

Public Document Pack

LICHFIELD DISTRICT COUNCIL

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Chief Executive
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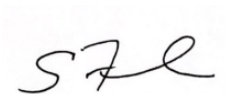
District Council House
Frog Lane
Lichfield
WS13 6YY

6 May 2024

To: Members of the Lichfield District Council

In accordance with Paragraph 4(2) of Part 1 of Schedule 12 to the Local Government Act 1972, you are hereby summoned to attend the meeting of the Lichfield District Council which will be held in the Council Chamber, District Council House, Frog Lane Lichfield on **TUESDAY, 14 MAY 2024** at **6.00 pm**.

Access to the Council Chamber is via the Members' Entrance.



Chief Executive

A G E N D A

1. Apologies for absence (if any)
2. Declarations of interest
3. Election of Chair of the Council for the ensuing year (followed by declaration of acceptance of office)
4. To approve as a correct record the Minutes of the previous meeting 3 - 14
5. Election of Vice-Chair of the Council for the ensuing year (followed by declaration of acceptance of office)
6. Chair's announcements
7. Report of the Leader of the Council on Cabinet Decisions from the meeting held on 7 May 2024 and Cabinet Member Decisions.
8. Minutes of the Planning Committee

The Chair of the Planning Committee to move that proceedings of the meeting held on 8 April 2024 be received and where necessary approved and adopted.
15 - 16

9. Minutes of the Audit Committee

The Chair of the Audit Committee to move that proceedings of the meeting held on the 17 April 2024 be received and where necessary approved and adopted.
17 - 22

10. Report of the Chair of Audit Committee

To receive the Annual Report of the Chair of Audit Committee.
23 - 30

11. Membership of Cabinet, Committees, Panels and other appointments (including allocation of seats and appointments by political groups)
 - (a) To agree the political allocation of seats on Committees and Panels.
 - (b) To receive from the Group Leaders a list of appointments to the Cabinet, Committees and Panels subject to no Member being disqualified from serving due to a conflict of interest
 - (c) To agree that the Constitution be amended to reflect any changes made.

12. Election of Chairs and appointment of Vice-Chairs of Committees, Panels etc.
 - (a) The Leader of the Council to move that the Chairs and Vice-Chairs of committees and panels etc. be as submitted.
 - (b) To appoint the Chair of the Overview & Scrutiny Committee.

13. Appointment of representatives on outside bodies
To consider and approve the appointments of representatives on outside bodies.

14. Delivering temporary accommodation for vulnerable residents 31 - 36
15. Lichfield District 2050 Strategy 37 - 74
16. QUESTIONS
To answer any questions under Procedure Rule 11.2

17. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972"

IN PRIVATE

18. Lichfield Leisure Centre - Riba Stage 5 - contract award for construction work
To approve the recommendations set out in the report (to follow).

COUNCIL

16 APRIL 2024

PRESENT:

Councillors Anketell, Ashton, Ball, Banevicius, Bennion, Booker, Bragger, Checkland, Cox, Cross, Farrell, D Ennis, L Ennis, Evans, Galvin, Harvey-Coggins, Henshaw, Hill, Holland, Hughes, Leung, Marshall, Mears, Norman, Powell, Pullen, Ray, Robertson, Rushton, Salter, Silvester-Hall, A Smith, J Smith, Strachan, P Taylor, S Taylor, Trent, Vernon, Warfield, Whitehouse, M Wilcox, S Wilcox, Woodward and B Yeates

85 APOLOGIES FOR ABSENCE (IF ANY)

Apologies of absence were received from Cllrs Coe and Hoe

86 DECLARATIONS OF INTEREST

Councillor Pullen declared an interest in items 15 & 17 (securing an Anchor Food and Beverage Tenant for the Cinema Complex) as he had been appointed to on Darwin Prospects LLP to represent the Council.

The Chief Executive declared an interest in items 15 & 17 (securing an Anchor Food and Beverage Tenant for the Cinema Complex) as he had been appointed to on Darwin Prospects LLP to represent the Council.

87 TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting were approved subject to the wording of Minute 79 being amended to clarify that Cllr Trent spoke in support of the Council Tax Support Scheme and that Cllr Cox spoke in support of the resolution.

88 CHAIR'S ANNOUNCEMENTS

The Chair advised the Council on her recent engagements and invited Members to contribute towards her chosen charity, MHA Communities South Staffordshire.

89 REPORT OF THE LEADER OF THE COUNCIL ON CABINET DECISIONS FROM THE MEETINGS HELD ON 5 MARCH AND 9 APRIL 2024 AND CABINET MEMBER DECISIONS.

The Leader of the Council submitted his report on the Cabinet Decisions from the meetings held on 5 March 2024 and 9 April 2024 and Cabinet Member Decisions.

Councillor Pullen answered a question from Cllr Marshall relating to the delivery of infrastructure to support developments identified in the local plan and a question from Cllr Salter on the time frame for the new local plan. It was anticipated the Plan would be submitted for examination in August 2026 in the expectation that it would be adopted in early 2027.

Councillor Ball expressed his support for the decision and recommendations in connection with the provision of temporary accommodation for vulnerable adults.

Councillor Ennis commended the way in which the District Council and Burntwood Town Council had worked together to formulate a plan in connection with the Skateboard Park in Burntwood.

Councillor Woodward supported the ambition in the Lichfield District 2050 Strategy. She commended the consultation exercise and welcomed the assurance that the plan would come back to Overview & Scrutiny Committee on a regular basis so members could be sure that work in relation to the various objectives was on track.

Councillor Ray commented on the communications surrounding the pedestrianisation project and suggested there were some lessons to be learned. Councillor Pullen noted that there had been some complex issues which were challenging to convey but he welcomed the point.

In response to a question from Cllr Whitehouse about the multi-storey car park, Councillor Pullen advised that the demolition was a vital part of the regeneration scheme, allowing the creation of a plaza and the delivery of the cinema and food and beverage units as well as a link to Three Spires which had been a long-standing ambition of the Council.

Further to a question from Councillor Checkland, Councillor Pullen explained the reasoning and rationale for providing a health care package for council employees.

90 MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Councillor Norman submitted the Minutes of the Overview and Scrutiny Committee held on 3 April 2024.

Councillor Trent supported the Committee's invitation for Youth Councillors to attend the Overview & Scrutiny Committee.

Councillor Norman voiced his support for getting young people involved in democracy and providing an opportunity for them to see how civil society operates.

Councillor Evans highlighted the need for clear aims and objectives for the forum and encouraged engagement with more schools together with children who lived inside the district but went to schools outside the district.

Councillor Norman said he had been reassured by the progress made with the Forum, noting that it could be challenging to keep people engaged. He looked forward to further progress being made and confirmed the open invitation for members of the Youth Council to attend the Overview & Scrutiny Committee.

Councillor M. Wilcox highlighted the importance of working with the Youth Council, advising that he had attended the Council to showcase the recycling campaign and some useful feedback had been received. He acknowledged that it was a learning curve for everyone – schools included – and it was important to work with the Youth Council as fully as possible.

Councillor Evans raised the ongoing difficulty in obtaining NHS dental appointments as recently highlighted in the national press and expressed concern that people were not receiving check-ups which could have severe consequences in the long term.

Councillor M. Wilcox highlighted that there was an opportunity for the Council to chair the Health and Wellbeing Board for Staffordshire. Councillor Woodward Councillor Leung's role on the board.

With regard to the notes of the Pedestrianisation Task Group, Councillor Norman advised that he had made enquiries about the removal of the out-of-date signs.

Councillor Salter spoke about the Civic Matrix Review noting that there was less time than desired for a full discussion at committee. He thanked the group for taking note of his written submission and said he was pleased to see that an 'invite the chair' function on the website would give the enquirer contact information of the ward member if the chair was unable to attend. He hoped that the role would regain some of its integrity and importance and expressed concern that the purpose of the matrix appeared to be to control expenditure and yet there was no reference to actual costs or savings.

Councillor Robertson clarified the terms of reference of the task group noting that it was making recommendations that would be considered by Cabinet.

RESOLVED: That the Minutes of the Meetings of the Overview &Scrutiny held on 3 April 2024 be received

91 MINUTES OF THE EMPLOYMENT COMMITTEE

Councillor Harvey-Coggins submitted the Minutes of the Employment Committee held on 26 February 2024.

Councillor Woodward noted that West Midlands Employers was an Employers Organisation rather than a trade union as referenced in the Minutes.

Councillor Robertson highlighted the positive step the council had taken in becoming a fully accredited living wage employer.

Councillor Evans asked about the apprenticeship scheme including how many of the Councils apprenticeships had been completed and how many apprentices were now working for the council together with age profile information.

Councillor Harvey-Coggins advised that the information would be provided.

RESOLVED: That the Minutes of the Meetings of the Employment Committee held on 26 February 2024 be approved as amended and adopted.

92 MINUTES OF THE PLANNING COMMITTEE

Councillor Marshall submitted the Minutes of the Planning Committee held on 4th March 2024.

RESOLVED: That the Minutes of the Meeting of the Planning Committee held on 4 March 2024 be approved and adopted subject the amendments made at the meeting to the list of those present

93 MINUTES OF THE AUDIT COMMITTEE

Councillor Whitehouse submitted the Minutes of the Audit Committee held on 21 March 2024.

Councillor Woodward noted there had been a discrepancy in the paperwork and thanked Councillor Ho for adjourning the meeting while this was addressed.

RESOLVED: That the Minutes of the Meetings of the Audit Committee held on 21 March 2024 be approved and adopted.

94 MINUTES OF REGULATORY AND LICENSING COMMITTEE

Councillor Salter submitted the Minutes of the Regulatory and licensing Committee held on 26 March 2024.

Councillor Ray thanked the Committee and officers for their work updating the taxi policy, highlighting its importance for the community.

RESOLVED: That the Minutes of the Meeting of the Regulatory and Licensing Committee held on 26 March 2024 be approved and adopted.

95 BIRMINGHAM ROAD DEVELOPMENT SITE DESIGN CODE

Councillor Farrell submitted The Birmingham Road Development Site Design Code that set out design requirements for any potential development on the site.

It was noted that 'Create Streets' had produced the Code following extensive engagement with the public, establishing principles that formed the basis for the final design code.

The Design Code was structured in line with the National Model Design Code and would inform parts of the 'area wide' design code being produced for Lichfield District by Building Design Partnership.

Councillor Ball supported the Code and said he was pleased to see affordable housing would be included on site.

Councillor Pullen thanked Members for their input and Create Streets for their work. He welcomed the community involvement in drawing up a code that unlocked the ability to market the site safe in the knowledge that a robust design code was in place.

Councillor Marshal welcomed the Code, thanked those involved and noted that it represented a real boost for the city.

RESOLVED: (1) That the adoption of the Design Code for the Birmingham Road Site be approved.

(2) That delegated authority is given to the Leader of the Council and Chief Executive to make minor changes to the Design Code without referring to Council.

96 UPDATE TO THE CONSTITUTION - SHADOW CABINET

Councillor Pullen proposed an update to the constitution that gave formal recognition to Shadow Cabinet arrangements

RESOLVED: That the constitution be updated to formalise Shadow Cabinet arrangements as set out in table 1 of the report.

97 MEMBERSHIP OF COMMITTEES

The Leader proposed changes to the Membership of Committees and it was

RESOLVED: (1) That Cllr S. Wilcox be removed from the Overview & Scrutiny committee and appointed to Planning Committee.

(2) That Cllr N. Hawkins be removed from Planning committee and appointed to the Overview & Scrutiny committee.

98 QUESTIONS

Questions under Procedure Rule 11.2 for Council

Q1. Question from Councillor Ashton to the Cabinet Member for High Streets & Visitor Economy

It has been some time now since the restrictions on vehicular access to Lichfield City Centre were changed. However, the signs in Tamworth Street at the entrance to the pedestrianised area still display the older confusing restrictions. Can we please be informed of the schedule to replace these signs so that they reflect the current restrictions? On a related note, the redesignation of municipal car parks as long- and short-stay does not seem to be apparent – for example, though I believe that both decks of the Lombard Street car park are to be designated as long-stay, the upper deck still displays “short stay” at the entrance, and the signs by the ticket machines on the upper deck and by the entrance to the lower show short stay rates. When may we expect these changes to be made and made obvious to the public?

Response from the Cabinet Member for High Streets & Visitor Economy

We have been working in partnership with Staffordshire County Council on the trial pedestrianisation scheme. Staffordshire County Council is the only authority with the powers to update the on-street signage and we continue to be in communications with them on this matter. The latest update from them is that their appointed contractor is awaiting receipt of the signs from the signage manufacturer, and they are not yet able to provide an installation date. We will continue to push on this matter. As indicated on the recent press release on parking charges, we are currently reviewing several options to ensure the right mix of short and long stay spaces are available. Once that review is conducted, a process must be followed before we can change the designations. We will communicate those plans as soon as they are available.

