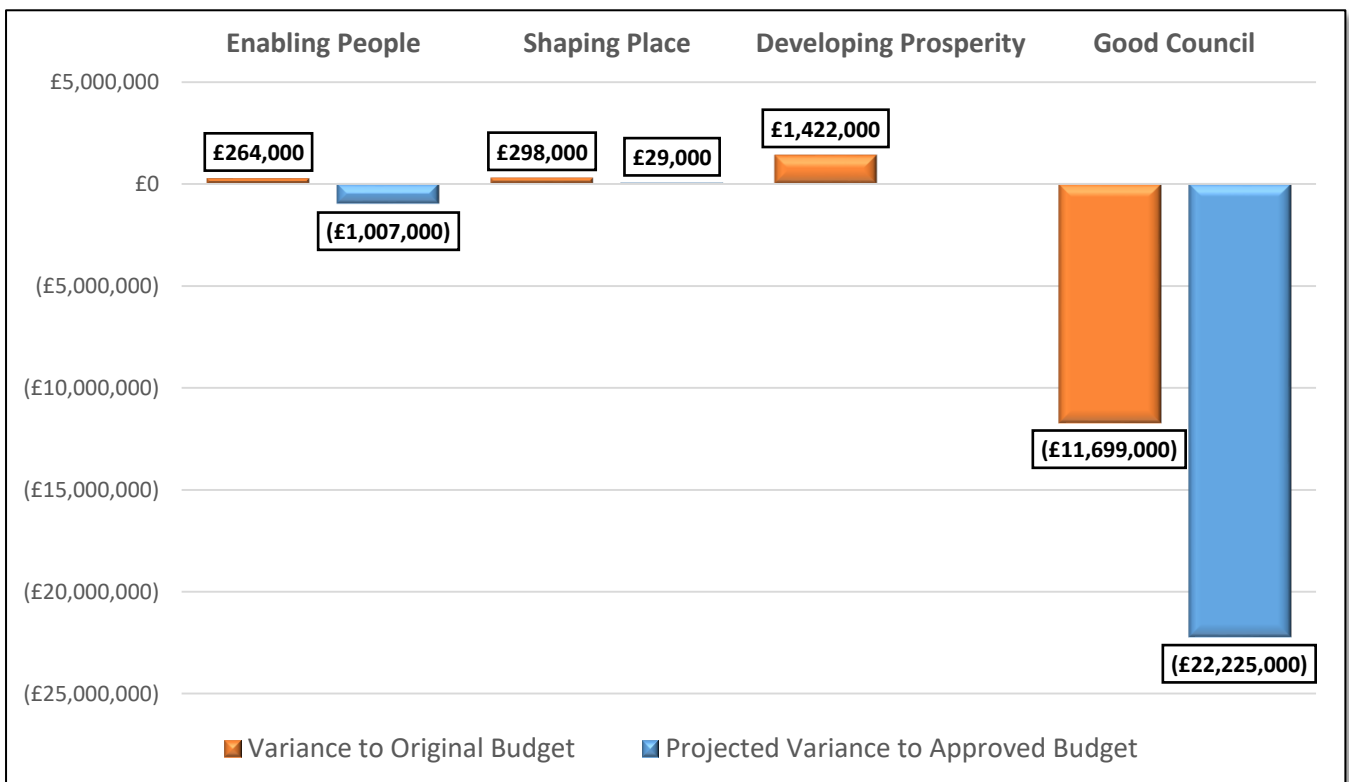
The Capital Programme

3.21. The Original Budget of **£17,751,000** was approved by Council on 18 February 2020. There have been two updates to this budget during 2020/21:

- Allocation of S106 Public Open Space monies and Local Authorities Parks Improvement Funding of **£34,000** for delivery of two outdoor gyms in Burntwood approved by Cabinet Member Decision on 26 February 2020.
- Slippage from 2019/20 of **£13,454,000** approved by Cabinet on 2 June 2020.

3.22. The Approved Budget is therefore **£31,239,000**.

3.23. The Capital Programme performance is projected to be below budget by **(£23,203,000)** or **74%** compared to the Approved Budget. This below budget performance compared to both the Original and the Approved Budgets, is shown by Strategic Plan's Priority below and in detail at **APPENDIX C**:

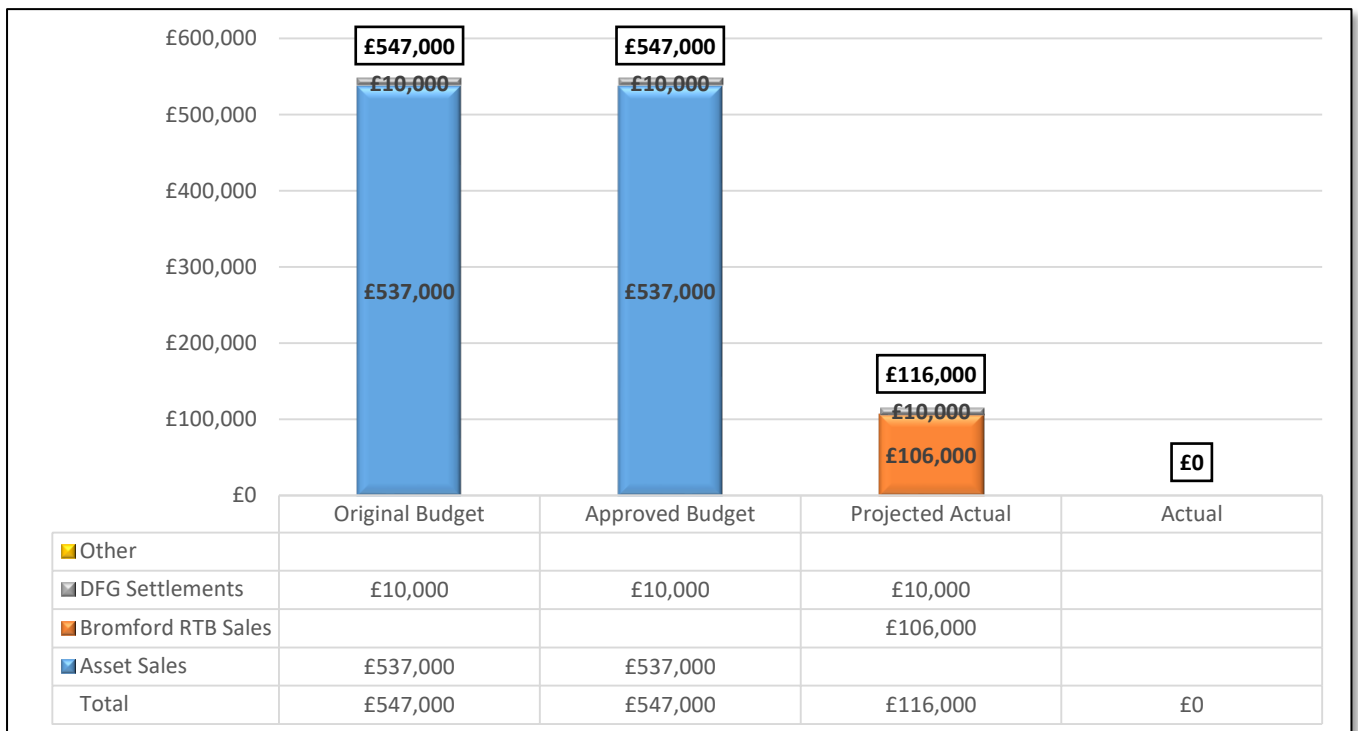


Performance compared to the Approved Budget

3.24. There are projected variances compared to the Approved Budget related to:

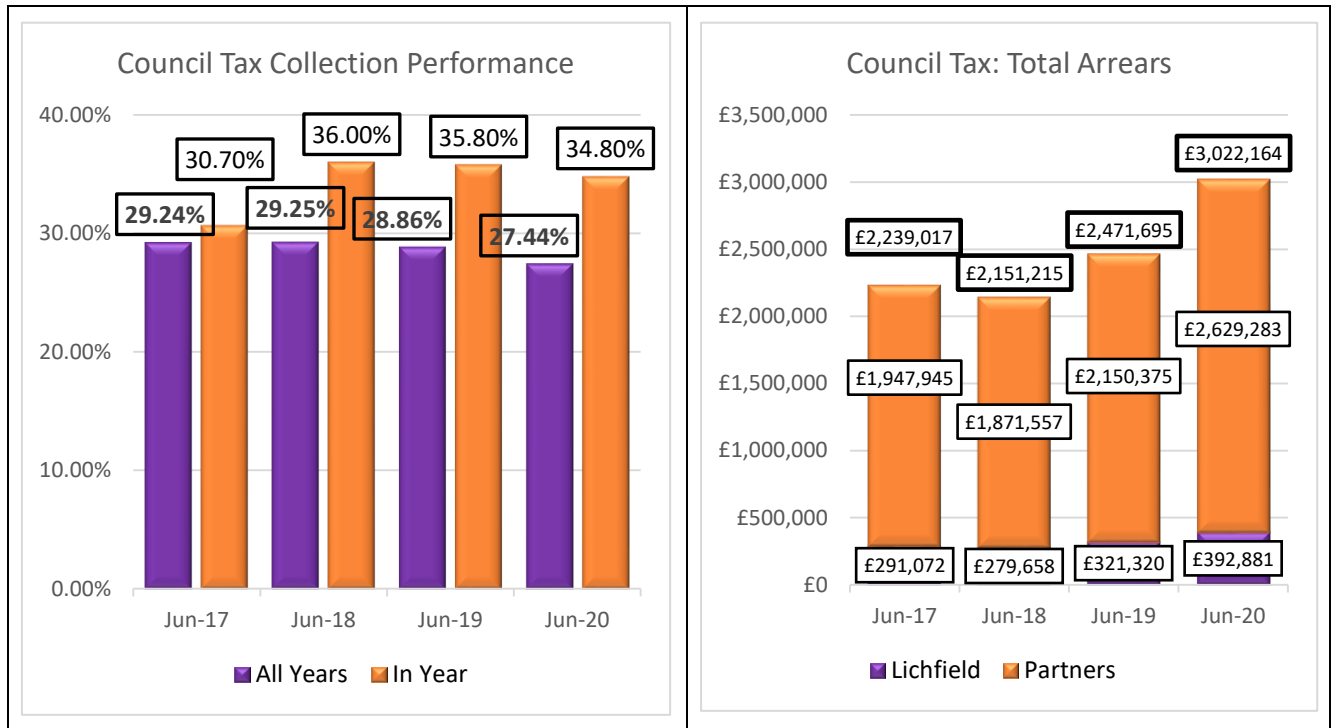
	Projected Variances	
	Profiling	Other
* Accessible Homes (Disabled Facilities Grants) - reflects delivery performance on the Support for Independent Living in Staffordshire Partnership and the impact of COVID-19.	(£1,007,000)	
Enabling People Total	(£1,007,000)	£0
* Cannock Chase SAC – Increased SAC income received and therefore the budgets for payments to partners also needs to increase.		£29,000
Shaping Place Total	£0	£29,000
* Investment in Property – no expenditure expected in 2020/21	(£22,000,000)	
* New Financial Information System – Projected go live date is Oct 21	(£100,000)	
* Depot Sinking Fund – no expenditure expected in 2020/21	(£11,000)	
* District Council House Repair Programme – No current plans to spend all the budget this year.	(£114,000)	
A Good Council Total	(£22,225,000)	£0
Total Projected Variance	(£23,232,000)	£29,000
	(£23,203,000)	

3.25. The Original and Approved Budgets, projected and actual capital receipts are shown below:

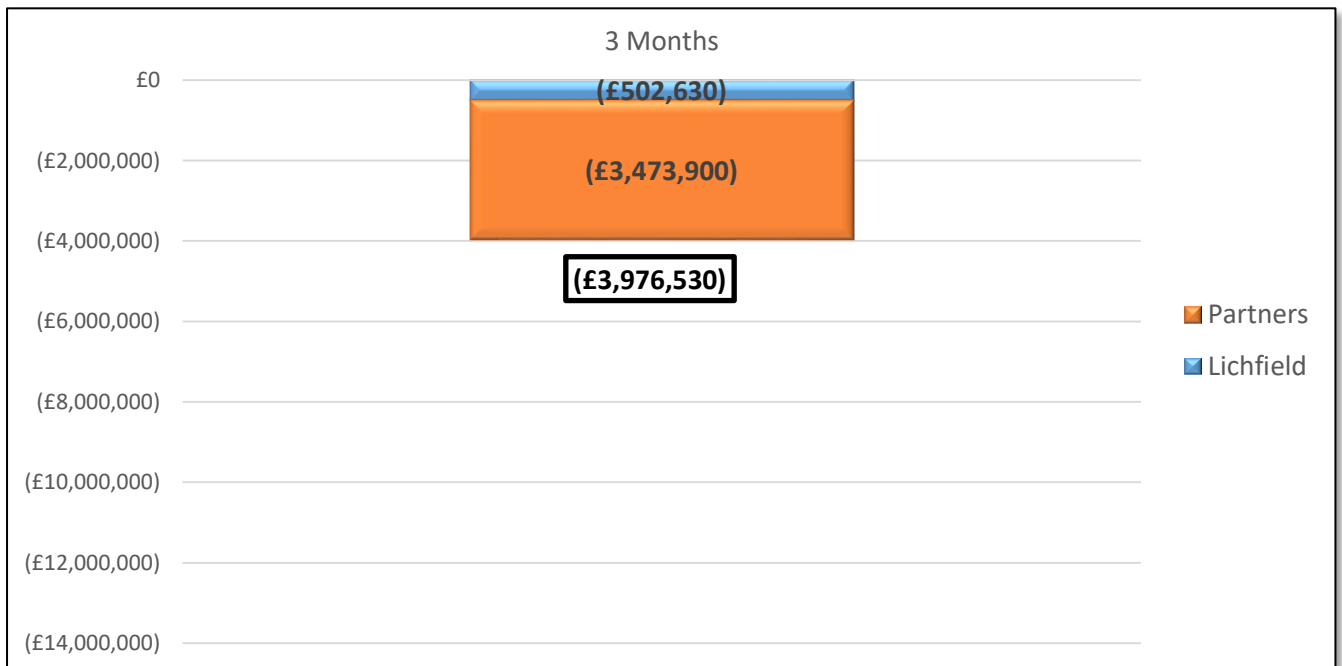


Council Tax

3.26. The collection performance for Council Tax debt is shown below:



3.27. The Council Tax Collection Fund is projected to be in deficit by **£3,976,530** and the Council's share is **£502,630** based on Lichfield's (including Parishes) current share of Council Tax of **13%**:

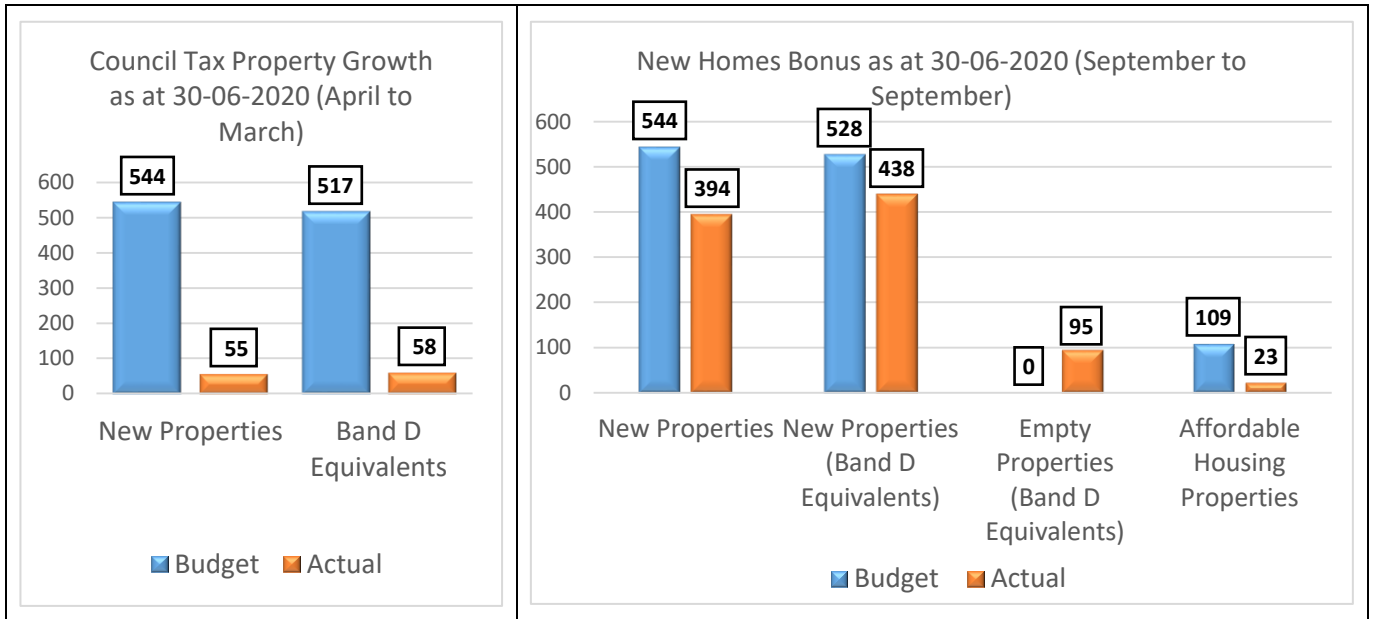


3.28. The main reasons for the deficit are:

- There was a higher surplus than projected in 2019/20 of **£202,970** due primarily to higher income from Council Tax and a lower level of bad debt provision with the Council share **£25,800**.
- There is projected to be an adverse impact on the amount of Council Tax collected in 2020/21 of **(£4,179,500)** from COVID-19 (assuming all of the Hardship Funding of £562,910 is awarded) with the Council share **(£544,000)**.

