

# Public Document Pack

Your ref  
Our ref  
Ask for Christine Lewis  
Email christine.lewis@lichfielddc.gov.uk



District Council House, Frog Lane  
Lichfield, Staffordshire WS136YU

Customer Services 01543 308000  
Direct Line 01543 308065

Monday, 24 August 2020

Dear Sir/Madam

## **STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

In light of the current Covid-19 pandemic and government advice on social distancing, the Strategic (Overview and Scrutiny) Committee arranged to take place **TUESDAY, 1ST SEPTEMBER, 2020 at 6.00 PM** will be held as a virtual meeting and streamed online (further information is available on our website).

Yours faithfully

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

Christie Tims  
**Head of Governance and Performance**

### **To: Members of Strategic (Overview and Scrutiny) Committee**

Councillors Spruce (Chairman), Gwilt (Vice-Chair), Norman (Vice-Chair), Ball, Checkland, Grange, Greatorex, A Little, Matthews, Warfield, Westwood, White and S Wilcox



[www.lichfielddc.gov.uk](http://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. Minutes of the Previous Meeting 3 - 6
4. Work Programme 7 - 10
5. Medium Term Financial Strategy 2020-2025 11 - 32
6. Strategic Plan Outturn 2016 to 2020 33 - 58



**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

**23 JUNE 2020**

**PRESENT:**

Councillors Norman (Vice-Chair, in the Chair), Ball, Checkland, Grange, Greatorex, A Little, Matthews, Spruce, Warfield and S Wilcox.

(In accordance with Council Procedure Rule No.17 Councillors Cox, Eadie, Pullen, Smith and A. Yeates attended the meeting).

**36 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Banevisius, Tapper and White.

Councillor Norman, on behalf of the Committee wished to record thanks to Councillor A. Little for his work and chairmanship over the past municipal year.

**37 DECLARATIONS OF INTEREST**

There were no declarations of interests.

**38 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were circulated. Subject to the addition of Cabinet Members in attendance and typographical errors rectified, the Committee agreed that they were a correct record.

RESOLVED: That, subject to amendments, the minutes of the previous meeting be signed as a correct record.

**39 WORK PROGRAMME**

The work programme was considered and when asked, it was noted that it would be confirmed after the meeting that the Money Matters Financial Performance report was sent as a briefing paper.

RESOLVED: That the work programme be noted and updated were necessary.

**40 ENGAGEMENT STRATEGY**

The Committee received a report on the draft Engagement Strategy that had been developed using the results of a recent review of the Council's approach to communications as well as a range of best practice of other authorities and organisations.

It was reported that communications should be integral to all that the Council does and be a two way process with engagement with all.

Committee was in agreement that there should be a strategy and welcomed the development of one however there were some concerns and feedback on the current draft as presented.

It was considered by some of the Committee to a too “off the shelf” strategy in its current form and not parochial or reflective to Lichfield district. There were some difference of opinion on how the Council was currently viewed with some feeling that people held the Council in high regard until recently with issues like Friarsgate and other Members felt that there had been a low opinion of the Council until the good management of the Covid-19 pandemic.

There was unease that the aim of the strategy seemed focused on the enhancement of the reputation and brand of the Council although it was recognised that there was reference to understanding the communication needs of the community. It was felt that it should be recognised when something has gone wrong and that communicated without any “spin”.

The segmentation of communities was discussed and overall considered a good approach however it was felt it did not go far enough and commitment should be made to specifically include areas such as the black community, young people as well as disadvantaged. It was noted that the suggested groups in the strategy was at the basic level with more detail to be included. It was requested that a press release be sent to state that the Council would be actively engaging with minority groups.

There was concern that the strategy being a four year plan was too long but it was noted that it was a clear three step process

It was felt that measuring social media followers was not relevant and would not give any meaningful information.

RESOLVED: That the views given by the Committee on the draft Engagement Strategy be considered by Cabinet.

#### **41 DELIVERY PLAN AND CORPORATE INDICATORS**

The Committee received a report on the Council's new Delivery Plan and draft Corporate Indicators which followed the now approved Strategic Plan 2020-2024.

The Committee commended Officers for creating a concise report as well as undertaking wide consultation, during the development of the Strategic Plan, to consider what outcomes were desired by residents and other stakeholders.

It was noted that the highest risk recorded in the document was the Covid-19 pandemic and its impact on the Council's capacity to deliver the plan. It was noted that the documents could be adapted and should be fluid in nature to take account of the ever changing situation. It was reported that consideration had already been given and although there were many important priorities, focus was on the urgent ones to ensure they were deliverable. It was felt that the Committee should include an item on the impact of the pandemic on the work programme. It was noted that it was planned to discuss the Covid-19 recovery plan at an Overview & Scrutiny Coordinating Group to ensure there was no duplication of work.

Other items were raised as important for the Cabinet to keep focus on including Disabled Facilities Grants as issues were still being experienced. It was reported that ongoing discussions were being held with the providers on these concerns.

It was requested that report templates be amended and the Environmental Impact section be changed to Climate Change to help identify and make clearer what had been considered to help fight the climate emergency and meet the approved Council motion. It was also requested that a section on Local Procurement be added and it was noted that local procurement would be part of the forthcoming Procurement Scheme. It was agreed to consider the report templates further following these raised points.

It was asked what the timeline and process was to have baseline and target data for the plan available and it was reported that it was planned for the end of quarter 3 to quarter 4 of this year as the pandemic situation had meant some of the data had changed or was still awaiting from stakeholders. It was noted that it was felt best to still bring this report to O&S now as a placeholder and for the Committee to review when that data was available.

RESOLVED: That the Delivery Plan and underpinning Corporate Indicators be approved and reviewed by the Strategic (Overview & Scrutiny) Committee when baseline and target data is available.

(The Meeting closed at 6.54 pm)

CHAIRMAN

This page is intentionally left blank

**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2020-2021 v5**

Item	23 Jun 2020	1 Sept 2020	19 Nov 2020	27 Jan 2021	Details/Reasons	Officer	Member Lead
<b>Policy Development</b>							
Terms of Reference	✓				To remind the Committee of the terms of reference and suggest any amendments	CLL	
Draft Medium Term Financial Strategy 2020-2025		✓	✓		Report to include: <ul style="list-style-type: none"> <li>• MTFS timetable and budget principles.</li> <li>• Latest projections for the revenue budget, general reserves and capital programme.</li> </ul>	AT	RS
Medium Term Financial Strategy (Revenue and Capital) 2020-25				✓	Scrutinise the Council's resource plans in relation to the delivery of the Strategic Plan priorities	AT	RS
Strategic Plan Outturn 2016-2020		✓			Performance report detailing the final outturn of the projects detailed in the Strategic Plan 2016 to 2020	CT	AS

**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2020-2021 v5**

Item	23 Jun 2020	1 Sept 2020	19 Nov 2020	27 Jan 2021	Details/Reasons	Officer	Member Lead
Delivery Plan and Corporate Indicators	✓				Details of the Delivery Plan and Corporate Indicators used to achieve the outcomes of the new Strategic Plan 2020 to 2024 - July 2020	CT	AS
Digital Strategy			✓			BW	AS
Communications and Engagement Strategy	✓					BW	AS
Future Options for District House			✓		To consider redevelopment of the District Council House	BW	IE
Local Procurement Scheme			✓		To investigate a scheme	AT	RS



**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2020-2021 v5**

Item	23 Jun 2020	1 Sept 2020	19 Nov 2020	27 Jan 2021	Details/Reasons	Officer	Member Lead
Commercialisation and Development Company					Suggested at the O&S Coordinating Group. Updates as and when available	BW	
<b>Briefing Papers</b>							
Money Matters 2020/21: Review of Financial Performance against the Financial Strategy.	✓	✓	✓	✓	Scrutinise financial performance during the financial year.	AT	RS

This page is intentionally left blank

# Medium Term Financial Strategy 2020-25

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



Date: 1 September 2020  
 Agenda Item:  
 Contact Officer: Anthony Thomas  
 Tel Number: 01543 308012  
 Email: Anthony.thomas@lichfielddc.gov.uk  
 Key Decision? YES  
 Local Ward Members Full Council

**Strategic  
 (Overview and  
 Scrutiny)  
 Committee**

## 1. Executive Summary

- 1.1 The ability to deliver the outcomes set out in the **Lichfield District Council Strategic Plan**, and beyond, is dependent on the resources available in the Medium Term Financial Strategy (MTFS).
- 1.2 This year, in addition to the inherent uncertainty related to the Local Government Financing Regime, there is the added uncertainty related to COVID-19 and changes to the Planning system.
- 1.3 The MTFS for the period 2019-24 was approved by Council on 18 February 2020 and this is refreshed to:
  - Remove the previous financial year and in this MTFS this is 2019/20
  - Formally add the new financial year and in this MTFS this is 2024/25 and;
  - Refresh and update assumptions to reflect the latest information available.
- 1.4 The MTFS is the overall budget framework and consists of the Revenue Budget, Capital Strategy and Capital Programme and General Reserves.
- 1.5 There have been a series of reports to Cabinet and Council that have updated the MTFS 2019-2024 since its initial approval by Council.
- 1.6 The Treasury Management Strategy Statement and Annual Investment Strategy are also important components of the MTFS. These components under the Constitution are the responsibility of the Audit and Member Standards Committee and therefore will be considered by that Committee as part of the development of the Draft MTFS for 2020-2025.
- 1.7 The timetable for consideration of the various elements of the MTFS is detailed in the table below:

Date	Meeting	Topics
Budget Consultation Takes Place	01/09/2020	Strategic (OS) Committee
	06/10/2020	Cabinet
	19/11/2020	Strategic (OS) Committee
	01/12/2020	Council Taxbase
	27/01/2021	Strategic (OS) Committee
03/02/2021	Audit and Member Standards Committee	To review the Treasury Management Strategy Statement
09/02/2021	Cabinet	To recommend the Medium Term Financial Strategy and Council Tax increase to Council
16/02/2021	Council	Approve the Medium Term Financial Strategy and set the Council Tax

## 2. Recommendations

2.1. The Committee is requested to:

- Note the contents of the report and the timetable for the development of the MTFS.
- Identify any specific areas they would like to be considered in more detail as part of the MTFS development.