Q2. Question from Councillor Cross to the Leader of the Council

The members of this Council have not had a members' fee increase for over 6 years which was intended to be in line with Officers annual increases and hasn't been. Some 2 years or more ago it was decided to engage independent consultants to advise on members and committee chairs remuneration and they recommended a 20% increase to catch up. It was agreed by the Conservative group members unanimously that 10% would be more affordable at that time and you overruled it. Since you have promised to bring it back onto this council agenda several times for review but haven't. What are your intentions for our Council members bearing in mind you have been a strong supporter to increase officers increases and found money to award benefits to them that no other council is offering to help them with the increasing cost of living and their Health Care?

Response from the Leader of the Council

The Independent Remuneration Panel carries out a review every four years and makes recommendations to Full Council. The last review was conducted in 2022 and due to the

economic challenges facing residents, Council resolved not to accept the recommendations at that time.

This means the existing scheme remained in place, which links annual increases in members' basic and special allowances to those agreed by the National Joint Council (NJC) for Local Government staff. Therefore, members' remuneration has increased every year with the exception of 2021/22 (during the Covid pandemic). The percentage increases are set out below:

2018/19 – 1% increase

2019/20 – 2% increase

2020/21 – 2% increase

2021/22 – 0%

2022/23 – 1.75% increase

2023/24 – 4.04% increase

2024/25 – 3.88% increase

The scheme is due for a formal review in 2026.

Councillor Cross asked the following Supplementary question:

Thank you, I have the increases which are listed here which confirms the increases in line with officers, but it doesn't address the 20% increase recommended by the consultants in 2022. 2026 is too late and too close to the next elections. When are we going to address this 20% has recommended two years ago?

The Leader of the Council Responded:

Councillor Cross is quite right that this Council chose not to take the increase.

Q3. Question from Councillor Cross to the Cabinet Member for Finance and Commissioning

You verbally reported at a recent Full Council meeting that the company we own LWMTS had made a profit of some £13,000. When are we going to see a full financial trading statement of this company to show sales, fixed and variable overheads etc and provide us with quarterly reports and forecasts of their performances?

Response from the Cabinet Member for Finance and Commissioning

The verbal report of a small profit referred to the outcome of LWMTS' first full year of trading, for the year ending 2022/23. The performance of the company is regularly and openly reported to all Councillors and wider. For 2022/23, for example:

- 10 July 2023 – LWMTS Business Plan for 2023/24 Cabinet Member Decision including a summary of the accounts for 2022/23.
- 10 August 2023 – Accounts for a Small Company posted on Companies House for 2022/23.
- 10 October 2023 – LWMTS Annual Report for 2022/23 including a summary of accounts approved by Cabinet.
- 28 November 2023 - LWMTS Annual Report for 2022/23 including a summary of accounts reviewed by Audit (and Member Standards) Committee. A similar process was undertaken for activity by the company in 2023/24.
- Most recently the LWMTS Business Plan 2024/25 was approved by a Cabinet Member decision, on 11 March 2024.

Q4. Question from Councillor Bragger to the Cabinet Member for Housing and Local Plan

The Council have a duty under the Housing Act 2004 to keep the condition of housing under review and have powers to intervene when accommodation is sub-standard. While most private landlords are good, we know there are some tenants that have unresolved serious issues. How many complaints have the Council dealt with in the last three years?

Response from the Cabinet Member for Housing and Local Plan

The Council employed one full time housing enforcement officer over that period and received 656 service requests. Most of these service requests were from tenants concerned about the conditions in their rented property. Some of these were actioned by providing advice to the tenant, whereas others required an inspection of the property and enforcement action taken against the landlord. Following a successful grant application, on 8 April 2024 a second full time housing enforcement officer was employed on an 18-month contract. This will increase our ability to improve conditions in the local housing stock, with a particular focus on damp and mould in the private rented sector. This will include some capacity for officers to proactively inspect properties that are known to be at greater risk of damp and mould.

Councillor Bragger asked the following Supplementary Question

Could a breakdown of problems particularly those related to damp to be circulated following the meeting?

Response from the Cabinet Member for Housing and Local Plan

Yes.

99 SECURING AN ANCHOR FOOD AND BEVERAGE TENANT FOR THE CINEMA COMPLEX

Councillor A. Smith presented the latest in a series of reports on the development of the former Debenhams building on Bakers Lane in Lichfield, in the Council's capacity as 50% shareholder of the Darwin Prospect LLP.

The report introduced a proposal for securing a national brand, high-quality anchor Food and Beverage (F&B) tenant, the Botanist, for the development alongside Everyman Cinemas.

Consideration was given to the provision of a capital contribution as part of a deal to attract the tenant. It was advised that this was not unusual for the type of development being undertaken and would significantly improve the overall quality of the new Three Spires Quarter that the Council was seeking to develop.

Councillor A. Smith noted that for clarity additional text had been added to the recommendations, copies of which had been circulated prior to the meeting. He noted that £1.7 million would be taken from investments in other areas and moved temporarily to this project, potentially being repaid by the capital receipt from the Birmingham Road site.

Councillor Silvester-Hall seconded the recommendations.

Councillor P. Taylor emphasised that the Council was investing in a scheme to bring money and shoppers to the district. This would benefit employers in the units, customers and surrounding businesses due to increased footfall. He said businesses that attract people enabled higher rents in the surrounding units. They are fully aware of this fact, which is why

they demand a contribution. This was not spend but rather an investment in bringing in more trade, improving jobs and the local economy.

Councillor Woodward thanked Councillor A. Smith for the information provided and the additional clarification in the recommendations. She said the feedback received from colleagues elsewhere suggested Lichfield was fortunate to secure a company with a national brand like the Botanist as part of the regeneration project. She noted the assurance that had been provided in respect of the likely income. Councillor Woodward called for the Council to show ambition and to get behind the proposal.

Councillor Ray raised concerns about the amount of public money being allocated and asked members to take a step back. While the cinema would without doubt be good for the District, he was concerned about the £1.7 million, noting the Council had discussed setting up a housing development company to build affordable housing and investment in Burntwood and the rural areas. This money could assist these objectives and ensure a good quality public realm. He said there had not been a detailed analysis of other options and he could not support the recommendations. He stated that this would not prevent the delivery of the cinema but would allow time to explore other options.

Councillor Trent welcomed the clarification provided by the amended recommendations and said it was important to avoid there being any impact on Council services. He asked about the provision of legal advice referred to in the report and the review by external auditors. He said achieving best value was a key issue and while appreciative of the extra information provided in recent days, it was important to have properly explored the alternatives.

Councillor Rushton emphasised the importance of scrutinising the development and expressed disappointment at the time available at the Overview and Scrutiny Committee meeting. He said he was unable to support the proposal because other options had not been fully investigated.

Councillor Cox said the proposal had been subject to due diligence and he considered it good news for Lichfield and the District. He said it was important to have ambition and welcomed the report.

Councillor Norman said officers had provided answers to all the questions he had raised and noted advice had been sought from commercial experts. He said public investment was necessary to encourage investment.

Councillor Farrell agreed with Councillor P. Taylor that this was an investment in the future of the city and the wider district. He was confident that officers and cabinet colleagues had undertaken due diligence and if the Council kept waiting and waiting no change would happen.

Councillor Cross stated that he had no doubt about the company but expressed concern that a lot of money was being allocated and it was not clear what it was going to be spent on and if it included spend on the fit out.

Councillor Strachan advised that he was delighted at the plan to attract the Botanist. As Councillor P. Taylor had stated this was a commercial transaction and far from being a snap decision, represented a lot of work behind the scenes. The recommendation provided a place shaping opportunity for relatively low financial risk.

Councillor Strachan added that a comprehensive options appraisal had been undertaken by Evolve Estates as they are the experts in the field and carry out their own assessments. He said it was an opportunity to support a truly transformative scheme.

Councillor Marshall said he appreciated the summary provided by Councillor P. Taylor which encapsulated the positive arguments for the scheme. The wider regenerative benefits offset the initial investment and it represented an opportunity for Lichfield.

Councillor Bragger noted that attracting visitors to a vibrant and attractive city centre was important for ensuring the prosperity of Lichfield District. Discussions and research had allayed his initial concerns about the investment, and he considered it would be of great benefit to the city and the district.

Councillor Robertson highlighted that the Council was looking at a high-end cinema operator which would be at a higher price point and the Botanist which was also at a high-end price point. He said it was important not to create a development at the top of Baker's Lane that was exclusionary since the Council represented the entirety of the District and a range of food and beverage units accessible to everyone would be needed.

Councillor Robertson referred to the information and calculations in the report's appendices and highlighted some concerns. However, he concluded that the proposal represented a good financial decision and that revenue achieved could help ease pressure on the revenue budget and hedge against future budgetary pressures. As a consequence, even if the potential for regenerating the local economy was unproven, he was happy to support the proposal.

The Chief Executive confirmed that legal advice had been received and confirmed that the terms of the agreement allowed for one or other partners to make an additional financial contribution and set out very clearly the arrangements for the repayment of the additional capital contribution.

Councillor A. Smith advised that the Council was not spending £1.7 million, it was rather moving money from one investment into another investment, and there was of course an element of risk as there is in any investment, but it was a risk worth taking.

With regard to other options, Evolve had looked at options across the country and as experts in this field considered the Botanist to be the best option available. Larger national firms expect the landlord to contribute to the fit out while they commit to a base rent for a number of years. This commitment would see the £1.7 million paid back.

The Leader of the Opposition then called for a named vote which was recorded as follows:

For	Against	Abstain
Anketell	Ashton	
Ball	Bennion	
Banevicius	Cross	
Booker	Henshaw	
Bragger	Mears	
Checkland	Ray	
Cox	Rushton	
D Ennis	J Smith	
L Ennis	Trent	
Evans		
Farrell		
Galvin		
Harvey-Coggins		
Hill		
Holland		
Hughes		
Leung		
Marshall		

Mears
Norman
Powell
Pullen
Robertson
Salter
Silvester-Hall
A Smith
Strachan
P Taylor
S Taylor
Vernon
Warfield
Whitehouse
M Wilcox
S Wilcox
Woodward
Yeates

It was duly:

RESOLVED: Subject to the required changes to the Joint Venture LLP legal documentation not necessitating a change in the 50:50 funding approach to the LLP, Full Council approves an update the Medium-Term Financial Strategy:

- To increase the budget in the Capital Programme by £1,700,000 to fund the capital contribution contained within the Head of Terms. The plan is for the borrowing need created by the capital contribution to initially be funded through internal borrowing.
- Then it be approved:
 - a. Either to allocate the first £1,700,000 of capital receipts generated from the sale of land in the Birmingham Road Site to fund the capital contribution and negate the creation of borrowing need or;
 - b. In the event the capital receipt does not reach the £1,700,000 level, or Council does not approve its allocation to this project, to approve the identification of budgetary savings (to maintain the level of Approved risk 'headroom') equivalent to the Central Scenario annual Capital Financing Costs (over the initial 15 year lease period, the Capital Financing Costs of Minimum Revenue Provision (MRP) and Loss of Investment Income @ 3.5% are budgeted to be £173,000 in year 1 and £117,000 in year 15) by ensuring no increase in the funding gap.'
- To continue the approach that the MTFs is based on a neutral (no surplus or deficit or capital receipts are included) budget position until more informed financial projections are provided through the Business Plan. Any future changes following receipt of the Business Plan will be reported in line with the Council's budget monitoring and any budget approvals will be in line with the budget framework.'

100 CONFIDENTIAL MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

Councillor Norman submitted the confidential Minutes of the Overview and Scrutiny Committee held on 3 April 2024.

RESOLVED: That the confidential Minutes of the Meetings of the Overview & Scrutiny held on 3 April 2024 be received.

(The Meeting closed at 8.30 pm)

CHAIR

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PLANNING COMMITTEE

8 APRIL 2024

PRESENT:

Councillors Marshall (Chair), Checkland (Vice-Chair), Anketell, Ashton, Cross, Evans, Galvin, Mears, Rushton, Salter, S Taylor and Vernon

42 APOLOGIES FOR ABSENCE

Apologies of absence were received from councillors N.Hawkins and J.Powell.

43 DECLARATIONS OF INTEREST

Councillor Rushton declared a personal interest on Agenda item no.4 Application number 23/01057/OUT as he is a city councillor for Leomansley but comes with no predetermination.

Councillor Checkland declared a personal interest in Agenda item no.4 Application number 23/01057/OUT as he is district councillor for Leomansley.

Councillor Marshal declared a personal interest on Agenda item no.4 Application number 23/00444/FUL as the speaker Sarah-Jane Beech is known to him.

44 MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were signed and approved as a true record.

45 PLANNING APPLICATIONS

The Application for permission for development were considered with the recommendation of the Planning Management & Transformation Consultant and any letters of representation and petitions of observations/representations received in association with Planning Application 23/00444/FUL and 23/01057/OUT.

23/00444/FUL - Blackbrook Hall London Road Lichfield.