Housing Supply

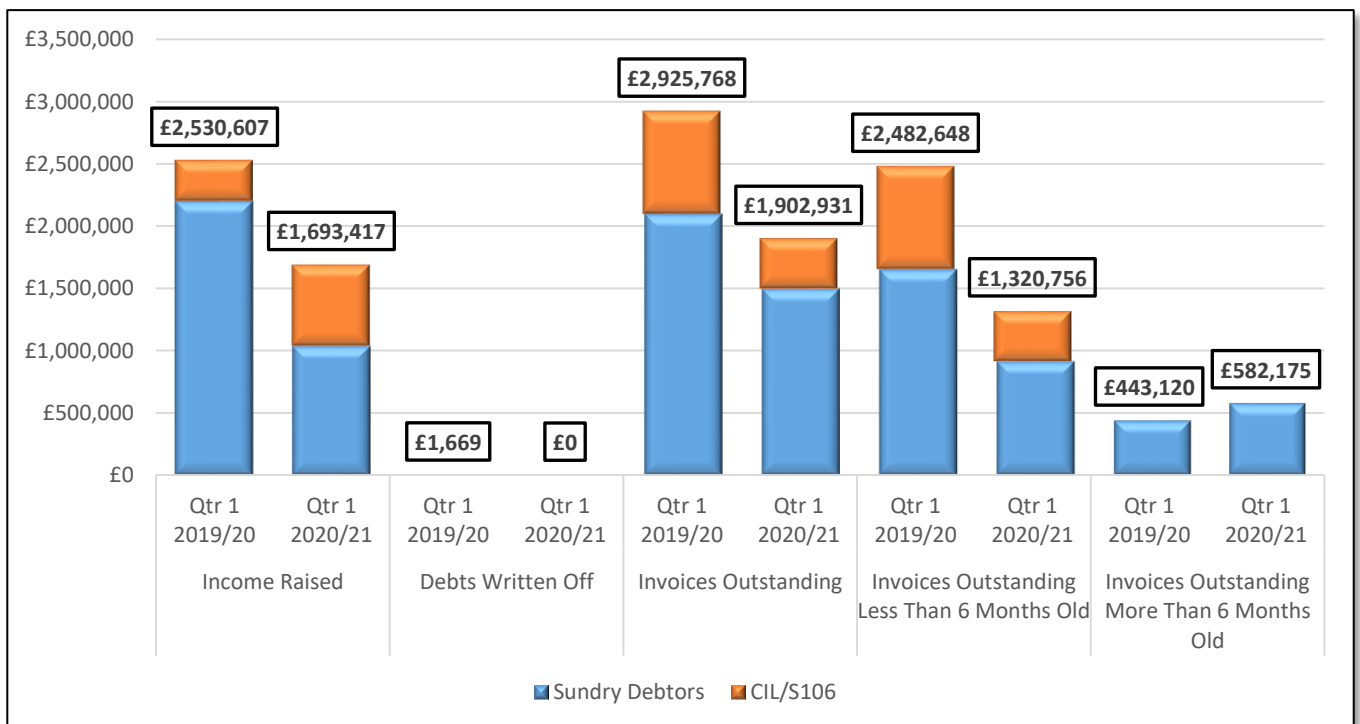
3.29. The completions for Council Tax (left hand chart) from April 2020 to June 2020 and New Homes Bonus (right hand chart) from September 2019 to June 2020 are shown below:



3.30. The current adverse performance could be solely due COVID-19 either through delays in completions or updating records of completions. However, any delivery delays will impact on Council Tax and potentially New Homes Bonus income in the Medium Term Financial Strategy.

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

3.31. The transaction levels and collection performance in 2020/21 compared to 2019/20 is shown below:

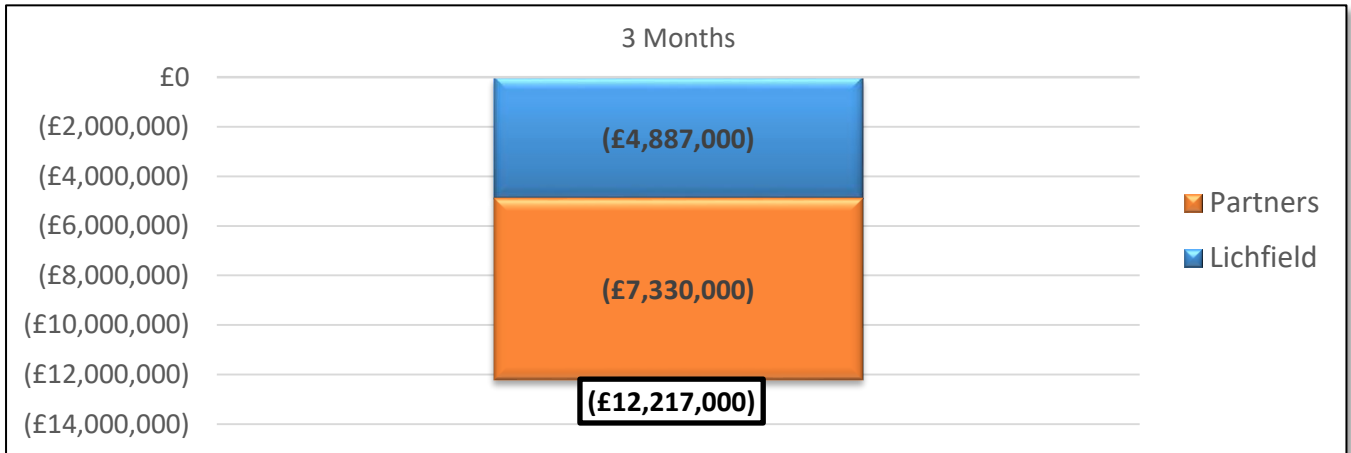


3.32. Total income raised in the first three months of 2020/21 is **33%** lower than for the same period in 2019/20. This is due to several large invoices raised in 2019/20 in finance (£197,000) and housing (£989,000) not being raised in 2020/21.

3.33. Invoices outstanding has also reduced by **35%** and will in part reflect the lower level of invoices raised in 2020/21.

Business Rates

3.34. The Business Rates Collection Fund is projected to be in deficit by **£12,217,000**:

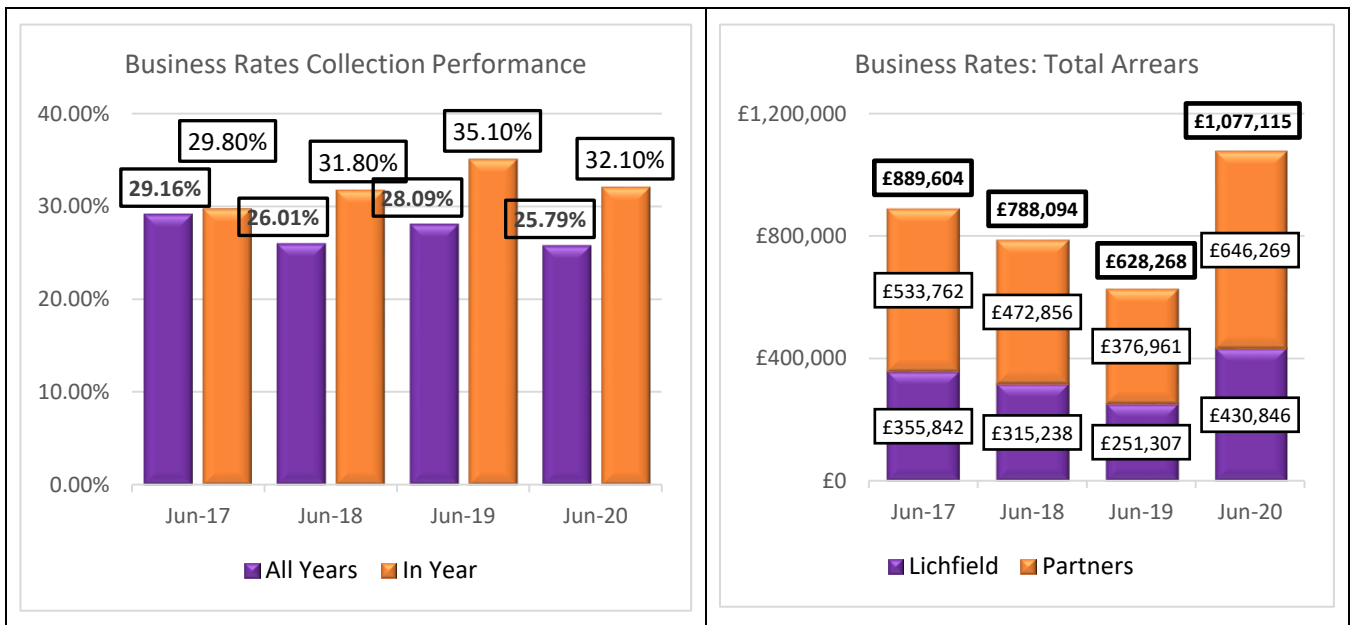


3.35. The main reasons for the projected deficit are:

- A higher surplus than budgeted in 2019/20 of **£2,376,000** with the Council share **£951,000**.
- Additional COVID-19 reliefs of **(£13,229,000)** with the Council share **(£5,292,000)**.
- There is projected to be an adverse impact on the amount of Business Rates collected in 2020/21 of **(£1,364,000)** from COVID-19 with the Council share **(£546,000)**.

3.36. The Ministry of Housing, Communities and Local Government (MHCLG) recently announced that as part of the comprehensive financial support package to local authorities, the deficit can be charged to the revenue budget over three years rather than one.

3.37. The collection performance for Business Rates is shown below:



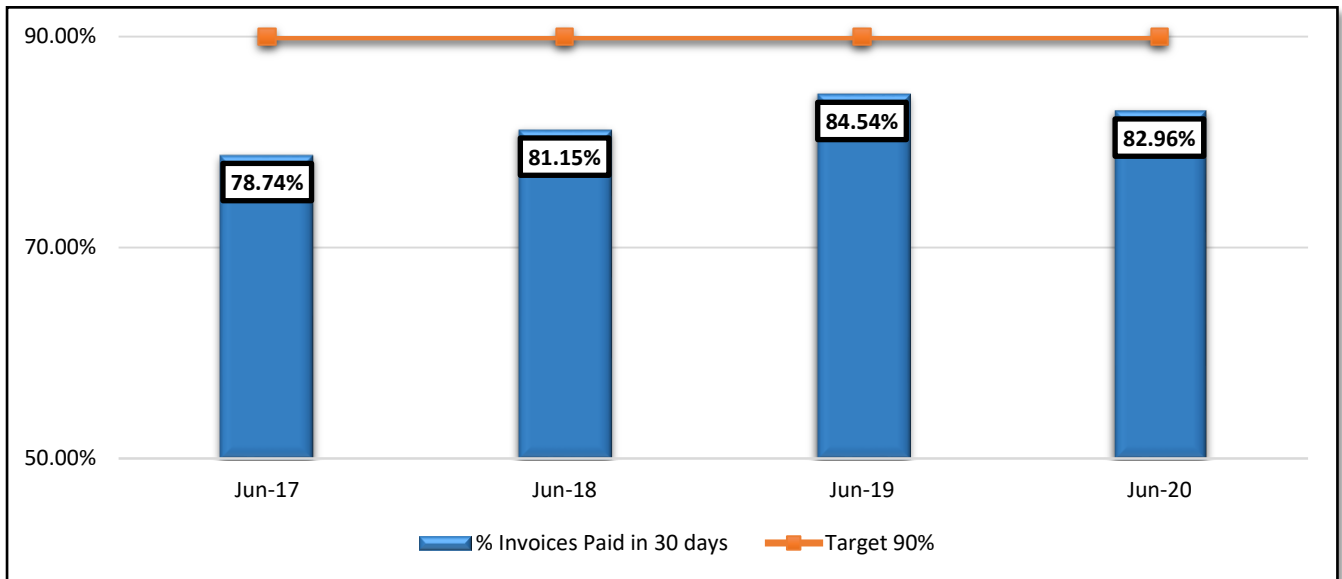
3.38. The Retained Business Rate income is projected to be the same as the Approved Budget of **(£3,020,100)**.

3.39. There are however a number of significant changes within the projection including the Section 31 grant to offset the additional COVID-19 reliefs in the Collection Fund. These are explained further below:

- Additional Section 31 grant to offset COVID-19 reliefs of **(£5,292,000)**.
- Other changes to levy payments of **(£320,000)**.
- Transfer of additional grant and other changes to the Business Rates volatility Earmarked Reserve to offset the deficit in later years of **£5,612,000**.

Supplier Payment Performance

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



3.41. There are initiatives taking place, including the improvements to procurement detailed below, wider use of payment cards for low value transactions and analysis of the performance by Service Area, that are aimed at improving payment performance.

3.42. However, COVID-19 has had an impact on payment performance due to the availability of team members within the Council and the need to focus on other priorities.

Procurement Activity

3.43. The interim Procurement Manager has been involved in the provision of procurement advice in relation to 76 potential procurements totalling circa £3.80m in anticipated value, supporting the selection of the appropriate procurement strategy, route to market and commercial outcomes.

3.44. Recruitment has commenced to fill the newly created Procurement Lead and Procurement Specialist posts. 35 applications have been received for the Procurement Lead position and a short-list of 6 will be invited for interview. 34 applications have been received for the Procurement Specialist role.

3.45. Three of four procurement training courses have been delivered to officers providing some basic guidance on procurement, specification writing and evaluation. The fourth, contract management, will take place virtually on the 4th August.

3.46. Frameworks and accessible contracts from all the significant public sector buying hubs are regularly shared with officers to increase awareness of those opportunities available.

3.47. COVID-19 has necessitated a number of exemptions from Contract Procedure Rules, however pricing has remained in-line with previous arrangements or been improved upon securing additional Value for Money.

Investment Strategy

3.48. The Council undertakes investments for three broad purposes:

- It approves the support of public services by lending or buying shares in other organisations – **Service Investments.**
- To earn investment income – **Commercial Investments.**
- It has surplus cash, as a result of its day to day activities, when income is received in advance of expenditure or where it holds cash on behalf of another body ready for payment in the future – **Treasury Management Investments.**

3.49. The Government has recognised in recent Ministry of Housing, Community and Local Government (MHCLG) guidance, as a result of increased commercial activity, that the principles included in Statutory Guidance requiring that all investments should prioritise security and liquidity over yield must also be applied to service and commercial investments.

3.50. The MHCLG Guidance requires the approval by Council of an Investment Strategy Report to increase the transparency around service and commercial investment activity. The Council approved its Investment Strategy Report on **18 February 2020.**

Service Investments

3.51. There is one approved investment of a service nature and the investment and net return included in the Approved Budget is detailed below:

	Approved Budget				
	2020/21	2021/22	2022/23	2023/24	2024/25
Approved Loan to the Local Authority Company	£675,000	£675,000	£675,000	£675,000	£675,000
Net Income	£0	£4,000	£18,000	£22,000	£22,000
Net Return	0.00%	0.59%	2.67%	3.26%	3.26%
Total Investment	£675,000	£675,000	£675,000	£675,000	£675,000
Total Net Income	£0	£4,000	£18,000	£22,000	£22,000
Net Return	0.00%	0.59%	2.67%	3.26%	3.26%

3.52. To date, the loan to the Local Authority Company has not taken place and therefore the budgeted interest is not being generated.

Commercial Investments

3.53. The only commercial investment currently planned relates to Investment in Property and the investment and net return in the Approved Budget is detailed below:

	Approved Budget				
	2020/21	2021/22	2022/23	2023/24	2024/25
Property Investment	£22,000,000	£33,500,000	£45,000,000	£45,000,000	£45,000,000
Net Income	£87,000	£278,000	£467,000	£658,000	£658,000
Net Return	0.40%	0.83%	1.04%	1.46%	1.46%

3.54. To date, no property investment has taken place and therefore the budgeted net income is not currently being generated.

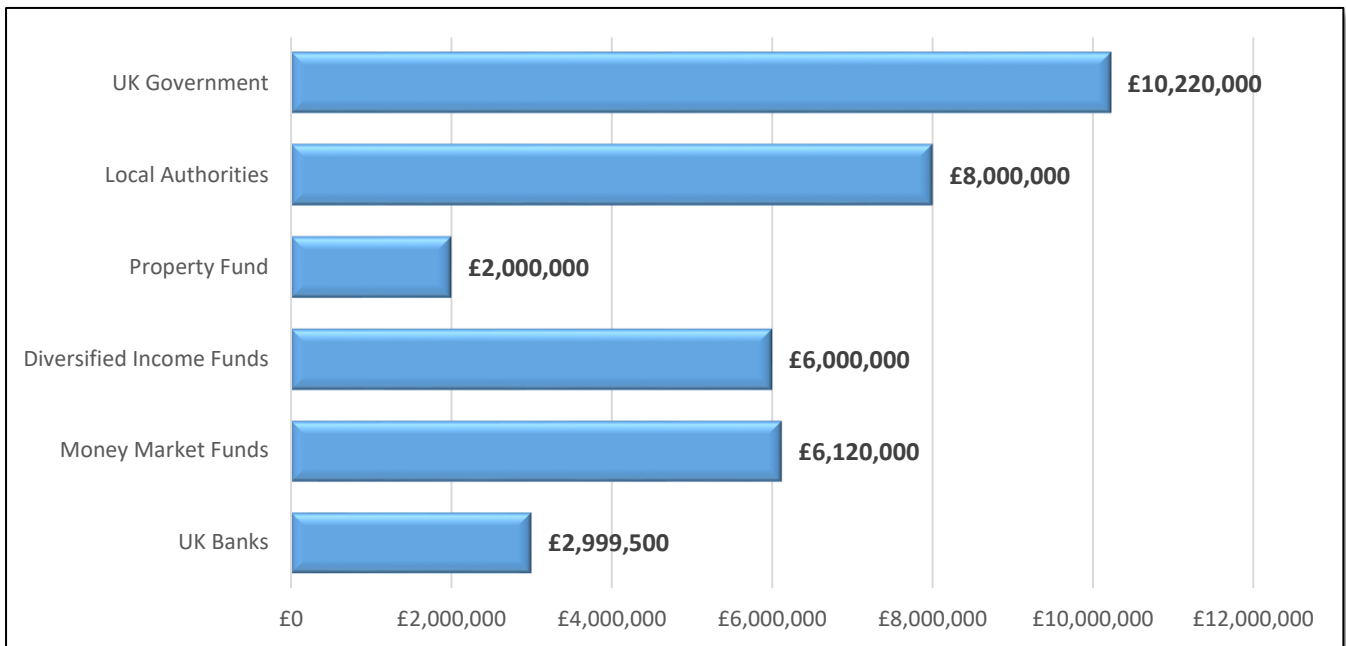
Treasury Management Investments

3.55. 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).