## 3. Background

### The Medium Term Financial Strategy (MTFS)

3.1. Council approved the Medium Term Financial Strategy (Revenue and Capital) 2019-24 on 18 February 2020 which covered the financial years 2019/20 to 2023/24 (plus a forward projection for 2024/25).

3.2. The Medium Term Financial Strategy includes:

- **The Revenue Budget** related to the day to day delivery of the Council's services such as waste collection.
- **The Capital Programme** and its financing for longer term expenditure in relation to the Council's assets, such as property.
- **General Reserves** related to the amount of money available to balance the budget in the short term or fund short term initiatives.

3.3. The Revenue Budget and Capital Programme are connected by:

- Any financing of the Capital Programme from the Revenue Budget
- The repayment of borrowing and the receipt of income from investments
- Expenditure, income and savings resulting from capital investment.

3.4. The Council updates its Budget forecasts at 3, 6 and 8 month (forming the basis of the Revised Budget) intervals.

3.5. In terms of uncertainty or risk, in addition to the inherent uncertainty related to the Local Government Financing Regime, there is the added uncertainty related to COVID-19 and changes to the Planning system.

3.6. To assist in understanding the level of uncertainty or risk present we allocate a MTFS risk rating to each financial year:

- **Low** – all significant components of the Local Government Funding Regime are known and understood. The impact of COVID-19 is generally understood and mainly mitigated by Government Support.
- **Medium** – all significant components of the Local Government Funding Regime are known. However there is some uncertainty around how specific elements will operate. The impact of COVID-19 is partially understood and partially mitigated by Government Support.
- **High** – there is uncertainty around all significant components of the Local Government Funding Regime. The impact of COVID-19 is not fully understood and mitigation through Government Support is uncertain.

## MTFS Budget Principles

- 3.7. To assist in preparing the MTFS, in common with a number of Councils, a set of principles were established to guide the preparation and management.
- 3.8. Cabinet, at its meeting on 8 October 2019, and Council, on 15 October 2019, approved the budget principles identified below:
- Council will consider the medium term outlook when setting the level of Council Tax to ensure that a sustainable budget position is maintained;
  - Council will prioritise funding for statutory and regulatory responsibilities to ensure these are delivered in a way that meets our legal requirements and customer needs;
  - Council will continue to seek continuous improvement to enable further savings, efficiencies and income gains and provide budgets that are appropriate to service needs;
  - Council will ensure that all growth in the staffing establishment will be fully understood through robust business cases in order to ensure our resources match service and customer needs. Growth will usually be allowed where costs are offset by external funding, savings or additional income;
  - Council will not add to other ongoing revenue budgets unless these are unavoidable costs or corresponding savings are identified elsewhere;
  - Council will use robust business cases to prioritise capital funding so that we have a sustainable Capital Programme that meets statutory responsibilities, benefits the Council's overall revenue budget position, and ensures that existing assets are properly maintained;
  - Council will maintain an overall level of revenue reserves that are appropriate for the overall level of risks that the organisation faces, in order to overcome any foreseeable financial impact.
- 3.9. It is important to note that the Government has delayed all of the proposed changes to the Local Government Finance Regime related to New Homes Bonus, further Business Rates retention and the Fair Funding Review by a further year until 2022/23.
- 3.10. However, at this stage, it is unclear whether the Business Rates reset element of the reviews where business rate growth is redistributed within the sector based on need (as reflected in the MTFS), will still be implemented in 2021/22.
- 3.11. The inherently high level of uncertainty surrounding the Local Government Finance regime has been compounded by the COVID-19 pandemic and proposed changes to the Planning system.**
- 3.12. This unprecedented level of uncertainty means that to ensure the financial sustainability of the Council, these principles must be rigorously applied in controlling any proposed budgetary growth.**

## The Approved Revenue Budget

- 3.13. The MTFs containing the Original Revenue Budget was approved by Council on 18 February 2020. There has been a number of updates to the Original Revenue Budget, that have been approved by Cabinet and Council and the impact of these updates on the Funding Gap or transfer to general reserves is:

	Cabinet or Decision Date	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Original Budget Council 18/02/2020</b>		<b>(462)</b>	<b>613</b>	<b>959</b>	<b>1,507</b>	<b>1,899</b>
Revenues and Benefits Software	24/03/2020	(8)	(11)	(14)	(18)	(18)
Cash Payment Facilities	02/06/2020	(10)	(10)	(10)	(10)	(10)
Climate Change (green energy)	02/06/2020	0	14	14	14	14
Joint Waste (additional contributions)	02/06/2020	(100)	(100)	(100)	(100)	(100)
Business Rates Savings on our Properties	10/06/2020	(8)	(8)	(8)	(8)	(8)
Pension Lump Sum Payment Profile Change	23/07/2020	42	2	(44)	0	0
<b>Funding Gap (transfer to General Reserves)</b>		<b>(546)</b>	<b>501</b>	<b>798</b>	<b>1,386</b>	<b>1,776</b>

- 3.14. The approved Revenue Budget (including a forward projection for 2024/25) is shown in detail at **APPENDIX A** and in summary by Strategic Priority below:

	2020/21		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
	Original Budget £000	Approved Budget £000				
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
Enabling people	1,580	1,577	1,474	1,465	1,492	1,517
Shaping place	3,470	3,335	3,473	4,117	4,397	4,520
Developing prosperity	(1,184)	(1,157)	(1,945)	(2,715)	(3,352)	(3,360)
A good council	6,330	6,357	6,414	6,548	6,828	7,135
Corporate Expenditure	1,627	1,627	1,212	1,730	2,322	2,486
<b>Revenue Expenditure</b>	<b>11,822</b>	<b>11,738</b>	<b>10,627</b>	<b>11,145</b>	<b>11,686</b>	<b>12,297</b>
Revenue Funding	(12,284)	(12,284)	(10,127)	(10,347)	(10,300)	(10,522)
<b>Funding Gap (transfer to General Reserves)</b>	<b>(462)</b>	<b>(546)</b>	<b>501</b>	<b>798</b>	<b>1,386</b>	<b>1,776</b>

- 3.15. The approved Revenue Budget is also presented by type of spend at **APPENDIX A** and in summary below:

	2020/21		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
	Original Budget £000	Approved Budget £000				
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
Employees	13,435	13,525	13,802	14,127	14,594	15,010
Premises	1,135	1,145	1,185	1,225	1,269	1,315
Transport	1,647	1,647	1,662	1,678	1,695	1,712
Supplies and Services	6,115	5,961	5,814	6,501	6,403	6,450
Third Party Payments	555	655	627	608	619	634
Transfer Payments	13,492	13,492	13,492	13,492	13,492	13,492
Grants and Contributions	(17,001)	(17,046)	(17,013)	(17,224)	(17,292)	(17,349)
Fees and Charges	(9,183)	(9,269)	(10,154)	(10,993)	(11,416)	(11,453)
Corporate Expenditure	1,627	1,627	1,212	1,730	2,322	2,486
<b>Revenue Expenditure</b>	<b>11,822</b>	<b>11,738</b>	<b>10,627</b>	<b>11,144</b>	<b>11,685</b>	<b>12,298</b>
Revenue Funding	(12,284)	(12,284)	(10,127)	(10,347)	(10,300)	(10,522)
<b>Funding Gap (transfer to General Reserves)</b>	<b>(462)</b>	<b>(546)</b>	<b>501</b>	<b>798</b>	<b>1,386</b>	<b>1,776</b>

- 3.16. At present, the approved Revenue Budget includes contributions from Investment in Property (£87,000 in 2020/21 increasing to £658,000 in 2023/24) and the ICT Cloud Project (£30,000 in 2020/21 increasing to £150,000 in 2023/24) and these are both now considered to be high risk in terms of delivery.