RESOLVED: 'The development shall not proceed beyond slab level until there has been submitted to and approved in writing by the Local Planning Authority a scheme for landscaping the site, which shall include:

- I. Details of all proposed shrub, hedgerow and tree planting, including species, number, sizes and positions, together with any new grass seeded/turfed areas.
- II. Details of all hedgerows and trees to be retained within and around the outside of the site.
- III. Details of any soft landscaping intended to be biodiversity enhancement features as set out/required by Condition 9 of this permission.
- IV. Details of all new hard landscaping including hard surface areas, pavements/footpaths, including how the parking spaces as shown on approved drawing 3860-03 Rev A received by the Council on 14th March 2024 shall be demarcated (i.e., details of ground-based detailing such as setts).

V. Notwithstanding the requirements of Condition 15 of this permission, concerning the access/entrance into the site, all new hard boundary treatments (i.e., walls, fences) that are proposed elsewhere within the site.

Any new hard boundary treatments shall be implemented and constructed in accordance with the approved details prior to the occupation of the development hereby permitted.

Reason: To ensure that a satisfactory landscape scheme is provided in the interest of a well-planned development and visual amenity, to accord with Core Policy 13 and policies NR3, NR4, NR5 and BE1 of the Lichfield Local Development Strategy, and Section 12 of the National Planning Policy Framework.'

The altered wording to Condition 16 (bold, underlined) responds to the Member's request that an alternative noise monitoring system is used instead of what was stipulated in the noise impact assessment (allowing the Council to seek some sort of automated 'cut off' monitoring system that stops the amplification of music as soon as the limit is reached).

'An internal noise limiter shall be installed to limit noise from internal music to 100 dB(A) for recorded music. Live music played internally to the buildings will be limited to 100 dB(A) LAeq,15mins and, notwithstanding the contents of Section 5.1 of the approved noise impact assessment, will be monitored in accordance with alternative details provided within the Noise Management Plan required by Condition 10 of this permission.

REASON: To safeguard the amenities of non-ancillary residential dwellings located close to the site through limiting noise pollution and, in turn, avoiding disruption of the enjoyment of both internal and external amenity spaces belonging to those properties. In accordance with policies CP3 and BE1 of the Lichfield Local Development Strategy 2015 and Section 12 of the National Planning Policy Framework.'

(Prior to Consideration of the Application, Representations were made by Sarah-Jane Beech (Objector) and Claire Preston (Applicant Agent)).

23/01057/OUT - 5 Stafford Road Lichfield.

RESOLVED: Approved in line with officer's recommendations as show in the report.

(The Meeting closed at 7.36 pm)

CHAIR

Public Document Pack Agenda Item 9

AUDIT COMMITTEE

17 APRIL 2024

PRESENT:

Councillors Whitehouse (Vice-Chair, in the Chair), Marshall, Robertson, J Smith, P Taylor, Vernon and Woodward

52 APOLOGIES FOR ABSENCE

Apologies were received from Cllr Ho (Chair).

53 DECLARATIONS OF INTEREST

No declarations of interest were received.

54 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 21 March 2024 were taken as read and approved as a correct record.

55 ACCOUNTING POLICIES AND ESTIMATION UNCERTAINTY

The report was presented to the committee by Jane Irving (Senior Business Advisor). She confirmed that external auditors had been involved in reviewing the report.

In response to questions on the transfer of the leisure centre at 3.13 in the report, Anthony Thomas (Assistant Director Finance & Commissioning) confirmed that some staff had transferred across from Freedom Leisure via TUPE during the councils' insourcing of the leisure centres management and were members of the Local Government Pension Scheme (LGPS). An earmarked reserve of roughly £200,000 was set up when Freedom took over leisure centre management to cover any LGPS pension liability associated with the risk of Freedom getting into financial difficulty given the Council had provided a guarantee. As LWMTS is owned by Lichfield District Council, the LWMTS LGPS pension figures will form part of the Council's pension figures and will therefore the risks and liabilities will be managed in the same way as the councils' liabilities going forward.

It was confirmed any fundamental changes in accounting policies would be communicated to the Chair.

RESOLVED: It was agreed to amend recommendation 2.3 to include the words "with the consultation of the Chair of Audit committee." at the end of the recommendation.

Members were assured that the external auditors had had advanced sight of this report and had conducted a three way check on the accounting policies to ensure they are appropriate for the council.

Members asked for additional information on the legacy issues related to COVID-19 mentioned on page 13 of the agenda. It was stated that this would likely include the impact of changes in behaviour such as agile working on areas including car parking income, changing workplace patterns and similar.

RESOLVED: 2.1. The Audit Committee approved the Council's proposed Accounting Policies that will form part of the 2023/24 Statement of Accounts.

2.2. The Committee approved the Council's approach to the Critical Accounting Judgements, Key Sources of Estimation Uncertainty and Going Concern that will be reviewed by the External Auditors in completing the 2023/24 Statement of Accounts.

2.3. The committee delegated to the Assistant Director – Finance and Commissioning (Section 151) the ability to make further changes to the accounting policies to reflect the subsequent release of new or updated guidance, with the consultation of the Chair of Audit committee.

2.4. The committee noted the three consultations from the Department of Levelling Up, Housing and Communities (DLUHC), National Audit Office (NAO) and CIPFA to address the Local Audit backlog and embed timely audit reporting.

56 AUDIT COMMITTEE EFFECTIVENESS

The report was presented by Andrew Wood (Audit Manager). He highlighted that private meetings with the external auditors would be scheduled into the work programme for 2024/2025 as an ongoing exchange. He asked that committee members let him know of any areas of additional training they may wish to have.

Members asked what the comparison of the score of 172 was with other authorities. Mr Wood explained that different organisations take different views on how this scoring process takes place, making comparison difficult. He confirmed that a structured training plan including areas on local government finance, external audit, risk management & fraud, may aid to move that score up to a higher level. However, he also noted that there may be changes to the committee that we are currently unaware of, that may require changes to the self-assessment.

Members questioned whether statement 5 "Do all those charged with governance and in leadership roles have a good understanding of the role and purpose of the committee?" was marked correctly, as this would likely include members tasked with the governance and leadership of the council. Mr Thomas highlighted that a number of reports including the Chair of Audit committee's report are taken to Full Council to ensure that members have clear oversight and input.

Members questioned whether there was a constitutional bar on members of the executive sitting on the Audit Committee, and if not, recommended such a bar may be an appropriate inclusion for the constitution.

Mr Wood agreed to take amendments from members on point 13, 14, and 17 in the report.

RESOLVED: 2.1 The Committee approved the attached self-assessment questionnaire – subject to amendments recommended to the Audit Manager – and any actions identified to improve its effectiveness as appropriate.

2.2 The Committee considered and approved the proposed training plan.

57 CHAIR OF THE AUDIT COMMITTEE'S ANNUAL REPORT TO COUNCIL

Mr Wood presented the report and explained that there was a disparity regarding the wording on the appointment of an independent member(s) to the committee that would be clarified.

RESOLVED: The proposed Annual Report of the Audit Committee 2023/24 was endorsed by the committee, following the amendments agreed with the Audit Manager, and that the Chair of the Audit Committee circulate the report to all Councillors.

The committee delegated to the Audit Manager, in conjunction with agreement by the Chair and Vice-Chair of the Committee to allow any subsequent minor changes to complete the Annual Report prior to submission to all Councillors.

58 ANNUAL REPORT FOR INTERNAL AUDIT (INCLUDING YEAR-END PROGRESS REPORT)

Mr Wood presented the report to the committee. It was confirmed that some of the high priority actions are rolled forward from previous years and an assessment around these recommendations had been provided previously.

Members asked about the consultancy and advice to Lichfield Bid mentioned in the report. It was confirmed this was to close out any accounts and ensure this was done compliantly. Members asked if this assurance had been made available to city centre businesses. Mr Wood agreed to look into this and let members know.

Mr Wood agreed to provide a similar report on the implementation progress of recommendations to provide the committee with opportunity to raise any concerns and flag these with managers.

RESOLVED: The committee noted Internal Audit's Annual Report, including results for the quarter to 31 March 2024

59 RISK MANAGEMENT UPDATE

Mr Wood presented the report to the committee. He highlighted that details on the cinema project, leisure centre and development of the Birmingham Road Site were included in appendix 3.

Members asked if procedures on reducing the attack surface of the councils IT systems were being appropriately reviewed and updated as such. Ian Edwards (ICT Manager) confirmed that actions and monitoring were in place to appropriately manage this risk.

Members welcomed the inclusion within the report of the councils' lack of a local plan and agreed the impacts of this should be monitored.

Mr Edwards confirmed that the council is provided subscription services by NCSC to enforce the council's cyber security services.

Members asked about the inclusion within the report of the incident at Ridware House climate change strategy mentioned in the appendices and car parking strategy,

RESOLVED: Members noted the risk management update and received assurance on actions taking place to manage the Council's most significant strategic and project risks.

60 ANNUAL GOVERNANCE STATEMENT

Mark Hooper (Governance Manager & Monitoring Officer) presented the report to the committee. Mr Hooper highlighted that report highlights Audit finding delays, WP Searchlight, and the Audit arrangements of the LATCO.

Members suggested the inclusion of caveats within section E, to highlight the inherent risks of under capacity and a recognition of the difficulties this could cause for the council and keep this under review. Mr Thomas also highlighted the potential of automation to release capacity from routine tasks and refocus staff on place shaping strategic tasks. Mr Hooper agreed to discuss wording on this suggestion with the Chair and Vice-Chair.

Members highlighted that the team responsible for running elections are also responsible for the running and clerking of committees.

RESOLVED: 2.1 The Audit Committee reviewed and approves the Draft Annual Governance Statement that will form part of the 2023/24 Statement of Accounts subject to the amendments agreed with the Governance Manager.

2.2 The Committee delegated authority to the Chair and Vice-Chair of the Committee and the Governance Manager to make further minor amendments to the Annual Governance Statement prior to the inclusion of the final version in the Statement of Accounts.

2.3 The committee approved the Local Code of Corporate Governance for 2024/25.

61 DATA PROTECTION POLICY AND GDPR UPDATE

Ian Edwards presented the report to the committee. He highlighted a high completion rate amongst staff on training provided and that this was being supplemented by an action plan outlined within the report. At the end of the month, a list of those still to complete training will be taken to Leadership Team with the potential to withdraw IT access from the individuals listed until training is completed.

Members discussed to potential of making this training compulsory for councillors too.

Members asked if there was anything that could be built into the system behind member email addresses to ensure a further layer of cyber security. Mr Edwards confirmed that members and leadership team email addresses already have some additional protections, but additional techniques could be applied.

Members asked about the risks of artificial intelligence (AI) and the risks of impersonation that this may generate. Mr Edwards agreed to take this away and see what can be included in later training.

RESOLVED: The committee approved proceeding with the action plan in Section 4 to raise the completion rates of the training.

62 AUDIT COMMITTEE LDC PROGRESS REPORT AND UPDATE - YEAR ENDED 31 MARCH 2024

Laura Hinsley (External Auditors) presented the report to the committee. She explained that the report provides the Audit Committee with an update on the progress in delivering their work on external audit items and noted that progress had been good given the delays previously.

It was confirmed that the meeting on IT General Controls had taken place. Members thanked the external auditors for the clarity of their report.

RESOLVED: Members agreed to note the contents of the report.

63 WORK PROGRAMME

It was confirmed that the work programme for 2024/2025 would be discussed with officers and presented to the committee Chair and Vice-Chair before the next meeting.

64 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: “That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972”

IN PRIVATE

65 PRIVATE MEETING OF COMMITTEE MEMBERS WITH EXTERNAL AUDITORS

The committee held private discussions with the external auditors and Audit manager. All other officers vacated the room, to allow members to seek unbiased and unhindered assurances from the auditors.

(The Meeting closed at 8.05 pm)

CHAIR

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Annual Report of the Audit Committee 2023/24

Introduction from the Chair of the Audit Committee

The start of the financial year commenced with continued support to the local area through the challenge of cost of living and further support in the ways that the Council operated. The Committee has received assurance around the Council's response to these issues during the financial year.

In relation to the committee's work, this has now been fully developed into a hybrid working approach with officers working from home and utilising the new office spaces within Frog Lane on a regular basis. The redevelopment of the work spaces have continued to develop and support this approach. Committee meetings have been undertaken through face to face meetings and 'live streaming'. The work of the Audit Committee meetings should be visible to members of the public and, as such, meetings have been held on site and broadcast live on YouTube streams. This availability appears to continue to have been well received by a number of viewers.

The remit of the Committee was changed during 2023/24 when it became solely an Audit Committee.

The Annual Report's main purpose is to allow the Council to demonstrate to residents, stakeholders and partners, the significance of the Audit Committee's role and the positive contribution it has made to the Council's overall governance arrangements.

The internal audit programme has been delivered via a mix of internal and external providers and the number of concerns identified throughout the programme have been few. As we have identified some outstanding audit recommendations, members have been able to interrogate further where there have been instances of less than adequate assurances, I am committed to following up these outstanding audit recommendations with the potential of summoning managers to the Audit Committee for accountability.