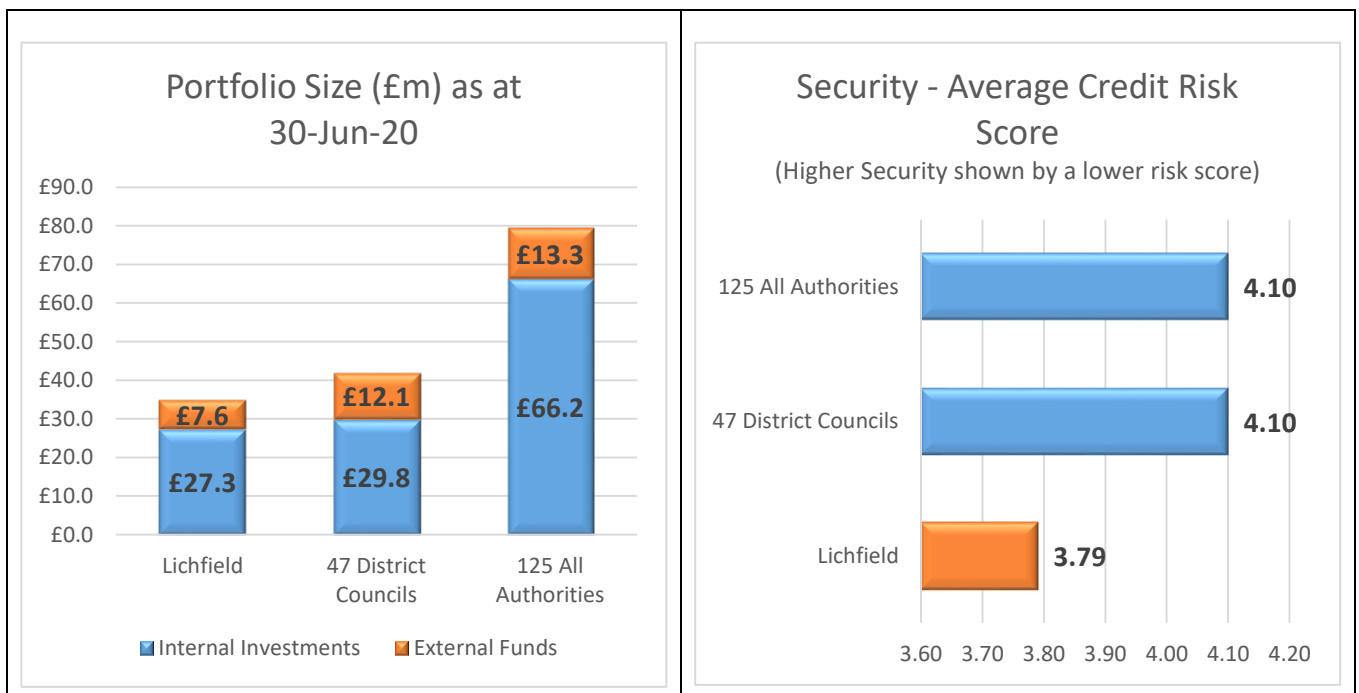
3.56. In addition, external borrowing is considered against the objectives of it being affordable (the impact on the budget and Council Tax), prudent and sustainable (over the whole life).

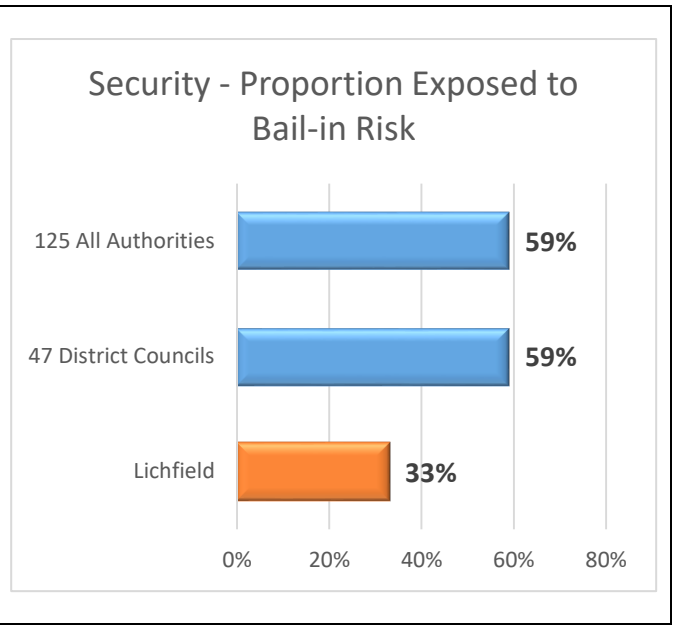
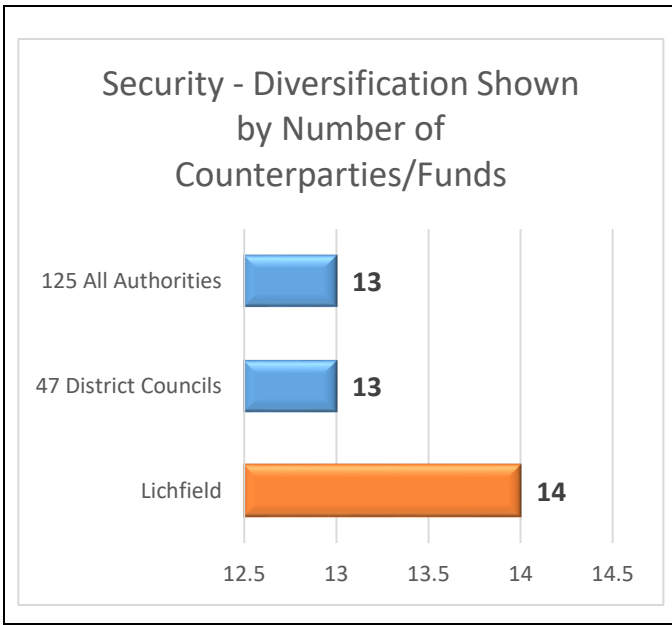
The Security of Our Investments

3.57. The investments the Council had at the 30 June 2020 of **£35,339,500** (with the Property and Diversified Income Funds valued at original investment of **£2m**) by type and Country are summarised below and in detail at **APPENDIX D**:

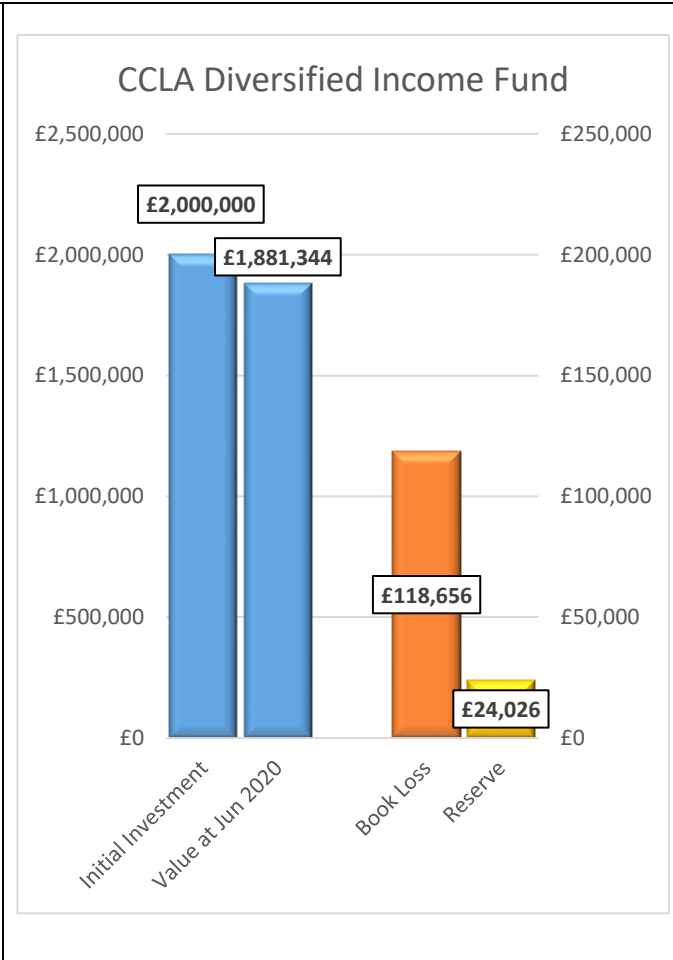
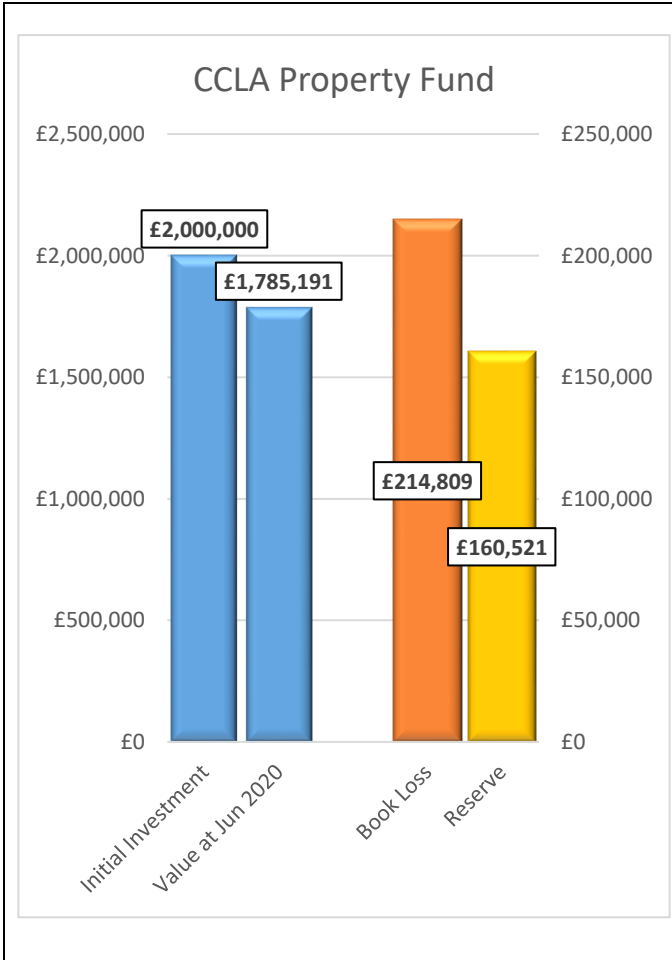


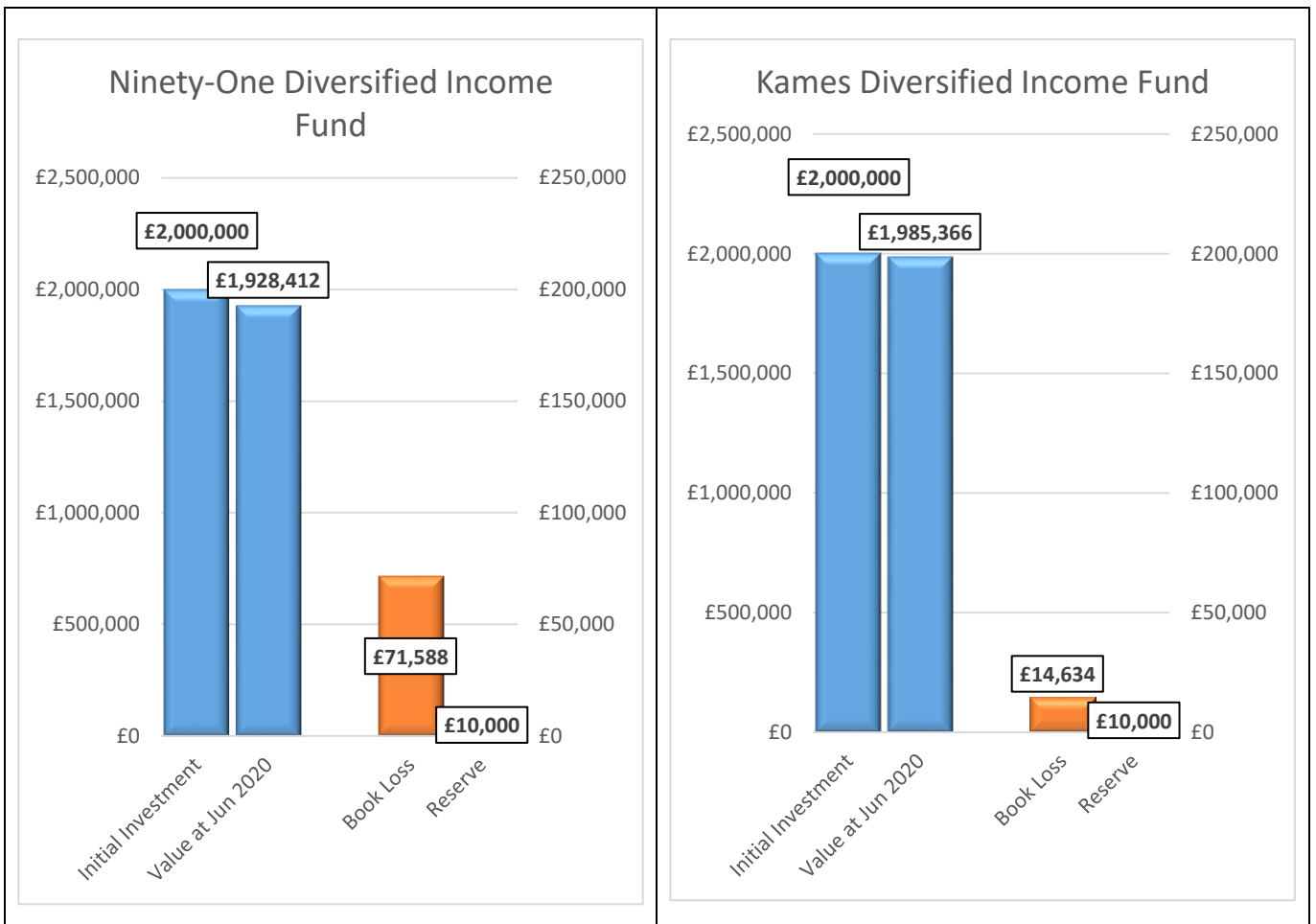
3.58. The Council's portfolio size (with the Property and Diversified Income Funds valued at its current value of **£7.6m**), average credit score, diversification and exposure to 'Bail in' risk compared to Arlingclose Clients is shown below:



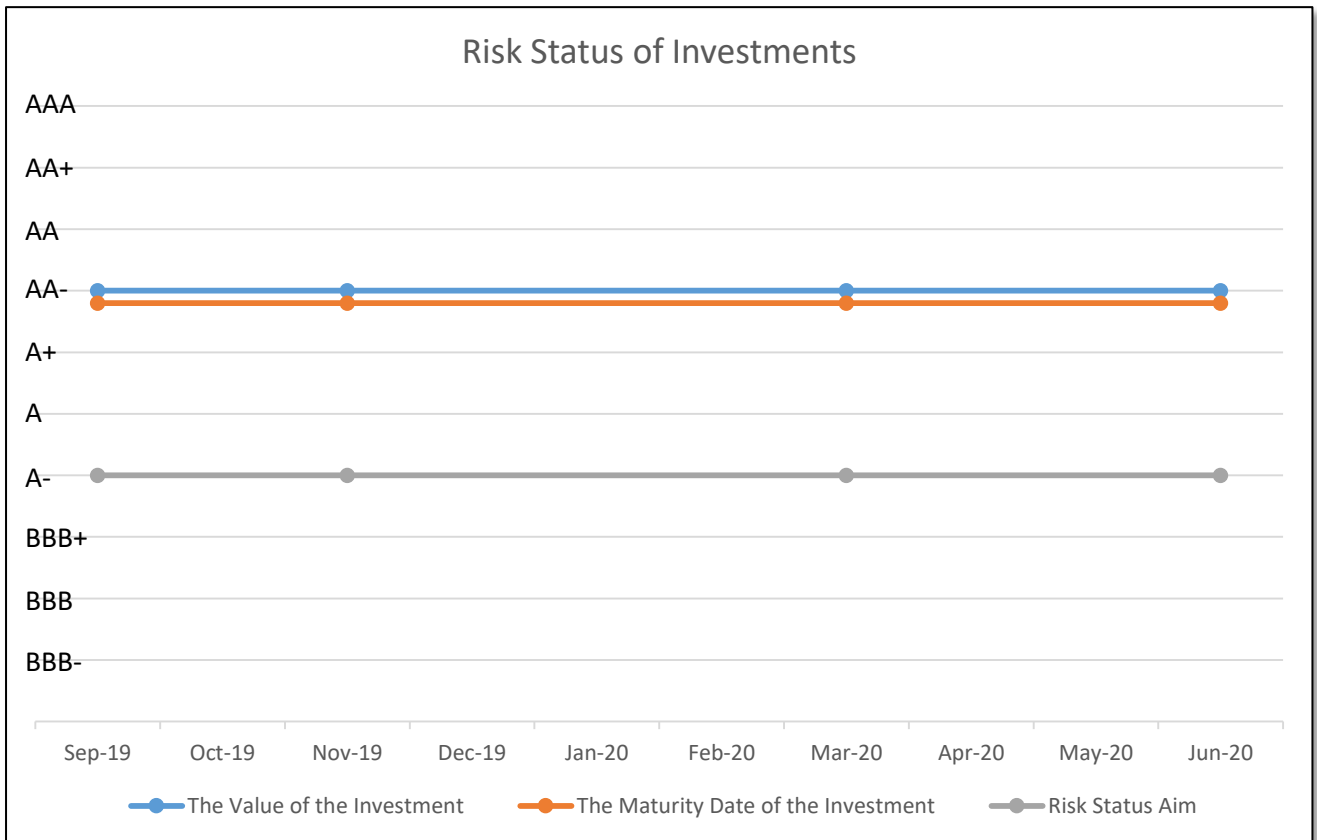


3.59. The current value of the Property Fund and the Diversified Income Funds together with the projected value of the earmarked reserves in 2020/21 intended to offset reductions in value (these are a book loss until the investment is sold and they become actual) are shown below:





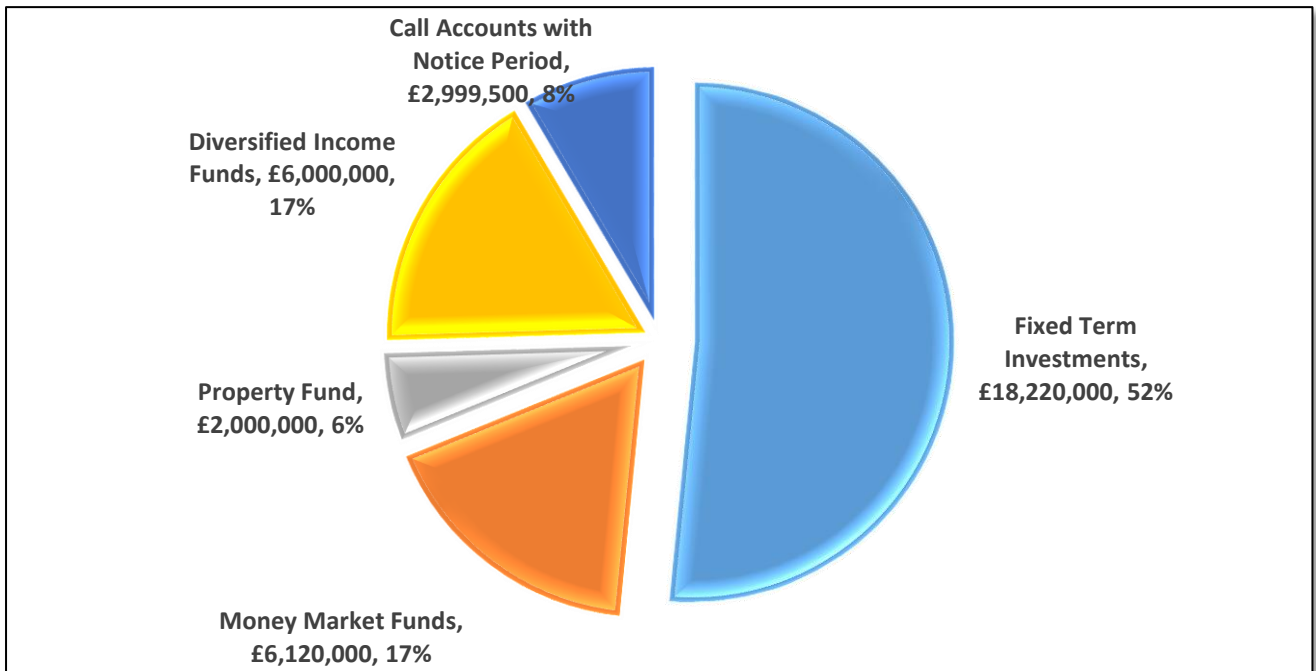
3.60. Our aim for the risk status of our investments was **A-** or higher. The risk status based on the length of the investment and the value for a 9 month period is summarised in the graph below:



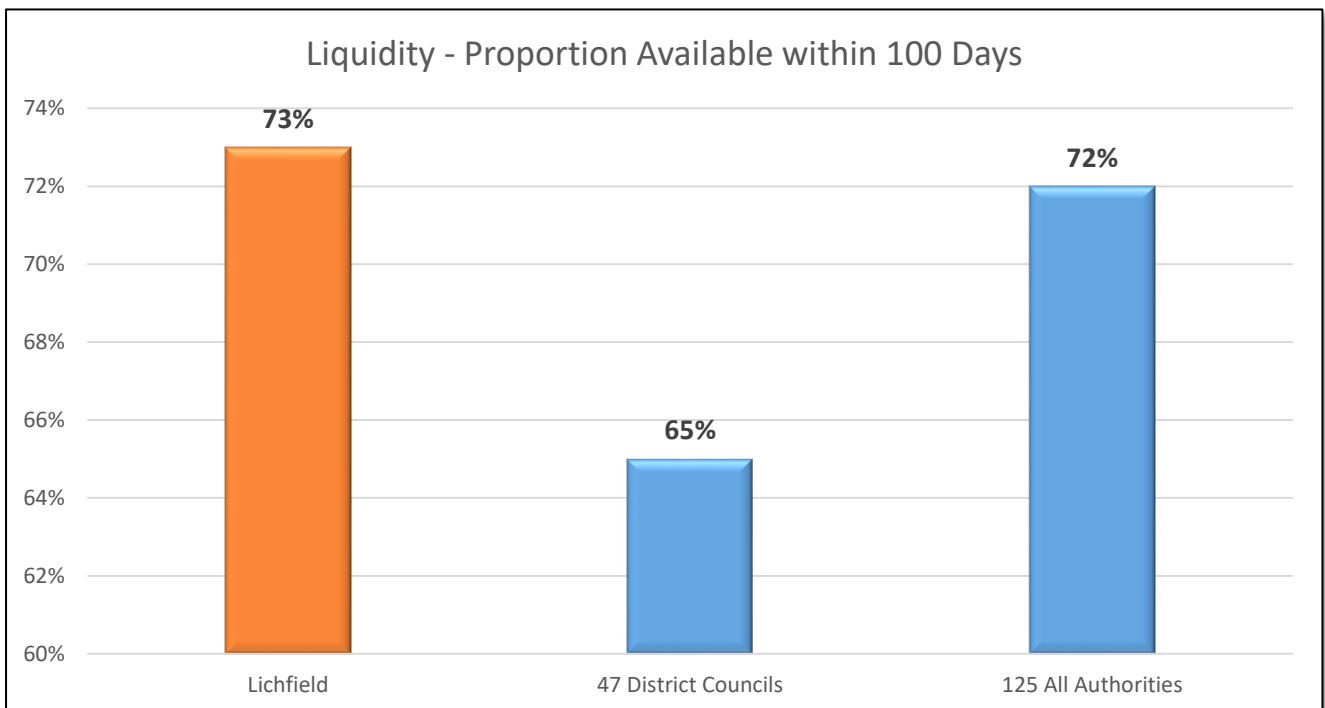
The Liquidity of our Investments

3.61. The Council has had to temporarily borrow during 2020/21 for a short period of time to manage cashflow requirements.

3.62. A significant proportion of investments are retained 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:

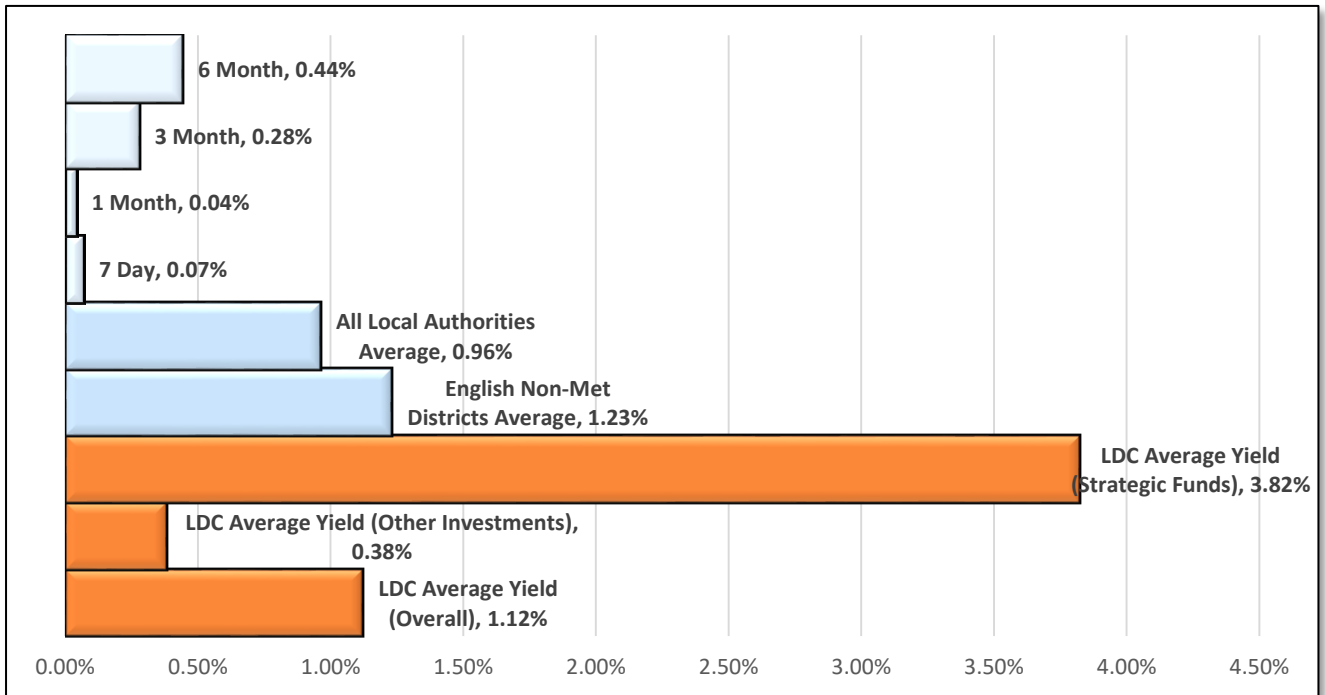


3.63. The proportion of the investment portfolio available within 100 days compared to all Arlingclose clients is shown below:



The Return or Yield of our Investments

3.64. 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 below:



3.65. The investment activity during the financial year is projected to generate **(£364,000)** of gross investment income compared to a budget of **(£450,000)**.

3.66. In terms of investment income, the Debt Management Deposit Facility (DMADF) returns are now 0.01% per annum, the yield on Money Market Funds is slowly moving down towards UK Bank Rate of 0.1%, the CCLA property fund will only distribute income that it receives as against distributing income received plus income accrued and the multi-asset funds are also expected to yield lower than in 2019/20 as bond yields are lower and dividend payments on equity holdings are also expected to be lower.

The External Borrowing Portfolio

3.67. The Council's external borrowing portfolio including the premiums for early repayment is shown below:

	Principal	Average Rate	Years to Final Maturity	(Premium) /Discount
PWLB Fixed Equal Instalment of Principal (EIP)	£1,217,600	2.59%	19.8	(£306,967)
PWLB Fixed Annuity	£1,134,672	1.71%	7.9	(£92,843)
TOTAL PWLB	£2,352,272	2.17%	14.0	(£399,810)
Lender Option Borrower Option (LOBO) Loans	£0	-	-	£0
Other Loans	£0	-	-	£0
TOTAL BORROWING	£2,352,272	2.17%	14.0	(£399,810)

3.68. The Public Works Loans Board (PWLB) has recently consulted on changes to its lending terms and the Council has responded to the consultation. The consultation closed on 31st July and its outcome is awaited.

Alternative Options	These are considered as part of the ongoing development of the Strategic Plan and the Medium Term Financial Strategy.
Consultation	Consultation is undertaken as part of the Strategic Plan and with Leadership Team.

Financial Implications	<p>The Medium Term Financial Strategy projected general reserves at 31 March 2021 would be £8,056,988.</p> <p>At this three months stage, general reserves are forecast to be £6,848,974. This is a reduction of (£1,208,014) and is related to:</p> <ul style="list-style-type: none"> • A lower than budgeted contribution in 2019/20 of (£32,344). • Updates in 2020/21 summarised in para 3.18 increasing the contribution by £83,540 • A projected contribution contained in this report for 2020/21 of £8,690. • The adverse impact of COVID-19 in 2020/21 of (£1,267,900).
Contribution to the Delivery of the Strategic Plan	The MTFS underpins the delivery of the Strategic Plan.
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.
Environmental Impact	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
GDPR/Privacy Impact Assessment	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.

	Risk Description	How We Manage It	Severity of Risk
Strategic Risk SR1 - Non achievement of the Council's key priorities contained in the Strategic Plan due to the availability of finance.			
A	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 MHCLG Allowance) for appeals has been included in the Business Rate Estimates.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
B	The review of the New Homes Bonus regime	Not all of the projected New Homes Bonus is included as core funding in the Base Budget. In 2021/22 £500,000 is included and this is then being reduced by £100,000 per annum.	Likelihood : Red Impact : Yellow Severity of Risk : Yellow
C	The increased Localisation of Business Rates and the Fair Funding Review in 2022/2023	To assess the implications of proposed changes and respond to consultations to attempt to influence the policy direction in the Council's favour.	Likelihood : Red Impact : Red Severity of Risk : Red
D	The affordability and risk associated with the Capital Strategy	An estates management team has been recruited to provide professional expertise and advice in relation to investment in property and to continue to take a prudent approach to budgeting.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
Strategic Risk SR3: Capacity and capability to deliver / adapt the new strategic plan to emerging landscape.			
E	The financial impact of COVID-19 is not fully reimbursed by Government and exceeds the reserves available resulting in a Section 114 notice	The use of general and earmarked reserves to fund any shortfall	Likelihood : Green Impact : Red Severity of Risk : Yellow

	Risk Description	How We Manage It	Severity of Risk
F	The Council cannot achieve its approved Delivery Plan for 2020/21	There will need to be consideration of additional resourcing and/or reprioritisation to reflect the impact of the pandemic.	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
G	The resources available in the medium to longer term to deliver the Strategic Plan are diminished	The MTFS will be updated through the normal review and approval process	Likelihood : Yellow Impact : Yellow Severity of Risk : Yellow
H	Government and Regulatory Bodies introduce significant changes to the operating environment	To review all proposed policy changes and respond to all consultations to influence outcomes in the Council's favour	Likelihood : Green Impact : Yellow Severity of Risk : Yellow

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: Medium Term Financial Strategy (Revenue and Capital) 2019-24 – Cabinet 11 February 2020. • Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2019-24 – Council 18 February 2020. • Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 2 June 2020. • The Medium Term Financial Strategy and the projected financial impact of the COVID-19 Pandemic – Cabinet 7 July 2020.
-----------------------------	--

Relevant web link	
--------------------------	--

Revenue Financial Performance – Variance to Budget 2020/21

Area	2020/21					2020/21 Target Variance (+/-) £
	Original Budget £	Approved Budget £	Projected Outturn £	Projected Variance £	Variance to Original Budget £	
Enabling people	1,579,890	1,577,040	1,578,240	1,200	(1,650)	
Shaping place	3,469,700	3,334,530	3,336,520	1,990	(133,180)	
Developing prosperity	(1,184,180)	(1,157,320)	(1,159,310)	(1,990)	24,870	
A good council	6,329,590	6,357,210	6,347,320	(9,890)	17,730	
COVID-19	0	0	1,267,900	1,267,900	1,267,900	
Net Cost of Services	10,195,000	10,111,460	11,370,670	1,259,210	1,175,670	0
Chief Executive	460,810	324,320	324,320	-	(136,490)	3,000
Corporate Services	821,140	945,340	984,550	39,210	163,410	28,000
Finance and Procurement	1,822,010	1,869,420	1,844,420	(25,000)	22,410	14,000
Revenues, Benefits and Customer Services	809,580	801,600	801,600	-	(7,980)	16,000
Governance & Performance	1,796,060	1,871,810	1,847,710	(24,100)	51,650	15,000
Regulatory Services, Housing & Wellbeing	1,405,970	1,403,110	1,404,310	1,200	(1,660)	16,000
Economic Growth & Development Services	(41,750)	(108,660)	(108,660)	-	(66,910)	68,000
Operational Services	3,121,180	3,004,520	3,004,520	-	(116,660)	90,000
COVID-19	0	0	1,267,900	1,267,900	1,267,900	-
Net Cost of Services	10,195,000	10,111,460	11,370,670	1,259,210	1,175,670	250,000
Net Treasury Position	152,000	152,000	152,000	-		
Revenue Contributions to the Capital Programme	182,000	182,000	182,000	-		
Net Operating Cost	10,529,000	10,445,460	11,704,670	1,259,210		
Transfer (from) / to General Reserve	1,633,000	1,716,540	457,330	(1,259,210)		
Transfer (from) / to Earmarked Reserves	122,000	122,000	122,000	-		
Net Revenue Expenditure	12,284,000	12,284,000	12,284,000	0		
Financed by:						
Retained Business Rates	(3,020,000)	(3,020,000)	(3,020,000)	-		
Business Rates Cap	(85,000)	(85,000)	(85,000)	-		
Levy Account Surplus	(49,000)	(49,000)	(49,000)	-		
New Homes Bonus	(1,771,000)	(1,771,000)	(1,771,000)	-		
Business Rates Collection Fund (Surplus)/Deficit	(122,000)	(122,000)	(122,000)	-		
Council Tax Collection Fund (Surplus)/Deficit	(208,000)	(208,000)	(208,000)	-		
Council Tax	(7,029,000)	(7,029,000)	(7,029,000)	-		

