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Wednesday, 6 September 2023

Dear Sir/Madam

OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Overview & Scrutiny Committee has been arranged to take place **THURSDAY, 14TH SEPTEMBER, 2023 at 6.00 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to the Committee Room is via the Members' Entrance.

The meeting will be live streamed on the Council's [YouTube channel](#)

Yours faithfully

A handwritten signature in cursive script that reads 'Kerry Dove'.

Kerry Dove
Chief Operating Officer

To: Members of Overview & Scrutiny Committee

Councillors Norman (Chair), Leung (Vice-Chair), Ball, Booker, Ho, Hawkins, Hill, Holland, Trent, Ray, Robertson, Whitehouse, Woodward and B Yeates



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AGENDA

1. Apologies for Absence
2. Declarations of Interests
3. Minutes of the Previous Meeting 3 - 8
4. **Member Call In - Appointment of LATCo Board Member** 9 - 14
Call in of Cabinet member decision by Councillor Woodward
5. **Health Matters** 15 - 20
To receive updates of the work of the County Council's Health and Care Overview & Scrutiny Committee, feedback issues via our representative on that Committee (Cllr L. Leung) and consider any health-related matters devolved to us by that Committee. The work programme is attached to aid Members.
6. Notes From Task Groups
7. **Review of Civic Function Matrix** 21 - 40
Report presented by Chief Operating Officer Kerry Dove
8. **Medium Term Financial Strategy** 41 - 68
Report presented by Assistant Director Finance & Commissioning Anthony Thomas
9. Work Programme 69 - 70
10. **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
11. Confidential Minutes of the Previous Meeting 71 - 76



OVERVIEW & SCRUTINY COMMITTEE

2 AUGUST 2023

PRESENT:

Councillors Norman (Chair), Leung (Vice-Chair), Ball, Booker, Ho, Hawkins, Hill, Holland, Trent, Ray, Robertson, Whitehouse and Woodward

8 APOLOGIES FOR ABSENCE

There were apologies from Councillor Brian Yeates.

9 DECLARATIONS OF INTERESTS

There were no declarations of interest made.

10 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 08 June 2023, previously circulated, were taken as read and approved as a correct record. It was noted that the original copy of minutes circulated had differed from those presented at full council.

11 HEALTH MATTERS

The Vice-Chair, Councillor Leung, attended the previous Staffordshire County Council's Health & Care Overview and Scrutiny Committee meeting on Monday 31st July 2023 to hear the agenda items – Introduction to Adult Social Care Assurance.

- Members asked how the representative to the County Council's Health & Care Overview and Scrutiny Committee is selected.

The Chair confirmed it was his political appointment on behalf of the committee.

Councillor Booker confirmed she would be a happy to provide support given her public health qualifications. Members asked the Vice-Chair to raise the closure of the GP practice in Burntwood and the knock-on effects of those patients being dispersed at the committee. Members also highlighted the importance of preventative care and healthy living for discussion. The Vice-Chair confirmed these were being discussed.

Members raised concerns about the ICB and additional S106 money for new GP capacity. Vice-Chair of the Health and Care Overview and Scrutiny Committee Councillor Richard Cox joined the discussion to confirm the ICB is aware of these issues and discussions are taking place. Simon Fletcher (Chief Executive) confirmed that as the planning authority, LDC is looking to push infrastructure to start of new developments, rather than coming at the end.

Members also asked the Vice-Chair to champion the maternity services at Samuel Johnson and within the district at the meeting on 16th October, as well as raise issues with delays on the A38 between Lichfield and Burton Hospital.

12 CITY CENTRE PEDESTRIANISATION TRIAL

The Chair welcomed Cabinet Member for High Streets & Visitor Economy Janice Silvester-Hall to the meeting. The Cabinet member confirmed the plan for a part-time, hybrid pedestrianisation approach. Conversations with city centre operators showed they were feeling significant impact. She highlighted that the 6-month consultation involved in this process, consumes a significant amount of the maximum 18-month trial period. The need for clear communications on pedestrianisation were stressed.

- It was queried why no drafts of the report had been made available for the pre-meeting given the appendices were available well before then.

The Cabinet member said that the request to prepare the report had only come through on the Wednesday before the pre-meeting and she was not fully aware of her need to attend the meeting at that point.

- The Chair asked about variable signage and what information these signs could provide.

The Cabinet member confirmed these signs should be in place by the end of the year and that they can display several different messages depending on the needs of the time.

- The Chair asked if there were any other towns or cities where this kind of pedestrianisation had worked.

Martin Gritt (Project Officer) agreed to send information about such towns and cities to the Chair.

- Members raised questions about the consultation timeframes at sections 3.8 & 3.9 of the report.

The Cabinet member confirmed that the statistics were first compiled during the Covid-19 pandemic in 2021 under non-normal use circumstances. She confirmed a £7000-8,000 cost to revisit that.

- It was asked why the decision on pedestrianisation was published last week, before the report came to O&S for consultation with members. It was also asked why the cabinet member had not referred herself to the committee for advice.

The Cabinet member stated that having met with businesses about the plan, there was a need to respond as quickly as possible given the constraints of the 18-month trial period. She stated that it was certainly not her intention not to appear at O&S and that she valued the contribution of the committee and wanted consultation far and wide.

Simon Fletcher added that the idea of a part-time/hybrid basis for pedestrianisation was something that emerged from the workshops conducted with consultees.

- Members asked if there has been any additional car parking provision for blue badge holders on Thursday-Sunday.

The Cabinet member reiterated the end of year target for variable signage. She stated that data would be used to indicate occupancy levels of car parks. There has been a natural migration of blue badge holders to parking in Wade Street. She also highlighted a significant difference between peak rates and average rates of car parking. It was confirmed that the 10 disabled spaces in the multi-storey car park will be reallocated in due course and this may be the opportunity to revisit the options available with wade street.

- Members asked what is the plan for enforcement?

The Cabinet member said that engagement in the early days of the plan had not been strong, leading to a concern that soft enforcement would leave residents and businesses shocked by a stronger enforcement regime. Ideally, a scenario is desired where the information provided is so clear that very little enforcement is required.

- Members asked about alternative solutions such as park and ride.

It was confirmed that a land train and golf buggies have previously been suggested by consultees as alternative arrangements.

- Members questioned why considerably less has been spent on comms than on consultation fees.

The Cabinet member noted that she has previously lobbied for better comms at O&S and the authority was now better at conveying information than previously. She reiterated the need to be clear in comms, stating she would rather provide too much information than not enough.

RESOLVED: 2.2 - The Overview and Scrutiny Committee provided feedback on the trial to date, focusing particularly on the lack of consultation with members, part-time/hybrid system and issues faced by blue badge holders.

The results of the consultation process will be reported to the committee prior to any potential changes to make pedestrianisation permanent

13 REVIEW OF THE OVERVIEW & SCRUTINY FUNCTION AT THE COUNCIL

The committee were asked for any initial views on the review of the Overview & Scrutiny function report.

It was stated by members of the committee who had sat on O&S under the previous system that Cabinet members appeared to have greater regard for O&S under the new system, bringing things to the committee for consultation. It was highlighted that this had not been the case with the report discussed at Item 5 and it was suggested that the Chair could write to the Leader, informing cabinet members to consult and attend O&S.

Members pushed for greater investment in the task groups and the value of written reports over verbal updates. The importance of encouraging all councillors to take part in task groups was highlighted and it was suggested task groups could be better served by having a fully non-O&S committee membership, guided by an O&S committee member Chair. It was indicated that task group Chairs would not just be presented with papers going forward but would instead be working with officers to guide them on the direction of travel.

Lichfield city masterplan.

Task group Chair Councillor Ball confirmed his wish to continue as Chair and to have a better gender balance of members on the taskgroup, from wards inside and outside the city.

Agenda items suggested for this group included:

- Moving the location of the bus station next to the railway station – witnesses from County Council should be questioned by the task group.
- Affordability of new housing – methods to improve this. External agencies should be interviewed to help know what options are available.

- How the joint venture agreement and future partnerships are assessed.

Taskgroups on Pedestrianisation and Public Transport were proposed, on condition of the successful completion of topic assessment documents.

RESOLVED: The Overview & Scrutiny provided initial views on the effectiveness of the changes to the Overview & Scrutiny function.

The Committee provided a steer on the need and membership of current Member Task Groups.

The Committee continued to review the terms of reference, to provide feedback to a full review of the O&S function which will be carried out at the end of this municipal year.

14 LOCAL ELECTIONS 2023 REVIEW

Christie Tims (Assistant Director Operations, Regulation and Enforcement) presented the review. She highlighted need to encourage candidates to have earlier nomination appointments. It was noted that where previous elections had been run by the election team, this was the first election with Simon Fletcher as RO and Kerry Dove first as DRO and with the Governance team led by Mark Hooper, with support from Sarah Pearce, Chris Lewis, Laura Brentnall and the rest of the new team members.

Polling day went well, with only 1 reported issue. Out of 17,721 people who voted on the day, only 24 were refused a ballot under voter ID rules and 16 of them later returned. Only 8 people did not return. If there was pattern to these 8 individuals it did not reveal itself. An experienced consultant is now aiding on revising the existing systems and processes, and to deliver the new statutory requirements by the end of the year.

The Chair gave his personal thanks to officers for their help with the nomination process.

- Members asked if there was any aggression from voters as a result of Voter ID rules.

Ms Tims confirmed there was only 1 reported incident of unhappiness, with some people actually keen to present their ID.

Simon Fletcher praised the team that prepared and ran the election as fantastic. He highlighted the positive buzz across the organisation following the collaborative work at the count. He did note that the verification process needs reviewing to ensure it runs more smoothly next time. He informed the committee that the SPI data will be analysed for trends and that it was recognised better engagement was needed to encourage younger voters to turn out.

- Members asked what plans are in place for comms at future elections.

Christie Tims confirmed plans for online portal. By law the council will be required to refresh all proxy voters' details via an online portal.

- Members asked if we received any formal complaints regarding the election.

Ms Tims confirmed that there no formal complaints she was aware of.

RESOLVED: Members provided observations and comments regarding the recent elections, both district and parish, noting there were many vacancies for parish

councils and it was agreed to see if there was any way this poor response could be improved in future.

Members requested briefing papers following the full national report on Voter ID by AEA, and links concerning electoral commission results and information too.

15 WORK PROGRAMME

Members requested the Compliments, complaints, MP and FOI enquiries report 2022/2023 be added to the work programme.

Members requested a brief report on the Knife Angel, covering costs; outcomes; the civic awards; engagement.

Members requested a report on ICB utilisation of section 106 money.

16 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 1 of Part 1 of Schedule 12A of the Local Government Act 1972".

IN PRIVATE

17 VERBAL UPDATE - CINEMA UPDATE

The contents of this item are exempt as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

(The Meeting closed at 8.59 pm)

CHAIR

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CABINET MEMBER DECISION

KEY DECISION: NO

Appointment of LATCo Board Member

1. Decision:

- 1.1 The Cabinet Member for Leisure, Parks & Major Projects approved the decision to appoint Councillor Alex Farrell as Director of Lichfield West Midlands Traded Services Ltd.

2. Statement of Reasons:

- 1.2 The Council operates a Local Authority Trading Company (LATCo) to support and enable transformation and enable new business opportunities.
- 1.3 The LATCo operates with a Board of Directors and a new appointment to this Board is required following a resignation.
- 1.4 The Council is the Shareholder for the LATCo and therefore is required to approve any appointment of Board Director.

3. Any Alternative Options:

- 1.5 Do not appoint – however the Board of Directors would be operating against the Article of Association of the LATCo which required three Directors.
- 1.6 Appoint another person as Director.

Date of decision: 4 September 2023

The Cabinet Member for Leisure, Parks & Major Projects

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Appointment of LATCo Board Member

Cabinet Member for Leisure, Parks & Major Projects

Date: 29 August 2023

Contact Officer: Christine Lewis

Tel Number: 01543 308065/001

Email: christine.lewis@lichfielddc.gov.uk

Key Decision? NO

Local Ward Members N/A



Cabinet Member Decision

1. Executive Summary

- 1.1 The Council operates a Local Authority Trading Company (LATCo) to support and enable transformation and enable new business opportunities.
- 1.2 The LATCo operates with a Board of Directors and a new appointment to this Board is required following a resignation.
- 1.3 The Council is the Shareholder for the LATCo and therefore is required to approve any appointment of Board Director.

2. Recommendations

- 2.1 To appoint Councillor Alex Farrell as Director of Lichfield West Midlands Traded Services Ltd.