Risk Management within the Council has continued to be reviewed by the Committee in relation to the levels of risks above the risk appetite of the Council and the concerns around Cyber Security. During the year regular quarterly updates were provided to Committee.

As we ended the 2023/24 financial year, the District Council introduced Azets Audit Services for our external audit provision for the next five years to 2027/28.

During the year there have been continued arrangements put in place for the Internal Audit Shared Service arrangement with Tamworth Borough Council. This arrangement was renewed on 1st October 2023 and will complete September 2025. This has been supported by external contractors who we have procured during the year to provide specialist IT Auditor services and general auditor services.

The Committee has appreciated the support and assurance the audit personnel have given from these arrangements.

I am therefore thankful for all members and officers who have contributed to the work of the committee over the last 12 months. There will be continuing financial challenges facing us, as well as continuing our work to ensure the Council's overall governance framework remains fit for purpose.

Councillor Wai-Lee Ho,

Chair of the Audit Committee 2023/24 - April 2024

1. Terms of Reference

The terms of reference, which the Committee operated to during 2023/24, is detailed at Part 3 of the Council's constitution at the following link:

<https://democracy.lichfielddc.gov.uk/documents/s8011/Part%203%20Final%20v4.pdf>

2. Member and Officer Attendance

The Audit Committee met 6 times during the 2023/24 municipal year.

Membership of the Audit Committee during the 2023/24 municipal year and their attendance is detailed below:

Audit & Committee Member	Date of Committee Meeting					
	20/7/23	27/9/23	28/11/23	1/2/24	21/3/24	17/4/24
Councillor Wai-Lee Ho	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Councillor Phil Whitehouse	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor Thomas Marshall		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor Dave Robertson	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor John Smith	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor Paul Taylor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor Sharon Taylor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Councillor Keith Vernon		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Councillor Sue Woodward				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

During the year Councillor Sharon Taylor left the committee and Councillor Sue Woodward joined for its meeting on 1st February 2024.

A number of the Audit Committee Members also sat on various other Committees. There were no reports received during the year that necessitated Members absenting themselves.

Senior officers from the council also attend the Audit & Member Standards Committee meetings as appropriate, including the Assistant Director - Finance & Commissioning (Section 151), Chief Operating Officer, Audit Manager (Shared Service) and Data Protection Officer. The External Auditors also attend and the Cabinet Member for Finance & Commissioning usually observes.

3. Training & Effectiveness

The role of the Audit Committee training was provided on 20 July 2023, and this was supported by a Member's Skills Audit undertaken at the beginning of the municipal year. A further report on Independent Members and skills audit was considered on 27 September 2023 and the Committee approved the appointment of two Independent Members this process is ongoing. In addition, we undertook an Audit Committee Effectiveness review which was reported to committee on 21st March 2024 and resubmitted on 17th April 2024. A training plan for members is being developed and will be rolled out in 2024/25.

Due to the hard work and commitment of the Committee members during the year this has led to the committee being able to effectively carry out its role. This was further supported by the annual review of the Committee's effectiveness as reported in March 2024.

Sources of Assurance during 2023/24

In fulfilling its terms of reference, the business conducted by the Audit Committee during 2023/24 is detailed at **Appendix A** per the following themes: -

- Internal Audit;
- External Audit / Inspection;
- Financial Management;
- Risk Management;
- Corporate Governance;

The Committee gained assurance in 2023/24 from these themes as follows:-

Internal Audit

In respect of the 2022/23 financial year, a positive Internal Audit Opinion was given from the Shared Head of Audit as follows:

On the basis of our audit work, our opinion on the council's framework of governance, risk management and internal control is adequate in its overall design and effectiveness. Certain weaknesses and exceptions were highlighted by our audit work. These matters have been discussed with management, to whom we have made recommendations. All of these have been, or are in the process of being addressed.

The Internal Audit Service was externally assessed for compliance with the Public Sector Internal Audit Standards and was found to 'generally conform' which is the highest rating available. An Action Plan has been agreed with management and all actions were completed during 2023/24.

Internal Audit also provide quarterly progress reports to committee and an annual report which details the performance of the service.

External Audit / Inspection

The main responsibility of the External Auditor is to report on the Council's Accounts and whether the council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. Grant Thornton reported on the 2022/23 Accounts. The Council is yet to receive Grant Thornton's external audit opinion, finalised Annual Audit Report and value for money assessment due to delays in the provision of Pension Fund Assurance from the Pension Fund External Auditors.

Financial Management

The Committee scrutinised the 2022/23 Statement of Accounts and also received assurances on the Council's financial management arrangements (e.g. treasury management, prudential indicators) from the Assistant Director – Finance and Commissioning (Section 151 Officer). The Committee also received a report on the CIPFA Resilience Index, regular Internal Audit Progress Reports, including a number giving assurance on financial management and controls during the period. The Committee also received assurance on compliance against Financial Procedure Rules and Contract procedure rules.

Risk Management

The Committee has received quarterly updates on the Council's Risk Management arrangements via review of the Strategic Risk Register. The risk environment continues to develop following the progress made in respect of cost of living support and together with Cyber Security has dominated the Council's risk management arrangements this year and will continue into 2024/25. The Council has aligned its

strategic risks to the new Strategic Plan as well as introducing the 3 lines of defence model to risk management activities and has developed its sub strategic risk processes.

The Audit Committee also gained assurance around risk management and challenged management in relation to the approach taken in respect of cyber security.

The Council’s current 6 strategic risks are as below, together with their position on the matrix, note **SR6 – Failure to innovate and build on positives/opportunities/learning arising (including from the Covid-19 situation) to maximise outcomes for the Council** was removed from the strategic risk register during 2023/24.

likelihood		SR3		SR7
			SR1, SR2, SR4, SR5	
	Impact			

- **SR1:** Pressures on the availability of finance may mean the Council is not able to deliver the key priorities of the strategic plan.
- **SR2:** Resilience of teams to effectively respond to a further serious disruption to services.
- **SR3:** Capacity and capability to deliver / adapt the new strategic plan to emerging landscape.
- **SR4:** Failure to meet governance and / or statutory obligations e.g. breach of the law.
- **SR5:** Failure to adequately respond to the wider socio-economic environment over which the Council may have little control, but which may impact on the growth and prosperity of the local area.
- **SR7:** Threat to the Council’s ICT systems of a cyber-attack.

Corporate Governance

The Annual Governance Statement (AGS) and review of effectiveness for the 2022/23 financial year, concluded that the effectiveness of the system of internal control was fit for purpose overall.

The Committee also:

- undertook a review of its own effectiveness in line with CIPFA good practice and confirmed that it continued to meet its terms of reference. The Committee also reviewed its skills. Consideration was given to whether appointing an Independent Member was necessary and concluded that this was necessary to bring further experience, in conjunction with elected members, to conduct its business effectively.
- received assurances on updates on the Council’s Contract Procedure Rules and Financial Procedure Rules;
- received an update on the implications for the audit regime resulting from the Redmond Review; and
- received the annual report of the Monitoring Officer and Exceptions and Exemptions to Procedure Rules

Regular updates on the adequacy of the Council's counter fraud arrangements were also taken including the approval of the suite of counter fraud and corruption policies (counter fraud and corruption policy statement, strategy and guidance notes; whistleblowing policy, anti-money laundering policy and prevention of tax evasion policy).

4. Conclusion

The Committee has been able to confirm that there were no areas of significant duplication or omission in the systems of governance in the authority that had come to the Committee's attention during 2023/24 that were not being adequately resolved.

Through members receiving this report, the role and purpose of the Committee has been promoted and it has demonstrated that the Committee has continued to perform, meet its terms of reference and added value. This work will continue in 2024/25 with the Committee's refreshed work programme.

Appendix A

Summary of Audit & Member Standards Committee Work Plan by Assurance Theme 2023/24

MeetingDate	Report	Assurance Theme				
		Internal Audit	External Audit / Inspection	Financial Management	Risk Management	Corporate Governance
20/7/23	Annual Treasury Management Report			<input checked="" type="checkbox"/>		
	CIPFA Resilience Index			<input checked="" type="checkbox"/>		
	Internal Audit Quarterly Progress Report	<input checked="" type="checkbox"/>				
	Quality Assurance & Improvement Programme/PSIAS	<input checked="" type="checkbox"/>				
	Risk Management Update				<input checked="" type="checkbox"/>	
	Compliment, complaints, MP & FOI enquiries report 22/23					<input checked="" type="checkbox"/>
	RIPA reports policy and monitoring					<input checked="" type="checkbox"/>
	Audit Plan (including Planned Audit Fee 22/23)		<input checked="" type="checkbox"/>			
	Informing the Audit Risk Assessment		<input checked="" type="checkbox"/>			
27/9/23	Independent Member & Skills Audit					<input checked="" type="checkbox"/>
	Compliance & GDPR Update					<input checked="" type="checkbox"/>
28/11/23	Audit Findings Report 21/22		<input checked="" type="checkbox"/>			
	Audit Findings Report 22/23		<input checked="" type="checkbox"/>			
	Auditor's Annual Report 22/23		<input checked="" type="checkbox"/>			
	Statement of Accounts 21/22			<input checked="" type="checkbox"/>		
	Statement of Accounts 22/23			<input checked="" type="checkbox"/>		
	Mid-Year Treasury Management Report			<input checked="" type="checkbox"/>		
	LWMTS Annual Report					<input checked="" type="checkbox"/>
	Internal Audit Quarterly Progress Report	<input checked="" type="checkbox"/>				
	Risk Management Update				<input checked="" type="checkbox"/>	
1/2/24	Counter Fraud Update Report	<input checked="" type="checkbox"/>				
	Audit Plan (including Audit Fee 23/23)		<input checked="" type="checkbox"/>			
	Treasury Management Statement and Prudential Indicators			<input checked="" type="checkbox"/>		
	Internal Audit Quarterly Progress Report	<input checked="" type="checkbox"/>				
	Risk Management Update				<input checked="" type="checkbox"/>	
21/3/24	GDPR/Data Protection Policy					<input checked="" type="checkbox"/>
	Internal Audit Plan and Charter 24/25	<input checked="" type="checkbox"/>				
	Review of Effectiveness of Audit Committee					<input checked="" type="checkbox"/>
	Outstanding Audit Recommendations	<input checked="" type="checkbox"/>				

Meeting Date	Report	Assurance Theme				
		Internal Audit	External Audit / Inspection	Financial Management	Risk Management	Corporate Governance
17/4/24 TBC	Accounting Policies and Estimation Uncertainty			<input checked="" type="checkbox"/>		
	Annual Governance Statement					<input checked="" type="checkbox"/>
	Chair of Audit Committee Annual Report 23/24					<input checked="" type="checkbox"/>
	Annual report for Internal Audit 2023/24 (including year end progress report)	<input checked="" type="checkbox"/>				
	Risk Management Update				<input checked="" type="checkbox"/>	
	GDPR/Data Protection Policy Update					<input checked="" type="checkbox"/>
	Review of Effectiveness of Audit Committee					<input checked="" type="checkbox"/>
	Audit Committee LDC Progress Report & Update year ending 31 March 2024		<input checked="" type="checkbox"/>			

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DELIVERING TEMPORARY ACCOMMODATION FOR VULNERABLE RESIDENTS



Lichfield
District Council

CLlr Doug Pullen, Leader of Lichfield District Council

Date: 14 May 2024

Agenda Item:

Contact Officer: Lizzie Barton

Tel Number: 01543 308060

Email: lizzie.barton@lichfielddc.gov.uk

Key Decision? Yes

Local Ward Members N/a

COUNCIL

1. Executive summary

- 1.1 This paper introduces a proposal for Lichfield District Council to directly intervene and invest in the current under-provision of temporary accommodation across the district, where it is needed.
- 1.2 There are approximately 32 local individuals and families living in temporary/emergency accommodation in our district at any one time, with another five individuals / families who may need to be supported in the short-term. Every year, the council spends approximately £80,000 on temporary/emergency accommodation to support local residents.
- 1.3 Due to a shortage of temporary accommodation in the district, families and individuals are often placed in emergency B&B accommodation, often outside of the district and away from the support networks and local facilities they rely on.
- 1.4 Currently the council holds more than £1.8million in commuted sums and Right to Buy receipts. A commuted sum is something the council can negotiate to receive, where affordable housing cannot be delivered within a housing development site (for example due to land constraints). The council can then invest the commuted sum off-site in affordable housing. The council also receives Right to Buy receipts, generated through Right to Buy sales of the housing stock transferred to Homezone (now Bromford), which can also be used to invest in affordable housing.
- 1.5 The council is also expecting to receive a further £1 million in commuted sums in the coming years, although there is no set date for when these receipts will be received, as it will depend on the progress of each related development.
- 1.6 The proposal set out in this paper is for these funds to be invested, through the council's wholly owned company (LWM Traded Services), to deliver more temporary accommodation across the district, including more 'housing first' housing pathway scheme units to support local rough sleepers.