Reasons for the Outturn Budget Performance by Service Area

Projected Variance £		Expenditure		Income		COVID
		One Off £	Recurring £	One Off £	Recurring £	
-	Chief Executive	-	-	-	-	-
39,210	Corporate Services	-	39,210	-	-	-
(25,000)	Finance and Procurement	-	-	(25,000)	-	-
-	Revenues, Benefits and Customer Services	-	-	-	-	-
(24,100)	Governance and Performance	(2,790)	(21,310)	-	-	-
-	Operational Services	-	-	-	-	-
1,200	Regulatory Services, Housing & Wellbeing	99,930	1,200	(99,930)	-	-
-	Economic Growth & Development	-	-	-	-	-
-	Services	-	-	-	-	-
-	Net Treasury Position	-	-	-	-	-
1,267,900	COVID-19	-	-	-	-	1,267,900
£1,259,210	Net Operating Cost	£97,140	£19,100	(£124,930)	-	1,267,900
-	Earmarked Reserves	-	-	-	-	-
£1,259,210	Net Operating Cost	£97,140	£19,100	(£124,930)	-	1,267,900
-	Funding	-	-	-	-	-
£1,259,210	Transfer (to)/from General Reserves	£97,140	£19,100	(£124,930)	-	1,267,900

Corporate Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(1,200)	Reduction of IDOX licence		(1,200)		
40,410	Transfer of staff member from other service area		40,410		
£39,210	Total	-	£39,210	-	-

Finance and Procurement

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(25,000)	Shared Internal Audit Agreement			(25,000)	
(£25,000)	Total	-	-	(£25,000)	-

Governance and Performance

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
19,100	Insurance Premiums Pressure		19,100		
(40,410)	Movement of staff member to other service area		(40,410)		
(2,790)	Chair and Vice Chair allowance remaining from 2019/20	(2,790)			
(£24,100)	Total	(£2,790)	(£21,310)	-	-

Regulatory Services, Housing & Wellbeing

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
1,200	Reduction of IDOX licence contribution		1,200		
-	Domestic Abuse MHCLG Grant & Corresponding Expenditure	99,930		(99,930)	
£1,200	Total	£99,930	£1,200	(£99,930)	-

Economic Growth & Development Services

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
17,000 (17,000)	Additional spend for car park agreement Vacant post	17,000 (17,000)			
-	Total	-	-	-	-

COVID-19 Projected Impact

Details	MHCLG	Comments
Support for Leisure Partner	£240,000	Increased from initial estimate of £104,000 and based on 3 months
Housing and Homelessness Support	£94,380	
Additional Hardship / Discretionary Housing Payments	£103,000	Unlikely to manifest until later in the year with withdrawal of rent protections and furlough.
Additional costs of Waste Collection	£124,110	
ICT Support Costs for Remote Working	£66,120	Initial support covered 3 months.
Additional Personal Protective Equipment (PPE), Building Cleaning and Other Costs	£25,730	
Bank Charges for Grant Processing	£3,440	
Transport for food deliveries	£9,580	
Project costs	£80,520	Delays in some projects result in additional costs.
Other costs	£95,520	Potential costs for agency/casual/overtime for essential workers, savings and other
Total additional Costs	£842,400	
Reduced commercial rents and Investment Income	£86,000	
Reduced Sales, Fees and Charges	£997,410	Car Parking income the highest risk.
Total excluding What if Scenarios	£1,925,810	

What if scenarios:	MHCLG
Projected reductions in Council Tax (LDC & Parishes 13%) are included (will impact in later years)	£544,000
Projected reductions in Business Rates (LDC 40%) are included (will impact in later years)	£546,000
Hardship / Housing Payments extend for 12 months	£186,000
Support for the Leisure Partner extends for 12 months	£811,250
Total of all What if scenarios	£2,087,250
Total including What if Scenarios	£4,013,060
Government Support in 2020/21 + Earmarked Reserve	(£1,201,160)
Income Guarantee Estimate ¹	(£454,000)
Total potential financial impact	£2,357,900
Impact in 2020/21	£1,267,900
Impact in later years²	£1,090,000

¹ Estimate is based on the approved budget for sales, fees and charges of £7.8m where our 5% impact would be £392,000. We are projecting a loss for the year of £997,410 less the 5% element of £392,000 = £605,410 in scope of the income guarantee with 75% being £454,000.

² Deficits on Council Tax and Business Rates collection in 2020/21 will be able to be spread over 3 years (rather than one). In terms of reductions in Council Tax income, there is the additional surplus generated in 2019/20 of **£25,800** but this is insufficient to manage the impact and any deficit would impact on general reserves. In terms of reductions in Business Rate income, there is the additional surplus generated in 2019/20 of **£950,453** and the volatility earmarked reserve of **£1,428,816** available to manage reductions. In addition, **£5,612,000** of grant from the Government will be transferred in 2020/21 to manage timing differences.

Fees and Charges

Income Type	Annual	30 June 20	Year End
	Budget	Actual	Variance
	£000	£000	£000
Planning Applications	781	276	150
Car Parks	2,135	90	616
Garden Waste	1,403	1,301	(171)
Trade Waste	441	458	0
Land Charges	294	32	0
Building Control	915	334	0
Property Rental ³	1,472	255	0
Total of Highest Value Fees & Charges	7,441	2,747	595
Other Income			
Licensing			
Leisure Centre			
VAT Claim			
Court Costs			
Recycling			
Grounds Maintenance			
Other			
Total Income			

Annual Trend					
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Actual	Actual	Actual	Actual	Actual	Actual
£000	£000	£000	£000	£000	£000
771	629	1,030	824	797	744
1,746	1,748	1,986	2,078	2,198	2,105
0	0	0	231	1,495	1,478
338	390	407	415	443	469
183	297	312	279	286	253
454	507	557	547	553	896
644	681	687	729	839	744
4,134	4,251	4,980	5,102	6,611	6,689
217	185	236	224	241	245
1,782	1,819	1,879	1,629	183	0
0	0	0	0	1,103	0
252	233	218	198	214	222
14	347	439	463	331	283
162	161	168	195	217	264
1,839	1,139	1,319	1,124	1,057	1,063
8,400	8,136	9,239	8,936	9,957	8,766

³ The reduction in Property Rental income of £975k will be offset by savings in borrowing repayments and management of £888k and therefore the net impact on the Revenue Budget is a loss in net income of £87k.

Capital Programme Performance in 2020/21

Project	Original Budget	Approved Budget	Actual to Date	Projected Actual	Variance
New Build Parish Office/Community Hub	92,000	92,000	0	92,000	0
Armitage & Handsacre Hall storage container	6,000	6,000	0	6,000	0
Armitage War Memorial	120,000	120,000	0	120,000	0
Installation of artificial grass at Armitage	0	3,000	0	3,000	0
Burntwood LC CHP Unit	0	223,000	96,700	223,000	0
King Edwards VI School (CIL)	0	101,000	0	101,000	0
Friary Grange - Short Term Refurbishment	521,000	640,000	14,224	640,000	0
Replacement Leisure Centre	164,000	195,000	14,000	195,000	0
St. Stephen's School, Fradley (S106)	0	22,000	0	22,000	0
Gym Equipment at Burntwood Parks	0	34,000	34,000	34,000	0
Accessible Homes (Disabled Facilities Grants)	1,698,000	2,107,000	362,416	1,100,000	(1,007,000)
Home Repair Assistance Grants	15,000	36,000	3,365	36,000	0
Decent Homes Standard	172,000	172,000	0	172,000	0
Energy Insulation Programme	10,000	48,000	0	48,000	0
DCLG Monies	212,000	212,000	0	212,000	0
Unallocated S106 Affordable Housing Monies	414,000	684,000	0	684,000	0
Enabling People Total	3,424,000	4,695,000	524,705	3,688,000	(1,007,000)
Darnford Park (S106)	13,000	13,000	0	13,000	0
Canal Towpath Improvements (Brereton & Ravenhill)	0	36,000	0	36,000	0
Loan to Council Dev Co.	675,000	675,000	0	675,000	0
Lichfield St Johns Community Link (CIL)	35,000	35,000	0	35,000	0
Staffordshire Countryside Explorer (CIL)	44,000	44,000	0	44,000	0
Equity in Council Dev Co.	0	225,000	225,000	225,000	0
Bin Purchase	150,000	150,000	0	150,000	0
Vehicle Replacement Programme (Other)	56,000	54,000	0	54,000	0
Env. Imp - Upper St John St & Birmingham Road (S106)	0	7,000	0	7,000	0
Stowe Pool Improvements (S106)	50,000	50,000	17,975	50,000	0
The Leomansley Area Improvement Project	0	3,000	0	3,000	0
Cannock Chase SAC	22,000	22,000	31,237	51,000	29,000
Shaping Place Total	1,045,000	1,314,000	274,213	1,343,000	29,000
Multi Storey Car Park Refurbishment Project	0	300,000	0	300,000	0
Birmingham Road Site - Coach Park	625,000	1,475,000	0	1,475,000	0
Birmingham Road Site - Short Term Redevelopment	0	222,000	67,224	222,000	0
Car Parks Variable Message Signing	0	32,000	0	32,000	0
Old Mining College - Refurbish access and signs (S106)	0	13,000	0	13,000	0
St. Chads Sculpture (Lichfield City Art Fund)	0	5,000	0	5,000	0
Developing Prosperity Total	625,000	2,047,000	67,224	2,047,000	0
Investment in Property	11,500,000	22,000,000	0	0	(22,000,000)
Property Planned Maintenance	125,000	229,000	0	229,000	0
New Financial Information System	250,000	250,000	0	150,000	(100,000)
Depot Sinking Fund	11,000	11,000	0	0	(11,000)
IT Infrastructure	55,000	154,000	6,989	154,000	0
IT Cloud	100,000	91,000	11,300	91,000	0
ICT Hardware	202,000	4,000	0	4,000	0
IT Innovation	250,000	280,000	1,192	280,000	0
District Council House Repair Programme	164,000	164,000	0	50,000	(114,000)
A Good Council Total	12,657,000	23,183,000	19,481	958,000	(22,225,000)
Approved Budget	17,751,000	31,239,000	885,622	8,036,000	(23,203,000)
Capital Receipts	1,402,000	1,666,000		1,177,000	(489,000)
Corporate Revenue	182,000	182,000		182,000	0
Borrowing Need - Borrowing and Finance Leases	11,664,000	22,195,000		195,000	(22,000,000)
Capital Grants and Contributions	3,287,000	4,221,000		3,507,000	(714,000)
Reserves, Existing Revenue Budgets and Sinking Funds	1,216,000	2,975,000		2,975,000	0
Capital Programme Total	17,751,000	31,239,000		8,036,000	(23,203,000)

Investments in the 2020/21 Financial Year

The table below shows a breakdown of our investments at the 30 June 2020:

Counterparty	Principal	Matures	Days to Maturity	Rate	Credit Rating	Non-UK Organisation
Money Market Funds						
Invesco Aim	£2,120,000	01-Jul-20	Instant Access	0.26%	AAA	N/A
Legal & General	£4,000,000	01-Jul-20	Instant Access	0.26%	AAA	N/A
Strategic Funds						
CCLA Property Fund	£2,000,000	N/A	N/A	3.63%	N/A	No
Ninety-One Diversified Income Fund	£2,000,000	N/A	N/A	4.21%	N/A	No
CCLA Diversified Income Fund	£2,000,000	N/A	N/A	3.92%	N/A	No
Kames Diversified Income Fund	£2,000,000	N/A	N/A	3.00%	N/A	No
Fixed Term Investments						
Brentwood Borough Council	£2,000,000	29-Jul-20	29	0.93%	LOCAL	No
Ashford Borough Council	£2,000,000	07-Jul-20	7	0.76%	LOCAL	No
Monmouthshire Council	£2,000,000	28-Sep-20	90	0.91%	LOCAL	No
Debt Management Office	£1,260,000	20-Jul-20	20	0.10%	UK Government	No
Debt Management Office	£1,120,000	19-Aug-20	50	0.11%	UK Government	No
Debt Management Office	£7,840,000	21-Sep-20	83	0.11%	UK Government	No
Surrey Heath Borough Council	£2,000,000	15-Dec-20	168	0.80%	LOCAL	No
Call Accounts with Notice Period						
Santander	£1,000,000	27-Dec-20	180	0.56%	A	No
Lloyds	£1,000,000	03-Oct-20	95	0.38%	A+	No
HSBC	£999,500	31-Jul-20	31	0.20%	A+	No
Total Investments	£35,339,500					

Statement of Community Involvement

Councillor Iain Eadie, Cabinet Member for Visitor Economy & Local Plan

Date:	8 th September 2020
Agenda Item:	5
Contact	Stephen Stray/Patrick Jervis
Officer:	
Tel Number:	01543 308147/308196
Email:	Stephen.stray@lichfielddc.gov.uk/patrick.jervis@lichfielddc.gov.uk
Key Decision?	YES
Local Ward	All
Members	



CABINET

1. Executive Summary

- 1.1 Due to temporary legislative changes in light of the Coronavirus (Covid-19) pandemic there is a need to review and update the Council's Statement of Community Involvement (SCI). In respect of local plans the legislative amendments primarily involve changes to face to face interactions to be consistent with the latest guidance on social distancing, the need for the physical placing of consultation documents for physical inspection becoming a non-statutory requirement, and the encouragement through guidance on increased innovative and creative online interaction being undertaken instead of physical meetings. Where stakeholders are unable or choose not to use online methods to communicate, the council will seek to engage with such groups creatively with the means set out in this report. In respect to the publicity arrangements for planning applications, the legislative changes allow authorities greater flexibility to take other reasonable steps to publicise planning proposals where the requirement for site notices, neighbourhood notifications or newspaper publicity cannot be discharged.
- 1.2 Whilst the catalyst for the changes are regulatory and the legislation currently only covers the period up to 31st December 2020, it is considered prudent to make amendments to the current SCI in order to cover future consultations on the Local Plan Review, other development plan documents and in respect of the consultation process on planning applications beyond that period. This approach reflects likely ongoing restrictions into 2021, and will be kept under review
- 1.3 The changes proposed are considered to be in line with government advice and will provide for new and innovative ways of consultation in line with social distancing advice.
- 1.4 It is considered that as the changes follow social distancing advice and require relatively modest change, that Cabinet can adopt the amended SCI without the need for the amended SCI to be consulted upon.
- 1.5 Cabinet is asked to delegate authority to allow further minor changes to the SCI that may have to be undertaken as a result of evolving Coronavirus (Covid-19) guidance to be undertaken by the Head of Economic Growth & Development in consultation with the Cabinet member for the Visitor Economy & Local Plan.

2. Recommendations

- 2.1 The Cabinet approve the changes made in the updated SCI at **Appendix A** which is in line with the [temporary legislation relation to Coronavirus \(Covid-19\)](#), the associated Explanatory Memorandum to the Town and Country Planning Regulations and the updated government guidance (See 'relevant web links' at the end of this report) and adoption statement (**Appendix B**).

- 2.2 That the Cabinet be requested to delegate authority to allow further minor changes to comply with statutory requirements to the SCI to be undertaken by the Head of Economic Growth & Development in consultation with the Cabinet member for Visitor Economy & Local Plan.

3. Background

- 3.1 Members will recall that the Statement of Community Involvement (SCI) sets out the standards that can be expected by the public, statutory consultees, developers, landowners and interested parties when engaging with the planning process. The current SCI was revised and adopted in April 2019.
- 3.2 Legislative changes due to the Coronavirus (Covid-19) pandemic have provided the necessity and opportunity to review the existing SCI which was adopted in April 2019. Planning Practice Guidance has also been published by the government which sets out the need for local planning authorities to review their SCI's in light of the Coronavirus (Covid-19) pandemic to ensure that any policies within the SCI are consistent with the latest social distancing guidance. Having undertaken such a review the changes considered necessary in light of the review relate to/take into account the following:
- Social distancing measures introduced by the UK government;
 - Flexibility for authorities relating to publishing physical notices on the sites of planning applications, neighbour notifications and newspaper publicity;
 - Changes to the ways in which consultation events can be held to ensure social distancing measures can be adhered to including the use of facial coverings and floor markings for example and for virtual exhibitions to take place;
 - Development plan documents to be uploaded to the Council's website as a statutory requirement;
 - Encouraging local action groups to send in representatives to consultation events to assist with ensuring the numbers of people at an event are consistent with the latest social distancing guidance and any measures put in place, including floor markings and controlling numbers of stakeholders at any one time can be adhered to; and
 - Not making hard copies of plan documents available for inspection a statutory obligation of the District Council.

These changes are a temporary (currently due to expire 31st December 2020) as stipulated by the government in its [latest legislation](https://www.legislation.gov.uk/ukxi/2020/731/made) relating to community engagement in the planning process (<https://www.legislation.gov.uk/ukxi/2020/731/made>).