## The Approved Capital Programme

3.17. There have been a number of changes to the Capital Programme, approved by Cabinet and Council, which have updated the Original Budget approved by Council on 18 February 2020.

3.18. The impact of these changes on the Capital Programme is shown below:

	Cabinet or Decision Date	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Original Budget Council 18/02/2020</b>		<b>17,751</b>	<b>13,636</b>	<b>18,821</b>	<b>4,051</b>	<b>0</b>
S106 Public Open Space monies	26/02/2020	34				
Slippage from 2019/20	02/06/2020	13,454				
<b>Approved Capital Programme</b>		<b>31,239</b>	<b>13,636</b>	<b>18,821</b>	<b>4,051</b>	<b>0</b>

3.19. The Approved Capital Programme is shown at **APPENDIX B** and is summarised in the table below:

	2020/21		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
	Original Budget £000	Approved Budget £000				
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
Enabling People	3,424	4,695	1,164	3,324	3,235	0
Shaping Place	1,045	1,314	502	3,482	427	0
Developing Prosperity	625	2,047	0	0	0	0
A good Council	12,657	23,183	11,970	12,015	389	0
<b>Capital Expenditure</b>	<b>17,751</b>	<b>31,239</b>	<b>13,636</b>	<b>18,821</b>	<b>4,051</b>	<b>0</b>
Capital Funding	(6,087)	(9,044)	(1,947)	(4,972)	(1,791)	0
Borrowing Need	11,664	22,195	11,689	13,849	2,260	0

Usable Capital Receipts	(1,394)	(1,544)	(1,040)	(491)	(150)	(834)
-------------------------	---------	---------	---------	-------	-------	-------

3.20. The revenue implications (including a forward projection for 2024/25) are shown below:

Revenue Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Investment in Property	(56)	(180)	(303)	(427)	(427)
Investment in Property - Internal Borrowing Element	(31)	(98)	(164)	(231)	(231)
Interest on Loan to the LA Company	(4)	(18)	(22)	(22)	(22)
Digital Strategy – ICT Cloud Project	(30)	(100)	(150)	(150)	(150)
Coach Park Operating Costs	50	50	50	50	50
IT Hardware	9	9	4	(38)	9
Revenue Budget	182	0	0	213	144
New Financial Information System	19	9	25	25	25
Friary Grange - Refurbishment	135	135	135	135	135
Replacement Leisure Centre Debt Costs	0	0	0	0	294
<b>Approved Budget</b>	<b>274</b>	<b>(193)</b>	<b>(425)</b>	<b>(445)</b>	<b>(173)</b>

3.21. At present, the approved Capital Programme includes a budget of £45m funded by external borrowing related to Investment in Property.

3.22. The approved Revenue Budget includes contributions from Investment in Property (£87,000 in 2020/21 increasing to £658,000 in 2023/24) and the ICT Cloud Project (£30,000 in 2020/21 increasing to £150,000 in 2023/24) and these are both now considered to be high risk in terms of delivery.

## The projected impact of the COVID-19 Pandemic

### The Impact on Lichfield District and Support Provided

- 3.23. At this stage, we can only estimate the impact and there are very few ways we can really understand what the long term impact on our economy will be, which parts will be most affected and how they will recover.
- 3.24. The Government has provided financial support to the Council to support businesses and individuals with a full list of policy announcements shown at **APPENDIX C**.
- 3.25. The key policy announcements announced to support Lichfield District are highlighted below:
- **Hardship Fund** – the Council as a billing authority received an allocation of **£562,910**. This allocation covers all precepting bodies and it is to be used to support economically vulnerable people and households through existing local council tax support schemes. As at 31 July 2020, the Council had awarded **£421,642** (75%). The financial projections provided below include an allowance for awards in excess of the allocation provided by the Government.
  - **Business Improvement Districts (BID)** – the Council received an allocation of **£9,650** and this has been forwarded to the Lichfield BID Limited to support their activities.
  - **Business Rates Relief for Retail, Hospitality, Leisure and Nurseries** – the Government provided specific Business Rate reliefs for these sectors of the economy. As at 31 July 2020, the Council had awarded **£13,946,754** (37% of Net Rates Payable).
  - **Small Business Grant Funding and Retail, Hospitality and Leisure Grant Fund** – the Government provided further grant support to these sectors of the economy and the Council was allocated **£19,396,000**. As at 31 July 2020, the Council had awarded **£18,250,000** (94%) and the Government has set a 'cut off' date of 28 August 2020. The Council is making further attempts to contact business that have still not yet claimed grants.
  - **Discretionary Grant Fund** – the Government has allocated the Council **£951,000** to support businesses not covered by the other funding awards. As at 31 July 2020, the Council had awarded **£355,000** (37%) and the 'cut off' date of 28 August 2020 is also applicable.
  - **Reopening High Street Safely funding** – the Council was allocated **£92,501** and this is being utilised to support the reopening of businesses throughout Lichfield District.

### The Impact on Lichfield District Council

- 3.26. The ongoing COVID-19 pandemic has already had a significant impact on local council finances, the effects of which will continue through the current period of lockdown and beyond. The financial impact will be due to both unforeseen, but necessary, expenditure and reduced income from fees and charges, Council Tax and Business Rates.
- 3.27. The additional spend and reduced income leads to two immediate financial concerns; the cash flow position of the Council and its ability to meet the 2020/21 budget and beyond.
- 3.28. **Cashflow concerns** (More Temporary in Nature):
- Cash flow is focussed on having sufficient cash in the bank to enable all payments to be made.
  - Concerns about negative cashflows can be addressed via short term borrowing, but there is a cost to this and so, government has made a series of announcements designed to alleviate the pressure on councils' cashflow positions. These include grant funding, the upfront payment of some grants and allowing councils to postpone business rates payments to government.
  - Cashflow issues may continue to emerge as the crisis continues.
  - The risk to this Council is heightened along with all Districts and Unitary Authorities, because we collect Council Tax and Business Rates (a billing authority) on behalf of all precepting bodies.



3.29. **Budgetary concerns** (More Permanent in Nature):

- The second immediate issue is the Council's ability to meet the agreed 2020/21 budget and beyond, where the pandemic has caused variations from budget, and whether it is still possible for the council to fulfil its overall legal duty to maintain a balanced budget going forward.
- Cash flow concerns can quickly become budgetary concerns. In terms of income, a delay in payment may be agreed with a business (cashflow) however should the business fail to make the agreed payments and cease being in business this becomes a budgetary issue.
- Across the sector, it is unlikely that the majority of transformation projects aimed at closing Funding Gaps will be achievable (between **5%** and **10%** of the budget in 2020/21 and up to **20%** of the budget in the medium to longer term).
- The approach taken at this Council with transformation projects, is that savings are not included in the MTFS until they are delivered. As a consequence, there is currently no adverse impact on the MTFS resulting from non-delivery of these type of projects.

3.30. Councils still have a legal duty to deliver best value and so will need to ensure that public money is spent wisely in its response to the pandemic. However, the scale of the crisis means that budget deficits are likely to be impossible to avoid.

3.31. The overall impact is very difficult to predict especially identifying which financial impacts are cash flow (temporary) and which are budgetary (permanent) in nature. Therefore at this early stage, the financial impacts related to income are assumed to be those of a budgetary nature.

3.32. The impact will also vary by area, dependent on factors such as geography, demographics, services delivered and the nature of the local economy. However to a large extent, it will depend on how quickly the national and local economies return to normal levels of activity.

3.33. If the government does not fully reimburse councils for their full losses, councils will find that their reserves will be depleted, or even exhausted, and ongoing savings will be required to refresh them to desired levels. Should the council be unable to balance its budget at the year end, any overspend will need to be met by reserves.

3.34. To assist in determining the financial impact of COVID-19 on Local Government and therefore the level of budgetary support required to maintain essential services, the Council is submitting monthly financial returns to the Ministry of Housing, Communities and Local Government (MHCLG). However, it should be noted, that to date, no specific support has been provided to support leisure partners.

3.35. The government has provided the following budgetary support to Local Government (**APPENDIX C**):

- **Grant support** – three tranches have been provided to Local Government totalling £3.7bn using three different methodologies. As at 31 July 2020 the Council's share was **(£1,213,710)**.
- **Council Tax and Business Rate Collection Fund deficits** – any deficit in 2020/21 will be able to be spread over three years rather than one to aid in managing the budgetary impacts.
- **Income losses scheme** – this scheme is for 2020/21 only and is related to income from sales, fees and charges from delivering services and therefore excludes commercial income and investment income. The Council is responsible for the **first 5%** of losses based on the overall budget and then losses in excess of this level are shared **25% Council** and **75% reimbursed by the government.**

3.36. The grant received is **(£1,213,710)** with **£12,550** used in 2019/20 and therefore **(£1,201,160)** is available.

3.37. We have used projections from the Office for Budget Responsibility (OBR) to inform our estimates. The Cabinet Report on 7 July 2020 (**APPENDIX D**) projected an impact from **£1,281,260** to **£4,541,260**.