3. Background

- 3.1 The Authority created a LATCo in September 2019 originally called Lichfield Housing Limited which changed to Lichfield West Midlands Traded Services Ltd (LWMTS) in March 2022.
- 3.2 Directors of LWMTS are appointed by the Council as shareholder. Unless the Council decides otherwise, the number of Directors shall not be less than three or more than seven. This is stated in the Company's Article of Association
- 3.3 There were three Directors – Simon Fletcher, Kerry Dove and Cllr Iain Eadie.
- 3.4 Cllr Iain Eadie has recently resigned from the Company as a Director after ceasing to be a Member of the authority, leaving the Board under the required number.
- 3.5 It is proposed that Cllr Alex Farrell be appointed as a Director of LWMTS bringing the total number of Directors back to three.
- 3.6 The appointment can be made by the Cabinet Member for Leisure and Parks who has delegated authority to make shareholder decisions on behalf of the Cabinet.

Alternative Options

1. Do not appoint – however the Board of Directors would be operating against the Article of Association of the LATCo which required three Directors.
2. Appoint another person as Director.

Consultation

1. The current Directors have agreed the proposed appointment.

Financial Implications	1.1. There are no financial burdens. The Article of Association state that <i>Subject to Article 28.3 and Article 28.5 a Director who is not a Councillor or a Council Officer may be paid such fee as the Shareholder may from time to time determine by ordinary resolution.</i> This means as the proposed new Director is an Officer of the Council, no fee would be required.
Approved by Section 151 Officer	Yes

Legal Implications	1. Not being compliant with the approved Article of Association by not having the correct number of Directors would result in any decision or action of the Board being invalid
Approved by Monitoring Officer	Yes

Contribution to the Delivery of the Strategic Plan	Being Commercial
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Equality, Diversity and Human Rights Implications	1. Equality and Diversity have been considered when proposing new appointments.
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Crime & Safety Issues	None
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Environmental Impact	None
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GDPR / Privacy Impact Assessment	None
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	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	Not being compliant with the Article of Association	Likelihood: Yellow Impact: Yellow Severity of Risk: Red	To ensure there is the minimum number of Directors on the Board of the LATCo	Likelihood: Green Impact: Green Severity of Risk: Yellow
B				

None	Background documents Any previous reports or decisions linked to this item
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None	Relevant web links Any links for background information which may be useful to understand the context of the report
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Health and Care Overview and Scrutiny Committee

Draft Work Programme 2023/24

This document sets out the work programme for the Health and Care Overview and Scrutiny Committee for 2023/24.

The Health and Care Overview and Scrutiny Committee is responsible for:

- Scrutiny of matters relating to the planning, provision and operation of health services in the Authority's area, including public health, in accordance with regulations made under the Health and Social Care Act 2001 and subsequent guidance.
- Scrutiny of the Council's work to achieve its priorities that Staffordshire is a place where people live longer, healthier and fulfilling lives and In Staffordshire's communities people are able to live independent and safe lives, supported where this is required (adults).

Link to Council's Strategic Plan Outcomes and Priorities

- Inspire healthy, independent living
- Support more families and children to look after themselves, stay safe and well

We review our work programme at every meeting. Our focus in scrutiny is on tangible outcomes for the residents of Staffordshire, to use the data provided and members experience to debate and question the evidence, to provide assurance in what is being done and reassurance that matters within the health and care system are moving in the right direction. Scrutiny of an issue may result in recommendations for NHS organisations in the county, the County Council and for other organisations.

To review our meetings they can be found on this link: [Browse meetings - Health and Care Overview and Scrutiny Committee](#)

Councillor Jeremy Pert

Chairman of the Health and Care Overview and Scrutiny Committee

Health and Care Overview and Scrutiny Committee Work Programme 2023-24

Date	Topic	Background/Outcomes	
<p>Committee Meetings, Reviews and Consultations To review meetings they can be found on this link: Browse meetings</p>			
	Topic	Background/ Basis	Actions/ Outcomes
<p>Monday 12 June 2023 at 10.00 am Completed</p>	<ul style="list-style-type: none"> • Primary Care Dental Overview • Primary Care Access • Primary Care Estate • Work Programme 2023-24 	<p>Reports as identified in the Work Programme</p> <p>Annual update of Work Programme</p>	<ul style="list-style-type: none"> • The Committee receive a briefing on the delivery of orthodontics in Staffordshire. • The Committee write to the ICB and Keele university to support a dental school at Keele University. • The Committee receive a briefing note on the model for assessing new development sites. • The Committee congratulated Midlands Partnership Foundation Trust on gaining University Hospital status. • The membership of the Women’s Health Strategy Working Group be updated outside of the meeting and be reported back at the next meeting. <ul style="list-style-type: none"> ○ Janice Silvester-Hall ○ Ann Edgeller ○ Monica Holton ○ Jill Hood ○ Val Chapman • The membership of the Integrated Care Hubs Working Group be updated outside of the meeting and be reported back at the next meeting. <ul style="list-style-type: none"> ○ Richard Cox ○ John Jones (SMDC) ○ Barbara Hughes (SMDC) ○ Lyn Swindlehurst (SMDC) ○ Linda Malyon (SMDC) ○ Dave Jones (NULBC) ○ Ian Wilkes (NULBC) ○ Rupert Adcock (NULBC) ○ Gill Heesom (NULBC)

Thursday 6 July 2023 at 4:30pm Health and Care Training Session	<ul style="list-style-type: none"> Health and Care training delivered by Centre for Governance and Scrutiny 		<ul style="list-style-type: none"> Centre for Governance and Scrutiny provided a training session for Health and Care O&S on upcoming changes in legislation. A link to the training session will be made available.
Monday 24 July 2023 at 10.00 am Completed	<ul style="list-style-type: none"> ICP Operating Plan System performance System Pressures Update on Elective care performance and recovery SSOT ICS People, Culture and Inclusion Annual Report and update. 		<ul style="list-style-type: none"> The Committee received the ICP Operating Plan and agreed to work with Healthwatch in their scoping of a deep dive into primary care and to review the patients journey for the frail and elderly into the care system. A breakdown of Cat 2 Ambulance response times be shared with the Committee. Further updates on system pressures will be scheduled in the Work Programme
Monday 31 July 2023 Scheduled	<ul style="list-style-type: none"> Introduction to Adult Social Care Assurance 	To review Social Care Services and provide assurance	<ul style="list-style-type: none"> The Working Group has been established and the initial scoping meeting has taken place. The Membership is: <ul style="list-style-type: none"> Jeremy Pert, Richard Cox, Phil Hewitt, Jill Hood, Bernard Peters, Ann Edgeller & Kath Perry.
Thursday 24 August 2023	<ul style="list-style-type: none"> Member workshop to assess access to information on Social Care 		<ul style="list-style-type: none"> The Workshop took place and a follow up session will take place on 7 September.
Monday 11 September 2023 at 10.00 am Scheduled	<ul style="list-style-type: none"> Joint mental health & mental wellbeing strategy: "good mental health in Staffordshire" 2023/28 action plan MPFT & NSCHT – Mental Health performance 	To review the Mental Health action plan and performance.	
Site visit to MPFT & NSCHT TBC	<ul style="list-style-type: none"> MPFT 10:00 – 12:00 NSCHT 14:00 – 16:00 	Site visit to view community-based services	
Monday 23 October at 10:00am	<ul style="list-style-type: none"> Member workshop to assess access to financial assessments 		
Monday 27 November 2023	<ul style="list-style-type: none"> Social Prescribing Maternity Services 	Review impact on investment	

at 10.00 am Scheduled	<ul style="list-style-type: none"> • 1st year of life (Public Health). • ICB 2nd Quarter Performance Report • Feedback from Workshops 	on Social prescribing Agreed by Committee 12 June 2023 Agreed by Committee 12 June 2023	
Monday 29 January 2024 at 10.00 am Scheduled	<ul style="list-style-type: none"> • Primary Care Update • Dentistry • Mental Health in Schools update. 		
Monday 18 March 2024 at 10.00 am Scheduled	<ul style="list-style-type: none"> • Carers Strategy 	Pre-decision to Cabinet 20 March 2024	

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Work programme for 2023-24 - items		Background	Target Scheduling Date
Briefings	<ul style="list-style-type: none"> • Quality Accounts NHS Trusts • Care market 	Annual	May/June 2023
	<ul style="list-style-type: none"> • Public Health <ul style="list-style-type: none"> ○ PH Annual Report ○ PH Dashboard ○ Developing Healthier Communities updates 		
Requested in 2022-23	<ul style="list-style-type: none"> • Impact of air pollution on health • Impact of Long COVID • Obesity and Diabetes • End of Life – compassionate communities (working group?) • Innovation / technology – JJ ASC, JP NHS (Phillipa Haden) • Health Visitor Service • Healthwatch Annual Report 		

Membership

Jeremy Pert (Chair)
Richard Cox (Vice-Chair - Overview)
Ann Edgeller (Vice-Chair - Scrutiny)
Charlotte Atkins
Philip Atkins
Keith Flunder
Thomas Jay
Phil Hewitt
Jill Hood
Bernard Peters
Janice Silvester-Hall
Mike Sutherland
Ian Wilkes

Borough/District Councillors

Ann Edgeller (Stafford)
David Williams (Cannock Chase)
Monica Holton (East Staffordshire)
Leona Leung (Lichfield)
Ian Wilkes (Newcastle-under-Lyme)
Val Chapman (South Staffordshire)
John Jones (Staffordshire Moorlands)
Chris Bain (Tamworth)

Calendar of Committee Meetings

at County Buildings, Martin Street, Stafford. ST16 2LH
(at 10.00 am unless otherwise stated)

Monday 12 June 2023 at 10:00 am
Monday 24 July 2023 at 10.00 am;
Monday 31 July 2023 at 10.00 am;
Monday 18 September 2023 at 10.00 am;
Monday 16 October 2023 at 10.00 am;
Monday 27 November 2023 at 10.00 am;
Monday 29 January 2024 at 10.00 am;
Monday 18 March 2024 at 10.00 am;

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Civic Review

Leader of the Council

Date: 14 September 2023
 Contact Officer: Kerry Dove/Christine Lewis

Tel Number: 01543 308
 Email: kerry.dove@lichfielddc.gov.uk
christine.lewis@lichfielddc.gov.uk

Key Decision? **YES/NO (delete as appropriate)**
 Local Ward Members If any Wards are particularly affected insert the name of the Ward Members and their Ward. Ensure that the Ward Members have been consulted.



Overview & Scrutiny Committee

1. Executive Summary

- 1.1 The Civic Function was last reviewed in 2015 by the then Strategic (Overview & Scrutiny Committee) via a Member Task Group and as a result, Council approved a number of changes, including the introduction on an event suitability scoring matrix to standardise the number of functions attended.
- 1.2 The Civic Duties allowance was also reduced due to the fewer events attended following the introduction of the matrix and the Chair's charity event ceased.
- 1.3 In June 2022, the Independent Remuneration Panel (IRP) made recommendations regarding allowances and, that clarity be provided to the Civic Allowance that the Council specify how the Civic Allowance may be spent. In particular, it felt it would be useful if it was laid out what proportion of the Civic Allowance may be spent on personal items.
- 1.4 Following the pandemic but also passage of time, events have changed and evolved and it would be useful to revisit the matrix to consider if it still fit for purpose or requires amending.

2. Recommendations

- 2.1 That Overview & Scrutiny consider the matrix and the types of event invitations the Chair receives and recommend amendments if required;
- 2.2 That the Committee give views and recommend to Council, if required, that the Civic Allowance be proportioned into areas of spend.

3. Background

Matrix

- 3.1 The Civic function was reviewed by the Strategic O&S committee through a Member Task Group in June 2015 following feedback from a public consultation on use of Council resources where feedback had been received on best value concerns of the Chairman's duties. The task group consisted of ex Councillors Tittley (who Chaired), E. Little as well as Councillor Woodward (during a previous term) and Councillor Powell.
- 3.2 The Task Group heard from previous Chairs, the then Civic Officer and analysed data including the total events attended over three years and the budget used. It became apparent that these numbers greatly differed which incurred a wide variance in cost. When investigated further, it was noted that

the current process was for invitations to be accepted at the discretion of the Chairs themselves without a requirement to consider what added value it would give to the District Council or its Strategic priorities. It was acknowledged that guidance was given to Chairs by the then Civic Officer but still the decision lay with the individual Chair. It was noted that this inconsistency year to year led to high fluctuations in the budget and an inability to forward plan Officer resources as the Civic function was not the only role that Officer had (as is the same for the current Civic Officer).

- 3.3 To help standardise the number of events attended by Chairs (or Vice- Chairs in his/her absence) and ensure they added value to the Council and District of a whole, the Task Group has devised a scoring matrix to aid in the decision on what invitations should be accepted. This matrix has been based on best practice guidance from the National Association of Civic Officers (NACO) where it states that “a measure of the effectiveness of the Mayoralty (Chairmanship) in undertaking quality engagements is maintained.” The matrix can be found within the task group report at **Appendix A**. As an aid, a list of invitations accepted and declined from the last year’s Chair is attached at **Appendix B**.
- 3.4 At the time of the task group, it was felt that the Civic allowance and therefore public money should not be used as a fundraising source however since the introduction of the Matrix, the types of invitations received have changed with more charity and community group event requests. This could be due to the creation of more charities and groups during and following the pandemic or because fundraising is more difficult for these organisations because of the cost of living crisis or indeed a combination of both.
- 3.5 Although some invitations are not in the LDC area, the charities/groups involved do cover the district. An example of this are Civic charity events hosted by Staffordshire County Council. There could be an argument that in these circumstances, invitations should be accepted as it helps build relations with these groups.
- 3.6 Where there is no clear yes or no for the Civic Officer to accept, approval is sought by the Leader or Chief Executive. This slows the process and may not be considered the best use of such senior resources. To speed up acceptances and organisation of events, it may be useful to delegate this task to other Officers eg the Governance Manager (Monitoring Officer) or indeed consider its need at all and allow the Civic Officer to decide.