- 3.3 The changes will mean that whilst the updated SCI still provides for physical consultation events, face to face consultation exhibitions will now only be undertaken where social distancing measures can be undertaken in line with the [latest social distancing guidance](#). The requirement for physical copies of plan documents to be made available has been removed through the temporary legislation. The changes will mean that the ways in which the Council undertakes consultation going forward is also consistent with the most up to date adopted and published SCI.
- 3.4 The [government's guidance](#) on engagement with the community on local planning matters encourages 'creative solutions' to maintain community engagement. It also encourages innovative and creative solutions to reach those hard to reach groups who may not have regular access or regularly use of the internet and could be therefore impacted upon by the necessary changes to comply with the Coronavirus (Covid-19) legislation and guidance. Set out below are the approaches the Council proposes to reach the public including for hard to reach groups:

- Encouraging individuals to contact local action groups and other local organisations or groups including parish councils with similar views to their own to nominate representatives where physical interactions are considered possible and can be undertaken in accordance with social distancing guidelines. This will assist in ensure the number of people at any physical consultation events held are consistent with the latest social distancing guidelines, whilst ensuring the views held by members of action/stakeholder groups are represented.
- Encouraging individuals who have not got access to electronic media to liaise with those who have to allow their views to be expressed.
- Reviewing the potential for the use of joint mail drops with other postal correspondence the Council may be required to send out where possible.
- Continue to send physical notifications to those stakeholders registered on the consultation system who request such correspondence rather than electronic correspondence.
- To increase community involvement through the provision of virtual exhibitions and seminars/presentations.
- By allowing flexibility in the placing of site notices, neighbour notifications and newspaper publicity. Should this not be possible authorities are enables to take ‘other reasonable steps’ to publicise applications. It should be noted that at present site notices, neighbour notifications and newspaper publicity are still being undertaken by the Development Management team.

3.5 It is clear that the ongoing Coronavirus (Covid-19) pandemic and temporary legislative changes that have been introduced in response to the pandemic will result in the council consulting and engaging in new and different ways. Future consultations may need to be carried with new and creative approaches which have regard and conform to the councils Engagement Strategy. These new approaches will be used to complement its more traditional ways of consultation (notwithstanding the issues noted at paragraph 3.4 of this report). A range of these approaches and options are being considered and some or all could be used as part of any future approach to consultation alongside other methods and in line with the legislative requirements as set out in the SCI. Such options could include:

- Press releases and material – utilisation of the range of printed and electronic local media outlets including local papers (not withstanding closures of some local publications), local magazines and other publications, local electronic news formats and sites, and the increased use of social media including paid for advertisements;
- District wide communications which could tie in with consultations and/or promote the councils consultation database to ensure people sign up to this to receive details of consultations as soon as they are published;
- Notices/leaflets placed on household bins as has previously been done to promote council services such as help for vulnerable households and the shopping service.
- Video and online presentations/seminars providing overviews and explanations of a particular consultation document providing explanations of how people can respond to the consultation. These could then be released via the council’s website and social media channels.

3.6 There is no legislative requirement for local planning authorities to consult when reviewing and updating the SCI. Given the nature of the proposed changes to the SCI which are considered to be relatively minor and are all proposed in response to the legislative changes and updated guidance in relation to the Coronavirus (Covid-19) pandemic it is not considered that consultation on the updated SCI is required. Alongside the updated SCI, the District Council’s website will be updated to make clear to the public that the SCI has been updated to include temporary changes relating to the Coronavirus (Covid-19) regulations. It is suggested that delegated authority to allow further minor changes to comply with statutory requirements to the SCI to be undertaken by the Head of Economic Growth & Development in consultation with the Cabinet member for Visitor Economy & Local Plan is provided.

Alternative Options	1. Cabinet decide not to approve the revised SCI. This would pose a risk to staff and the public in requesting them to fulfil obligations and undertake actions in contradiction to Social Distancing guidelines. The changes will ensure that the SCI is consistent with the actions the council is obliged to undertake to satisfy Coronavirus (Covid-19) legislation and guidance.
Consultation	1. Consultation has informed previous versions of the SCI including the adopted SCI 2019. The proposed amendments are considered to be minor and relate specifically to Coronavirus (Covid-19) legislation and guidance. No consultation is required by legislation and it is not considered necessary.
Financial Implications	1. There are no financial implications from this report.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. Supports the priority of enabling people to collaborate and engage with us. 2. Supports the shaping place and developing prosperity branches of the strategic plan. 3. Supports the priority of being financially sound, transparent and accountable and responsive and customer focused.
Equality, Diversity and Human Rights Implications	1. An equality impact assessment accompanies the SCI (Appendix C).
Crime & Safety Issues	1. The updated SCI will help improve the safety of the public and Council staff during the Coronavirus (Covid-19) pandemic.
Environmental Impact	1. There are no specific environmental issues arising from the updating of the SCI.
GDPR / Privacy Impact Assessment	1. A privacy impact assessment was undertaken in relation to the SCI 2019. This update to the SCI is solely to comply with the temporary Coronavirus (Covid-19) legislation.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Financial risk if the SCI is not up to date with current regulations	Update the SCI	Yellow
B	Reputational risk if the SCI is not up to date with current regulations	Update the SCI	Yellow
C	Further legislative requirements result in the need to further update the SCI	Officers continue to monitor legislative changes. Where necessary changes will be proposed to the SCI to ensure the document is legally compliant	Yellow
D	Safety risk to officers and public having to comply with outdated SCI contrary to social distancing guidance	Update the SCI	Red

Background documents

1. [Statement of Community Involvement 2019](#)
2. [The Town and Country Planning \(Local Planning\) \(England\) \(Coronavirus\) \(Amendment\) Regulations 2020](#)
3. [Explanatory Memorandum to The Town and Country Planning \(Local Planning\)](#)

Relevant web links

[Staying alert and safe \(social distancing\) government guidance](#)

[The Town and Country Planning \(Local Planning\) \(England\) \(Coronavirus\) \(Amendment\) Regulations 2020](#)

[National Planning Practice Guidance – Coronavirus \(Covid-19\) relating to local plans](#)

[National Planning Practice Guidance – Coronavirus \(Covid-19\) relating to planning applications](#)

This page is intentionally left blank

Statement of Community Involvement 2020

■	Introduction	
1	Introduction	3
■	About our community	
2	About our community	5
■	Community Involvement in Plan Making	
3	Community Involvement in Plan Making	7
■	Community Involvement in Planning Applications	
4	Community Involvement in Planning Applications	17
■	Monitoring and Review	
5	Monitoring and Review	24
■	Appendix A - Consultees	
6	Appendix A - Consultees	25

1 Introduction

Lichfield District Council is committed to delivering excellent services to our local residents, businesses and service users. We see consultation as a vital part of this service.

We know that by engaging with our customers we can help deliver better quality development which meets their needs and those of future generations.

This document sets out our approach to consulting with you during the planning process and understanding your views.

What is the Statement of Community Involvement?

1.1 This Statement of Community Involvement (SCI) explains how we will engage our communities, businesses and other interested parties in the planning process when we prepare our planning policies and determine planning applications, including:

- Preparation, alteration and continuing review of the Local Plan, which is our development plan document;
- Preparation of other planning documents such as supplementary planning documents;
- Aspects of the neighbourhood planning process;
- Community Infrastructure Levy; and
- Development management decisions.

1.2 The Council is required to prepare and maintain a SCI by the Planning and Compulsory Purchase Act 2004. This document also reflects the requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012, the Localism Act 2011 and the National Planning Policy Framework.

1.3 This SCI updates and supersedes the existing SCI which was adopted in 2019 and has been advanced following government legislation relating to the Coronavirus (Covid-19) pandemic. We will review and update the SCI as necessary to reflect any future changes including those which relate to the ongoing Coronavirus (Covid-19) situation.

Why is community involvement in planning important?

1.4 Planning affects us all. The homes we live in, the places we work, the open spaces we enjoy and leisure facilities we use are all a result of planning policies and decisions. It is important to us that all sections of our community are given the opportunity to take part in the planning process at the earliest opportunity so that decisions can take into account the range of community views and reflects, as far as possible, the concerns and aspirations of the people affected by them.

1.5 This statement provides an overview of the District's profile to identify the key challenges that need to be overcome when consulting with our community and sets out our approach to community involvement in the plan making process and determining decisions on planning applications. The actions which are set out within this document represent a minimum requirement in relation to community involvement in the planning process. Depending on the scale and impact of what is being consulted upon the Council may undertake further consultation work which goes above and beyond the requirements of the SCI to ensure that comprehensive consultation has taken place.

1.6 The Coronavirus (Covid-19) pandemic presents new challenges to undertaking consultation work in our District. This has repercussions for our consultation events, posting site notices, and for publishing hard copies of development planning documents at the District Council House. The government, in recognition of this, have published regulations and new planning practice guidance relating to consultation. This updated SCI aims to provide a means of engaging with the local community despite the challenges of Covid-19 and maintain a comprehensive consultation in these challenging times.

If you need this in another format, such as large print, please call spatial policy and delivery on 01543 308192 or email developmentplans@lichfielddc.gov.uk

2 About our community

2.1 It is important to understand the dynamics of our community in order to recognise the needs of the District and the challenges that may arise during consultation. This chapter sets out some of the key challenges faced by our residents, businesses and interest groups when engaging in the planning process and then lists how we will seek to overcome them.

Key Challenge: Accessibility

2.2 Lichfield District has a population of 103,061 people according to the Office of National Statistics mid-year population estimates 2016, of which 77.2% are economically active which is higher than the regional average. Lichfield District is seen as an attractive commuter area for Birmingham and therefore almost half of residents commute outside of the District to work. Given the high levels of outer city commuting it may be difficult for some residents to access the Council offices during the working week.

2.3 Lichfield District is considered a relatively prosperous area when compared to the West Midlands region and in a national context. However within some of our communities there are pockets of deprivation. The cost associated with accessing these consultation documents could be a factor which restricts engagement.

To help overcome this challenge we will:

- Place all matters for consultation on our website so they are available when the Council's main office is closed and can be accessed via the internet at Staffordshire's libraries most of which are open on Saturdays.
- Provide a copy of the Local Plan to residents for free during its consultation stages upon request.

Key challenge: Digitalisation

2.4 Some people have difficulty in accessing the internet and struggle to navigate online to find the relevant consultation documents they want to respond to.

2.5 A number of planning documents can be technical and lengthy and slow internet access could restrict ease in utilising these documents.

To help overcome this challenge we will:

- Have officers available to provide assistance via the telephone to locate and understand the documents.
- Provide a copy of the Local Plan to residents who do not use the internet during consultation stages upon request where possible.

Key challenge: Engaging the whole community

2.6 Whilst the demographics of different communities within the District vary considerably, the District is characterised by a larger than average proportion of over 65s. The overall population for the District is projected to increase by 4% between 2015 and 2025 with a significant growth in people aged over 65 and aged 85 and over.

2.7 It is important to try and engage with all ages, both old and young in the planning process to ensure the all age and interest groups are represented.

To help overcome this challenge we will:

- Seek to involve young people in decision making on planning issues through the use of more modern consultation tools, such as social media.
- Use accessible venues and facilities for exhibition events which allow for social distancing guidelines to be followed and to have documents available in accessible formats on request.

2.8 The Council recognises that not everyone will want to get involved in the planning process. We also recognise that some residents, businesses and groups may have greater capacity than others to get involved, so where appropriate, we will try and support and encourage those who find it difficult to get involved within planning issues to engage in the planning process.

2.9 The following sections set out how we will engage with our communities in the plan making process and the planning application process.

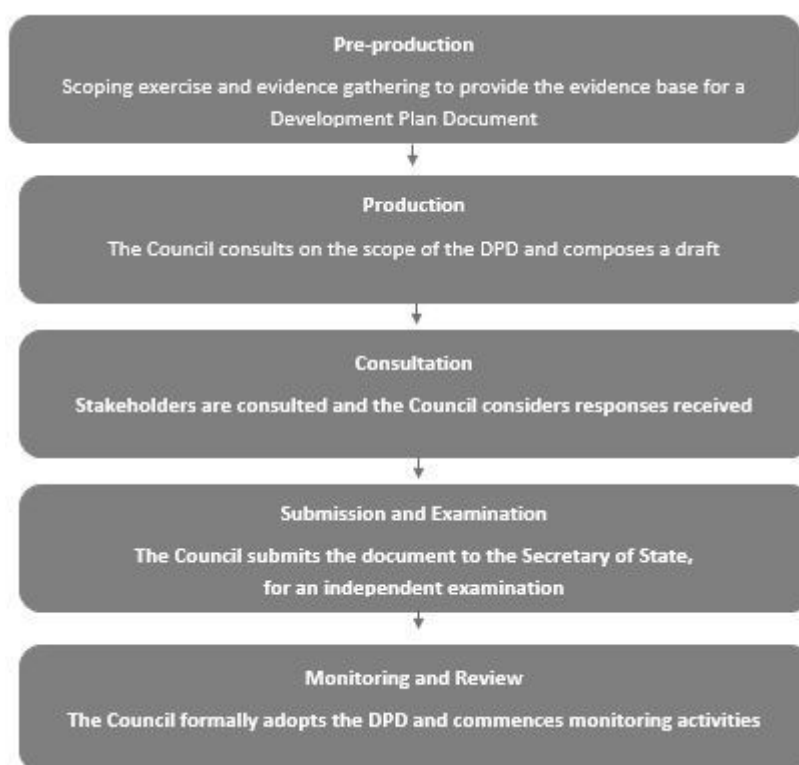
3 Community Involvement in Plan Making

Development Planning

3.1 Lichfield District Council is responsible for preparing development plan documents (DPDs) which are used to guide development proposals and determine planning applications. The development plan for Lichfield District comprises of the Local Plan Strategy and 'made' neighbourhood plans. The Local Plan Strategy was adopted in 2015 and provides the strategic vision and objectives that set out the Council's aspirations for the District's future, allocations and strategic sites for residential development and sets local planning policies to guide development. The Council is at an advanced stage with part two of its Local Plan - Local Plan Allocations Documents and is progressing a review of its Local Plan.

3.2 Figure 3.1 below outlines the key stages of plan preparation.

Figure 3.1 Indicative stages in the preparation of a DPD



3.3 The Council publishes the details of its DPDs in the [Local Development Scheme](#) (LDS). The LDS sets out the programme for plan preparation and provides a starting point for residents, stakeholders and interested parties to find out which documents are being prepared and the timetable for their publication. To ensure the LDS is up to date it is reviewed at least every five years in line with statutory requirements and is reported every year within the [Authority Monitoring Report](#) (AMR).

Sustainability Appraisal

3.4 A Sustainability Appraisal (SA) must be undertaken as part of the Local Plan process. The purpose of the SA is to assess the social, environmental and economic effects of the Local Plan. The first stage of the SA is the production of a scoping report to identify the key sustainability issues for the area. Following the scoping report, subsequent versions of the SA are produced to accompany each stage of the plan making process and published for consultation at the same time.

Supplementary Planning Documents

3.5 Supplementary Planning Documents (SPDs) are designed to support and add further guidance to policies in the Local Plan. These documents are prepared with the involvement of the local community and interested parties. The consultation period will be a minimum four and maximum of six weeks. Whilst they are not subject to independent examination they are adopted by the Council under the authorisation process.

Community Infrastructure Levy

3.6 The Community Infrastructure Levy (CIL) allows local authorities to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed for development. The Community Infrastructure Levy (Amendment) Regulations 2012 apply to the production of CIL. The Council adopted its CIL Charging Schedule in April 2016.

3.7 The first stage of consultation on CIL is the Preliminary Draft Charging Schedule which takes place over a six week period. The next consultation stage is the publication of the Draft Charging Schedule. It is consulted on for a six week period and any person can make representations and if requested to do so they will be heard before the Inspector at the CIL examination. If the Council make significant changes to the Draft Charging Schedule following the publication stage then we will produce a 'statement of modifications' which is advertised for a four week period. Prior to adoption, the Charging Schedule will be examined in public by an independent inspector.

Other Documents

3.8 Under the provisions of the Habitats Directive, the Council must carry out an assessment of whether a plan or project will significantly affect the integrity of any European Site, in terms of impacting the sites conservation objectives. The Habitats Regulations Assessment is prepared and consulted on as a statutory requirement of the Local Plan. Other evidence base documents will be prepared and whilst not subject to formal public consultation, if anyone wishes to comment on these documents they can email or write in and the Council will respond accordingly.

3.9 Neighbourhood Plans set out policies and guidance for development and land uses in a parish or neighbourhood area. Lichfield District has a number of Neighbourhood Plans at various stages and once 'made' they become part of the statutory development plan. The community involvement associated with the preparation of neighbourhood plans is explained later in this section.

Who will we consult?

3.10 The Town and Country Planning (Local Plan) (England) Regulations 2012 sets out the legal requirements for consultation and public engagement during the preparation of planning policy documents.

3.11 Government regulations identify 'specific consultation bodies' including organisations such as Natural England, Environment Agency and Historic England that we are required to consult. In addition we will consult 'general consultation bodies'. Whilst not an exhaustive list, Appendix A provides further details of the organisations and interested parties the Council consults.

Join our consultation database

The Council maintains a database of all its consultees which it reviews and updates. Any individual or organisation can contact the Spatial Policy & Delivery team and request to be added to the database and notified of future consultations.

When will we engage?

3.12 The regulations outline the various stages in the preparation process for each of the types of planning document and when we must formally consult on the document. Whilst we will meet these requirements we also consider that significant effort should be made to try and engage people during the initial plan making stages, when there is the greater opportunity to influence policies and strategies.

How will we engage?

3.13 In addition to meeting the statutory consultation requirements, we will utilise a range of consultation techniques where applicable to enable greater involvement in the plan preparation process. The following techniques will be applied where appropriate: press releases, send an email to interested parties, a 'wrap around' newspaper advert, placing paper copies of the documents in libraries, presenting to parish forums and exhibitions. We will consider utilising social media and mobile phone applications where appropriate, as advised by our communications team.