3.38. The current projections for 2020/21 only based on the information submitted in the latest MHCLG return including an assessment of support from the income losses scheme is shown below:

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
<b>Total additional Costs</b>	<b>£842,400</b>	
Reduced commercial rents and Investment Income	£86,000	
Reduced Sales, Fees and Charges	£997,410	Car Parking income the highest risk.
<b>Total excluding What if Scenarios</b>	<b>£1,925,810</b>	

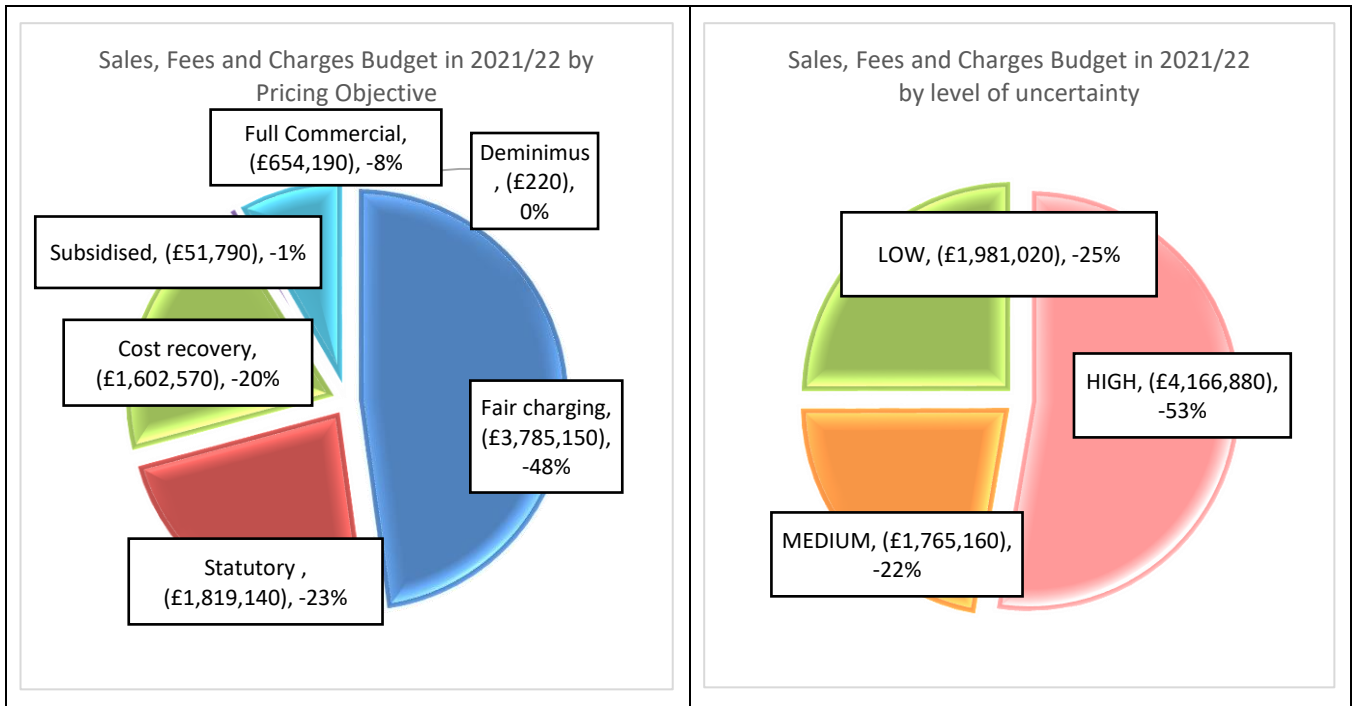
What if scenarios:	MHCLG
Projected reductions in Council Tax (LDC & Parishes 13%) are included (will impact in later years)	£544,000
Projected reductions in Business Rates (LDC 40%) are included (will impact in later years)	£546,000
Hardship / Housing Payments extend for 12 months	£186,000
Support for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

<b>Impact in 2020/21</b>	<b>£1,267,900</b>
<b>Impact in later years</b>	<b>£1,090,000</b>

3.39. As projections indicate, sales, fees and charges are an important element of funding for the Revenue Budget and they will be impacted by the COVID-19 pandemic in the short to medium term.

<sup>1</sup>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.

3.40. Sales, fees and charges Approved Budgets by pricing objective and assessed level of uncertainty presented by the pandemic, are shown in detail at **APPENDIX E** and in summary for 2021/22 below:



### The Projected level of General Reserves (including the 2020/21 COVID-19 impact)

3.41. The Approved level of General Reserves (including a forward projection for 2024/25) is shown below:

	2020/21		2021/22	2022/23	2023/24	2024/25
	Original Budget £000	Approved Budget £000				
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
<b>Available General Reserves Year Start</b>	<b>4,792</b>	<b>4,792</b>	<b>5,249</b>	<b>5,492</b>	<b>5,604</b>	<b>5,437</b>
Contributions from Revenue Budget	462	546	0	0	0	0
3 Months Money Matters Report		8				
COVID-19 Revenue Budget		(1,268)				
COVID-19 Council Tax Collection Fund			(168)	(168)	(167)	
COVID-19 Business Rates Collection Fund			(1,629)	(1,629)	(1,629)	
Business Rates Volatility Reserve			1,629	1,629	1,629	
New Homes Bonus in excess of the 'Cap'	1,171	1,171	411	280	0	0
<b>Available General Reserves Year End</b>	<b>6,425</b>	<b>5,249</b>	<b>5,492</b>	<b>5,604</b>	<b>5,437</b>	<b>5,437</b>
Minimum Level	1,600	1,600	1,600	1,600	1,600	1,600
<b>Total Projected General Reserves</b>	<b>8,025</b>	<b>6,849</b>	<b>7,092</b>	<b>7,204</b>	<b>7,037</b>	<b>7,037</b>

<b>Available General Reserves assuming no savings/income</b>	<b>6,849</b>	<b>6,591</b>	<b>5,905</b>	<b>4,352</b>	<b>2,576</b>
--	--------------	--------------	--------------	--------------	--------------

3.42. Any COVID-19 financial impact in excess of Government funding will need to be funded by general reserves in 2020/21 and possibly beyond.

3.43. Deficits for Council Tax and Business Rates can be spread over three years (rather than one). Any timing differences due to statutory arrangements will be managed through the volatility reserve.

3.44. 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.

3.45. 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.

## The Office of Budget Responsibility (OBR) updated Forecasts

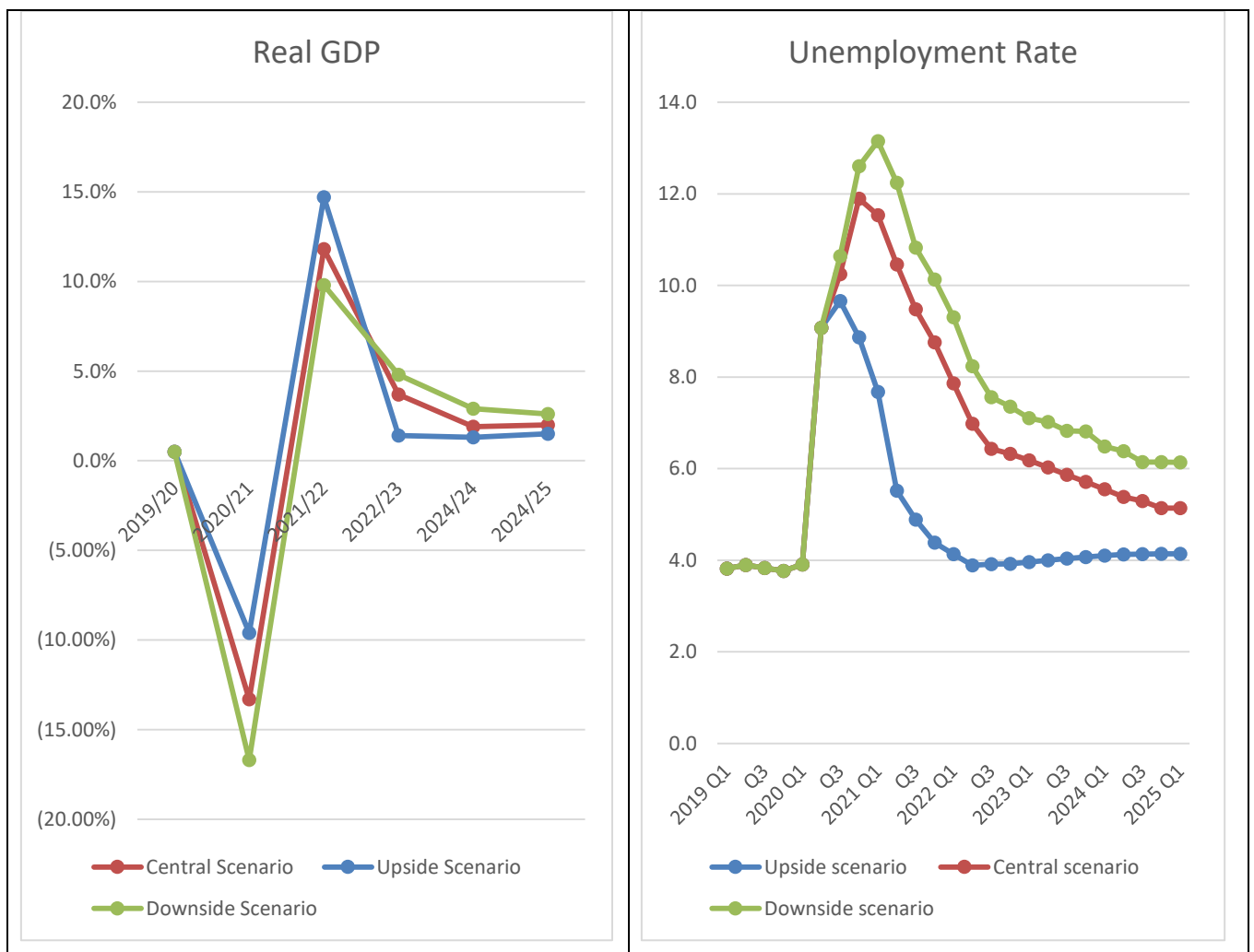
3.46. The OBR recently updated its forecasts related to the economic impact of the COVID-19 Pandemic on 14 July 2020 within its Fiscal Sustainability Report.