Views requested

- Views are sought to the continued suitability of event acceptance matrix and whether amendments are required including to the approval process where it cannot be clearly applied.
- Views are requested as to whether invitations to charity events outside the district where the charity works in the LDC area should be added to the list of matrix caveats.

Civic Allowances

- 3.7 The Independent Remuneration Panel (IRP) met in 2022 to conduct a review of allowances to Members and recommend changes to Council. Council decided in June 2022 at their meeting not to implement the recommendations (except to increase the Special Responsibility Allowance for the Chair and Vice-Chair of Overview & Scrutiny Committee and task group chairs in recognition of the change in function).

- 3.8 As part of the review the IRP were asked to consider the Civic Allowances for the Chair and Vice-Chair of Council as although not a requirement under legislation relevant for IRPs, they are the best independent body to give a view. During their investigations, they interviewed various Councillors and Officers to gather data and evidence.
- 3.9 The Civic Allowance is designed to meet out of pocket expenses that arise during the course of their duties including purchases and donations at events and church services, appropriate clothing including for consorts, cost of tickets to events such as dinners or entertainments organised by other organisations
- 3.10 They recommended an increase in the allowances for the Chair and Vice-Chair (which was again was not approved by Council) but also that the allowances be amalgamated into one budget. This would allow a Vice-Chair to claim more if extenuating circumstances meant they were required to attend more events than usual eg illness of a Chair. This was not agreed at Council as it was felt the allowances could always be adjusted if these rare circumstances required it. It would be useful to ask the view of Overview & Scrutiny as to whether this is still the opinion.
- 3.11 The IPR also recommended that clarity be sought on how the Civic Allowance could be spent and in particular, whether only a portion should be used for personal items. Currently there is no policy that states how much of the Civic Allowance can be drawn on for personal items. It should be noted that the allowance is open to public scrutiny and Freedom of Information requests can and have been received for information on previous Chair's spend.

Views requested

- Views are sought on whether the Chair's and Vice-Chair's Civic Allowances should be amalgamated or remain separated as current.
- Views are requested as to whether the Civic Allowance should be proportioned with limits on what can be spent on personal items such as clothing.

Alternative Options	1. To keep the matrix and allowance scheme as it is.																																
Consultation	1. The views of the Overview & Scrutiny Committee are requested before consulting further.																																
Financial Implications	<p>1. There are no financial implications directly from this report. The level of allowances can only be set by full Council and after consultation with the IRP.</p> <p>2. The Approved Budgets (plus a projection for 2027/28) for the Chairman and Vice Chairman's allowances are:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">Budget 2023/24 £</th> <th colspan="4">Budget - 3 year period</th> <th rowspan="2">Projection 2027/28 £</th> </tr> <tr> <th>2024/25 £</th> <th>2025/26 £</th> <th>2026/27 £</th> <th>Total £</th> </tr> </thead> <tbody> <tr> <td>Chair's Allowance</td> <td>£2,120</td> <td>£2,160</td> <td>£2,200</td> <td>£2,240</td> <td>£6,600</td> <td>£2,280</td> </tr> <tr> <td>Vice Chair's Allowance</td> <td>£1,070</td> <td>£1,090</td> <td>£1,110</td> <td>£1,130</td> <td>£3,330</td> <td>£1,150</td> </tr> <tr> <td>Total</td> <td>£3,190</td> <td>£3,250</td> <td>£3,310</td> <td>£3,370</td> <td>£9,930</td> <td>£3,430</td> </tr> </tbody> </table> <p>3. The Civic Officer monitors the use of the Civic allowances and advises on spend and commitments.</p>		Budget 2023/24 £	Budget - 3 year period				Projection 2027/28 £	2024/25 £	2025/26 £	2026/27 £	Total £	Chair's Allowance	£2,120	£2,160	£2,200	£2,240	£6,600	£2,280	Vice Chair's Allowance	£1,070	£1,090	£1,110	£1,130	£3,330	£1,150	Total	£3,190	£3,250	£3,310	£3,370	£9,930	£3,430
	Budget 2023/24 £			Budget - 3 year period					Projection 2027/28 £																								
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Approved by Section 151 Officer	Yes																																

Legal Implications	1. The legal requirements of the IRP have been undertaken. There is no requirement for them to comment of the use of the Civic Allowance as it is for expenses however they have as they are a usual independent group that represent residents views.
Approved by Monitoring Officer	Yes

Contribution to the Delivery of the Strategic Plan	1. Making the Civic process as efficient as possible would contribute to being a good council.
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Equality, Diversity and Human Rights Implications	1. None in this report
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EIA logged by Equalities Officer	Equalities Officer confirmed not required.
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Crime & Safety Issues	1. None
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Data assessment	1. The Social Progress Index could help prioritise the types of events accepted, eg a charity event helping to decrease fuel poverty or domestic abuse in the Fazeley ward (currently both ranked as weak performance)
-----------------	--

Environmental Impact (including Climate Change and Biodiversity).	<p>1. The reduction of events attended especially outside the District and the now use of an electric vehicle by the Chair has reduced environmental impacts.</p> <p>2. Personal items such as clothing has historically been as such that it is kept and used well by Chair's, Vice-Chair's and their consorts. Guidance can be given to them to ensure sustainable items are purchased instead of "fast fashion" and donated if no longer required.</p>
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GDPR / Privacy Impact Assessment	None
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	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	All of the Civic Allowance is used on personal items – reputation risk	Yellow.	Introduction of a policy to proportion the allowance	Green.
B	An inefficient matrix	Yellow	Ensuring a matrix fit for purpose allows the Civic Officer to be consistent in their work year on year	Green
C				
D				
E				

	<p>Background documents</p> <p>Strategic Overview & Scrutiny Committee – Final Task group report 9 September 2015 democracy.lichfielddc.gov.uk/ceListDocuments.aspx?MeetingId=1220&DF=09%2f09%2f2015</p>
	<p>Relevant web links</p> <p>Any links for background information which may be useful to understand the context of the report</p>

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Civic Function Scoring Matrix

		FUNCTION DRIVERS				
		Press in Attendance	Supports LDC Initiatives / Strategic Plan	Within LDC Boundary	Social Event	Traditional Event
QUALITY OF ENGAGEMENTS	(1) PROMOTING Council Initiatives, Business Opportunities, tourism	1	2	3	4	5
	(2) COMMUNITY events Attending local events (LDC Area)	2	4	6	8	10
	(3) CIVIC HOSTING Offering hospitality to community groups	3	6	9	12	15
	(4) CHARITIES Charity appeal, fundraising events	4	8	12	16	20
	(5) CIVIC CIRCUIT (Chain Gang) Visiting other Civic Heads	5	10	15	20	25

Low Numbers (Green) are acceptable functions

Middle Numbers (Amber) Need approval Leader/CEO

High Numbers in the (Red) Non-acceptable functions

Caveats

- Royal Visits (esp NMA) - Presumption of Attendance
- Business Events (Drayton Manor) or other event for the Lichfield District Council Strategic Plan – Presumption of Attendance
- Queens (Kings) Award for Voluntary Service - Presumption of Attendance
- Significant Local Venue (not Buckingham Palace Garden Party) – Presumption of Attendance
- Most Appropriate Civic Head should attend function
- An attempt that visits should be evenly distributed across the District

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Appendix B

Event Date	Car used	Organiser	Venue	Event	Attended	Price of Ticket
18/05/2022	Yes -	Newcastle Under Lyme Borough Council	Castle House Barracks Road Newcastle	Mayor Civic Reception	Chair and Consort	No Charge
19/05/2022	Yes -	City of Stoke on Trent	Kings Hall Stoke on Trent	Lord Mayors Inaugural Dinner/annual Council	Chair and Consort	No Charge
20/05/2023	Yes -	launch event at Midland Heart's new Lichfield retirement scheme	Bluebell Court Lichfield	Launch Event	Vice Chair and Vice Consort	No Charge
20/05/2023	Yes -	Tamworth Mayors Charity Civic Ball	Assembly Rooms Tamworth	Charity Civic Ball	Vice Chair and Vice Consort	£45 per person
21/05/2023	Yes -	Free Church Choirs	Lichfield Cathedral	Festival of Music	Chair and Consort	No Charge
22/05/2022	Yes -	Lichfield City Council Mayor Service	Guildhall Lichfield	Mayors Sunday service	Vice Chair and Vice Consort	No Charge
31/05/2022	Yes -	City of Stoke on Trent Jubilee Celebrations	Stoke Minster Glebe Street	Queens Platinum Jubilee Celebrations	Chair and Consort	No Charge
01/06/2022	No	Alrewas Community Cricket game	Alrewas Cricket game	Alrewas Community Cricket game	Chair and Consort	No Charge

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01/06/2022	No	HM Lord-Lieutenant of Staffordshire - Staffordshire Jubilee Garden Party	Staffordshire County Showground	Staffordshire Jubilee Garden Party	Chair and Consort	No Charge
03/06/2022	No	Fairground Model Show	Guildhall	Fairground - event part of Bower	Chair and Consort	No Charge
04/06/2022	Yes-	Lichfield Bower	Bower	Lichfield Bower all day also involved in procession	Chair and Consort	No Charge
05/06/2022	No	Community Jubilee parties	Queens Head and Darwin Park	Jubilee Parties	Chair and Consort	No Charge
07/06/2022	No	Lichfield Conduit Lands	Teams	Lichfield Conduit Lands meeting	Chair and Consort	No Charge
11/06/2022	No	Stafford Choral Society	Lichfield Cathedral	Stafford 75th Birthday concert	Chair and Consort	No Charge
19/06/2022	Yes -	South Staffs Civic Service	St Nicholas's C of E, Church Road, Codsall	Civic Service reception at Wergs Golf Club Tettenhall	Chair and Consort	No Charge
02/07/2022	no	East Staffs Borough Council	Brewhouse, Union Street, Burton upon Trent	Matilda Musical	Chair and Consort	£11-14
03/07/2022	Yes -	Stafford County Council	St Mary's Collegiate Church, St Mary's Place	Annual Civic Service	Chair and Consort	No Charge
20/07/2022	No	Commonwealth Games Baton	Lichfield Cathedral	Commonwealth Games Baton	Chair and Consort	No Charge

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23/07/2022	Yes -	Ulster Special Constabulary Association	NMA Alrewas - morning	16th Anniversary service and Parade and British legion Club	Chair and Consort	No Charge
23/07/2022	Yes -	Lichfield City Council	Guildhall Lichfield afternoon	Mayoress at Home	Chair and Consort	£20 each
26/07/2022	Yes -	Lichfield District Council	Burntwood Park Burntwood	Burntwood Park play area opening	Chair and Consort	No Charge
04/08/2022	No Chauffeur available Staffordshire County Council	Staffordshire County Council	Commonwealth Cemetery Cannock Chase	Breman Wreath laying and Luncheon at Staffordshire Place 1	Chair and Consort	No Charge
05/08/2022	Yes -	Staffordshire County Council	Kingswood Trust holy head Road Kingswood	Friendship Evening Breman	Chair and Consort	No Charge
12/08/2022	No	Lichfield City Council	Guildhall Lichfield	Mayors Charity beer and skittles evening	Vice Chair and Vice Consort	£15 each
12/08/2022	No	Lichfield History Group	Martin Heath Hall Christchurch Lane	Lichfield History Group: Annual Summer Event	Chair and Consort	£10 each
28/08/2022	Yes -	Tamworth Borough Council	St Edithas then Bolehall Manor Club	Mayors Civic Church Service and Buffet	Chair and Consort	No Charge
10/09/2022	no	Lichfield City Council	Guildhall start	Sherriff's Ride	Chair and Consort	No Charge
10/09/2022	no	Lichfield City Council	Guildhall	Sheriffs Ride Banquet	Chair and Consort	£30 each