2. Recommendations

- 2.1 Full Council approves the spend of commuted sums and Right to Buy receipts, projected to the end of the current financial year, on delivering new temporary accommodation in the district, and to delegate the selection of units to the Cabinet Member for Housing & the Local Plan, S151 Officer and Assistant Director for Customer, Resident & Business Services, subject to a completed options appraisal (see 2.3).

- 2.2 Full Council requests the purchase, refitting and management of the properties purchased using the funding agreed, for the purpose of delivering new temporary accommodation, is carried out by the council's wholly owned company LWM Traded Services Ltd.
- 2.3 Full Council acknowledges that a wrap-around support package will be required to ensure the welfare of individuals and families placed in the temporary accommodation units and the ongoing maintenance and management of units, and delegates the delivery of an options appraisal and selection of the most effective support package to the Cabinet Member for Housing & the Local Plan, the S151 Officer and Assistant Director for Customer, Resident & Business Services, subject to the costs of the delivery being within approved budgets.
- 2.4 Full Council approves an increase of the approved budget in the capital programme for new temporary accommodation in the district by **£979,000** from **£1,178,000** to **£2,157,000** with funding provided by additional projected housing capital receipts of **(£979,000)**. Full Council acknowledges that future commuted sums and capital receipts may be allocated to further affordable housing as part of the normal budget monitoring process.

3. Background

Emergency accommodation

- 3.1 There is a limited supply of temporary/emergency accommodation units in the district. The units managed by Bromford on behalf of the district council have very high occupation rates and are generally full, apart from void and turn-around times.
- 3.2 At any anyone time there is usually around 32 individuals/families in temporary accommodation, with approximately five further individuals/families who may imminently need it.
- 3.3 Every year, the council spends approximately £80,000 on temporary accommodation to support local residents, including families with children.
- 3.4 Oftentimes this accommodation can be emergency bed and breakfast accommodation, and oftentimes outside of the district. Bed and breakfast accommodation offers limited/no cooking facilities, and limited facilities outside of the bedroom, making it unsuitable for long-term placements. Legally most placements in bed and breakfast accommodation should be no more than six weeks.
- The average time homeless families spend in B&B accommodation in the district is 4.5 weeks.
 - The average time single people spend in B&B accommodation in the district is 6 weeks.

'Housing first' – housing pathway scheme accommodation

- 3.5 The council has six 'housing first' housing pathway scheme units. The units are occupied by ex-rough sleepers who, in line with 'housing first' principles, have been moved into the units despite having had significant difficulties managing tenancies in the past. Wrap around support for the tenants is currently provided by [Spring Housing](#), a housing charity that specialises in providing homes for those in greatest need.
- 3.6 Four of the units are occupied by individuals who have now successfully maintained a tenancy for several years, thanks to wrap around support provided by Spring, but who still have high support needs. Whilst ideally the ambition would be to now move these customers onto new general needs properties and free-up the housing pathway scheme units for new rough sleepers, the concern is that

moving such customers away from a home that has now become their safe-haven, may result in them falling back onto the streets, thereby undoing the good work achieved over the past few years.

- 3.7 As an alternative, the council is keen to explore replacing up to four of the six units, so that the current successful tenants can remain in their homes indefinitely, with a new package of tapering support provided by Spring for the remainder of the contract period (subject to contract negotiations), and four more previous rough sleepers can be moved into the new units under the existing package of support provided by Spring.

Bore Street shops units

- 3.8 The council has already approved the investment of £360,000 to support the redevelopment of five city centre affordable housing units. These units will be utilised to support individuals and couples who need to move on from emergency B&B and temporary accommodation to a more secure home, but who have less acute support needs and for whom being city centre based will be beneficial vs potentially challenging. These units should come into operation by the end of 2024 and a package of support will need to be identified for these units as part of the options appraisal.

Alternative options	Commuted sums can only be invested into affordable housing. As such, the alternative option is to not invest the funds at this present time, however some commuted sums have a clawback period, so it is vital that the sums are invested to deliver positive outcomes in a timely fashion.		
Consultation	Consultation has taken place with the council's housing strategy team, housing team and with Bromford Housing who has confirmed there is a great need for additional temporary accommodation units across the district. Cabinet also approved the proposals in April 2024.		
Financial implications	The funds available to support temporary accommodation in the district and the amount in the approved capital programme are shown below:		
	Projected 31/03/2024 £000s	36a Bore Street £000s	Affordable housing £000s
	£1,339	£360	£979
	£860	£0	£860
	£450	£132	£318
	£2,649	£492	£2,157
	£492	£492	£0
	£1,178	£0	£1,178
	£1,670	£492	£1,178
	Additional budget to be added to the capital programme		£979
	Recommended revised budget		£2,157
Approved by Section 151 Officer	Yes – awaiting comment from PWC on tax implications. May		

Legal implications	Legal implications will be incorporated and fully explored in the options appraisal (see 2.3).
Approved by Monitoring Officer	Yes

Contribution to the delivery of the strategic plan	The council's current Strategic Plan 2020 to 2024 sets out an ambition to enable people to live healthy and active lives, as well as help themselves and others. It also sets out an ambition to develop prosperity and invest in the future. This proposal to invest commuted sums and Right to Buy receipts into affordable housing will both help people to live healthy lives, it will also give people springboard back into the employment market longer-term to develop their own economic prosperity long-term.
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Equality, diversity and human rights implications	The allocation of new temporary accommodation properties will be delivered in line with the council's existing homelessness policies which have been subject to an equality impact assessment.
EIA logged by Equalities Officer	Equalities Officer confirmed new EIA not required.

Crime & safety issues	The creation of further housing pathway scheme units will help to address concerns around the welfare and safety of rough sleepers locally.
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Data assessment	<ul style="list-style-type: none"> The council spends approximately £80,000 on temporary accommodation to support local residents including families with children. The average time homeless families spend in B&B accommodation in the district is 4.5 weeks. The average time single people spend in B&B accommodation in the district is 6 weeks. The data gathered on housing need demonstrates that most people waiting on the housing register prefer to live in Chase Terrace, Boley Park or Curborough wards. Register for social housing – How many homes are there and how long could I wait? According to the Social Progress Index, the areas with the highest housing need (highest claimants of housing benefit and highest number of homelessness applications are Chadsmead, Stowe, Curborough and Chasetown.
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Environmental impact (including climate change and biodiversity)	N/a
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GDPR / Privacy impact assessment	N/a
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	Risk description & risk owner	Original score (RYG)	How we manage it	New score (RYG)
A	Committed sums need to be returned to developer through lack of timely investment.	Likelihood: Red Impact: Red Score: Red	Develop a robust plan to spend committed sums in line with strategic objectives.	Likelihood: Green Impact: Green Score: Green
B	Homes procured by Lichfield District Council subject to right	Likelihood: Red Impact: Red	Temporary homes will be let through licence, avoiding right to buy legislation and ensuring permanence in	Likelihood: Green

	to buy legislation.	Score: Red	delivery of temporary/emergency accommodation to local vulnerable residents.	Impact: Green Score: Green
D	Full housing benefit cannot be claimed in relation to supported accommodation provision, due to status of property leaseholder	Likelihood: Red Impact: Red Score: Red	Deliver full options appraisal on leaseholders in relation to new units, to ensure full benefit can be claimed in relation to services provided.	Likelihood: Green Impact: Green Score: Green

Background documents	Council on 14 July 2020 - Housing, Homelessness and Rough Sleeping Strategy (allocation of Right to Buy Receipts to support delivery of this Strategy)
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Relevant web links	
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Lichfield District 2050 Strategy

Leader of the Council, Cllr Doug Pullen

Date: 14 May 2024

Agenda Item:

Contact Officer: Kerry Dove

Tel Number:

Email: kerry.dove@lichfielddc.gov.uk

Key Decision YES

Local Ward N/A

Members



Lichfield
District Council

Full Council

1. Executive Summary

- 1.1 This report presents the Council’s new strategic plan – Lichfield District 2050 Strategy – for approval by Cabinet prior to being considered by Full Council.
- 1.2 This report summarises how the Strategy has been developed and includes the key findings from the public consultation on the draft strategy.

2. Recommendations

- 2.1 To endorse the Lichfield District 2050 Strategy (**Appendix A**) and the Year 1 Delivery Plan (**Appendix B**) for adoption.
- 2.2 Delegate finalising the details of the Lichfield District 2050 Strategy and the Year 1 Delivery Plan to the Leader of the Council and the Chief Executive, prior to final publication.

3. Background

- 3.1 A strategic plan sets out the medium-term ambitions and priorities for an organisation, and it is our primary strategic document. It should outline what we want to achieve and how we intend to do it. Lichfield District Council’s current Strategic Plan ends in April 2024. A Strategic Plan should act as the ‘golden thread’, allowing all members of staff and Councillors to see the role they play in delivering against the agreed priorities. The Council is a very different Council to the one that agreed the last Strategic Plan in Spring 2020.
- 3.2 Lichfield District 2050 Strategy is a significant departure from previous Strategic Plans. It deliberately seeks to set a different tone, to be a Strategic Plan for the whole district, not just Lichfield District Council. We cannot deliver the ambitions set out in the Strategy on our own, it will require us all working together, partners, businesses, residents, and the Council. It also takes a longer-term view, rather than the normal four-year, medium-term view. This is to reflect that many of the opportunities and challenges we face do not start and end in a political term but require long-term commitment and focus. The Strategy is unapologetically aspirational and bold.
- 3.3 A strategy is only as good as the delivery plan that supports it, monitoring and tracking how the District Council and partners are delivering against the agreed priorities. A draft Year 1 Delivery Plan is presented at **Appendix B**.
- 3.4 Our Strategy sets out the vision that “together we will make Lichfield District a more confident, prosperous, active and green place to live, work and pay”. To achieve this vision, the Strategy outlines four ambitions:

- Be the place where people across the UK aspire to live – Confident Communities
- Enable Lichfield, Burntwood and our villages to flourish – Prosperous Communities
- Make Lichfield District the most active in the UK – Active Communities
- Create the greenest district in the country – Greener Communities

4. Development of the Strategy

- 4.1 The Strategy has been in development for over 18 months, starting with the ‘Together We’ public consultation which ran in late 2022 and saw over 7,500 residents and businesses feedback their views and opinions on the district and future priorities.
- 4.2 Using the results of the ‘Together We’ consultation, plus data and analysis from the Lichfield District Social Progress Index that was launched in early 2023 the Strategy was drafted. In August 2023 a public consultation was launched to gather views and feedback on the draft Strategy.
- 4.3 Five online surveys were launched, respondents were able to provide feedback on any one of the four priorities they were interested in – Confident, Prosperous, Active or Green Communities - or answer a survey on the whole Strategy. Residents were also able to request a paper copy of the surveys.
- 4.4 As well as the online survey, direct emails were sent to key stakeholders offering the opportunity to meet and discuss their feedback on the Strategy, as well as encouraging stakeholders to share the link to the Strategy and surveys with their own networks. As an example, Support Staffordshire and the Chamber of Commerce both promoted the surveys through their networks.
- 4.5 A range of actions were undertaken to maximise the response to the consultation including:
- Ongoing social media posts across all Lichfield District Council(LDC) channels and traditional press releases
 - Promotion of the surveys via our resident e-news distribution lists of more than 29,500 recipients
 - Promotion of the relevant surveys to targeted distribution lists. Residents registered on our Active Lichfield mailing list were sent the Active Communities survey and contacts on our business mailing list received the Prosperous Communities survey
 - Promotion of surveys on specific non-LDC social media pages. For example, the Green Communities survey was promoted on Lichfield Litter Legends, the Prosperous Communities survey was posted on Lichfield and Tamworth Business Page, the Confident Communities survey was posted on Helping Each Other – Lichfield & Surrounding Areas and the Active Communities survey was posted on Lichfield & District Runners
 - Councillors were encouraged to share the surveys amongst their networks and with their constituents
 - Recorded and distributed a podcast, aimed at younger people.
 - Handed out leaflets in Lichfield City to promote awareness of the consultation
 - Community organisations such as secondary school and faith groups were sent links to the surveys and encouraged to promote
 - A session was held with the Lichfield District Youth Council
 - Additional targeted activities were undertaken between January-February 2024 to increase responses from younger age groups. This led to an additional 228 responses from residents aged 34 or under.

- 4.6 A total of 3,127 responses were received from the public consultation and a key message was that respondents wanted more information on how it will be delivered and funded. The proposed final version of the Strategy is attached at **Appendix A**. It has been strengthened to reflect the following key themes from the consultation:
- The importance of infrastructure, including GPs, schools, and roads. Working to lobby public sector partners to invest more in these services
 - Public transport and active travel. Challenging ourselves and our public sector partners to do more to connect our places, and to support all in our communities to access opportunities
 - Ensuring the challenges and opportunities in our villages and rural communities are represented throughout
 - Inclusion for all was a recurring theme throughout much of the feedback. We have reviewed the Strategy to ensure that all parts of our communities are represented
 - Younger respondents in particular valued the Strategy being broken down into shorter time periods and being able to see tangible deliverables towards the long-term ambitions.
- 4.7 On 3rd April 2024 a summary of the consultation results, the latest version of the draft Strategy and Year 1 Delivery Plan were considered by Overview and Scrutiny Committee. Following feedback from the Committee several changes have been made, highlighted in yellow in the attached appendices.
- 4.8 Progress on delivery against the Strategy will be reported regularly to Cabinet and Overview and Scrutiny Committee.
- 4.9 Lichfield District 2050 Strategy clearly sets out our vision and ambitions for the district. Through extensive engagement we have developed a Strategy that is bold, aspirational and will create a future that we can all be proud of.