3.14 The Coronavirus (Covid-19) pandemic has led to the Government introducing [social distancing guidance](#) in order to reduce the spread of Coronavirus. This has included new statutory regulations and planning practice guidance produced in the wake of the Coronavirus (Covid-19) pandemic. This has impacted the manner in which Lichfield District Council can engage with the local community. Face to face consultation exhibitions must adhere to social distancing guidelines with stakeholders and participants being expected to wear facial coverings to prevent the spread of the virus and floor markings to improve adherence to these measures where possible. Local action groups may be asked to send representatives to ask questions on behalf of their action group in order to maximise the number of different people represented at face to face consultations. Virtual exhibitions and digital consultations

are being considered by Lichfield District Council as a way of reaching more people who are unable to attend in person. The Council is aware that government guidelines are constantly being updated and may be subject to change.

3.15 The the ongoing Coronavirus (Covid-19) pandemic and temporary legislative changes that have been introduced in response to the pandemic will result in the council consulting and engaging in new and different ways. Future consultations may need to be carried with new and creative approaches which have regard and conform to the councils Engagement Strategy. A range of these approaches and options are being considered and some or all could be used as part of any future approach to consultation alongside other methods. Such approaches could include:

- Press releases and material – utilisation of the range of printed and electronic local media outlets including local papers, local magazines and other publications, local electronic news formats and sites, and the increased use of social media;
- District wide communications which could tie in with consultations and/or promote the councils consultation database to ensure people sign up to ensure they receive notification as soon as consultations are published;
- Notices placed alongside household bins; and
- Video and online presentations providing overviews of consultation documents and explaining how people can engage in the consultation. These can then be released via the councils website and social media channels.

3.16 The following tables set out the key stages, statutory requirements and potential additional consultation methods that will be utilised in the preparation of development plan documents, supplementary planning documents and the community infrastructure levy respectively.

Table 3.1 Key stages and consultation methods in the preparation of Development Plan Documents

Development Plan Documents (DPD)		
Stage	Statutory Requirements	Additional actions
Plan preparation	<ul style="list-style-type: none"> No specific requirements. 	<ul style="list-style-type: none"> Informal engagement with relevant consultation bodies to identify the key issues and scope of the document. Issue a press release. Additional consultation techniques such as present to Parish Forums where appropriate and resources will allow.
Publication of Draft (Regulation 19)	<ul style="list-style-type: none"> Seek views on whether the Local Plan and its accompanying suite of documents are legally compliant and sound. Make the documents for at least 6 weeks via the Council's website. 	<ul style="list-style-type: none"> Issue a press release. Send out notifications to consultee bodies and those who have asked to be notified of consultations. Publish documents online and make them available in our libraries and principal office and at the District Council House. Promote use of website and online response forms. Additional consultation techniques such as public and virtual exhibitions where appropriate and resources will allow. Documents to be made available in alternative formats on request.
Submission (Regulation 22)	<ul style="list-style-type: none"> Provide a copy of the Local Plan, Sustainability Appraisal / Strategic Environment Assessment Report, Policies Map, Statement of representations, copy of the representations, supporting documents a statement of fact of where the above documents are available for inspection at and when, on the Council's website. Send out notifications to each of the general consultation bodies and specific consultation bodies to notify them of the documents availability. Notify those who have requested to be notified that the Plan has been submitted. 	<ul style="list-style-type: none"> Issue a press release. Provide a copy of the Local Plan, Sustainability Appraisal/Strategic Environment Assessment Report, Policies Map, Statement of representations, copy of the representations, supporting documents a statement of fact of where the above documents are available for inspection at the District Council House.
Examination with oral hearings (if necessary) (Regulation 24)	<ul style="list-style-type: none"> Notify any person who has made a representation and not withdrawn it of the date, time and place at which the hearing is to be held and the name of the person appointed to carry out the independent examination 6 weeks prior to the opening of a hearing. Publish the notification on the Council's website. Undertake any other notification that the Inspector and Programme Officer Request. Publish documents relevant to the examination on the Council's website. 	<ul style="list-style-type: none"> Undertake further notifications/consultation should it be considered appropriate. Issue a press release. Where examination or hearings are required to be conducted electronically due to social distancing guidelines utilise councils communications channels including online streaming to enable these to be viewed digitally.

Development Plan Documents (DPD)		
Stage	Statutory Requirements	Additional actions
Modifications (if necessary)	<ul style="list-style-type: none"> Undertake further consultation as required by the Inspector and make the documents available on the Council's website . 	<ul style="list-style-type: none"> Issue a press release.
Publication of the Inspectors Report	<ul style="list-style-type: none"> Publish the Inspector's report for at least 6 weeks on the Council's website. 	<ul style="list-style-type: none"> Issue a press release. Publish the Inspector's report for at least 6 weeks at the District Council House.
Adoption and Publication (Regulation 26)	<ul style="list-style-type: none"> Publish the Local Plan, adoption statement and environmental report for 6 weeks and make the Local Plan available thereafter until it is withdrawn via the Council's website. Notify any person or body that made a representation or asked to be notified of the adoption. Notify the Secretary of State. 	<ul style="list-style-type: none"> Issue a press release. Make the report available in alternative formats on request.

Table 3.2 Key stages and consultation methods in the preparation of supplementary planning documents

Supplementary Planning Documents (SPD)		
Stage	Statutory Requirements	Additional options
Preparation	<ul style="list-style-type: none"> No specific requirements. 	<ul style="list-style-type: none"> Informal engagement with relevant consultation bodies to identify the key issues and scope of the document. Issue a press release. Additional consultation techniques such as present to Parish Forums where appropriate and resource will allow.
Publication of Draft (Regulation 12)	<ul style="list-style-type: none"> Make the document available for between 4 and 6 weeks via the Council's website. 	<ul style="list-style-type: none"> Consultation with consultation bodies and community involvement where appropriate and resources will allow. Issue a press release. Make the document available for between 4 and 6 weeks at the District Council House. Consultation with neighbours if the SPD is site specific. Promote use of website and online response forms. Make the document available in alternative formats on request.
Adoption and Publication (Regulation 14)	<ul style="list-style-type: none"> Consider the representations received through the consultation and make amendments/modifications necessary before adopting. Once adopted, produce an adoption statement, a consultation statement and make the document available for 3 months and thereafter (until the document is withdrawn) via the Council's website Notify any person or body that made a representation or who asked to be notified of the adoption. 	<ul style="list-style-type: none"> Issue a press release. Make the document available in alternative formats on request. Once adopted, produce an adoption statement, a consultation statement and make the document available for 3 months and thereafter (until the document is withdrawn) at the District Council House.

3.17 The process for preparing SPDs is the same process that will be used to prepare and review the Statement of Community Involvement.

Table 3.3 Key stages and consultation methods in the preparation of community infrastructure levy

Community Infrastructure Levy		
Stage	Statutory Requirements	Additional options
Preparation	<ul style="list-style-type: none"> No specific requirements. 	<ul style="list-style-type: none"> Informal engagement with relevant consultation bodies and stakeholders to identify the key issues and scope of the document.
Preliminary Draft Charging Schedule (Regulation 15)	<ul style="list-style-type: none"> Send out notifications to each of the consultation bodies inviting them to make representations. 	<ul style="list-style-type: none"> Issue a press release. Make documents available on the Council's website and at the District Council House.
Publication of Draft Charging Schedule (Regulation 16)	<ul style="list-style-type: none"> the draft charging schedule, relevant evidence and statement of representation for 6 weeks on the Council's website Send a copy of the draft charging schedule and statement of representations procedure to each of the consultation bodies. Place a local advertisement notice. 	<ul style="list-style-type: none"> Promote use of the website and online response forms. Publish the draft charging schedule, relevant evidence and statement of representation for 6 weeks at the District Council House.
Submission (Regulation 19)	<ul style="list-style-type: none"> Publish a copy of the draft charging schedule, evidence and statement of representation of where the above documents are available inspection at and when, on the Council's website Send out notifications to each of the general consultation bodies and specific consultation bodies to notify them of the documents availability. Notify those who have requested to be notified on the submission of the draft charging schedule. 	<ul style="list-style-type: none"> Issue a press release. Provide a copy of the draft charging schedule, evidence and statement of representation of where the above documents are available inspection at and when at the District Council House.
Examination (Regulation 21)	<ul style="list-style-type: none"> Publish details of examination and the inspector on the Council's website. Notify those whose have made representations. 	<ul style="list-style-type: none"> Issue a press release. Where examination is required to be conducted electronically due to social distancing guidelines utilise councils communications channels including online streaming to enable these to be viewed digitally.
Approval and publication	<ul style="list-style-type: none"> Once adopted, produce an adoption statement, a 	<ul style="list-style-type: none"> Issue a press release.

Community Infrastructure Levy		
Stage	Statutory Requirements	Additional options
(Regulation 25)	<p>consultation statement and make the document available for 3 months and thereafter (until the document is withdrawn) via the Council's website</p> <ul style="list-style-type: none"> Notify any person or body that made a representation or who asked to be notified of the adoption. 	<ul style="list-style-type: none"> Make the document available in alternative formats on request. Once adopted, produce an adoption statement, a consultation statement and make the document available for 3 months and thereafter (until the document is withdrawn) -at the District Council House.

How can you respond to the consultations?

3.18 There are many ways in which you can respond to consultations on the Lichfield Local Plan and other development plan documents, supplementary planning documents or community infrastructure levy. Consultations will be publicised on line and in accordance with the methods set out in the tables above. You can respond in the following ways:

- By using our online consultation system;
- By emailing us at: developmentplans@lichfielddc.gov.uk;
- By writing to us at: Spatial Policy & Delivery, Lichfield District Council, Frog Lane, Lichfield, WS13 6YZ; or
- If you have any issues with any of the above you can also phone us on 01543 308000 and a member of the team will be able to assist you.

What will we do with the comments?

3.19 All comments received as part of a planning policy consultation process will be collated, analysed and taken into consideration in the preparation of the next stages of the plan process. Comments will be reviewed and considered by planning officers and where appropriate changes will be proposed. There may be instances where the Council considers that it is not appropriate to amend the plan to accommodate the views of a respondent.

3.20 The results of consultations will be published on the Council's website and a Statement of Consultation will be prepared for each statutory consultation stage. The comments received to any consultation cannot be treated as confidential, however, personal information will not be made publically available in accordance with the Data Protection Act.

Neighbourhood Planning

3.21 The Localism Act 2011 introduced new rights and powers for communities to shape new development by preparing a Neighbourhood Plan and grant planning permission through Neighbourhood Development Orders and Community Right to Build Orders. Neighbourhood plans are prepared by the community, they can be simple or go into considerable detail. They set out local planning policies in relation to that area but they still have to be in line with national and local policy.

3.22 The Neighbourhood Planning (General) Regulations 2012 sets out the requirements for publicity and consultation in relation to the preparation of Neighbourhood Plans and Neighbourhood Development Orders. Depending on how advanced the neighbourhood plan is, it is the responsibility of either the qualifying body such as the town or parish council or Lichfield District Council to publicise the consultation.

Interested in helping shape your local area

For more information on neighbourhood planning including information on how to start preparing a neighbourhood plan please visit the following websites:

- www.lichfielddc.gov.uk/neighbourhoodplans
- www.gov.uk/government/publications/localism-act-2011-overview

What will we do to help with neighbourhood plan process?

3.23 The Council will provide advice and assistance to any neighbourhood plan group seeking to prepare a neighbourhood plan. We will fulfill our statutory obligations such as to share our evidence base, publicise the designation of a neighbourhood area on our website and issue a press release. It should be noted that in developing a neighbourhood plan, most of the responsibility for consulting the community affected falls to the parish council.

3.24 Once a plan has been prepared and consulted on by the community, it will be submitted to the Council and we will provide advice to ensure it meets the relevant legislation and conforms with the Local Plan. The Council will consult on the plan and publicise the details of plan including where it can be inspected on the Council's website and also issue a press release. We will then organise an independent examination of the document in collaboration with the relevant parish council.

3.25 If the document is considered to meet the requirements by the independent examiner and the Council is also satisfied it does then it will be subject to a referendum by the community and businesses affected. This will be co-ordinated by the Council and we will make all of the documents available to view on the Council's website and at the Council House.

3.26 The Covid-19 pandemic has affected the Neighbourhood Plan process with no referendums being allowed to take place under the Coronavirus Act 2020 until 6 May 2021.

4 Community Involvement in Planning Applications

Development Management

4.1 Development Management consider the detailed proposals that are submitted to the District Council for consideration and any breaches of planning control.

4.2 The proposals are submitted to the District Council in a wide variety of applications and are considered against current legislation, national guidance, the Development Plan (currently the Lichfield Local Plan Strategy, made Neighbourhood Plans and the Staffordshire County Council Minerals and Waste Local Plans where appropriate) and relevant adopted SPDs. The involvement of our customers is important and enables them to be better informed which assists us in the delivery of sustainable development.

4.3 The Council deals with on average around 1200 planning applications per year. This includes applications for listed building consent, advertisement consent, applications for prior notification, certificates of lawfulness and amendments. In addition the Council receives on average 200 discharge of condition applications and 300 planning enforcement enquiries per year.

4.4 The Government has set out minimum standards for consultation on planning applications in the National Planning Practice Guidance and Article 15 of the Town and Country Planning (Development Management Procedure) Order 2015 (DMPO) as amended. There are three categories of application, which require differing levels of publicity:

1. All applications subject to an environmental assessment. All applications which are a departure from the Development Plan and all applications affecting public rights of way are required to be publicised by the display of a notice on the site for a minimum of 21 days excluding bank holidays, and by the placing of an advertisement in a local newspaper. This is in addition to any of the requirements pertinent to the scale of the development set out in the table below.
2. Applications defined as “major” applications by the DMPO are required to be publicised by the display of a site notice or letters written to adjoining owners/occupiers of land, and by placing an advertisement in a local newspaper.
3. If an application does not fall in the above categories, then it is required to be publicised by the display of a site notice or by letter to adjoining occupiers/owners.

4.5 Applications for listed building consent, applications affecting the setting of a listed building, or the character or appearance of a conservation area require publicity by way of a site notice and a newspaper advertisement. The requirements for publicity are set out in Regulation 5 and 5A of the Listed Buildings and Conservation Area Regulations 1990 (as amended).

4.6 The table below illustrates our approach to planning application publicity, it shows what we are required to do to meet the statutory requirements and what actions we will take over and above these statutory requirements. In response to the Coronavirus (Covid-19)

pandemic the government published [temporary legislation](#) and [planning practice guidance](#) in respect of the publicity and consultation requirements for planning applications. This provides local planning authorities the flexibility to take other reasonable steps to publicise applications if they cannot discharge the specific requirements for site notices, neighbour notifications or newspaper publicity. Any such steps should notify people who are likely to have an interest in the application and provide detail of where further information about it can be viewed online. This could include, for example, the use of social media and other electronic communications and must be proportionate to the scale and nature of the proposed development.

Table 4.1 Approach to planning application publicity

	Type of development	What we are required to do	Additional actions
Major	<p>For dwellings: where 10 or more are to be constructed (or if no number given, the area is more than 0.5 hectare).</p> <p>For all other uses: where the floorspace will be 1000sq.m or more (or site is 1 hectare or more).</p>	<ul style="list-style-type: none"> Write to all adjoining owners or occupiers or post a site notice or take other reasonable steps to publicise the application if it is not possible to discharge this requirement. Press Notice or take other reasonable steps to publicise the application if it is not possible to discharge this requirement. Full details available on the Council's website. Notify the appropriate Town or Parish Council of the application. Consult with statutory consultees online. 	<ul style="list-style-type: none"> Advise applicants to consider public meetings exhibitions as appropriate. Advise applicants of and encourage engagement with the pre-application advice service available including the Development Team approach. See Council's website Consult adjoining local authorities where appropriate. For larger housing schemes applicants will be encouraged to prepare and consult the community on a master plan for the development. Consult with non-statutory consultees.
Minor	<p>Minor development is development which does not meet the criteria for Major Development or the definitions of change of use or householder developments.</p>	<ul style="list-style-type: none"> Write to all adjoining owners or occupiers or post a site notice or take other reasonable steps to publicise the application if it is not possible to discharge this requirement. If affecting the setting of a conservation area also do a press notice or take other reasonable steps to publicise the application if it is not possible to discharge this requirement. Full details available on the Council's website. Notify the appropriate Town or Parish Council of the application. Consult with statutory consultees online. 	<ul style="list-style-type: none"> Advise applicants of and encourage engagement with the pre-application advice service available including the Development Team approach. See Council's website Consult with non-statutory consultees.
Other	<p>This includes the following categories:</p>	<ul style="list-style-type: none"> Write to all adjoining owners or occupiers or post a site notice or take other reasonable steps to publicise 	<ul style="list-style-type: none"> Advise applicants of the pre-application advice which is available and

	Type of development	What we are required to do	Additional actions
	<p>Change of Use: Applications that do not concern major development or where no building or engineering work is involved.</p> <p>Householder Development: Defined as works within the curtilage of residential property which require an application for planning permission and are not a change of use.</p>	<p>the application if it is not possible to discharge this requirement.</p> <ul style="list-style-type: none"> ● Applications within a conservation area that affect its character or affect the setting of a Listed Building are subject to a site notice and press notice or take other reasonable steps to publicise the application if it is not possible to discharge this requirement. ● Full details available on the Council's website. ● Notify the appropriate Town or Parish Council of the application. ● Consult with statutory consultees online. 	<p>encouraged with written advice provided. See Council's website</p> <ul style="list-style-type: none"> ● Consult with non-statutory consultees.