3.47. This report includes three scenarios that are explained below:

- In the **upside scenario** (the March reference scenario forecast provided on 14 April 2020), activity rebounds relatively quickly, recovering its pre-virus peak by the first quarter of 2021, and there is no enduring economic scarring.
- In the **central scenario**, output recovers more slowly, regaining its pre-virus peak by the end of 2022. Cumulative business investment is 6 per cent lower than in the March forecast over five years, while unemployment and business failures remain elevated. Real GDP is 3 per cent lower in the first quarter of 2025 than in the March forecast.
- In the **downside scenario**, output recovers even more slowly, returning to its pre-virus peak only in the third quarter of 2024. This results in a more significant loss of business investment, more firm failures and persistently high unemployment as the economy undergoes significant restructuring. Real GDP is 6 per cent lower in the first quarter of 2025 than in our March forecast.

3.48. These projections include national forecasts for Real Gross Domestic Product (GDP), unemployment, Council Tax and Business Rates that can be used to inform the development of the MTFs.

3.49. The OBR forecasts for the three scenarios for Real GDP and unemployment and these could impact on a number of areas of the MTFs. These forecasts are shown below:



3.50. The OBR also provided estimates of the impact on Business Rates and Council Tax (all three scenarios are the same) compared to 2019/20 and the projections that will be included in the budget.

3.51. The OBR estimates project lower levels of income from Business Rates and Council Tax from 2020/21 through to 2024/25 and this will need to be a consideration in the development of the MTFS:



## The updated Medium Term Financial Strategy

3.52. The process for updating the MTFS has commenced earlier than in previous years with an enhanced service and financial planning process that builds on the approach taken last year.

3.53. The enhanced process is service based focusing on the following:

- Assessing the contribution services make in achieving outcomes in the Strategic Plan.
- Looking forward and assessing the impact on services of the cost and demand drivers (including the additional pay pressure of **0.75%** in 2020/21 that will also impact on later years) initially identified below:

Cost Drivers						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Full Time Equivalents	302	318	318	318	318	318
Pay Award	2.00%	2.75%	2.00%	2.00%	2.00%	2.00%
Employers National Insurance	9.26%	9.34%	9.44%	9.53%	9.64%	9.73%
Employers Pension (%)	16.20%	16.20%	16.20%	16.20%	16.20%	16.20%
Employers Pension (Past)	£777,270	£1,000,420	£1,102,060	£1,206,520	£1,351,520	£1,496,520
Employers Pension (Other)	£103,820	£105,890	£108,810	£109,180	£109,260	£112,540
Non Contractual Inflation (CPI)	1.80%	1.24%	2.32%	2.42%	2.27%	2.16%
Non Contractual Inflation (RPI)	2.60%	1.76%	2.86%	3.40%	3.19%	2.99%
Applicable Fees and Charges	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Base Rate	0.75%	0.10%	0.10%	0.10%	0.10%	0.10%

Demand Drivers (pre COVID-19)						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Population Projections	103,500	104,858	105,293	105,709	106,073	106,432
Residential Properties	45,182	45,967	46,938	48,227	49,447	50,172
Business Properties	3,076	3,084	3,084	3,084	3,084	3,084
Number of visitors	2,675,100	2,675,100	2,675,100	2,675,100	2,675,100	2,675,100

	% Increase
Population Projections	2.83%
Residential Properties	11.04%
Business Properties	0.26%
Number of visitors	0.00%

- Identifying the plans for fees and charges over the next four years.
- Assessing the impact of an indicative reduction in funding or income of **c10%** related to the potential impact of changes to the Local Government Finance regime, the ongoing impact of COVID-19 and changes to the Planning system.
- Identifying mitigating options to manage the indicative reduction in funding or income.

3.54. The outcomes will be considered by Leadership Team in August and September 2020 for consideration by this Committee and Cabinet in developing the Draft MTFS in line with the timetable at para 1.7.

Alternative Options	Where alternative options exist, they are identified within the background section of the report.
Consultation	It is planned that a Budget Consultation exercise will take place in 2020 in line with the recently approved engagement strategy to inform the MTFS. The results of the consultation will form part of the report to this Committee on 27 January 2021.
Financial Implications	These are included in the background section of the report.
Contribution to the	The report directly links to overall performance and especially the delivery of

Delivery of the Strategic Plan	Lichfield District Council's Strategic Plan and beyond.
Equality, Diversity and Human Rights Implications	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
Crime & Safety Issues	These areas are addressed as part of the specific areas of activity prior to being included in Lichfield District Council's Strategic Plan.
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
<b>Strategic Risk SR1 - Non achievement of the Council's key priorities contained in the Strategic Plan due to the availability of finance.</b>			
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 <b>4.7%</b> (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
<b>Strategic Risk SR3: Capacity and capability to deliver / adapt the new strategic plan to emerging landscape.</b>			
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
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**

- 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 links**



## Approved Revenue Budget

By Strategic Priority

	2020/21 Original Budget £000	2020/21 Approved Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
Developing prosperity	(1,184)	(1,157)	(1,945)	(2,715)	(3,352)	(3,360)
A good council	6,330	6,357	6,414	6,548	6,828	7,135
Enabling people	1,580	1,577	1,474	1,465	1,492	1,517
Shaping place	3,470	3,335	3,473	4,117	4,397	4,520
Corporate expenditure	456	456	801	1,450	2,322	2,486
<b>Total Expenditure</b>	<b>10,651</b>	<b>10,567</b>	<b>10,216</b>	<b>10,865</b>	<b>11,686</b>	<b>12,297</b>
Retained Business Rates Baseline Funding	(2,117)	(2,117)	(1,691)	(1,720)	(1,749)	(1,784)
Retained Business Rates Growth Allowance	(903)	(903)	(89)	(116)	(123)	(100)
Business Rates Cap	(85)	(85)	0	0	0	0
Returned New Homes Bonus	0	0	(51)	(74)	0	0
New Homes Bonus - Base Budget	(600)	(600)	(500)	(400)	(300)	(200)
New Homes Bonus - to General Reserve	(1,171)	(1,171)	(411)	(280)	0	0
Business Rates Levy	(49)	(49)	0	0	0	0
Collection Fund (Surplus)/Deficit	(330)	(330)	(35)	(35)	(35)	(35)
Council Tax	(7,029)	(7,029)	(7,350)	(7,722)	(8,093)	(8,403)
<b>Total Funding</b>	<b>(12,284)</b>	<b>(12,284)</b>	<b>(10,127)</b>	<b>(10,347)</b>	<b>(10,300)</b>	<b>(10,522)</b>
New Homes Bonus to general reserves	1,171	1,171	411	280	0	0
<b>Approved Funding Gap (transfer to general reserves)</b>	<b>(462)</b>	<b>(546)</b>	<b>501</b>	<b>798</b>	<b>1,386</b>	<b>1,776</b>
<b>Council Tax Base</b>	<b>39,032</b>	<b>39,032</b>	<b>39,717</b>	<b>40,627</b>	<b>41,487</b>	<b>41,999</b>
<b>Band D Council Tax (Assumes £5 until 2024/25, then 1.99%)</b>	<b>£180.07</b>	<b>£180.07</b>	<b>£185.07</b>	<b>£190.07</b>	<b>£195.07</b>	<b>£198.95</b>