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11/09/2022	Yes -	Solihull MBC	Resorts world Arena	Birmingham International Tattoo	Chair and Consort	No Charge
11/09/2022	No	Alrewas British Legion	Wreath Laying	Wreath Laying	Vice Chair and Vice Consort	No Charge
16/09/2022	No	The Johnsons Society -Birthday weekend	Johnson Birthplace Museum	Reception	Chair and Consort	No Charge
17/09/2022	no	The Johnsons Society -Birthday weekend	Guildhall	Annual Supper	Chair and Consort	£43 per person
18/09/2022	no	The Johnsons Society -Birthday weekend	Lichfield Cathedral	Service	Chair and Consort	No Charge
19/09/2022	Yes -	The Johnsons Society -Birthday weekend	Market Place Uttoxeter	Penance Commemoration	Chair and Consort	No Charge
20/09/2022	no	Conduit Trusts	Teams	Trusts meeting	Chair and Consort	No Charge
30/09/2022	no	Lichfield City Council	Lichfield Sports and Hockey Club	Charity Barn dance	Chair and Consort	£15.00 each
02/10/2022	Yes -	Solihull MBC	St Alphege Parish Church, Solihull,	Mayors Civic Service and refreshments after	Chair and Consort	No Charge
08/10/2022	Yes-	Friends of Shenstone Tower	St Johns Church and Tower Shenstone	Meeting and visit to Tower	Chair and Consort	No Charge
21/10/2022	Yes-	Staffordshire County Council	The Chase Golf Club Penkridge	Chairman's Charity Ball	Chair and Consort	£50 each

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26/10/2022	No	Defence Medical Services Whittington	Whittington	Bonfire event open to public	Chair and Consort	No Charge
27/10/2022	No	Tamworth Borough Council	Tamworth Castle	Ghost tour and supper in Great Hall Civic evening	Chair and Consort	£20 each
28/10/2022	No	Johnsons society	Cathedral	re-arranged wreath laying	Chair and Consort	No Charge
29/10/2022	Yes -	St John Ambulance awards	Collegiate Church of St Mary Stafford	St Johns Stafford and Wolverhampton Awards	Chair and Consort	No Charge
02/11/2022	No	Cases AGM	Wade Street Church Lichfield	Cases Agm	Chair and Consort	No Charge
08/11/2022	No	Lichfield Science and Engineering Society	Lichfield Garrick	Erasmus Darwin Memorial Lecture and supper at St Johns	Chair and Consort	No Charge
10/11/2022	No	Friary shoes - celebration of Lichfield Hight Street Businesses	Friary Shoe shop	Talk on Lichfield shops	Chair and Consort	No Charge
11/11/2022	Yes -	NMA - Armistice day	NMA Alrewas	Armistice day	Chair and Consort	No Charge
13/11/2022	No	Lichfield City Council	Cathedral	Remembrance Service	Chair and Consort	No Charge
15/11/2022	No	5th Lichfield Beavers Club	St Josephs school Lichfield	Meeting for UK Parliament week and talk about Chairs LDC work	Chair and Consort	No Charge

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18/11/2022	yes -	Uttoxeter Christmas lights switch on	Uttoxeter Town Hall	Uttoxeter Christmas event stalls, light switch on and refreshments	Chair and Consort	No Charge
19/11/2022	yes -	Girl Guiding Annual Review	JCB Academy Rocester	Annual review	Chair and Consort	No Charge
26/11/2022	No	The Palace Singers	St Chads Church	Autumn Concert	Chair and Consort	£10 each
27/11/2022	No	Lichfield City Council	Market Square	Christmas light switch on	Chair and Consort	No Charge
27/11/2022	No	Lichfield Cathedral	Cathedral	Advent Service	Chair and Consort	No Charge
04/12/2022	no	Bower Association	Mckenzie's	Bower Presentation	Chair and Consort	No Charge
04/12/2022	Yes -	Staffordshire Moorlands District Council	St Edward Church Leek	Carol Service	Chair and Consort	No Charge
06/12/2022	No	Joint carol Service Lichfield City and District Council	Guildhall	Joint Carol Service	Chair and Consort	No Charge
07/12/2022	No	Conduit lands	School House Weeford	AGM and Annual Dinner	Chair and Consort	No Charge
10/12/2022	No	We Love Lichfield	George Hotel	Grants Giveaway	Vice Chair and Vice Consort	No Charge

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11/12/2002	Yes -	East Staffs Borough Council	Town Hall	Mayors Carol Concert	Chair and Consort	No Charge
12/12/2002	Yes -	Cannock Chase District Council	St Johns Church Heath Hayes	Carol Service	Chair and Consort	No Charge
14/12/2002	no	Lichfield Cathedral School	Cathedral School	Carol Service	Chair and Consort and Vice Chair and Consort	No Charge
16/12/2022	Yes -	Staffordshire County Council	County Buildings	Carol Service and buffet	Chair and Consort	£25.00 each
18/12/2022	Yes -	Newcastle Under Lyme Borough Council	St Giles Church Newcastle	Carol Service	Chair and Consort	No Charge
20/12/2022	No	Lichfield District Council	Chase Terrace	New play equipment opening	Chair and Consort	No Charge
12/01/2023	No	Lichfield Cathedral School	Cathedral School	Talk to Pupils in Politics class about democracy devolution and 3 tier Government	Chair and Consort	No Charge
13/01/2023	Yes -	Cllr Greatorex Charity Event	Lichfield Cricket and Hockey Club	70's and 80's Music Night - to raise Charity	No charge to LDC	Tickets were
17/01/2023	No	Support Staffordshire	Cathedral	Volunteers Fair	Chair and Consort	No Charge
27/01/2023	Yes -	South Staffs Civic Service	Wergs Golf Club Codsall	Chairman's Burns Night Celebration	Chair and Consort	£47.50 each

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10/02/2023	Yes -	Ex Councillors Funeral	St Anne's Church	Funeral	Vice Chair and Vice Consort	
10/02/2023	Yes -	Tamworth Borough Council	Drayton Manor	Mayors Charity Civic Ball	Chair and Consort	£45.00 per person
11/02/2023	Yes -	Solihull MBC	Resorts world Arena	Re arranged - Birmingham Tattoo at Resorts World	Chair and Consort	No Charge
12/02/2023	No	Lichfield City Council	Guildhall	Charity Valentines Sunday Lunch	Chair and Consort	£30 per person
19/02/2023	No	Lichfield Cathedral	Cathedral	A service of Thanksgiving for The Dean of Lichfield	Chair and Consort	No Charge
21/02/2023	No	Lichfield City Council	Lichfield	Shrove Tuesday Pancake race	Chair and Consort	No Charge
25/02/2023	No	Burntwood Town Council	St Mathews Burntwood	Charity Quiz	Chair and Consort	£10 per person
02/03/2022	No	Dr Johnsons society	Market Square	Ceremony	Chair and Consort	No charge
02/03/2023	No	Dr Johnsons society	Methodist Church	Annual Lecture	Chair and Consort	No Charge
02/03/2022	No	Dr Johnsons society	George Hotel	Light buffet	Chair and Consort	£9.50 per person

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03/03/2023	No	World day of Payer	St Chads Church Lichfield	Day of prayers service	Vice Chair and Vice Consort	No Charge
03/03/2023	No	South Derbyshire District Council	High Street Swadlincote	Charity Civic Dinner	Chair and Consort	£35.00 each
03/03/2023	No	Lichfield City Council	Guildhall	Speakers Competition	Vice Chair and Vice Consort	No Charge
06/03/2023	Yes -	Ex Councillors Funeral	Alrewas Church	Funeral	Chair and Consort	No Charge
15/03/2023	Yes -	Walsall MBC	Walsall Arboretum	Civic tour of Arboretum/Lunch	Chair and Consort	No Charge
16/03/2023	No	Lichfield Cathedral	Lichfield Cathedral	Royal Visit	Chair and Consort	No Charge
16/03/2023	Yes -	Birmingham Chamber of Commerce	ICC (Birmingham)	Annual dinner and awards	Chair and Consort	No Charge
17/03/2023	No	Staffordshire County Council	Wergs Golf Club Codsall	Civic dinner	Chair and Consort	£45pp
24/03/2023	No	Dr Johnsons society	Guildhall	AGN	Chair and Consort	No Charge
23/03/2023	No	Lichfield District Council	Guildhall	Charity Barn dance	Chair and Consort	£15pp
30/03/2023	No	Staffordshire County Council	Stafford Rugby Club	SCC Ball	Chair and Consort	£30pp
01/04/2023	No	Lichfield Cathedral Chorus	Lichfield Cathedral	Spring Concert	Chair and Consort	No Charge

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09/04/2023	No	Lichfield City Council	Lichfield Cathedral	Easter service	Chair and Consort	No Charge
14/04/2023	No	Lichfield Mosque and Islamic Centre	Lichfield Mosque and Islamic Centre	End of fasting celebration	Chair and Consort	No Charge
16/04/2023	Yes -	Lichfield St Chad Rotary	Lichfield Cathedral/Tamworth Castle	Run to the castle	Chair and Consort	No Charge
20/04/2023	No	The City of Lichfield Probus Club	St Matthews Burntwood	Annual charity lunch	Chair and Consort	£34pp
22/04/2023	No	Lichfield City Council	Guildhall	Dozeners - Lichfield St George's Court	Chair and Consort	No Charge
23/04/2023	Yes -	RBL Stafford Branch	Cannock Chase War Cemetery	Remembrance Service	Chair and Consort	No Charge
23/04/2023	Yes -	Lichfield Scouts	Lichfield Cathedral	St George's Service and Parade	Vice Chair and Vice Consort	No Charge
25/04/2023	Yes -	Gallipoli Association	National Memorial Arboretum, Alrewas	Gallipoli Memorial Service	Chair and Consort	No Charge
03/05/2023	Yes -	The Army Engagement Group	Theatre Severn, Shrewsbury	Meet the army	Chair and Consort	No Charge
07/05/2023	No	Lichfield Cathedral	Lichfield Cathedral	Coronation service	Chair and Consort	No Charge
13/05/2023	Yes -	Stafford Borough Council	Gatehouse Theatre	Annual Council and Mayor Making Ceremony	Chair and Consort	No Charge

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17/05/2023	Yes -	Newcastle Under Lyme Borough Council	Keele Hall/Castle House	Mayor Inauguration and reception	Chair and Consort	No Charge
20/05/2023	No	Lichfield Sinfonia	Lichfield Cathedral	Spring Concert	Chair and Consort	No Charge
22/05/2023	No	Lichfield City Council	Guildhall	Mayor's Banquet	Chair and Consort	£35pp
			During this year the Chair did not attend a further 15 events - they did not comply with the Matrix			
			During this year there was 6 Declines due to clashes of invites			

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Medium Term Financial Strategy (MTFS)

Cabinet Member for Finance and Commissioning

Date: 14 September 2023

Agenda Item:

Contact Officer: Anthony Thomas

Tel Number: 01543 308012

Email: Anthony.thomas@lichfelddc.gov.uk

Key Decision? YES

Local Ward All Wards

Members



**Overview and
Scrutiny
Committee**

1. Executive Summary

- 1.1 The ability to deliver the outcomes set out in the **Lichfield District Council Strategic Plan**, and beyond, is dependent on the resources available in the MTFS.
- 1.2 The MTFS was approved by Council on 28 February 2023, and this is refreshed each year to:
 - Remove the previous financial year and in this MTFS this is 2022/23
 - Formally add the new financial year and in this MTFS this is 2027/28
 - Refresh and update assumptions to reflect the latest information available.
- 1.3 The MTFS is the overall budget framework and consists of the Revenue Budget, Capital Strategy and Capital Programme, Earmarked Reserves and General Reserves.
- 1.4 There have been reports to Cabinet and Council that have updated the MTFS since its initial approval.
- 1.5 The Treasury Management Strategy Statement and Annual Investment Strategy are also important components of the MTFS. These components, under the Constitution are the responsibility of the Audit and Member Standards Committee and therefore will be considered by that Committee as part of the development of the Draft MTFS.
- 1.6 The timetable for consideration of the various elements of financial planning is shown in detail at **APPENDIX A** and the elements related to MTFS development are summarised below:

	Date	Meeting	Topics
Budget Consultation (July to December)	04/07/2023	Cabinet	Budget timetable, Budget principles, MTFS update, Budget consultation and Budget assumptions for 2024/25
	14/09/2023	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	10/10/2023	Cabinet	An update on the Draft Medium Term Financial Strategy
	14/11/2023	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	05/12/2023	Cabinet	Set the Council Taxbase for 2024/25
	11/12/2023	Overview and Scrutiny	Meeting to consider Service and Financial Planning Proposals
	30/01/2024	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	01/02/2024	Audit and Member Standards Committee	To review the Treasury Management Strategy Statement
	06/02/2024	Cabinet	To recommend the Medium Term Financial Strategy and Council Tax increase to Council
	27/02/2024	Council	Approve the Medium Term Financial Strategy, updated Local Council Tax Support Scheme and set the Council Tax

- 1.7 There remains an inherently high level of uncertainty surrounding the Local Government Finance regime, the current economic climate and its impact on the cost of living plus other potential Government Policy changes.
- 1.8 The Council has a statutory duty to undertake budget consultation, set a balanced budget and to calculate the level of Council Tax for its area.
- 1.9 The Approved Capital Programme together with a projection for 2027/28 from the longer term capital investment model, is also included for consideration.