Alternative options	Council can choose to approve a different Strategic Plan; however, this would delay approval and adoption.
Consultation	<ol style="list-style-type: none"> 1. Consultation with residents, businesses, stakeholders and Councillors has been undertaken over the last 18 months to inform the development of the Strategy. 2. Public consultation results, the draft Strategy and Year 1 Delivery Plan were considered at Overview and Scrutiny Committee on 3rd April 2024.
Financial implications	<ol style="list-style-type: none"> 1. There are no direct financial implications arising from creation of the strategic plan. 2. All plan activities will need to be built into financial planning. 3. Costs including consultation, design and print that will be associated with the production of the plan has been met from existing budgets.
Approved by Section 151 Officer	Yes
Legal implications	There are no direct legal implications
Approved by Monitoring Officer	Yes
Contribution to the delivery of the strategic plan	The proposals recommend that a new strategic plan is adopted

Equality, diversity, and human rights implications	Due to the strategic nature of the strategic plan, completing an equalities impact assessment (EIA) is likely to have limited benefit.
EIA logged by Equalities Officer	Yes Equalities Officer confirmed not required.
Crime & safety Issues	There are no crime and safety issues arising from the production of the strategic plan.
Data assessment	The Social Progress Index has been utilised in the development of the strategic plan.
Environmental impact (including climate change and biodiversity)	Creating greener communities is one of the four priorities of the strategic plan.
GDPR / Privacy impact assessment	There are no GDPR/privacy issues arising from the production process of the strategic plan

	Risk description & risk owner	Original score (RYG)	How we manage it	New score (RYG)
A	Lichfield District 2050 Strategy is too ambitious and cannot be delivered within available resources	Likelihood: Yellow Impact: Yellow Risk: Yellow	Annual Delivery Plans to ensure delivery both in the short-term and medium-term. Continual engagement with stakeholders to reiterate this is a plan for the district not just the District Council.	Likelihood: Green Impact: Green Risk: Green
B	Lack of buy-in from residents and stakeholders to the Strategy	Likelihood: Yellow Impact: Yellow Risk: Yellow	Significant public consultation has been undertaken. Ongoing consultation and engagement on delivery plans and what has been achieved.	Likelihood: Green Impact: Green Risk: Green
C	Any change in national government leads to changes in priorities/funding for local government.	Likelihood: Yellow Impact: Yellow Risk: Yellow	Policy proposals and the manifestos of political parties will be monitored to understand the potential impact on local government. The Council will seek to influence future policy direction through submitting policy responses.	Likelihood: Yellow Impact: Yellow Risk: Yellow

Background documents	Overview and Scrutiny Committee meeting 3 rd April 2024 item 5 https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?Cid=268&Mid=3088
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Relevant web links	
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APPENDIX A - Lichfield District 2050

Introduction

Lichfield District 2050

When we say, Together We Will... we mean it. This document is a call to action; for everyone.

We cannot achieve and deliver the future we want for the district without you.

So, this strategy seeks a collective commitment to make Lichfield District the most confident, prosperous, active, and green part of the country by 2050; a place which other parts of the United Kingdom aspire to be.

We know this will require hard work and investment, not just from the District Council but from the County Council, from our Town, City and Parish Councils, our partners in the health and emergency services, our vital network of community, charity and third sector organisations who already contribute so much, and importantly from you, our residents.

APPENDIX A - Lichfield District 2050

Foreword by the Leader of the Council and Chief Executive

This document is a departure from our usual four-yearly cycle of thinking about our priorities. It deliberately seeks to **set a different tone**. We are **proud of our district** and want to engage about its future and yours; to think about the district we want Lichfield to be by 2050; a place for you, your children, your parents, and future generations; for our businesses and visitors, to thrive in.

Lichfield District 2050 is a longer-term view of our shared priorities, **it is challenging, bold and aspirational**.

We are determined to shape our district based on your views. At the end of 2022, over 7,500 residents and businesses responded to the first 'Together We' consultation, providing your views and feedback on what Lichfield District should be in 2050. The views you provided through that feedback have been used to draft this strategy and you will see references to it throughout this document.

Lichfield District is the heart of England, at the centre of the United Kingdom, 35 minutes outside Birmingham and just over an hour away from London. **We have all the ingredients to be a place where people want to live, work and play**; where families can feel supported to raise children and equally protected in older life and retirement.

We want **Lichfield District** Council to be a beacon for the rest of the country, an example of what a modern, vibrant local authority is; a partner, **invested in our district, enabling, and supporting strong communities** with efficient public services that engage effectively and are contrite when we get things wrong.

Through this document, we are seeking to reconstruct our relationship with you, our residents, with our vibrant business sector and with our partners. **We are aiming high. We want to be the best**. We want Lichfield District to be recognised as a place where we take collective responsibility to create a better future for everyone.

APPENDIX A - Lichfield District 2050

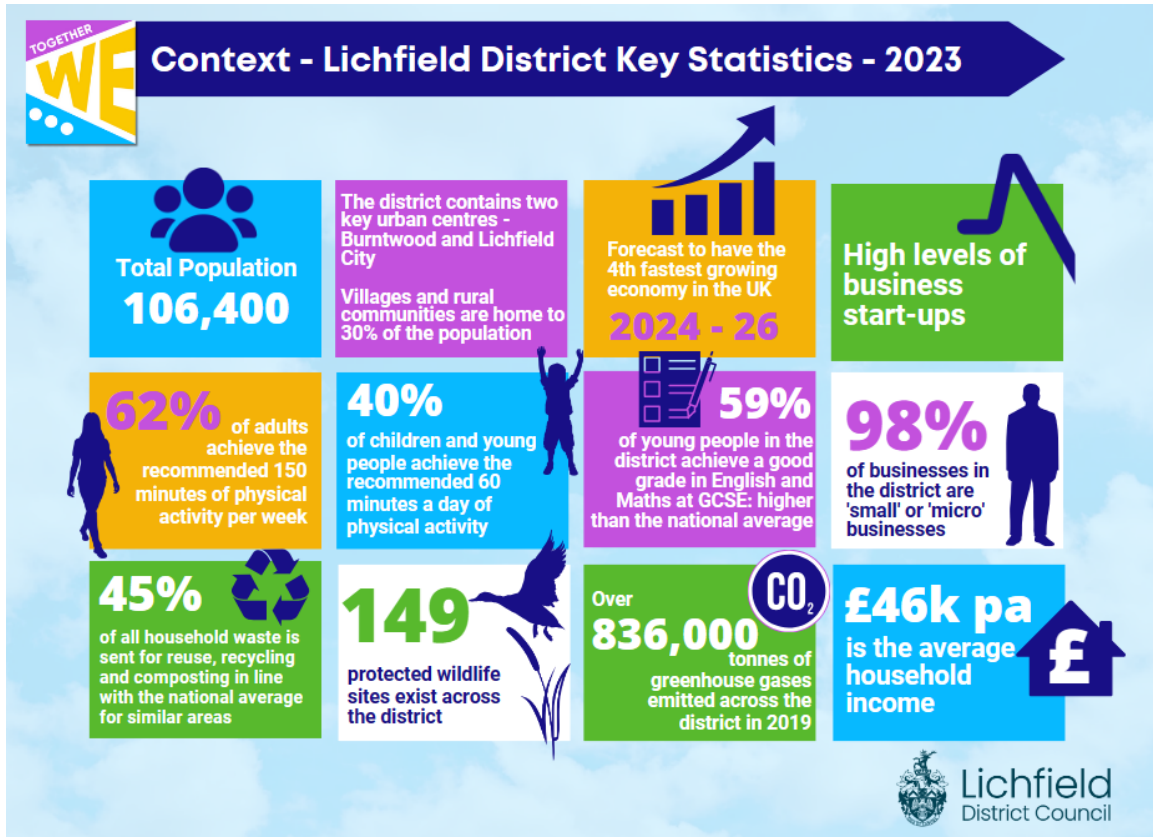
When we say, '**Together We Will...**' we mean it; this document is a **call to action, for everyone**. We cannot achieve and deliver the future we want for the district without you.

So, this strategy seeks a **collective commitment to make Lichfield District the most confident, prosperous, active, and green part of the country by 2050**; a place which other parts of the United Kingdom aspire to be. **We know this will require hard work and investment**, not just from the District Council but from the County Council, from our Town, City and Parish Councils, our partners in the health and emergency services, our vital network of community, charity and third sector organisations who already contribute so much, and importantly from you.

We have set **4 priorities, and a number of ambitious missions** through this strategy, following engagement with you. The remainder of the document outlines key actions for all four priorities, against three important milestone dates – 2028, 2038 and 2050. These milestones will help and guide us on our journey to achieving our missions. The District Council will deliver its part of this strategy through an **Annual Delivery Plan, with clear and smart quarterly objectives which we will hold ourselves to**. We will refresh this strategy every 5 years, to allow us to reflect on the progress we have made and identify the next set of key actions.

Again, without your buy-in this strategy will fail. If you **join us in committing to the priorities, we promise to listen, to hear and value your views** and to do our part to deliver the Lichfield District 2050 we believe everyone wants.

APPENDIX A - Lichfield District 2050



APPENDIX A - Lichfield District 2050

Confident Communities

We will be the place where people across the UK aspire to live.

Confident communities are places that are **inclusive, resilient, and self-assured**, where **people take pride** in their living environment, **respecting and supporting one another regardless of background**. A confident community is a **cohesive, healthy, safe, prosperous, and happy place**. It **collectively tackles disadvantage, exclusion and powerlessness** and strives to provide a **high quality of life for everyone** that lives there, across all age ranges.

We want people to be more confident about, take more pride in and ownership of the future of Lichfield District. We want to increase the sense of belonging we know already exists and for everyone to be more able to express their views and contribute.

We understand that people want a clean, safe, and healthy environment, with appropriate employment opportunities close to home and good quality, sustainable, affordable housing, in the right places, that help them to be healthy and independent for longer. Good quality housing is a key priority for residents, ensuring there is a range of housing options and tenure to suit changing needs.

They want to live in a Burntwood or Lichfield with vibrant cultural, tourism and leisure options, and in rural communities that retain and celebrate their historic characteristics and are connected by decent public transport options. They want to be supported and empowered by a compassionate and caring public sector when they need it.

We also know building confident communities requires community action and active community and voluntary groups, that the arts and cultural sector has a key role to play and that a willingness to work together, with the public sector, will support our residents to thrive and increase wellbeing and a sense of aspiration.

APPENDIX A - Lichfield District 2050

Confident Communities

By 2050 we will be a district where...

- Regeneration in Lichfield city centre and Burntwood has had a positive impact on residents across the district
- Housing growth has been controlled, easing pressure on our existing towns and villages by building new homes in the right places, with critical roads, utilities, schools, and health infrastructure delivered first, not last
- Housing inequalities have been challenged and options that meet everyone's needs, for now and the future are available
- New housing permitted is designed in a way that compliments and enhances our district, whilst also protecting and recovering our environment
- People are empowered to influence and control the decisions that matter to them, across all age ranges
- Decision-making and funding are delegated to local communities to unlock community power
- Our communities are connected to support a sense of belonging, through influencing transport authorities and providers, and through the introduction of alternative modes of transport
- Wellbeing and community cohesion is consistently prioritised in all our activities, working effectively with leisure and cultural venues to do so
- A vibrant local voluntary and community sector is supported and invested in

APPENDIX A - Lichfield District 2050

Confident Communities

Key Milestones - by 2028 we will...

- Champion an 'infrastructure first' approach to growth and development across the district, working with partners to make sure the right infrastructure is in place to support our communities
- Have in place arrangements with the voluntary and community sector to provide better signposting to community support, ensuring we aren't duplicating effort
- Implement an effective Design Code, developed with residents, ensuring that housing developments in the district meet residents' expectations on design, quality, and sustainability
- Complete the city centre regeneration of Lichfield on the Birmingham Road Site
- Bring back into use more of the 500 empty properties in our district, for the benefit of families and communities
- Have worked with private rental landlords and registered social landlords to increase the supply of safer, healthier, and affordable rental properties
- Achieve 40% affordable housing on council owned sites and encourage developers to strive for the same target. The Birmingham Road Site will act as an exemplar site for good quality affordable housing
- Adopt a new Local Plan – to deliver much-needed housing within the district, including the consideration of a new urban settlement, to assist in alleviating existing pressures within our main towns and village areas.

Key Milestones - By 2038 we will...