4.7 All consultees and neighbours are given a minimum of 21 days to comment/respond, excluding bank holidays as set out in The Town and Country Planning (Local Authority Consultations) England Order 2018. Where necessary consultees will be given longer to reflect statutory timescales where specified by legislation. Anyone can respond to a consultation. In addition to individuals who might be directly affected, community groups and specific interest groups (national as well as local in some cases) may wish to provide representations.

4.8 If any significant amendments are received in relation to any of the above categories, we undertake to carry out a further round of consultation. The extent of this re-consultation is dependent upon the scale of the amendments – writing to those (directly) affected and the local Parish/Town Council, if necessary. It is at the discretion of the Local Planning Authority as to the need and length of re-consultation, however we normally allow a minimum 10 days from the date of the re-consultation letter to respond. Although, we may carry out a full 21 day re-consultation process as appropriate, or where it is an EIA application.

Other Consultations

4.9 In addition to the above applications, we also carry out consultation on the following categories:

- Erection or replacement of telecommunication masts - We will write to all occupiers within 100 metres of the site and the relevant Parish Council to seek specific comment.
- Wind Turbines - We will write to all occupiers within 500m of the site and the Parish Council to seek their specific comments
- Permission in Principle and Technical Details Consent - We will for 14 days, excluding bank holidays, display a site notice; have a notice on our website; notify the appropriate Parish or Town Council of the application; consult with statutory consultees online as set out in the Town and Country Planning (Permission in Principle) (Amendment) Order 2017.

Other applications where consultation is not required

4.10 Certain types of application do not require or allow consultation with anyone under the legislation. This includes non-material amendment applications i.e where a more minor change is proposed to an approved scheme after the planning decision has been made. This process is only generally used where the change is small relative to the size of the overall development or where the change would have no impact to anyone. We are not required to consult on condition compliance applications - this is when details are submitted to the Council to confirm the details submitted for the purposes of any 'conditions' placed on a planning permission; for 'prior notifications' in relation to certain types of agricultural development; and, in relation to certificates of lawfulness for proposed development, where the application is seeking a determination of whether or not the development needs planning permission.

Openness and transparency

4.11 We aim to make the planning application process as open and transparent as possible. All recent planning application documents are available online and only information exempt under the Freedom of Information Act 2000 and the General Data Protection Regulation (GDPR) is withheld from public view. We also publish advice intended to guide users of the service through the system – this is available on the Council's website <https://www.lichfielddc.gov.uk>

4.12 Applicants are encouraged to discuss proposals in advance and we have a pre-application (fee applicable) process and a Duty Officer system is in place during morning office hours to ensure that professional advice is available. By appointment, officers are prepared to visit individual occupiers to explain planning applications, if the need arises.

Pre-application Discussions

4.13 All potential applicants are encouraged to hold informal discussions with Council Officers prior to formally submitting an application. This allows for concerns and issues to be raised and where possible resolved at an early stage in the process. Where appropriate, the views of other professionals (e.g. highway officers) will be sought. As of 2014 the Council started charging for pre-application discussions. Full details of the fees and minimum level of information required are available on the Council's website <https://www.lichfielddc.gov.uk/preapplicationadvice>

4.14 In the case of major applications prospective applicants are encouraged to present at a Development Team meeting. This includes relevant officers from the Council and statutory consultees. Local Councillors are also encouraged to be involved where necessary. Pre-application discussions are in confidence (subject to the relevant provisions of the General Data Protection Regulation and Freedom of Information Act) although applicants are advised on how to involve Parish/ Town Councils, neighbours and/or the wider community (e.g. Civic Society) at an appropriate point.

4.15 The Council will encourage applicants/developers to undertake appropriate consultation with the local community prior to applications being submitted. Officers will provide further pre-application advice in writing. The Council's Protocol for Pre-application

Discussions on Planning Applications sets out the detailed commitment/requirements to this procedure. This can be found on the Council's website <https://www.lichfielddc.gov.uk/preapplicationadvice>

4.16 Developers will be encouraged on appropriate major housing development to prepare a master plan. The master plan should include the phasing of development and associated infrastructure, community and recreational facilities, safe routes for cyclists and pedestrians etc. Applicants will be encouraged to consult widely on the master plan with the community, neighbours and residents associations at public meetings and/or exhibitions and to indicate any changes to the plan resulting from the consultation. The Council will only undertake consultation on formal planning applications submitted.

How do we involve our customers during the processing of an application?

4.17 Any comments, also referred to as representations, which are received on an application are considered by a planning officer, who will weigh these with other related issues (such as the planning policies of the District Council and national planning guidance) in the assessment of the development proposal before reaching a recommendation.

4.18 By law, all comments received must be open to public inspection. We publish comments on the website, although personal data, such as signatures, email address and telephone numbers will be removed (redacted). However, the names and addresses of those people who commented on the application is published.

4.19 Any complaints will be dealt with in the same manner as a corporate complaint. Any representations received about a planning application are taken into consideration in the determination of planning applications, although we can only take into account material planning considerations. Advice on commenting on a planning application is available at www.lichfielddc.gov.uk/Council/Planning/Planning-guidance/Commenting-on-a-planning-application

4.20 Offensive, racist, discriminatory, threatening and other statements that are not relevant will not be published. These comments will not furthermore be taken into consideration in the determination of the application. Due to the legal requirement to make representations available for public inspection, we cannot accept anonymity or comments marked 'private or confidential'.

How do we involve our customers when the application goes to Committee?

4.21 All planning application decisions contain a report on the proposal and this report contains a summary of all representations received from local residents, the Parish Council and other relevant consultees etc. All comments are considered in reaching a decision on the application. All reports written by Planning Officers are available to view either on the Council's website or on request. The more significant or controversial applications are presented to the Council's Planning Committee for their consideration whilst others are delegated by the District Council to senior officers to determine as they fall within the Council's approved 'Scheme of Delegation'.

4.22 The Planning Committee currently meets monthly generally on a Monday evening at the District Council Offices Frog Lane, Lichfield either in the Council Chamber or the Committee Room and is open to members of the public. A report is prepared by the Planning

Officer making certain recommendations to the Committee to either approve or refuse the proposal. It is for the Committee to decide to either accept or reject these recommendations, as long as they have good planning reasons to do so. As part of the deliberations of the Committee, members of the public, local interest groups, non-Committee ward members, applicants or agents can make verbal submissions directly to the Committee. Detailed advice on the operations of this process and copies of all reports to and minutes of the Council's Planning Committee are published on the Council's website <https://www.lichfielddc.gov.uk/planningcommittee>

How do we involve our customers after a decision is taken on a planning application?

4.23 Once a planning application is determined, the decision is publicised on the Council's website <http://www.lichfielddc.gov.uk>

4.24 Often there are conditions attached to any grant of consent and if there are concerns from local residents or others that the development is not being carried out in accordance with those conditions, then by contacting the Council, investigations can be carried out to ensure that the development is implemented in the correct manner. Decision notices contain detailed reasons for refusal and reasons for all conditions imposed upon any permission. Where developer contributions are available the Council will be open and transparent about the intended use of those monies. Details on how applicants can appeal are contained within all decision notices issued by the Council. There is no third party right of appeal.

How do we involve our customers if an appeal is received on a planning application?

4.25 If a planning application is refused or conditions are imposed on a permission that an applicant is unhappy with, the applicant has the right of appeal against the Council's decision to the independent Planning Inspectorate. Applicants can choose whether to have their appeal decided through an exchange of correspondence (known as written representations), at an informal hearing or at a more formal Public Inquiry. All domestic householder appeals, advertisements and some small scale commercial appeals are exclusively dealt with through a fast track appeal system, in which no further comments at the appeal stage are accepted by the Planning Inspectorate and only comments received by the time the application is determined are taken into consideration by the Planning Inspector. Whichever option is chosen, those who originally commented, and any interested parties, on the planning application are invited to make further representations directly to the Planning Inspectorate. An independent Inspector is then appointed to review the case. If the matter is to be heard by an Inspector at either an informal hearing or a Public Inquiry then the interested parties including local residents and amenity groups will be invited to make verbal submissions directly to the Inspector. The applicant and District Council also appear at the hearing or Inquiry. Whilst the appeal process is an independent process operated by the Planning Inspectorate, some of the administration (notifying people of relevant dates etc.) is undertaken by the District Council.

How else do we involve our customers?

- We will visit individual's homes, upon request, if residents are disabled or housebound to explain development proposals;
- We provide planning advice and guidance on the Council [website](#);

- We display all planning application details on the Council [website](#);
- We accept comments on planning applications via the Council's [website](#), email or through letter;
- We have a Duty Planning Officer who can provide verbal advice between 08.45 and 12.15 Monday to Fridays;
- We have a dedicated name planning case officer for every application; and
- We have public speaking at Planning Committee (subject to certain criteria) - more advice is available on the Council's website regarding this.

5 Monitoring and Review

5.1 The Council will monitor the success of community involvement through its [Authority Monitoring Report](#) (AMR).

5.2 The AMR monitors the number of users of the District Council's on line consultation portal and the levels of engagement from members of the public and other stakeholders to public engagement opportunities, such as consultation at the various stages of the Local Plan production. The AMR also tracks the number of visits to our web pages.

5.3 The AMR is produced annually and a review of the SCI will be considered where there has been a particularly low level of community participation or issues have emerged in terms of its implementation and significant changes are required to meet new circumstances or legislation requirements.

5.4 The Council also has a [complaints and compliments procedure](#) to help us improve our services to our customers and this involves an annual report to the Standards Committee.

How can you get in touch if you have any queries about the Statement of Community Involvement?

For queries related to the Statement of Community Involvement please contact Spatial Policy & Delivery:

**Spatial Policy & Delivery
Lichfield District Council
Frog Lane
Lichfield
WS136YZ**

Email: developmentplans@lichfielddc.gov.uk
Phone: **01543 308000**

6 Appendix A - Consultees

6.1 As defined in the Town and Country Planning Regulations (2012) as amended and the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended):

Specific consultation bodies

- The Coal Authority
- Environment Agency
- Historic England
- Homes and Communities Agency
- Local Bodies (a relevant authority any part of whose area is in or adjoins the local planning authority's area) including Town & Parish Councils
- Natural England
- Network Rail
- NHS
- Utilities Providers

General consultation bodies

6.2 In accordance with the regulations general consultation bodies must be consulted where the council considers it appropriate. These may include voluntary groups and those which represent the interests of different racial, ethnic or national groups; disabled persons; different religious groups and persons carrying on business in Lichfield District.

6.3 Further guidance on statutory and non-statutory consultees is set out in national guidance online: <https://www.gov.uk/guidance/consultation-and-pre-decision-matters>

This page is intentionally left blank

Statement of Community Involvement - Adoption Statement

This statement is published by Lichfield District Council to fulfil the requirements of Regulation 14 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

The Statement of Community Involvement was adopted by Lichfield District Council on the XXth September 2020. The document sets out the standards which can be expected by our customers for community involvement in the planning process. Any person with sufficient interest in the decision to adopt the Statement of Community Involvement may apply to the High Court for permission to apply for judicial review of the decision.

Any such application for leave to review the decision must be made promptly and in any case no later than 3 months after the date on which the Statement of Community Involvement was adopted that is by the XXth December 2019.

Under Section 23 (1) of the Planning and Compulsory Purchase Act 2004, the Council has modified the Statement of Community Involvement to take into account representations made in relation to the document and any other relevant matters.

The adopted Statement of Community Involvement, Consultation Statement and Adoption Statement are available to view on the Council's website: www.lichfielddc.gov.uk

This page is intentionally left blank

Appendix C - equality impact assessment

stage 1 quick check questionnaire



If you are planning on making a change to an existing service or policy, or launching something new, fill out this quick questionnaire to find out if you need to complete a full equality impact assessment. You can also use this form to check your current services or policies.

To find out more about the legal background to equality impact assessments, or for advice on which of your current services should be assessed, read our equality impact assessment help notes.

Section 1: About you and your service area

Your name:	Stephen Stray
Your service area:	Spatial Policy and Delivery
Your director/line manager:	Craig Jordan
Your cabinet member:	Cllr. I Eadie

Section 2: About your plans

Name of service/policy you are assessing:	Draft Statement of Community Involvement 2020
--	---

Is it? (please delete as appropriate)
<ul style="list-style-type: none"> ▪ A review of an existing policy/service ▪ A change to an existing policy/service

Who are the main users of your service/policy? (please delete any that are not appropriate)
<ul style="list-style-type: none"> ▪ Mixture of residents and visitors ▪ Visitors to the district ▪ Users of a specific service (e.g. leisure centre customers) ▪ Internal (employees) ▪ Disability specific groups ▪ Race specific groups ▪ Gender specific groups ▪ Religious groups ▪ Sexual orientation groups ▪ Marriage and civil partnerships ▪ Older people ▪ Young people ▪ Other (please specify)

Please briefly describe why you are creating a new service/changing an existing service or reviewing current policy/service (where appropriate, include sources of evidence such as customer feedback):
Regulatory changes

¹ For help or guidance contact Colin Cooke on 01543 308121 or Alison Bowen on 01543 308129 or email colin.cooke@lichfielddc.gov.uk or alison.bowen@lichfielddc.gov.uk

Section 3: Will your plans impact on any particular groups?

3a: ☒ Please fill in all boxes that apply in the table below. If any boxes don't apply, please leave blank.

Hints & tips Think about who will benefit from or be affected by your plans/policy. Will any particular group be negatively affected, or not able to use the service? For further guidance please see Section 3 of the help notes.

Impact of plans	Will your plans have a positive impact on this group? If so please explain why?	Will your plans have a negative impact? If so please explain why? ☒ If there is a negative impact on any group(s), please complete section 4 for each group.
Groups of users		
Age ranges (indicate range/ranges)	Yes, the SCI recognises the demographics within the District and sets out how through the SCI the Council will seek to engage with different age ranges	No
Disability (physical, sensory or learning)	Yes, the SCI seeks to provide specialist provision of documents when requested and sensitive and accessible choices of venues for exhibitions where available to enable participation through consultation	No
Gender/sex	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Transgender/gender reassignment	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Race (includes ethnic or national origins, colour or nationality)	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Gypsies and travellers	Yes, the SCI recognises the physical and technological limitations known to exist within this group and seeks to accommodate these needs to enable participation through consultation	No
Refugees / asylum seekers	Yes, the SCI recognises the communicative and technological limitations known to exist within this group and seeks to accommodate these needs to enable participation through consultation	No
Sexual orientation	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Marriage and civil partnerships	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Religion or belief (includes lack of belief)	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Pregnancy and maternity	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No

Carers or the people cared for (dependants)	Neutral, although the SCI provides a range of methods which can be utilized to encourage participation	No
Other (please specify)		No

3b: Further details

Please use this space to provide further details if necessary
The document remains largely unchanged from the version of the document published in 2019. The only changes to the document have been made in response to temporary legislative changes introduced by the Government due to the Coronavirus (Covid-19) pandemic. The changes relate to the Council's consultation procedures and ensuring these are consistent with the latest government guidance in relation to Coronavirus and latest social distancing guide lines.

Section 4: Can you justify and evidence, or lessen any impact?

4a: ☒ If you have identified a negative impact(s) on any group(s) please complete the below table for each affected each group. If any boxes don't apply, please leave blank. If you didn't identify any negative impact(s) on the previous page, skip to section 6.

Hints & tips Is there something you can do to reduce or alter any negative impact you have identified? *For example when we changed waste and recycling collections to kerbside collections, we offered disabled/less able people assisted collections.* Please list all the evidence you have gathered to support your decision(s) – this could include customer feedback, statistics, comparable policies, consultation results. If you don't have any evidence, please carry out appropriate studies and research to gather the evidence you need to support your decision(s). If you have no/insufficient evidence or cannot gather any, you will need to complete a full EIA. For further guidance, see Section 4 of the help notes.

Actions you need to take	We will make the following change(s) to the service/policy to reduce the negative impact. Explain the change(s) and the evidence you have to support your decision? ☒ Use section 4b below if you want to give more details.	We won't make changes as we can justify our decision and there are sound reasons behind our decision. Justify why and detail the evidence you have gathered to support your decision. ☒ Use section 4c below if you want to give more details.	There is a negative impact, and we cannot justify it and/or have no, or insufficient, evidence to support our decision. ☒ You will need complete a full equality impact assessment. See the help notes for more details.
Groups of users			
Age ranges (indicate range/ranges)			
Disability (physical, sensory or learning)			
Gender / sex			
Transgender / gender reassignment			
Race (includes ethnic or national origins, colour or nationality)			
Gypsies and travellers			
Refugees / asylum seekers			
Sexual orientation			
Marriage and civil partnerships			
Religion or belief (includes lack of belief)			
Pregnancy and maternity			
Carers or the people cared for (dependants)			
Other (please specify)			

4b: Further details on changes

Please use the space below to give more details on the changes you will make, if necessary:

4c: Further details on justification

Please use the space below to give more details on the justification/evidence you have gathered, if necessary:

⁴ For help or guidance contact Colin Cooke on 01543 308121 or Alison Bowen on 01543 308129 or email colin.cooke@lichfielddc.gov.uk or alison.bowen@lichfielddc.gov.uk

Section 5: Your action plan

Help notes If, as a result of this assessment, you are going to adapt your plans or policy, please include details below. Please include a quick action plan and key dates that will show how you will review your decisions and when. Please include responsibility and expected outcomes. For full guidance on how to complete this section, please refer to the help notes.

Section 6: Record your actions (delete as appropriate)

I have sent this to Policy and Performance for publication on the intranet and on www.lichfielddc.gov.uk	Yes
Date completed:	August 2020

This page is intentionally left blank