2. Recommendations

- 2.1. To provide views to Cabinet in relation to:
- Revenue Budget and Capital Investment priorities.
 - The potential level of the District's Council Tax increase for 2024/25.

3. Background

The Medium Term Financial Strategy (MTFS)

- 3.1. Council approved the MTFS (Revenue and Capital) 2022-27 on 28 February 2023 which covers the financial years 2022/23 to 2026/27 (with a further projection for 2027/28 prepared by Finance for forward planning purposes).
- 3.2. The MTFS includes:
- **The Revenue Budget** related to the day to day delivery of the Council's services such as waste collection
 - **General Reserves** related to the amount of money available to balance the budget in the short term or fund short term initiatives
 - **The Capital Programme** and its financing for longer term expenditure in relation to the Council's assets, such as property.
- 3.3. The Revenue Budget and Capital Programme are connected by:
- Any financing of the Capital Programme from the Revenue Budget
 - The repayment of borrowing and the receipt of income from investments
 - Expenditure, income, and savings resulting from capital investment.
- 3.4. The Council updates its Budget forecasts at 3, 6 and 8 month intervals.
- 3.5. To assist in understanding the level of uncertainty or risk present, in relation to the Local Government Funding Regime, we allocate each financial year a risk rating:
- **Low** – all significant components of the Local Government Funding Regime are known and understood
 - **Medium** – all significant components of the Local Government Funding Regime are known although there is some uncertainty around how specific elements will operate
 - **High** – there is uncertainty around all significant components of the Local Government Funding Regime.

MTFS Budget Principles

- 3.6. To assist in preparing the MTFS, in common with several Councils, a set of principles were established to guide the preparation and management of the MTFS.
- 3.7. Council, on 15 October 2019, approved the budget principles identified at **APPENDIX B**.

MTFS Budget Assumptions

- 3.8. There are several key cost, income and demand drivers at a corporate level that are likely to influence the level and cost of services provided and therefore the budgets contained in the MTFS.
- 3.9. These key cost, income, and demand drivers (with significant negative changes shaded in red and significant positive changes shaded in green) initially identified for the MTFS are at **APPENDIX B**.

Local Government Finance Update

Local Government Finance Reform

- 3.10. The Strategic Risk Register includes a risk in relation to the availability of finance.
- 3.11. In April 2023, this risk is inside the risk appetite however there remains considerable uncertainty due to:
- The uncertainty around Local Government Finance Reform
 - The residual impact of COVID-19 on the MTFS including areas such as car parking
 - The current economic climate and its impact on the cost of living
 - The geo-political events increasing inflationary pressures in the economy
- 3.12. Local Government Finance Reform remains the most significant area of uncertainty and includes Social Care Funding and Reform, New Homes Bonus, Business Rates and Needs and Resources (Fair Funding).
- 3.13. The MTFS assumes, based on Government Policy, that Finance reform is to be implemented in 2025/26. It also assumes based on expert advice, District Councils generally and specifically Councils such as Lichfield DC who are classed as relatively 'low need' i.e., population size, levels of deprivation and other factors and 'high tax base' i.e., a £1 Council Tax increase raises higher levels of income compared to others, will be detrimentally impacted by these changes through lower funding.
- 3.14. The timescales for implementation in 2025/26 are challenging and it is the first year following a general election. Therefore, the likelihood is that implementation will be in 2026/27 or in a later financial year.
- 3.15. Any delay in the implementation of reform would likely result in additional income should New Homes Bonus, Funding Guarantee and Business Rates growth elements all be retained in the current form.
- 3.16. The Funding Gap in 2025/26 is currently projected to be **£1,616,000** and therefore the first call for any additional resources must be to balance the budget and negate the use of general reserves.
- 3.17. The content of the Local Government Finance Settlement for 2025/26 will not be confirmed until December 2024/February 2025.

The Office for Local Government (Oflog)

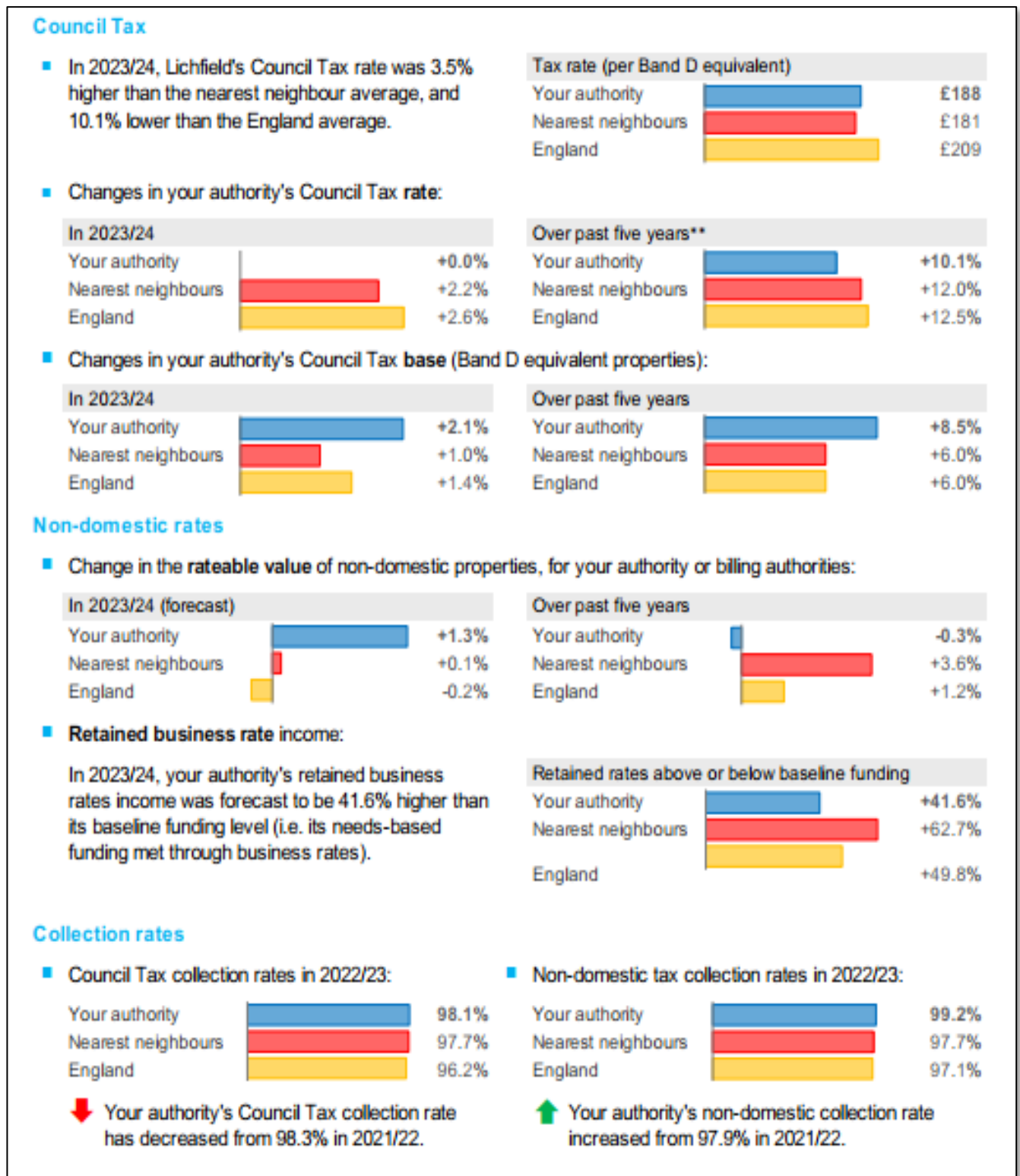
- 3.18. In July 2023 the Government established Oflog, a new performance body for local government. To better understand local government performance, a clearer view of what good performance entails as well as tell-tale signs of those on the road to serious failure needs to be attained.
- 3.19. Oflog will improve the transparency of local government performance through the publication of carefully selected data on the new Local Authority Data Explorer to foster accountability. Oflog will initially focus on bringing existing data together through the Local Authority Data Explorer.
- 3.20. Data Explorer is a new online tool which brings together a selection of existing metrics that is available at different levels of local authority. Further improvements will be made, as these metrics are developed.
- 3.21. The initial metrics specific to District Councils compared to CIPFA Nearest Neighbours, District Councils and South Staffordshire District Council is shown at **APPENDIX C** and in summary below:

Metric	Lichfield DC Position
Non-ringfenced reserves as a % of Net Revenue Expenditure	Within Median Range
Non-ringfenced reserves as a % of Service Spend	Marginally Higher than Median Range
Total Core Spending Power Per Dwelling	Within Median Range
Level of Band D Tax Rates	Within Median Range
Council Tax Revenue per Dwelling	Within Median Range
Debt Servicing (cost of finance) as a % of Core Spending Power	Within Median Range
Total Debt (borrowing and finance leases) as a % of Core Spending Power	Within Median Range

- 3.22. It is important to understand the use of earmarked reserves for Place Shaping activity and a replacement waste fleet in 2025/26 assumed to be funded through a debt type arrangement will impact on the Council's position in future releases of these metrics.

Local Taxation

- 3.23. The Council subscribes to the LG Futures financial intelligence toolkit that provides a wide range of financial planning and benchmarking information.
- 3.24. Local taxation (Council Tax and Business Rates) is a key area of Local Government Finance and therefore LG Futures produces a specific report. A more detailed selection of the information contained in this report is shown at **APPENDIX C** and an overall summary of all the information is provided below:



- 3.25. This information together with other relevant information such as appeals levels is used to inform the Council Tax and Business Rates budget assumptions in the Collection Fund.

The Approved and Projected MTFS (Revenue Budget)

3.26. The approved and projected Revenue Budget (including approved changes and a forward projection for 2027/28 from the 25 year model) is shown in detail at **APPENDIX D** and in summary below:

	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000				
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Revenue Expenditure	13,815	13,815	13,368	12,368	13,000	13,133
Revenue Funding	(13,815)	(13,815)	(13,368)	(10,752)	(11,097)	(11,363)
Approved Budget Funding Gap	0	0	0	1,616	1,903	1,770
Money Matters 3 months budget pressures	0	476	0	0	0	0
Projected Budget Funding Gap	0	476	0	1,616	1,903	1,770
More Optimistic Scenario	0	476	0	(39)	139	261
More Pessimistic Scenario	0	476	0	2,952	3,485	3,546

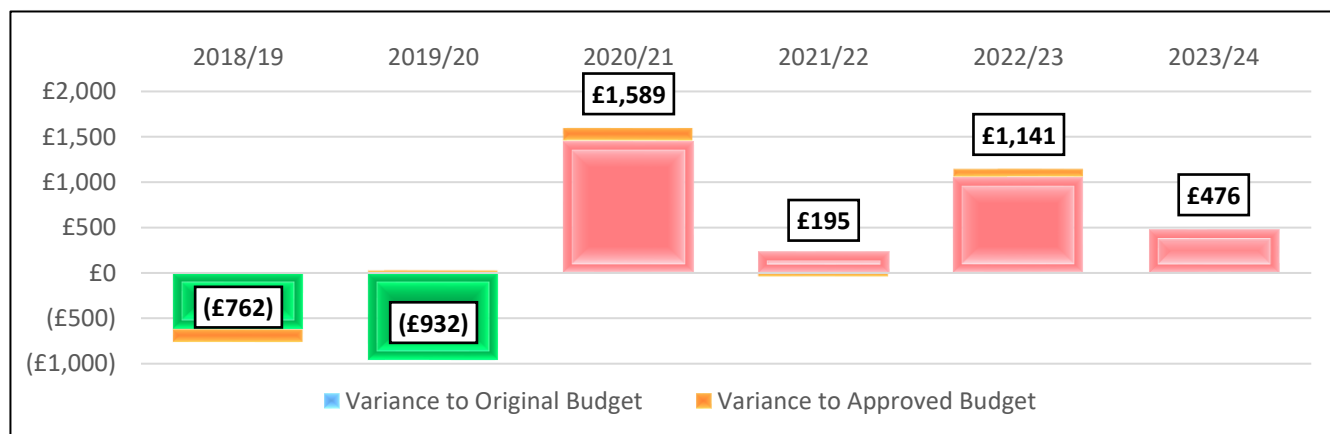
3.27. The table above also shows alternative scenarios where the funding gap varies based on different assumptions utilised primarily in relation to the impact of finance reviews from 2025/26 onwards.

3.28. In the absence of savings or additional income being identified, funding gaps would be funded by available general reserves.

3.29. A balanced revenue budget for 2023/24 was approved by Council based on the delivery of **(£2,499,000)** of savings and additional income proposals and progress is shown at **APPENDIX D**.

3.30. A shortfall of **£476,080** is currently projected and this will be funded by general reserves. A trend of the use of general reserves to balance the revenue budget can be a financial resilience early warning signal.