- Be working towards the delivery of an ambitious new Local Plan
- Fully embed locality working across the district and devolved maximum powers to our locality partnerships. Influenced our partners to also devolve powers and funding
- Have delivered the regeneration of Burntwood, through a new town centre
- Regularly exceed our affordable homes target.

APPENDIX A - Lichfield District 2050

Prosperous Communities

We will enable Lichfield, Burntwood and our villages to flourish

A prosperous community is one with economic wellbeing, where traditional and new business sectors succeed side by side and where innovation is commonplace and improves opportunity for all people and all areas of a place.

We want Lichfield District to be recognised as a place where business succeeds, for our entrepreneurs and businesses to thrive and for our local workforce to share in the wealth they generate.

Whilst we know our average household income in the district is high compared to other parts of the UK, we also recognise that economic inequality is not just a regional issue, it occurs between neighbourhoods. Some of our neighbourhoods are amongst the most income deprived in England, and in 2019, 8.4% of the local population was identified as income deprived.

We want to ensure the district has a diverse and resilient economy, providing a range of varied job opportunities and progression for our residents. We want to ensure that we have a vibrant economy that supports our young people to have the very best start in life. We want to make sure our residents, both young and old, can thrive in the district and achieve the aspirations they have for themselves and their families.

Key to creating prosperous communities is connectivity, both digital and physical connectivity for our urban and rural communities. We will work with partners to look at how we can better connect our places, challenging public transport providers and partners who look after our roads to do better for our district, and maximise opportunities for active travel.

We want to be the place to set up and grow a business successfully, to provide an environment where our natural entrepreneurs and micro-businesses flourish and are enabled to grow at a pace which is safe for them. We will work with private and public sector partners to invest in new units to help businesses grow sustainably and encourage more sustainable rental rates. Our ambitious new Local Plan will clearly define employment land opportunities across the district.

It is vital we continue to enhance the vibrancy of our town centres, rural communities and the city centre and further improve their local and national reputations as great places to work, live and visit. In the 'Together We' consultation you told us what you wanted to see more in the district, 26% of respondents wanted to see more retail space, 17% wanted to see more leisure options and 15% wanted to see more creative spaces.

APPENDIX A - Lichfield District 2050

Prosperous Communities

By 2050 we will be a district where...

- Investment in regeneration creates sustainable, vibrant high streets in Lichfield city centre and Burntwood
- Infrastructure to support business growth programmes and provide incentives is making a difference
- Economically active people, including younger people, are attracted, and retained through targeted incentives
- Current key sectors have been nurtured to grow through investment and support that benefit local employment
- There are a range of transport options in place that help to connect our places
- Individuals' business-ready skills, knowledge and experiences are improved to enable sustainability of new enterprises
- Investment from new markets and sectors has been attracted (e.g., digital, technology, knowledge, data, and green economies) into our district, creating new employment opportunities
- Retail, Hospitality, and Leisure providers are supported to be attractive career choices for people
- Training providers and statutory bodies are challenged to provide the skills local business needs so they can recruit locally
- Public sector partners are encouraged to utilise the social value levers they have available to them
- Ultimately, we will have improved the prosperity of our residents, by increasing skills levels and access to better jobs.

APPENDIX A - Lichfield District 2050

Prosperous Communities

Key Milestones - By 2028 we will...

- Be concluding delivery of the targeted Action Plan for Burntwood
- Have delivered temporary 'Meanwhile' activities on the Birmingham Road Site, including vibrant new incubator retail, office, food and beverage space alongside outdoor theatre and cinema
- Successfully have used the new cinema for Lichfield city centre, including food and beverage space, as a catalyst to regenerate the whole Birmingham Road Site
- Enjoy a vibrant, young, new residential zone on the Birmingham Road Site, with public open space as places people choose to gather
- Have supported delivery of infrastructure such as GP, schools, and roads, to be in place to meet our growing needs
- Worked with public transport providers to improve the offer across the district

Key Milestones - By 2038 we will...

- Have opened up Market Street / Bird Street Car Park to new retail outlets and views of the Minster Pool and Cathedral
- Have fully delivered Burntwood regeneration.

APPENDIX A - Lichfield District 2050

Active Communities

We will make Lichfield District the most active in the UK

The evidence for the benefits of being active is overwhelming; it prevents a range of illnesses, improves our wellbeing, and helps people to manage certain health conditions better. Being active and living a healthy lifestyle was important to most respondents of the 'Together We' consultation, who identified better facilities and more group activities as things that would help them be more active. For older people, a healthy lifestyle can have a significant impact on staying independent for longer. Supporting and encouraging children and young people to be more active and have a healthy lifestyle has wide-ranging impacts, including essential key skills such as teamwork, resilience and creating good habits for life.

We know around 38% of adults and 60% of children and young people in our district are not active for recommended weekly levels and we want to change this. We want the very best sports and leisure facilities in our district. But it's not just about sports, we also need to encourage more community gardens, farms, and allotments, and to work with our schools to maximise the benefits of clubs and activities they offer.

Active communities are places where everyone can access the activities and facilities that suit them, whether they are a competitive athlete, or someone who is starting out to get moving and improve their wellbeing, and everything in-between. We will empower and encourage everyone (our partners, including the voluntary and community sector, and our communities) to set up and grow more local community sports and leisure provision, creating a vibrant network of activities and facilities across the district.

APPENDIX A - Lichfield District 2050

Active Communities

By 2050 we will be a district where...

- Physical activity has increased, with people being more active, more of the time, showing a demonstrable improvement in the levels of activity undertaken
- The social and wellbeing benefits of living a healthy lifestyle are celebrated and built on
- Barriers to participation for people experiencing inequality for health, socio-economic or gender reasons are reduced
- Annual large-scale physical activity events, including walking, running, cycling, and swimming, across the district are delivered and appeal to a wide-range of people
- Physical activity as an effective preventative and treatment option for long-term conditions, mild depression and anxiety is embedded
- Advice and guidance on leading a healthy and active lifestyle is systematically available and targeted to the right people
- The full potential of our parks and green spaces is activated for health and wellbeing
- A network of high-quality leisure and recreational facilities and community groups exists to provide equitable, affordable access for all.

APPENDIX A - Lichfield District 2050

Active Communities

By 2028 we will...

- Deliver a new leisure centre in north Lichfield, at Stychbrook Park
- Regularly utilise our parks and green spaces as key locations for active lives, park sports, health walks etc
- Introduce a small grants scheme to help fund new initiatives that will improve health and wellbeing
- Champion more family focused opportunities that engage the whole family
- Introduce a new Residents Advantage Card scheme, providing discounts off arts and entertainment, leisure, sports, and other activities
- Invest in and introduce new leisure facilities across the district – inc. adventure golf, climbing wall, padel tennis, obstacle course racing
- Build stronger links with the district GP surgeries and schools to work together to increase and sustain participation among all groups with targeted interventions
- Have a vibrant network of local community groups and clubs that support residents to be more active
- Utilise our locality partnerships to harness the power of local communities to support health and wellbeing more effectively

By 2038 we will...

- Increase and value the amount of green space in the district to promote healthier lifestyles
- Be nationally renowned for the quality of offer at our local authority run leisure centres
- Increase activity levels of adults and children
- Reduce the participation gap between different groups that currently face inequalities.

APPENDIX A - Lichfield District 2050

Green Communities

We will create the greenest district in the country

There is no denying, we need nature, and in Lichfield District we are fortunate to have access to significant green space. Healthy green spaces can clean our air, water, soil, and future-proof farming. Restoring nature is vital for our future and economy, whilst providing invaluable spaces for wildlife to thrive and people to enjoy. 96% of respondents to the 'Together We...' consultation said the environment was important to them. For children and young people in our district, this is a real priority.

Climate change is the most critical challenge we face. We recognise a need to radically re-think how the district works and lives to become carbon neutral by 2050. We will lead by example as a District Council, transforming our own operations. We will influence and encourage our partners, businesses, and residents to do their part, and work alongside them to reduce and reverse the implications of climate change we already experience. This will include working in partnership to create greener homes across the district, supporting sustainable development and encouraging new and emerging green industries.

Green communities are committed to the whole of the environment not just climate change; they have strong wildlife recovery, vibrant biodiversity, development that protects and enhances nature, and networks of sustainable travel routes connecting communities. We will work to incorporate consideration for the climate and environment across all our operations and agree priorities for nature recovery locally where we will map and outline projects to create and improve habitat for nature and wider environmental goals.

We will work with residents and businesses to reduce the amount of waste produced by the district, whilst increasing the amount that is reused or recycled. 77% of respondents to the 'Together We...' consultation felt recycling and waste disposal was an environmental issue of most concern. We will change and adapt how we collect and dispose of our waste, seeking opportunities to make our operations carbon neutral, and innovative approaches to generate energy from our waste.

APPENDIX A - Lichfield District 2050

Green Communities

By 2050 we will be a district where...

- Carbon neutrality is achieved district-wide, reducing the impact and implications of climate change on the district
- Housing across the district, both new and old, supports our ambitions to be the greenest district in the country
- Nationally, we are renowned for enhancing and protecting our natural environment
- Lowland heathland and associated habitats connecting Cannock Chase to Sutton Park are restored
- Two new nature reserves, a series of pocket parks and wildlife ponds have been introduced
- Living green spaces on roofs, walls and bus stops have been introduced and increased
- The tree canopy across the district has been extended and more street trees are introduced to our urban areas
- River Restoration has been explored and introduced, connecting rivers and waterbodies back to floodplains
- Species with local provenance have been reintroduced i.e., white-clawed crayfish, water voles, other scarce species.

APPENDIX A - Lichfield District 2050

Green Communities

By 2028 we will...

- Identify and agree the location of two sites suitable to develop new nature reserves
- Introduce a green corridor between Burntwood and Lichfield contributing towards both sustainable and active travel
- Have a robust district-wide Carbon Reduction Plan in place and being delivered with our partners
- Increase the rate of recycling in the district to more than 65%, whilst reducing our overall waste
- Introduce a food waste service and have in place plans to generate more energy from our waste
- Create a live digital dashboard on our environmental performance, so that we can encourage all to do their bit to tackle climate change
- Articulate our strong commitment to sustainable housing and development, environmental protection, and enhancement through our new Local Plan
- Introduce a number of green streets, which include additional street trees, bee bricks and bird boxes
- Have electric charging points available on key off-street car parks

By 2038 we will

- Deliver the first new nature reserve in the district
- Have reduced or mitigated the council's carbon emissions to a net zero position by 2035
- Have supported the re-introduction of Lichfield Canal
- Enable more green corridors for commuting and travel.

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

CONFIDENT COMMUNITIES – We will be the place where people across the UK aspire to live					2028 Milestones							
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Infrastructure first	Work with voluntary and community sector	Effective Design Code	City Centre Regeneration	Bringing empty properties back into use	Supply of safe, healthy, and affordable rental properties	Affordable housing on council owned sites.	New Local Plan
Launch LDC's 2024-27 Community and Voluntary Sector Funding programme, making a positive impact on our communities	Funding programme launched, and quarterly monitoring of outcomes	Quarterly monitoring of outcomes	Quarterly monitoring of outcomes	End of year report on outcomes								
Work with the Community Foundation to deliver the Councillor Community Fund 2024-25 that will award small grants to local community groups	Launch of the fund	Applications will be processed, and awards will commence	Awards will continue	End of year evaluation								
Establish a food partnership network, bringing together partners to tackle food poverty and collaborate	Initial priority actions agreed and commenced			End of year review of the partnership								
Work with CASES to deliver a joined-up advice and signposting service	Joint Action Plan developed			Delivery of several priority actions								

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

CONFIDENT COMMUNITIES – We will be the place where people across the UK aspire to live					2028 Milestones							
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Infrastructure first	Work with voluntary and community sector	Effective Design Code	City Centre Regeneration	Bringing empty properties back into use	Supply of safe, healthy, and affordable rental properties	Affordable housing on council owned sites.	New Local Plan
Adopt a Lichfield District Design Code, a Supplementary Planning Document (SPD)	Statutory public consultation	Results of the consultation	Adopt and launch									
Demolition of the MSCP and retail units complete		Demolition works started	Demolition works complete									
Development of meanwhile use on the BRS site		Landscaping on site starts										
Cinema and plaza construction underway	Preferred contractor selected		Cinema construction starts, plaza complete	Marketing of food and beverage units to have started								
Old Ford Site sold, and development work started	Final bids submitted BRS design code approved	Preferred bidder identified		Sale and planning application approved Development works to start								

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

CONFIDENT COMMUNITIES – We will be the place where people across the UK aspire to live					2028 Milestones							
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Infrastructure first	Work with voluntary and community sector	Effective Design Code	City Centre Regeneration	Bringing empty properties back into use	Supply of safe, healthy, and affordable rental properties	Affordable housing on council owned sites.	New Local Plan
				Marketing of further zones to have started								
Engage with the owners of 80 empty properties, both commercial and residential, focusing on those that have been vacant the longest, to understand the barriers and blockages and work with them to bring as many as possible back into use	Engage with 20 empty properties	Engage with 20 empty properties	Engage with 20 empty properties	Engage with 20 empty properties								
Using intelligence from engaging with empty property owners to develop a new empty property strategy				New strategy and action plan in place								
Lobbying of registered providers of social housing to increase the supply of affordable rental properties, and to agree tangible actions to move forward	Quarterly review meetings in place											