## APPENDIX A

### By Type of Spend or Income

	2020/21 Original Budget £000	2020/21 Approved Budget £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>LEVEL OF UNCERTAINTY / RISK</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>	<b>HIGH</b>
Employees	13,435	13,525	13,802	14,127	14,594	15,010
Premises	1,135	1,145	1,185	1,225	1,269	1,315
Transport	1,647	1,647	1,662	1,678	1,695	1,712
Supplies and Services	6,115	5,961	5,814	6,501	6,403	6,450
Third Party Payments	555	655	627	608	619	634
Transfer Payments	13,492	13,492	13,492	13,492	13,492	13,492
<b>Total Direct Expenditure</b>	<b>36,379</b>	<b>36,425</b>	<b>36,582</b>	<b>37,631</b>	<b>38,071</b>	<b>38,613</b>
Grants and Contributions	(17,001)	(17,046)	(17,013)	(17,224)	(17,292)	(17,349)
<b>Fees and Charges by Pricing Objective</b>						
Cost recovery	(1,560)	(1,558)	(1,603)	(1,631)	(1,661)	(1,681)
Deminimus	(5)	(5)	0	(2)	(1)	(1)
Fair charging	(5,136)	(5,216)	(6,026)	(6,806)	(7,196)	(7,196)
Full Commercial	(619)	(619)	(654)	(683)	(687)	(704)
Statutory	(1,811)	(1,819)	(1,819)	(1,819)	(1,819)	(1,819)
Subsidised	(52)	(52)	(52)	(52)	(52)	(52)
<b>Sub Total Fees and Charges</b>	<b>(9,183)</b>	<b>(9,269)</b>	<b>(10,154)</b>	<b>(10,993)</b>	<b>(11,416)</b>	<b>(11,453)</b>
<b>Total Direct Income</b>	<b>(26,184)</b>	<b>(26,315)</b>	<b>(27,167)</b>	<b>(28,217)</b>	<b>(28,708)</b>	<b>(28,802)</b>
<b>Net Cost of Services</b>	<b>10,195</b>	<b>10,111</b>	<b>9,415</b>	<b>9,414</b>	<b>9,363</b>	<b>9,812</b>
Treasury Management	152	152	801	1,450	2,109	2,342
Capital Funded from Revenue	182	182	0	0	213	144
Transfer to General Reserves	1,171	1,171	411	280	0	0
Transfers to Earmarked Reserves	122	122	0	0	0	0
<b>Total Expenditure</b>	<b>11,822</b>	<b>11,738</b>	<b>10,627</b>	<b>11,144</b>	<b>11,685</b>	<b>12,298</b>
Retained Business Rates Baseline Funding	(2,117)	(2,117)	(1,691)	(1,720)	(1,749)	(1,784)
Retained Business Rates Growth Allowance	(903)	(903)	(89)	(116)	(123)	(100)
Business Rates Cap	(85)	(85)	0	0	0	0
Returned New Homes Bonus	0	0	(51)	(74)	0	0
New Homes Bonus - Base Budget	(600)	(600)	(500)	(400)	(300)	(200)
New Homes Bonus - to General Reserve	(1,171)	(1,171)	(411)	(280)	0	0
Business Rates Levy	(49)	(49)	0	0	0	0
Collection Fund (Surplus)/Deficit	(330)	(330)	(35)	(35)	(35)	(35)
Council Tax	(7,029)	(7,029)	(7,350)	(7,722)	(8,093)	(8,403)
<b>Total Funding</b>	<b>(12,284)</b>	<b>(12,284)</b>	<b>(10,127)</b>	<b>(10,347)</b>	<b>(10,300)</b>	<b>(10,522)</b>
<b>Approved Funding Gap (transfer to general reserves)</b>	<b>(462)</b>	<b>(546)</b>	<b>501</b>	<b>798</b>	<b>1,386</b>	<b>1,776</b>
<b>Council Tax Base</b>	<b>39,032</b>	<b>39,032</b>	<b>39,717</b>	<b>40,627</b>	<b>41,487</b>	<b>41,999</b>
<b>Band D Council Tax (Assumes £5 until 2024/25, then 1.99%)</b>	<b>£180.07</b>	<b>£180.07</b>	<b>£185.07</b>	<b>£190.07</b>	<b>£195.07</b>	<b>£198.95</b>

## Approved Capital Programme

Project	Approved Capital Programme (R=>500k, A=250k to 500k and G=<250k)						
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000	Corporate
Gym Equipment at Burntwood Parks	34	0	0	0	0	34	0
New Build Parish Office/Community Hub	92	0	0	0	0	92	0
Armitage/Handsacre Hall storage container	6	0	0	0	0	6	0
Armitage War Memorial	120	0	0	0	0	120	0
Artificial grass at Armitage	3	0	0	0	0	3	0
Burntwood LC CHP Unit	223	0	0	0	0	223	0
King Edwards VI School (CIL)	101	0	0	0	0	101	0
Friary Grange - Short Term Refurbishment	640	0	0	0	0	640	0
Replacement Leisure Centre	195	189	2,349	2,260	0	4,993	0
St. Stephen's School, Fradley (S106)	22	0	0	0	0	22	0
Accessible Homes (Disabled Facilities Grants)	2,107	950	950	950	0	4,957	396
Home Repair Assistance Grants	36	15	15	15	0	81	0
Decent Homes Standard	172	0	0	0	0	172	0
Energy Insulation Programme	48	10	10	10	0	78	0
DCLG Monies	212	0	0	0	0	212	0
Unallocated S106 Affordable Housing Monies	684	0	0	0	0	684	0
<b>Enabling People Total</b>	<b>4,695</b>	<b>1,164</b>	<b>3,324</b>	<b>3,235</b>	<b>0</b>	<b>12,418</b>	<b>396</b>
Darnford Park (S106)	13	0	0	0	0	13	0
Canal Towpath Improvements	36	0	0	0	0	36	0
Loan to Council Dev Co.	675	0	0	0	0	675	116
Lichfield St Johns Community Link (CIL)	35	0	0	0	0	35	0
Staffordshire Countryside Explorer (CIL)	44	0	0	0	0	44	0
Equity in Council Dev Co.	225	0	0	0	0	225	0
Vehicle Replacement Programme (Waste)	0	0	3,190	75	0	3,265	75
Vehicle Replacement Programme (Other)	54	327	142	202	0	725	57
Bin Purchase	150	150	150	150	0	600	0
Env. Improvements - Upper St John St	7	0	0	0	0	7	0
Stowe Pool Improvements (S106) (Jul 2012)	50	0	0	0	0	50	5
The Leomansley Area Improvement Project	3	0	0	0	0	3	0
Cannock Chase SAC	22	25	0	0	0	47	0
<b>Shaping Place Total</b>	<b>1,314</b>	<b>502</b>	<b>3,482</b>	<b>427</b>	<b>0</b>	<b>5,725</b>	<b>253</b>
Multi Storey Car Park Refurbishment Project	300	0	0	0	0	300	0
Coach Park	1,475	0	0	0	0	1,475	418
Birmingham Road Site – ST Redevelopment	222	0	0	0	0	222	0
Car Parks Variable Message Signing (S106)	32	0	0	0	0	32	0
Old Mining College - access and signs	13	0	0	0	0	13	0
St. Chads Sculpture	5	0	0	0	0	5	5
<b>Developing Prosperity</b>	<b>2,047</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,047</b>	<b>423</b>
Property Investment Strategy	22,000	11,500	11,500	0	0	45,000	0
Property Planned Maintenance	229	150	180	215	0	774	774
Depot Sinking Fund	11	0	0	0	0	11	11
New Financial Information System	250	0	0	0	0	250	250
IT Infrastructure	154	35	15	0	0	204	204
IT Cloud	91	0	0	0	0	91	91
IT Innovation	280	50	50	0	0	380	275
ICT Hardware	4	161	160	174	0	499	499
District Council House Repair Programme	164	74	110	0	0	348	310
<b>A Good Council</b>	<b>23,183</b>	<b>11,970</b>	<b>12,015</b>	<b>389</b>	<b>0</b>	<b>47,557</b>	<b>2,414</b>
<b>Approved Capital Programme</b>	<b>31,239</b>	<b>13,636</b>	<b>18,821</b>	<b>4,051</b>	<b>0</b>	<b>67,747</b>	<b>3,486</b>

## APPENDIX B

Funding Source	Approved Capital Programme					
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Capital Receipts	1,661	514	559	352	0	3,086
Capital Receipts - Statue	5	0	0	0	0	5
Revenue - Corporate	182	0	0	213	0	395
<b>Corporate Council Funding</b>	<b>1,848</b>	<b>514</b>	<b>559</b>	<b>565</b>	<b>0</b>	<b>3,486</b>
Grant	2,827	931	931	931	0	5,620
Section 106	1,214	25	0	0	0	1,239
CIL	180	0	0	0	0	180
Reserves	2,602	327	72	145	0	3,146
Revenue (Joint Waste Service)	150	150	150	150	0	600
Sinking Fund	223	0	0	0	0	223
Leases	0	0	3,260	0	0	3,260
<b>Total</b>	<b>9,044</b>	<b>1,947</b>	<b>4,972</b>	<b>1,791</b>	<b>0</b>	<b>17,754</b>
<b>Borrowing Need</b>	<b>22,195</b>	<b>11,689</b>	<b>13,849</b>	<b>2,260</b>	<b>0</b>	<b>49,993</b>
<b>Funding Total</b>	<b>31,239</b>	<b>13,636</b>	<b>18,821</b>	<b>4,051</b>	<b>0</b>	<b>67,747</b>

Capital Receipts	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
<b>Opening Balance</b>	<b>(2,673)</b>	<b>(1,544)</b>	<b>(1,040)</b>	<b>(491)</b>	<b>(150)</b>	<b>(2,673)</b>
Repayment of Loan to Development Company					(675)	(675)
Sale of land at Netherstowe and Leyfields <sup>2</sup>	(527)					(527)
Right to Buy Receipts						0
Other Receipts	(10)	(10)	(10)	(11)	(9)	(50)
Utilised in Year	1,666	514	559	352	0	3,091
<b>Closing Balance</b>	<b>(1,544)</b>	<b>(1,040)</b>	<b>(491)</b>	<b>(150)</b>	<b>(834)</b>	<b>(834)</b>

<sup>2</sup> The Money Matters Report to Cabinet on 8 September 2020 will indicate this sale will be delayed until 2021/22.