3.31. The last six years Revenue performance and the impact on general reserves (general reserves used to balance the budget are shown in red) compared to Original and Approved Budgets are below:



3.32. Over the initial five year period, there was a net reduction of **£1,231,000** in general reserves and this is projected to increase to **£1,707,000** with 2023/24. This means there are lower general reserves available to mitigate short term financial shocks, to balance the budget or undertake short term investment.

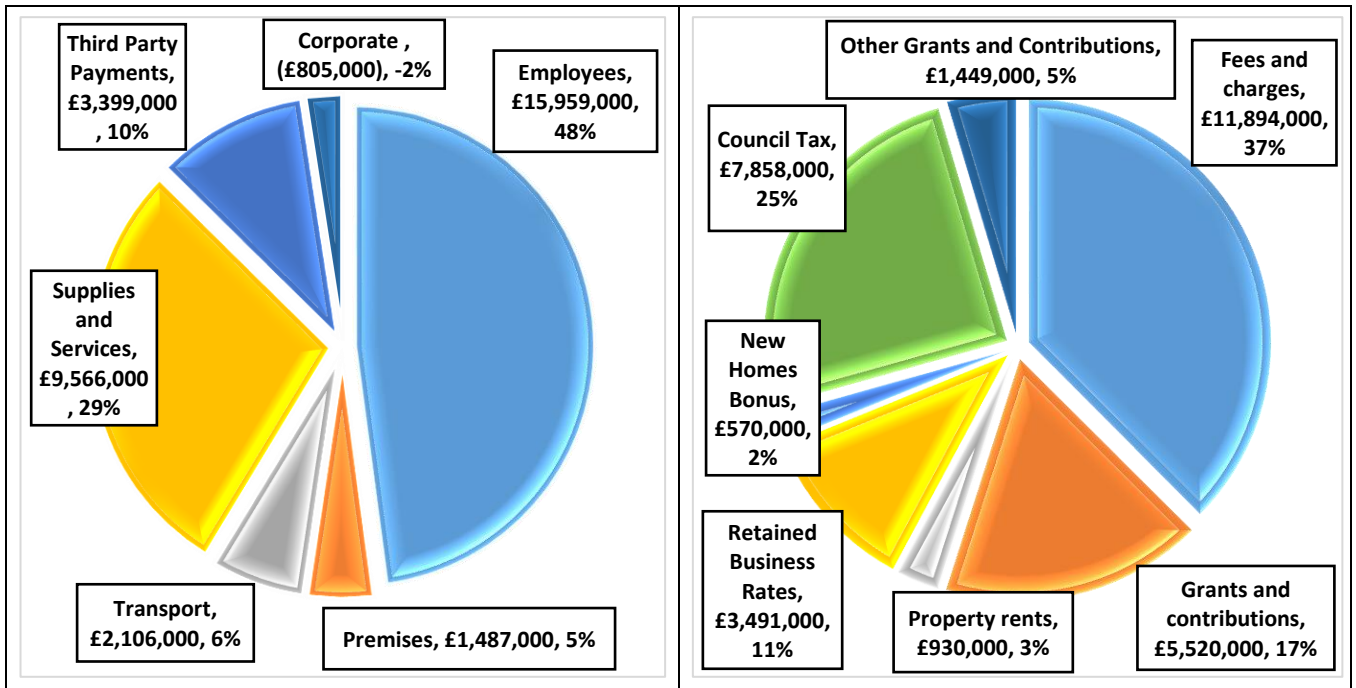
3.33. External financial shocks related to COVID in 2020/21 and 2021/22 necessitated their use to balance the budget. However, from 2022/23 their actual and planned use is in part due to the inflationary climate:

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Inflation Pressures	363	325	350	605	603	2,246
Modelled additional Council Tax income	(258)	(158)	(244)	(266)	(266)	(1,192)
Net Financial Impact	105	167	106	339	337	1,054

3.34. In 2023/24, as explained above, it is the non or late delivery of savings/income proposals that account for their projected use which can be a more concerning financial resilience related trend if it becomes embedded.

The Approved Revenue Budget in 2024/25

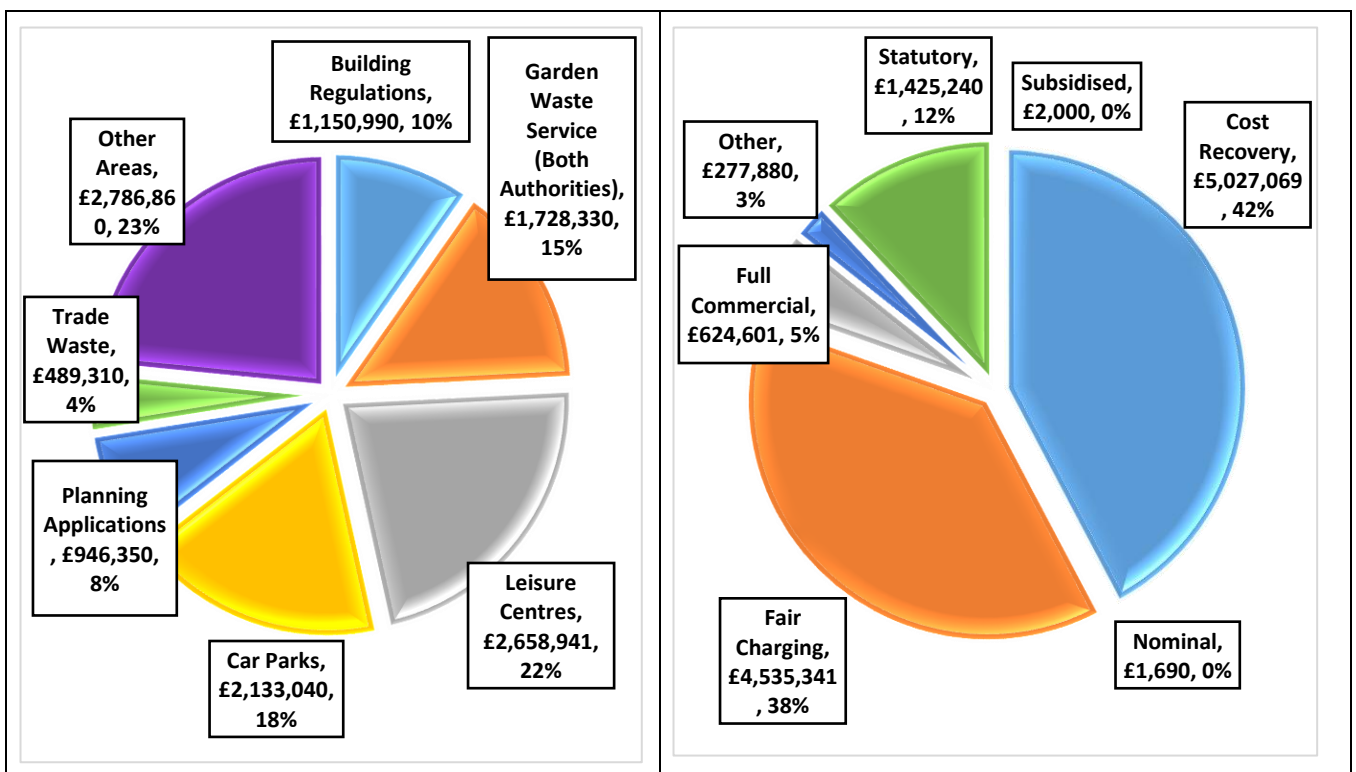
3.35. The Approved Revenue Budget for 2024/25 is shown in detail at **APPENDIX D**. The gross revenue expenditure of **£31,712,000** by type of expenditure and the External income of **(£18,344,000)**, funding of **(£13,368,000)**, that total **(£31,712,000)** for 2024/25 are shown below:



3.36. Fees and charges are assuming a greater significance in terms of funding revenue expenditure that has increased with the insourcing of leisure centres and therefore the level of financial risk is also increasing.

3.37. In 2024/25, fees and charges are budgeted to be **(£11,894,000)** equating to **37%** of the gross revenue expenditure and are projected to increase to **(£12,840,000)** by 2027/28.

3.38. Therefore, to ensure sufficient transparency and oversight in this increasingly important area, the detailed schedule of fees and charges Approved Budgets for 2024/25 and beyond is shown at **APPENDIX F** and in summary by main income stream and pricing policy for 2024/25 below:



3.39. In addition, the fees, and charges budgets (shown as positive values) identified below will be impacted by forthcoming changes detailed below:

	2023/24	2024/25	2025/26	2026/27	2027/28
Garden Waste Service (Both Authorities)	£1,711,640	£1,728,330	£1,734,360	£1,780,320	£1,826,280

Base Income	£938,220	£938,220	£938,220	£938,220	£938,220
Budgeted impact of pricing changes	£84,000	£104,440	£127,300	£135,800	£163,530
Budgeted Garden Waste Service (Lichfield DC)	£1,022,220	£1,042,660	£1,065,520	£1,074,020	£1,101,750

Base Income	£1,741,050	£1,741,040	£1,741,010	£1,741,230	£1,740,630
Budgeted impact of pricing changes	£355,000	£392,000	£389,000	£443,000	£496,000
Budgeted Car Parking	£2,096,050	£2,133,040	£2,130,010	£2,184,230	£2,236,630

Base Income	£946,350	£946,350	£946,350	£946,350	£946,350
Budgeted impact of pricing changes	£0	£0	£0	£0	£0
Budgeted Planning Applications	£946,350	£946,350	£946,350	£946,350	£946,350

- **Garden Waste Service** – There is a Cabinet Member decision to increase the subscription fee for the next subscription window (**included in the budget**) to reflect the additional cost of providing the service and to implement annual increases based on the Consumer Price Index.
- **Car Parking** – There is a Cabinet Member decision to increase fees to seek to incentivise ‘long stay’ users to more appropriate locations to ensure that ‘short stay’ capacity is available at peak time (**included in the budget**) and to implement annual increases based on the Consumer Price Index.
- **Planning Applications (local changes)** - Cabinet on 5 September 2023 approved a report in relation to a planning transformation plan. The plan introduced new discretionary fees and increases in existing discretionary fees to facilitate sustainable improvement in the planning service (**not included in the budget**).
- **Planning Applications (National changes)** – the Government has laid draft regulations which introduce several measures (**not included in the budget**):
 - A 35% increase for major applications and 25% for all other applications.
 - Separately to the regulations, the Government intends to increase fees annually, on the 1 April each year, from 1 April 2025, using the Consumer Prices Index (CPI) from the previous September. Any annual fee increase will be capped at 10%. Where there is deflation, the fee will not be adjusted.
 - Removal of the ‘free go’ repeat planning applications.
 - A fee for prior approval applications relating to development by the Crown on a closed defence site (under Class TA of Part 19 of the General Permitted Development Order 2015), to reflect the work required by local authorities in determining applications.
 - A reduction of the Planning Guarantee for non-major applications from 26 weeks to 16 weeks
 - The income from planning fees will continue to be un-ringfenced. However, the Government expects local planning authorities to protect at least the income from the planning fee increase for direct investment in planning services. Following an increase in planning fees, DLUHC expects that the performance of local planning authorities will improve. This will be monitored through a new planning performance framework to be established in the future.
 - To ensure that the introduction of the national fee increase is not delayed, the Government will continue to develop proposals to double fees for retrospective applications for delivery through regulations at the next available opportunity.

3.40. The full financial implications of these forthcoming changes are being modelled and further details will be provided to a future meeting of this Committee as part of the process for developing the Medium Term Financial Strategy.

The MTFs (Capital Programme)

3.41. The Approved Capital Programme (plus a projection for 2027/28) is shown at **APPENDIX F** and below:

Strategic Priority	Approved Capital Programme					
	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000	Budget £000	Budget £000	Budget £000	Projection £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Enabling People	9,222	10,032	6,762	939	959	939
Shaping Place	819	1,029	397	6,367	150	357
Developing Prosperity	4,931	7,738	2,632	0	10	0
Good Council	448	549	111	365	405	405
Capital Expenditure	15,420	19,348	9,902	7,671	1,524	1,701
Capital Funding	13,087	16,989	7,477	7,671	1,524	1,064
Borrowing Need	2,333	2,359	2,425	0	0	637
General Capital Receipts	(481)	(199)	(156)	(186)	0	(2)
Housing Capital Receipts	(663)	(821)	(821)	(821)	(821)	(821)
Total Capital Receipts	(1,144)	(1,020)	(977)	(1,007)	(821)	(823)

- 3.42. The Capital Strategy approved by Council on 28 February 2023 included a risk assessment by the Chief Finance Officer.
- 3.43. The risk was assessment as Tolerable (Green) following the inclusion of additional funding for a new Leisure Centre in Lichfield City, the Cinema Development and enabling works for the Birmingham Road Site.
- 3.44. There are however Business as Usual capital investment requirements such as ICT, vehicles and Property Planned Maintenance that will require funding to be identified.
- 3.45. At this stage, the projected level of investment included in the longer-term capital investment model approved by Council on 28 February 2023 of **£1,701,000** has been utilised for 2027/28 in the draft Capital Programme.
- 3.46. There may however be further capital investment needs identified through service and financial planning and other channels.
- 3.47. Any capital investment that cannot be funded by capital receipts, revenue, grants, contributions, or reserves will result in a borrowing need. Any borrowing need will be financed through borrowing, and this will result in additional capital financing costs together with any costs of operation being incurred in the revenue budget.