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

CONFIDENT COMMUNITIES – We will be the place where people across the UK aspire to live					2028 Milestones							
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Infrastructure first	Work with voluntary and community sector	Effective Design Code	City Centre Regeneration	Bringing empty properties back into use	Supply of safe, healthy, and affordable rental properties	Affordable housing on council owned sites.	New Local Plan
Develop a plan of further actions to increase the supply of affordable rental properties				Plan in place								
Lobbying of registered providers of social housing to improve the conditions and maintenance of properties, and to agree tangible actions to improve	Quarterly review meetings in place											
Improved inspection rates for private rental complaints	Additional capacity in place to address this											
Developed and launched a new Homelessness and Rough Sleeping Strategy 2025-2030	Development of the strategy			Strategy approved								
LWMTS to intervene to deliver more temporary accommodation across the district				Additional units delivered								
Complete the first year of our Local Plan Delivery Plan, including a call for sites and update several pieces of key evidence	Call for sites to conclude. Publish	Progress evidence and preparation	Undertaken Issues &	Report on Options consultation								

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

CONFIDENT COMMUNITIES – We will be the place where people across the UK aspire to live					2028 Milestones							
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Infrastructure first	Work with voluntary and community sector	Effective Design Code	City Centre Regeneration	Bringing empty properties back into use	Supply of safe, healthy, and affordable rental properties	Affordable housing on council owned sites.	New Local Plan
	schedule of sites	of first consultation	Options consultation									
Launched our new Strategic Infrastructure Group to monitor s106 and community infrastructure Levy (CIL)	First meeting of SIG to convene	Publish Infrastructure Funding statement	Hold bidding round for CIL monies	Allocation of CIL monies to projects and monitoring of delivery								
Implemented a new approach to major developments to agree more S106s 'up front' with a focus on securing the right infrastructure investment	New approach 'goes live'											
Lobbying of key infrastructure partners to ensure the views of the district are heard, with key specific lobbying priorities to be agreed	Ongoing											
Implementing Social Value and Contract Management Strategies across the Council to support confident communities through supply chain commitments	Development of strategies	Approval of strategies		Embed and deliver the strategies								

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

Several key outcome performance measures have been identified, and where in place, an initial baseline has been provided. During the first half of 2024/25, appropriate targets will be established.

CONFIDENT COMMUNITIES – Outcome Performance Measures	Baseline
Increase the number of voluntary and community sector organisations in the district	Estimated 542 voluntary organisations delivering in the district. Source: Support Staffordshire , 2021
Increased satisfaction with the district as a place to live	Baseline to be established in 24/25
Increased % of residents who feel they can include decisions on things that matter to them	Baseline to be established in 24/25
Decrease in the average waiting time on the Housing Register	2022-23 average waiting time was 166 days. Source: LDC
Increase in the number of major planning applications where S106s are agreed in advance	Baseline to be established in 24/25
Achieve the AMR % of affordable homes delivered on new housing sites	Annual Monitoring Return(AMR) requires a minimum of 28% in 2023-24. The %age changes each year per the dynamic model. %age to be reviewed in 24/25 as evidence is updated and work on the Local Plan progresses
Defined programme of social / public value activities including the monitoring of contractual social value commitments	Baseline to be established in 24/25

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

PROSPEROUS COMMUNITIES – We will enable Lichfield, Burntwood and our villages to flourish					2028 Milestones					
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Action Plan for Burntwood	'Meanwhile' activities on the Birmingham Road Site	Birmingham Road Site regeneration	Residential zone on the Birmingham Road Site	Infrastructure	Public transport
Engaged with stakeholders to develop Burntwood masterplan and capital bids put forward as part of MTFS	Commission masterplan		Draft masterplan and capital implications understood	Capital funding bids put forward						
Demolition of the MSCP and retail units will be complete and development of meanwhile use will have started	Demolition contract award and preparation/mobilisation of demolition site	Demolition works and landscaping on site start date	Demolition complete							
Cinema and plaza construction underway	Preferred contractor selected		Cinema construction starts, plaza complete	Marketing of food and beverage units to have started						

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

PROSPEROUS COMMUNITIES – We will enable Lichfield, Burntwood and our villages to flourish					2028 Milestones					
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Action Plan for Burntwood	'Meanwhile' activities on the Birmingham Road Site	Birmingham Road Site regeneration	Residential zone on the Birmingham Road Site	Infrastructure	Public transport
Old Ford Site sold, and development work started	Final bids submitted BRS design code approved	Preferred bidder identified		Sale and planning application approved Development works to start Marketing of further zones to have started						
Launched our new Strategic Infrastructure Group to monitor s106 and community infrastructure Levy (CIL)	First meeting of SIG to convene	Publish Infrastructure Funding Statement(IFS)	Hold bidding round for CIL monies	Allocation of CIL monies to projects and monitoring of delivery						
Implemented a new approach to major developments to agree more S106s 'up front' with a focus on securing the right infrastructure investment	New approach 'goes live'									

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

PROSPEROUS COMMUNITIES – We will enable Lichfield, Burntwood and our villages to flourish					2028 Milestones					
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Action Plan for Burntwood	'Meanwhile' activities on the Birmingham Road Site	Birmingham Road Site regeneration	Residential zone on the Birmingham Road Site	Infrastructure	Public transport
Lobbying of key infrastructure partners to ensure the views of the district are heard, with key specific lobbying priorities to be agreed	Ongoing									
Utilise the regeneration of Lichfield City centre to lobby public transport providers for improved services	Engage SCC									
Develop and install interactive wayfinding and discovery strategy across Lichfield District and Lichfield city centre to attract new visitors		Design	Installation	Promotion						
Launch a new visitor economy campaign, including a refreshed events calendar in partnership with visitor economy organisations to attract new visitors		Launch								

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

Several key outcome performance measures have been identified, and where in place, an initial baseline has been provided. During the first half of 2024/25, appropriate targets will be established.

PROSPEROUS COMMUNITIES – Outcome Performance Measures	Baseline
Increase the number of business start ups	440 Births of New Enterprises 2022 (Source)
Improve business survival rates	39.4% businesses survived 5 years after birth. 2017 – 2022 (Source)
Increased adult skills levels	RQF/NVQ L2+ adult qualifications – 89.8%, 2022 Source Nomis RQF/NVQ L4+ adult qualifications – 58.8%, 2022 Source Nomis
Improved educational attainment of young people	Key Stage 2 - % of pupils achieving expected standard in reading writing and maths – 63%, 2022/23 Average Attainment 8 Score – 48.5, 2022/23
Increased resident earnings	Average gross resident-based earnings £35,714 - 2021

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

ACTIVE COMMUNITIES – We will make Lichfield District the most active in the UK					2028 Milestones								
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	New leisure centre	Utilise our parks and green spaces	Small grants scheme	More family focused activities	New Residents Advantage Card scheme	New leisure facilities	Build stronger links with GP surgeries and schools	Network of community groups and clubs	Power of local communities
Leisure centre construction work commenced	Detailed cost plans developed	Work onsite started											
Delivering and developing our Active Lichfield Health and wellbeing programme in local communities and with partners tackling health inequalities	Quarterly monitoring	Quarterly monitoring	Quarterly monitoring	Quarterly monitoring									
Developed a proposal for an active communities small grants scheme and submitted as part of MTFS process				Proposal developed and submitted as part of MTFS									
Hello Velo – pop up street velodrome in Lichfield and Burntwood	Annual Hello Velo delivered												

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

ACTIVE COMMUNITIES – We will make Lichfield District the most active in the UK					2028 Milestones								
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	New leisure centre	Utilise our parks and green spaces	Small grants scheme	More family focused activities	New Residents Advantage Card scheme	New leisure facilities	Build stronger links with GP surgeries and schools	Network of community groups and clubs	Power of local communities
Delivery of Community Games in partnership with Inspire Activity	Annual Community Games delivered												
Provide more opportunities for families to be physically active together	Consultation on demand and gaps	Produce a programme of activities	Quarterly monitoring	Quarterly monitoring									
Scoped out options for implementing a Residents Advantage Card			Options developed										
Adventure golf delivered		Delivered by Q2											
Climbing wall delivered				By end of year									
Padel tennis			Delivered by Q3										

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

ACTIVE COMMUNITIES – We will make Lichfield District the most active in the UK					2028 Milestones								
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	New leisure centre	Utilise our parks and green spaces	Small grants scheme	More family focused activities	New Residents Advantage Card scheme	New leisure facilities	Build stronger links with GP surgeries and schools	Network of community groups and clubs	Power of local communities
Delivery of Getin2it Programme for young people, offering positive activities and opportunities, in partnership with partners and schools	Ongoing												
Delivery of UKSPF Us Girls programme designed to increase and sustain young women’s participation in sport and physical activity in underserved communities	Ongoing												
Delivery of Getin2it Volunteer Programme	Ongoing												
Making funding available via LDC’s 2024-27 Community and Voluntary Sector Funding programme, making a positive impact on our communities	Funding programme launched, and quarterly monitoring of outcomes.	Quarterly monitoring of outcomes	Quarterly monitoring of outcomes	End of year report on outcomes									

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

Several key outcome performance measures have been identified, and where in place, an initial baseline has been provided. During the first half of 2024/25, appropriate targets will be established.

ACTIVE COMMUNITIES – Outcome Performance Measures	Baseline
Increase adult physical activity rates	Participation Baseline – Adults – Inactive (less than 30mins per week) 24.2% Fairly Active (30-149mins per week) 14.2% Active (at least 150 mins per week) 61.6% Source: Sport England Active Lives Survey November 2021-22
Increase physical activity rates amongst children	Children- Less active (less than 30mins per day) 32.8% Fairly Active (An average of 30-59mins per day) 25.3% Active (An average of 60+mins per day) 41.8% Source: Sport England Children & Young People’s activity data November 2021-22
Increased usage of parks and green spaces	4.2m visitors to Beacon Park in 2022-23 (Source: internal visitor reporting) Baseline to be established in 24/25
Increase usage of our arts and culture attractions	Baseline to be established in 24/25

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

GREEN COMMUNITIES – We will create the greenest district in the country					2028 Milestones								
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Two new nature reserves	Greenway	Carbon Reduction Plan	Increase recycling rate	Food waste service	Digital dashboard	New Local Plan	Green streets	EV charge points
Identified and agreed several LDC-owned sites to put forward as a biodiversity offset sites / future habitat bank		First tranche agreed											
Scoped out potential locations for new nature reserves				Locations scoped									
Work to ensure that Lichfield Greenway between Lichfield and Burntwood is opened to walkers and cyclists	Start clearance works	Lease Agreement in place	Complete clearance works										
LDC revised organisational carbon reduction plan in place and being delivered	Plan in place	Quarterly monitoring	Quarterly monitoring	Quarterly monitoring									
District-wide climate event held bringing together residents, businesses and community groups and begin our district wide climate change strategy			Climate event held	First draft District Strategy									
District-wide recycling campaign to encourage behaviour change and increase recycling rates	Ongoing	Ongoing	Ongoing	Ongoing									
Develop a plan for implementing food waste collection by March 2026				Robust plan in place									

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

GREEN COMMUNITIES – We will create the greenest district in the country					2028 Milestones								
Year 1 2024/25 Actions	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Two new nature reserves	Greenway	Carbon Reduction Plan	Increase recycling rate	Food waste service	Digital dashboard	New Local Plan	Green streets	EV charge points
Our environmental digital dashboard will be launched, displaying LDC carbon emissions to inform and direct future initiatives	Initial carbon emissions dashboard published	Addition of further environment metrics	Data updates	Data updates									
Development of a new Local Plan	Call for sites to conclude. Publish schedule of sites	Progress evidence and prepare for first consultation	Undertaken Issues & Options consultation	Report on Options consultation									
Utilising Biodiversity Net Gain as an opportunity for investment in street trees, bee bricks and bird boxes				First green streets in place									
Working with County Council to have a county-wide EV strategy in place that meets the districts needs				Strategy in place									
Agreed best use of LDC EV capital monies				Agreed plan									

Appendix B – Draft Lichfield District 2050 Strategy Year 1 Delivery Plan

Several key outcome performance measures have been identified, and where in place, an initial baseline has been provided. During the first half of 2024/25, appropriate targets will be established.

GREEN COMMUNITIES – Outcome Performance Measures	Baseline
Increase recycling rates	44.3% (of household waste sent for reuse, recycling, or composting) 2022/2023 (source)
Reduce LDC carbon emissions	1030.43 tCO ₂ e 2021 (Source: Internal Carbon Baseline Calculations)
Reduce District-wide carbon emissions	Not available. Baseline to be established in 24/25

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