Policy Announcements

Funding	When Announced	Allocation	Notes
Additional Funding 1 <sup>st</sup> Tranche £1.6bn	19 March	£37,280	Relative Needs Based Grant.
Additional Funding 2 <sup>nd</sup> Tranche £1.6bn	18 April	£1,036,009	Per Capita based Grant 35% Districts and 65% Counties in two tier areas
Hardship Fund - £0.5bn	24 March	£562,910	Based on working age claimant numbers
Business Improvement Districts - £6.1m	1 May	TBD	
Homelessness Funding - £3.2m	17 March	£1,650	
Additional Business Rates Relief	Various Dates	£13,429,306	Council 40% share £5,372,000
Small Business Grant Funding and Retail, Hospitality and Leisure Grant Fund	11 March, 17 March and 2 May	£19,396,000	Councils used to passport to eligible businesses in their area
Cashflow measures	16 April	N/a	Early payment of grants and deferral of Government share of Business Rates for three months
Discretionary Grant Fund	4 May	£951,000	The grant calculation is based on 5% of the funding that was paid to businesses under the Small Business Grant Fund and the Retail, Leisure and Hospitality Grant Fund, as at 4 <sup>th</sup> May 2020
Reopening High Street Safely Funding	24 May	£92,501	
Additional Funding 3 <sup>rd</sup> Tranche £0.5bn	16 July	£140,417	A grant based on actual expenditure taking into account population, deprivation, the cost of delivering the same services in different areas and split 21% Districts and 79% Counties in two tier areas.
3 year phasing of Collection Fund Deficits for Council Tax and Business Rates rather than the current one year.	16 July	TBD	This will only provide time to deal with the impact of lower income by spreading any deficit over a longer period
Income loss scheme for sales, fees and charges	16 July	TBD	<p>The is based on sales, fees and charges income incurred in delivering services and therefore excludes other types of income such as commercial income.</p> <p>Further details are still awaited, however it will be based on:</p> <ul style="list-style-type: none"> <li>• The total budget rather than individual income budgets with any over performance used to offset under performance</li> <li>• The first 5% of income loss will be the Council's responsibility</li> <li>• Income losses in excess of 5% will be shared 25% Council and 75% Government</li> </ul>

## Projected COVID 19 financial Impact

Cabinet 7 July 2020

Details	Impact (£)	Comments
Support for Leisure Partner	£104,000	Current agreement is to support for 3 months (the What if scenarios below, project the impact of longer periods of support based on LDC estimates)
Housing and Homelessness Support	£95,000	
Additional Hardship / Discretionary Housing Payments	£103,000	Impact is unlikely to manifest until later in the year when rent and furlough protections are withdrawn.
Additional costs of Waste Collection	£85,000	
ICT Support Costs for Remote Working	£32,000	Current agreement for support covers 3 months.
Additional Personal Protective Equipment (PPE), Building Cleaning and Other Costs	£12,000	
Bank Charges for Grant Processing	£3,000	
Transport for food deliveries	£6,000	
Project costs	£23,000	Delays in some projects result in additional costs.
Other costs	£125,000	Includes potential costs for overtime, agency/casual and overtime for essential workers.
<b>Total additional Costs</b>	<b>£588,000</b>	
Reduced Sales, Fees and Charges	£859,000	Based on OBR Projections for GDP with Car Parking income assessed as the highest risk.
<b>Total excluding What if Scenarios</b>	<b>£1,447,000</b>	

What if scenarios:	A	B	C
	Reduction in Collection Rates		
	1%	5%	10%
Projected reductions in Council Tax <sup>3</sup> (LDC & Parishes 13%) included (will impact in 2021/22)	£92,000	£461,000	£921,000
Projected reductions in Business Rates <sup>4</sup> (LDC 40%) included (will impact in 2021/22)	£93,000	£464,000	£928,000
	Other Time Based Assumptions		
Car parking income remains reduced for 6,9,12 months in line with April and May	£301,000	£884,000	£1,310,000
Hardship / Discretionary Housing Payments extend for 6,9,12 months	£86,000	£140,000	£186,000
Additional support for the Leisure Partner extends for 6, 9 12 months	£323,000	£593,000	£810,000
<b>Total of What if scenarios</b>	<b>£895,000</b>	<b>£2,542,000</b>	<b>£4,155,000</b>
<b>Total including What if Scenarios</b>	<b>£2,342,000</b>	<b>£3,989,000</b>	<b>£5,602,000</b>
Government Support in 2020/21 + Earmarked Reserve	(£1,060,740)	(£1,060,740)	(£1,060,740)

<b>Total potential financial impact</b> (assuming the inclusion of all What if scenarios)	<b>£1,281,260</b>	<b>£2,928,260</b>	<b>£4,541,260</b>
---	-------------------	-------------------	-------------------

<b>Impact in 2020/21</b>	<b>£1,096,260</b>	<b>£2,003,260</b>	<b>£2,692,260</b>
<b>Impact in later years</b>	<b>£185,000</b>	<b>£925,000</b>	<b>£1,849,000</b>

<sup>3</sup> There is also £25,800 available in the Council Tax Collection Fund from 2019/20 to assist with reduced LDC income.

<sup>4</sup> There is also £950,453 available in the Business Rate Collection Fund from 2019/20 to assist with reduced LDC income.

## Fees and Charges information

Fees and Charges	Pricing Objective	Uncertainty	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Planning pre application advice	Cost recovery	HIGH	(40)	(40)	(40)	(40)	(40)
Building Regulations	Cost recovery	MEDIUM	(915)	(933)	(951)	(969)	(988)
Local Land Charges - LDC	Cost recovery	MEDIUM	(294)	(299)	(305)	(310)	(310)
Bulky Waste Collection	Cost recovery	LOW	(67)	(67)	(67)	(67)	(67)
LOPS - Invest to Save	Cost recovery	HIGH	(55)	(57)	(59)	(60)	(61)
Housing Options & Homelessness	Cost recovery	LOW	(42)	(44)	(45)	(47)	(49)
Other	Cost recovery		(145)	(162)	(164)	(167)	(166)
<b>Sub Total</b>			<b>(1,558)</b>	<b>(1,603)</b>	<b>(1,631)</b>	<b>(1,661)</b>	<b>(1,681)</b>
Other	Deminimus		(5)	(0)	(2)	(1)	(1)
<b>Sub Total</b>			<b>(5)</b>	<b>(0)</b>	<b>(2)</b>	<b>(1)</b>	<b>(1)</b>
Lichfield Car Parks	Fair charging	HIGH	(2,056)	(2,056)	(2,056)	(2,056)	(2,056)
Garden Waste Service (Both Councils)	Fair charging	LOW	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
Grounds Maintenance	Fair charging	LOW	(202)	(202)	(202)	(202)	(202)
Street Cleansing	Fair charging	LOW	(86)	(86)	(86)	(86)	(86)
Other	Fair charging		(39)	(39)	(39)	(39)	(39)
<b>Sub Total</b>			<b>(3,785)</b>	<b>(3,785)</b>	<b>(3,785)</b>	<b>(3,785)</b>	<b>(3,785)</b>
Trade Waste Collection - Charges	Full commercial	HIGH	(320)	(320)	(320)	(320)	(320)
Trade Waste Collection - Recycling	Full commercial	HIGH	(78)	(79)	(80)	(80)	(81)
Beacon Park	Full commercial	MEDIUM	(96)	(96)	(96)	(96)	(96)
Freedom Leisure Commercial Bid	Full commercial	HIGH	(89)	(124)	(151)	(155)	(171)
Other	Full commercial		(36)	(36)	(36)	(36)	(36)
<b>Sub Total</b>			<b>(619)</b>	<b>(654)</b>	<b>(683)</b>	<b>(687)</b>	<b>(704)</b>
Planning Applications	Statutory	HIGH	(903)	(903)	(903)	(903)	(903)
Civil Parking Enforcement	Statutory	HIGH	(84)	(84)	(84)	(84)	(84)
Waste Shared Service - 4 Ashes	Statutory	MEDIUM	(60)	(60)	(60)	(60)	(60)
Waste Shared Service - Recycling	Statutory	MEDIUM	(331)	(331)	(331)	(331)	(331)
Corporate Debt Recovery	Statutory	HIGH	(206)	(206)	(206)	(206)	(206)
Licensing	Statutory	HIGH	(177)	(177)	(177)	(177)	(177)
Environmental Protection	Statutory	LOW	(20)	(20)	(20)	(20)	(20)
Other			(38)	(38)	(38)	(38)	(38)
<b>Sub Total</b>			<b>(1,819)</b>	<b>(1,819)</b>	<b>(1,819)</b>	<b>(1,819)</b>	<b>(1,819)</b>
Other			(52)	(52)	(52)	(52)	(52)
<b>Total Sales, Fees and Charges</b>			<b>(7,838)</b>	<b>(7,913)</b>	<b>(7,971)</b>	<b>(8,005)</b>	<b>(8,042)</b>
Investment Properties - Rents	Fair charging	HIGH	(265)	(265)	(265)	(265)	(265)
Other Land & Buildings - Rents	Fair charging	HIGH	(416)	(445)	(445)	(445)	(445)
Investment in Property	Fair charging	HIGH	(750)	(1,530)	(2,310)	(2,700)	(2,700)
<b>Total Commercial Rents</b>			<b>(1,431)</b>	<b>(2,241)</b>	<b>(3,021)</b>	<b>(3,411)</b>	<b>(3,411)</b>
<b>Total</b>			<b>(£9,269)</b>	<b>(£10,154)</b>	<b>(£10,992)</b>	<b>(£11,416)</b>	<b>(£11,453)</b>

Full commercial	Service is promoted to maximise revenue within an overall objective of generating a surplus from the service
Fair charging	Service is promoted to maximise income but subject to defined policy constraints including commitments made to potential customers on an appropriate fee structure
Cost recovery	Service generally available to all but without a subsidy
Subsidised	Service is widely accessible, but users of the service should make some contribution from their own resources
Nominal	Service to be fully available and a charge is made to discourage frivolous usage
Free	Service fully available at no cost
Statutory	Charges are set in line with legal obligations

This page is intentionally left blank



# Strategic Plan Outturn 2016 to 2020

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

Date: Tuesday, 1 September 2020

Contact Officer: Christie Tims

Tel Number: Tel: 01543 308002

Email: christie.tims@lichfielddc.gov.uk

Key Decision? N

Local Ward Members n/a



## Strategic (Overview & Scrutiny) Committee

### 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.
- 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.

### 2. Discussion points

- 2.1 To review 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 and narrative as set out in Appendix 3.

	Completed	Not known	Revised target	Behind target	Not started
Delivery Plan actions – total 81	✔		🚫▶	🚫	✘
	<b>60</b>	<b>1</b>	<b>5</b>	<b>15</b>	<b>0</b>

### 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 allows 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 81 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

### 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).

Ambition	Progress
<b>Vibrant &amp; prosperous economy</b>	
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.
<b>Healthy &amp; safe communities</b>	
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.
<b>Clean, green &amp; welcoming places to live</b>	
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	October 2019 meetings for SIG & Joint

discretionary CIL receipts to assist in delivering supporting infrastructure.	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 10/12/19 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.
<b>A council that is fit for the future</b>	
Approve MTFS annually.	MTFS approved by Council 18/02/2020.
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. A new action will be created to reflect ongoing development of

	Jadu across the organisation.
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.	Preferred option agreed and separate project created to pursue this option. 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
<b>Vibrant &amp; prosperous economy</b>	
Review and adopt revised discretionary rates relief policy.	31 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
<b>Vibrant &amp; prosperous economy</b>		
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 BAU
Design and embed new approach to	Review completed and high level Business Case prepared and considered by Overview and Scrutiny.	Featured in new delivery plan

trade waste booking and processing to make it easier for potential customers to deal with the council.		
gSupport 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
<b>Healthy &amp; safe communities</b>		
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
<b>Clean, green &amp; welcoming places to live</b>		
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 suitable for affordable housing	18 March 2020 - Exchange of contracts was planned for end of March. Delayed due to lockdown of 3 <sup>rd</sup> party.	Delayed until x

<b>development.</b>		
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
<b>A council that is fit for the future</b>		
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	October 2020

<b>Alternative Options</b>	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.
<b>Consultation</b>	We have consulted with Leadership Team, Heads of Service and managers to prepare the performance report.
<b>Financial Implications</b>	There are no direct financial implications arising from the report.
<b>Contribution to the Delivery of the Strategic Plan</b>	This report sets out how the council is delivered against its key strategic themes for 2016 to 2020.
<b>Equality, Diversity and Human Rights Implications</b>	There are no specific equality, diversity or human rights issues arising from the report.
<b>Crime &amp; Safety Issues</b>	There are no specific crime and safety issues arising from the report.
<b>Environmental Impact</b>	There are no specific environmental impacts from the report, measures are being developed for the current delivery plan.
<b>GDPR/Privacy Impact assessment</b>	There are no GDPR issues arising from the report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That performance is not adequately/ accurately recorded.	We use a system called Pentana that allows managers and heads of service to capture and report on the latest performance position. All updates have been thoroughly reviewed by Leadership Team to ensure that they reflect the latest/most accurate position.	Green
B	That the actions we are measuring are not contributing towards our strategic ambitions.	The Delivery Plan was created using the Strategic Plan as its backdrop, and each of the actions listed in our Delivery Plan directly link back to commitments made in the Strategic Plan 2016 – 2020.	Green
C	The project extensions mask poor performance	Each project extension has been fully scrutinised by Heads of Service and Leadership Team to ensure that the reasons for the extension are valid and do not mask poor or below target performance.	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 41





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 <sup>st</sup> 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. <b>However due to CV19 the meeting was cancelled and has still not taken place.</b> 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 <sup>st</sup> 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. <b>Further progress delayed by Covid 19 response.</b>	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 <sup>st</sup> 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 &amp; Scrutiny on 11 March 2020.</p> <p><b>Following the consultation the Masterplan has been revised and was endorsed by Cabinet in July 2020.</b></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"> <li>• 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).</li> <li>• Prologis Fradley Park - with Screwfix and Anixter occupying the development site earlier this year, only one plot, DC2, is available.</li> <li>• Liberty Park - Two industrial units (115,000 sq. ft. and 48,000 sq. ft.) have been completed with interest being made</li> <li>• 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.</li> <li>• 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.</li> <li>• Eastern Avenue - Imperial Retail Park on Eastern Avenue, Lichfield City has been completed with Lidl, Costa Coffee, Pure Gym and B&amp;M occupying the retail site. One unit remains unoccupied.</li> <li>• 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.</li> </ul>	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 <sup>st</sup> 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 <sup>st</sup> 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 <sup>st</sup> 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 <sup>st</sup> 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). <b>The completion figure is not available at the current time as CV19 means we are unable to verify this aspect.</b>	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 <sup>st</sup> 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 <sup>st</sup> 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.	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		The purchase of property in Lichfield is due to be completed. Further properties will be identified after the first purchase as they become available.	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. Item carries forward with new actions to the new Delivery Plan.	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 <sup>st</sup> 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 <sup>st</sup> 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 <sup>st</sup> 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 on 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. <b>On new delivery plan.</b>	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 ( <b>was achieved</b> )	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.	Corporate Services
	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	Lastest district level figures are not yet avialable form 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 floorspace	LDC	229 m <sup>2</sup>	229 m <sup>2</sup>	0 m <sup>2</sup>	1645 m <sup>2</sup>	6562m <sup>2</sup>	↑	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 at January 2020
		Vacancy rates - Burntwood town centre	LDC	4.55%	4.47%	6%	4.50%	2.94	↓	N/A	N/A	Figures at 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
	Newoffices, 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	Latest figure is for percentage of households (3,038 in number), previous figures were for percentage of population, so are not comparable.
		Percentage of households in fuel poverty	Department for Business, Energy & Industrial Statistics	9.5%	9.5%	9.4%	9.1%	<a href="https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/0/gid/1000041/pat/6/par/E12000005/ati/101/are/E07000194">https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/0/gid/1000041/pat/6/par/E12000005/ati/101/are/E07000194</a>	↓	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	Figure for England to follow 24.08.20
		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	Query regarding number of LDC subscriptions	
	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	Ysanne emailed 02.04.20, 06.07.20	↑	N/A	N/A	
		Number of self-serve transactions carried out by customers (Jadu)	LDC	0	0	0	36,560	Ysanne emailed 02.04.20	↑	N/A	N/A	
		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	
% 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	
Our staff workforce will be healthy, efficient and well trained	Average number of days lost to sickness	LDC	8.99	3.14	2.84	2.63	10.71	↑	N/A	N/A	Query increase - short and longterm?	
	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		
	% 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%	Cathy?	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			



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

This page is intentionally left blank