The MTFs (Revenue Budget), General Reserves and Total Reserves

3.48. The current projected funding gaps are shown in the table below:

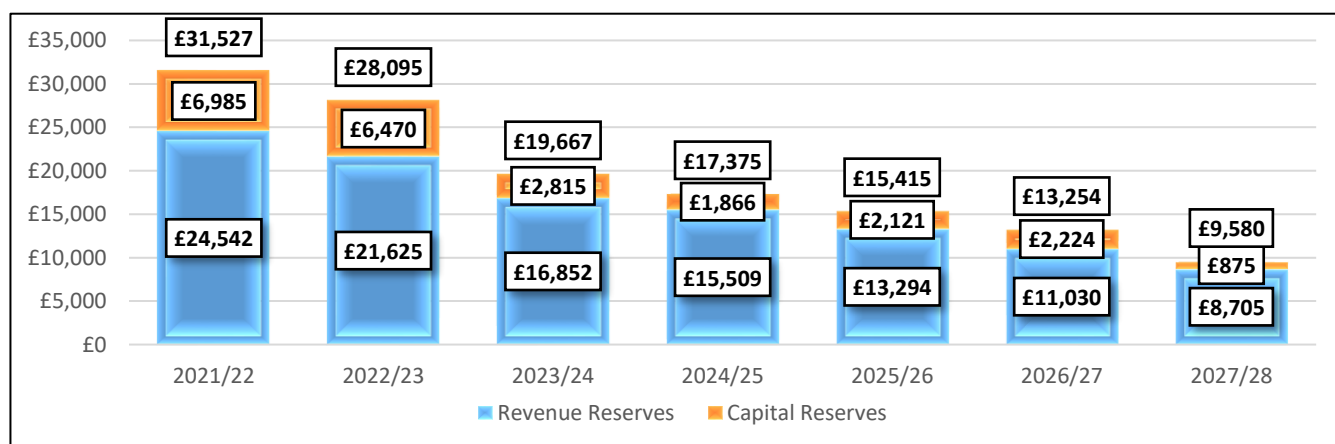
	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000	Budget £000	Budget £000	Budget £000	Projection £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Underlying Funding Gap	(173)	(173)	(100)	1,051	1,720	1,770
Revenue funding to the Capital Programme	173	173	100	565	183	0
Original and Approved Funding Gap	0	0	0	1,616	1,903	1,770
Under achievement of savings/income	0	476	0	0	0	0
Projected Funding Gap	0	476	0	1,616	1,903	1,770

3.49. The Council has total general reserves available based on the central scenario, to manage the impact of Local Government Finance Reform and other risks such as the inflationary economic environment:

	2023/24		2024/25	2025/26	2026/27	2027/28
	Original Budget £000	Approved Budget £000	Budget £000	Budget £000	Budget £000	Projection £000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Available General Reserves Year Start	4,085	4,085	3,609	4,083	2,467	564
Projected Funding Gap	0	(476)	0	(1,616)	(1,903)	(1,770)
Collection Fund Surpluses	0	0	1,067	0	0	0
Increase Business Rates Reserve to safety net level	0	0	(593)	0	0	0
Available General Reserves Year End	4,085	3,609	4,083	2,467	564	(1,206)
Minimum Level	1,900	1,900	1,900	1,900	1,900	1,900
Total Projected General Reserves	5,985	5,509	5,983	4,367	2,464	694
More Optimistic scenario	5,985	5,509	5,983	6,022	5,883	5,622
More Pessimistic scenario	5,985	5,509	5,983	3,031	(454)	(4,000)

3.50. The level of uncertainty together with the level of total general reserves available, mean that the Council will be able to implement a sustainable approach to balancing the budget. The approach can be adapted as more information on Finance Reform and its impact becomes available, including transitional funding.

3.51. In terms of total usable reserves (revenue and capital), the current projections are shown below:



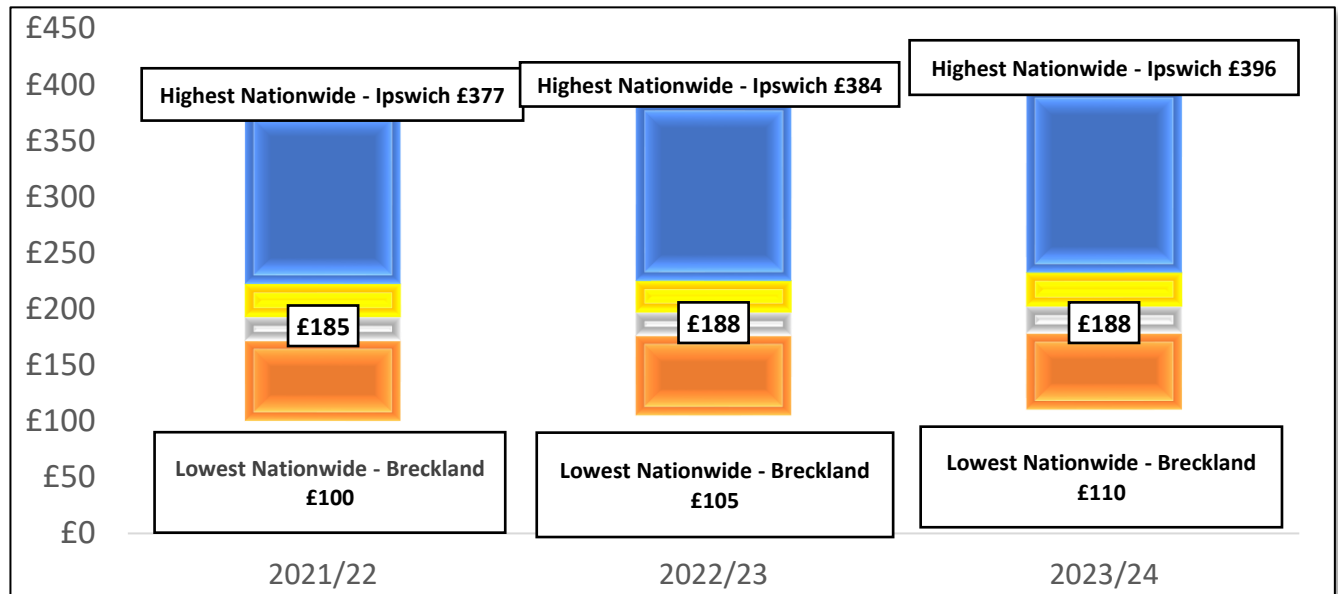
3.52. Total usable reserves reduction in 2022/23 from 2021/22 was **11%** (COVID reserves being the main reason), in comparison, nationally where accounts have been published, the reduction was also **11%**.

3.53. The projections indicate with the use of earmarked reserves for place shaping, capital reserves to fund the Capital Programme and general reserves to potentially balance the revenue budget, total reserves are currently projected to reduce significantly.

3.54. This means there are a reduced level of reserves available to mitigate short term financial shocks, manage financial risks (such as inflation and reduced leisure centre income), balance the budget or undertake short term or capital investment.

The MTFS (Council Tax)

3.55. The Council's Band D Council Tax compared to all District Councils over the last three years is:



3.56. The Approved MTFS modelled that Council Tax would increase annually by **1.99%**.

3.57. There are, however, alternative approaches available and a selection of options have been identified for consideration (projections are based on the Approved Council Taxbase and additional income is enclosed by brackets):

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Projection £000
Approved / Modelled Increase	0.00%	1.99%	1.99%	1.99%	1.99%
Approved / Modelled Council Tax Band D	£187.85	£191.58	£195.40	£199.29	£203.25
Approved / Modelled Council Taxbase	40,534	41,016	41,579	42,233	42,718
Approved MTFS Council Tax Income	(£7,614)	(£7,858)	(£8,124)	(£8,416)	(£8,682)

A selection of options available and the impact on Council Tax income is shown below:	
2.99% increase in all years	(£77)
£5 increase in all years	(£52)
1.5% increase in 2024/25 and 2025/26 and then £5	£38
1.5% increase in 2024/25 and 2025/26 and then 1.99%	£38
1.0% increase in all years	£76
Freeze in all years	£153

(£160)	(£250)	(£345)
(£101)	(£150)	(£196)
£78	£33	(£11)
£78	£81	£84
£157	£243	£333
£314	£484	£658

3.58. The Council Tax base will be reviewed based on current information and the updated level will be approved by Cabinet on 5 December 2023.

3.59. In determining the level of Council Tax increase for 2024/25 and beyond, Cabinet and Council will need to take into consideration the following key factors:

- The relevant budget principles approved by Council
- The projected funding gap from 2025/26 onwards, the significant level of uncertainty related to Local Government Finance Reform and the legal requirement to set a balanced budget (considering the level of general reserves)
- The Council's Band D Council Tax and comparisons to other similar authorities
- The assumptions the Government utilises to calculate Core Spending Power in the Finance Settlement and Council Tax Referendum Principles for 2024/25

Alternative Options	In the main, the options are focused on the level of resource allocated to Strategic Priorities, the strategy to be utilised to achieve a balanced budget and the level of Council Tax increase. These options are considered in the Report.
Consultation	<p>There is a duty under S65 Local Government Finance Act 1992 to consult ratepayers (or bodies appearing to represent ratepayers) about proposed expenditure, prior to calculating the Council Tax requirement under S31a (England).</p> <p>It is proposed that consultation project will commence in July 2023 running through to December 2023 with the key objectives of:</p> <ul style="list-style-type: none"> • Reaching wide demographics to encourage contributions from as many groups as possible • Raising awareness of the engagement campaign to demonstrate that this is an open and credible opportunity for people to share their views. • Achieving best ever response rates by deploying tailored messaging to key audiences <p>It is intended that the campaign will facilitate rapid analysis of the results of the consultation in mid December before detailed analysis takes place in January 2024. It is proposed that the consultation be delivered through a combination of both online, printed and face-to-face activities to reach as many people as possible. The online promotion will link to online surveys and questionnaires aimed at residents, businesses and the community/voluntary sector.</p> <p>A series of engagement events/discussions hosted by Cabinet members and council officers with stakeholder audience groups to discuss specific themes e.g. business support, health, sustainability and/or stakeholder issues e.g. businesses, young people will be held over the next six months to garner responses from numerous demographic profiles.</p> <p>Running through the publicity of the consultation will be a narrative to engage stakeholders on the budget setting and funding process for Lichfield district Council to raise awareness of the realities of funding sources, funding levels and the decisions that must be made to deliver a budget for the district.</p> <p>The detailed proposals are shown at APPENDIX G.</p> <p>The implications of different levels of investment have also been further developed based on the views of this Committee following the completion of the budget consultation last year. These implications included greater clarity on the implications and also include fees and charges options.</p>
Financial Implications	These are included in the background section of the report.
Approved by Section 151 Officer	Yes
Legal Implications	<p>No specific legal implications.</p> <p>The recommended changes to the Medium Term Financial Strategy not part of the approved Budget Framework will be required the approval of Full Council.</p>
Approved by Monitoring Officer	Yes

Contribution to the Delivery of the Strategic Plan	The report directly links to overall performance and especially the delivery of the Strategic Plan.
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Equality, Diversity and Human Rights Implications	These areas are addressed as part of the specific areas of activity prior to being included in the Strategic Plan.
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Crime & Safety Issues	These areas are addressed as part of the specific areas of activity prior to being included in the Strategic Plan.
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Data assessment	<p>The ability to deliver the outcomes set out in the Lichfield District Council Strategic Plan, and beyond, is dependent on the resources available in the MTFS. The MTFS identifies the level of resources available and spend necessary to deliver the outcomes across the entire District.</p> <p>However, the application of relevant data and the Social Progress Index can be considered for new budget pressures, savings and income proposals as they are developed.</p>
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Environmental Impact (including Climate Change and Biodiversity).	These areas are addressed as part of the specific areas of activity prior to being included in the Strategic Plan.
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GDPR/Privacy Impact Assessment	There are no specific implications related to the Medium Term Financial Strategy.
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	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
Strategic Risk SR1 - Non achievement of the Council's key priorities contained in the Strategic Plan due to the availability of Finance				
A	Council Tax is not set by the Statutory Date of 11 March 2024	Likelihood: Green Impact: Red Severity of Risk: Yellow	Full Council set with reference to when major preceptors and Parishes have approved their Council Tax Requirements.	Likelihood: Green Impact: Red Severity of Risk: Yellow
B	Implementation of the Check, Challenge and Appeal Business Rates Appeals and more frequent revaluations	Likelihood: Yellow Impact: Red Severity of Risk: Red	To closely monitor the level of appeals. An allowance for appeals has been included in the Business Rate Estimates.	Likelihood: Green Impact: Green Severity of Risk: Green
C	The review of the New Homes Bonus regime	Likelihood: Red Impact: Red Severity of Risk: Red	The Council responded to the consultation. In the MTFS, no income is assumed beyond 2024/25.	Likelihood: Red Impact: Yellow Severity of Risk: Yellow
D	The increased Localisation of Business Rates, Business Rate Reset and the Review of Needs and Resources	Likelihood: Red Impact: Red Severity of Risk: Red	To assess the implications of proposed changes and respond to consultations to attempt to influence the policy direction in the Council's favour.	Likelihood: Red Impact: Red Severity of Risk: Red
E	The affordability and risk associated with the Capital Strategy	Likelihood: Yellow Impact: Red Severity of Risk: Red	A property team has been recruited via the Company to provide professional expertise and advice in relation to property and to continue to take a prudent approach to budgeting.	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow
F	Sustained higher levels of inflation in the economy	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow	To maintain a watching brief on economic forecasts, ensure estimates reflect latest economic projections and where possible ensure income increases are maximised to mitigate any additional cost.	Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow

Strategic Risk SR3: Capacity and capability to deliver / adapt the new strategic plan to the emerging landscape

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

Background documents

- Medium Term Financial Strategy (Revenue and Capital) 2023-27 and the addendum – Cabinet 14 February 2023
- Insourcing Leisure Provision – Cabinet 14 February 2023
- New Leisure Facility at Stychbrook Park – Cabinet 14 February 2023
- Community Infrastructure Levy (CIL) Allocation – Cabinet 14 February 2023
- Medium Term Financial Strategy (Revenue and Capital) 2023-27 – Council 28 February 2023
- Money Matters: 2022/23 Review of Financial Performance against the Financial Strategy – Cabinet 27 June 2023
- Medium Term Financial Strategy – Cabinet 27 June 2023
- Money Matters: Financial Monitoring in 2023/24 – Cabinet 5 September 2023

Relevant web links

The Financial Planning Timetable

The Financial Planning Timetable and Governance Responsibility			
Service and Financial Planning		July	← Medium Term Financial Strategy
		August	
	→	September	← Money Matters as at 30 June
Review Medium Term Financial Strategy	→		
		October	← Medium Term Financial Strategy
Review Medium Term Financial Strategy	→	November	
Mid Year Treasury Management Report	→		
		December	← Money Matters as at 30 September
			← Medium Term Financial Strategy
			← Set Council Taxbase and approve Collection Fund Projections
Review Medium Term Financial Strategy	→	January	
Review Treasury Management and Capital Strategies	→	February	← Money Matters as at 30 November
Approve the Medium Term Financial Strategy and set the Council Tax	→		← Recommend Medium Term Financial Strategy and Council Tax to Council
		March	
		April	
Draft Statement of Accounts	→	May	
		June	← Money Matters as at 31 March
Annual Treasury Management Report	→	July	
		August	
Statement of Accounts (was 31 July but for 2 years extended to 30 September)	→	September	
Key: Pink = internal timelines Blue = Cabinet Salmon = Cabinet & Overview and Scrutiny Committee Amber = Overview and Scrutiny Committee Green = Audit & Member Standards Committee Purple = Council			

MTFS Budget Principals

- Council will consider the medium-term outlook when setting the level of Council Tax to ensure that a sustainable budget position is maintained;
- Council will prioritise funding for statutory and regulatory responsibilities to ensure these are delivered in a way that meets our legal requirements and customer needs
- Council will continue to seek continuous improvement to enable further savings, efficiencies and income gains and provide budgets that are appropriate to service needs
- Council will ensure that all growth in the staffing establishment will be fully understood through robust business cases in order to ensure our resources match service and customer needs. Growth will usually be allowed where costs are offset by external funding, savings or additional income
- Council will not add to other ongoing revenue budgets unless these are unavoidable costs or corresponding savings are identified elsewhere
- Council will use robust business cases to prioritise capital funding so that we have a sustainable Capital Programme that meets statutory responsibilities, benefits the Council's overall revenue budget position, and ensures that existing assets are properly maintained
- Council will maintain an overall level of revenue reserves that are appropriate for the overall level of risks that the organisation faces, in order to overcome any foreseeable financial impact.

MTFS Budget Assumptions

Key Cost and Income Drivers						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Full Time Equivalents	328	308	308	308	308	308
Pay Award	4.00%	4.00%	2.00%	2.00%	2.00%	2.00%
Employers National Insurance	8.87%	9.36%	9.46%	9.57%	9.66%	9.75%
Employers Pension (%)	16.20%	22.00%	22.00%	22.00%	22.00%	22.00%
Employers Pension (Past Service)	£1,206,520	£697,040	£716,670	£736,290	£1,131,270	£1,181,270
Employers Pension (Other)	£109,260	£108,260	£111,540	£114,920	£118,400	£121,880
Non-Contractual Inflation (CPI) (OBR)	9.90%	4.10%	0.60%	0.00%	0.80%	1.70%
Non-Contractual Inflation (RPI) (OBR)	12.70%	6.40%	1.20%	1.00%	2.10%	2.90%
Applicable Fees and Charges (minimum)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Council Tax Increase (actual/modelled)	1.50%	0.00%	1.99%	1.99%	1.99%	1.99%
Base Rate	2.34%	4.63%	3.39%	3.00%	3.00%	3.00%
Investment Return	2.55%	4.21%	3.81%	3.50%	3.50%	3.50%
Key Demand Drivers						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Population Projections	105,709	106,073	106,432	106,749	107,070	107,398
Residential Properties	47,939	48,488	49,183	49,918	50,420	50,922
Business Properties	3,040	3,041	3,041	3,041	3,041	3,041
Number of visitors to the district	2,200,000	2,500,000	2,600,000	2,700,000	2,800,000	2,900,000

	% Increase
Population Projections	1.60%
Residential Properties	6.22%
Business Properties	0.03%
Number of visitors to the district	31.82%

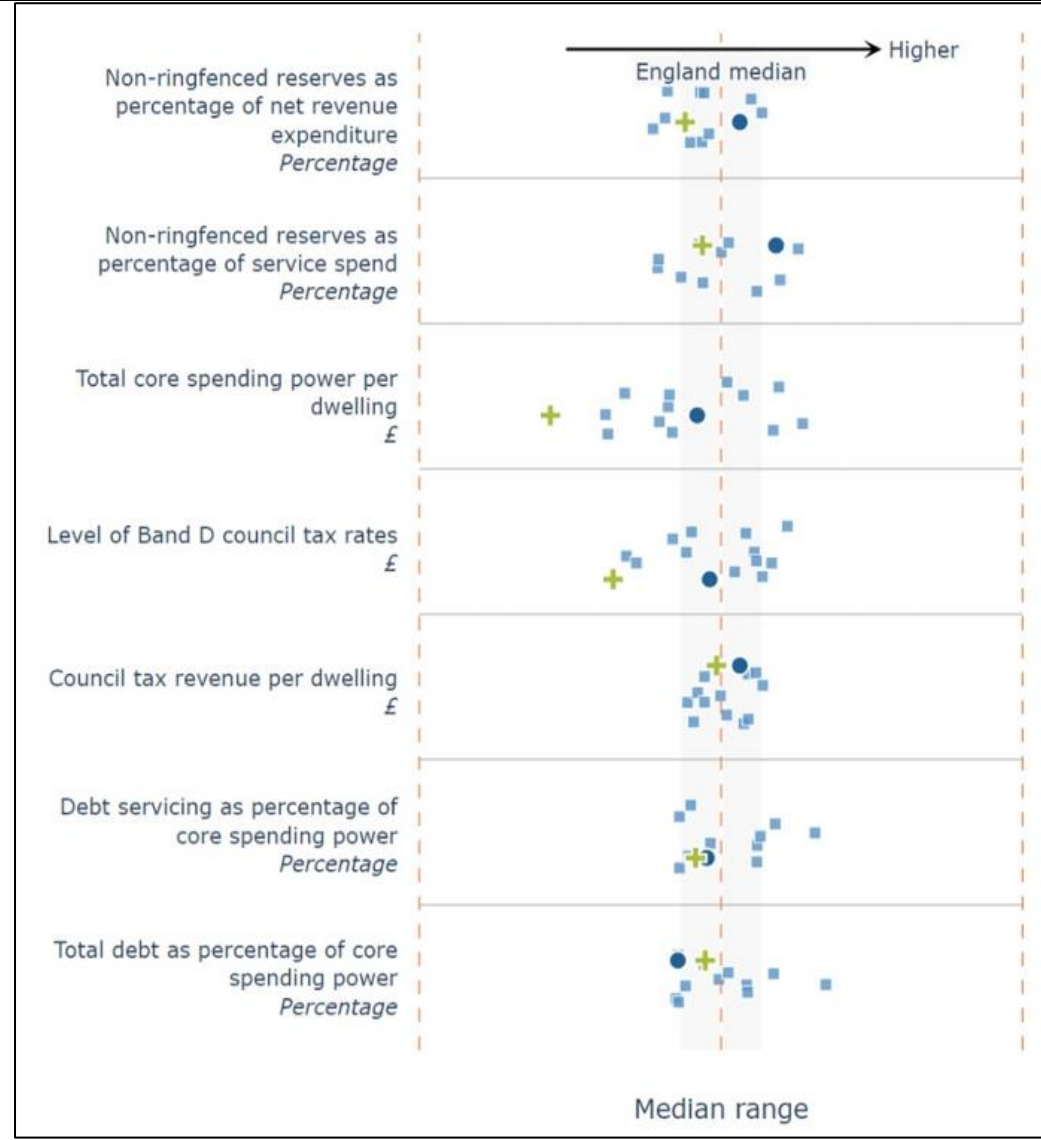
The current inflation projections being using to develop the MTFS at a more granular level are:

	2023/24	2024/25	2025/26	2026/27	2027/28
Salaries & Wages	4.00%	2.00%	2.00%	2.00%	2.00%
Electricity	20.00%	10.00%	10.00%	10.00%	10.00%
Gas	9.00%	10.00%	10.00%	10.00%	10.00%
Water	3.00%	3.00%	3.00%	3.00%	3.00%
Fuel	9.40%	5.00%	5.00%	5.00%	5.00%
ICT Licenses	10.00%	10.00%	10.00%	10.00%	10.00%
Telephone & Mobiles	3.00%	3.00%	3.00%	3.00%	3.00%
Business Rates	3.74%	6.00%	2.00%	2.00%	2.00%
Postage	3.00%	3.00%	3.00%	3.00%	3.00%
Insurances	5.00%	5.00%	5.00%	5.00%	5.00%
Investment Income	4.21%	3.81%	3.50%	3.50%	3.50%

Office for Local Government – Data Explorer
(Lichfield DC = blue dot, South Staffordshire DC = green cross)

Nearest Neighbours

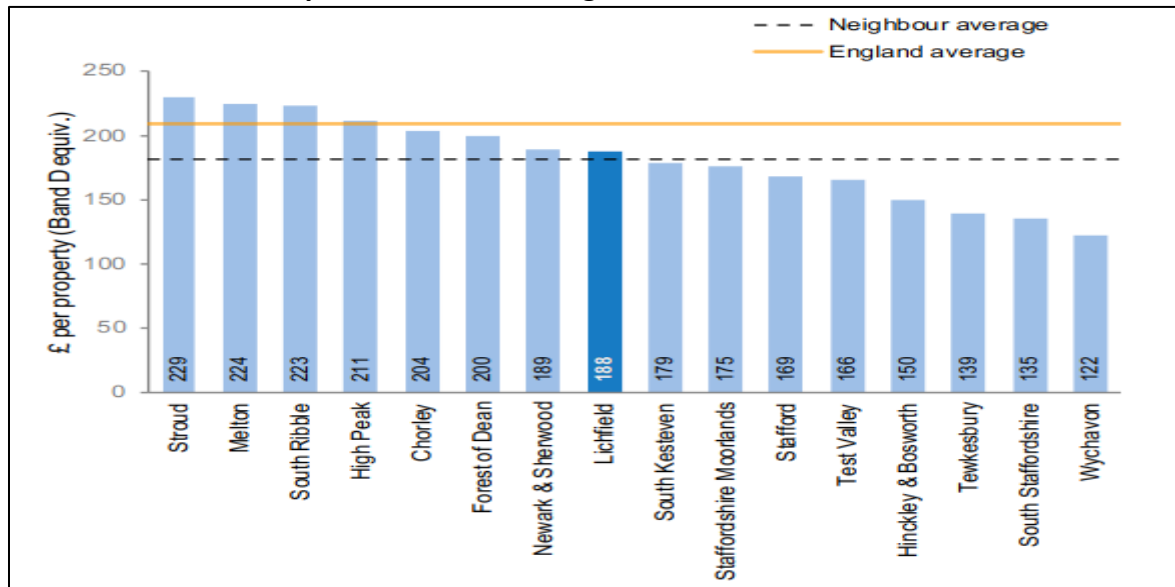
District Councils



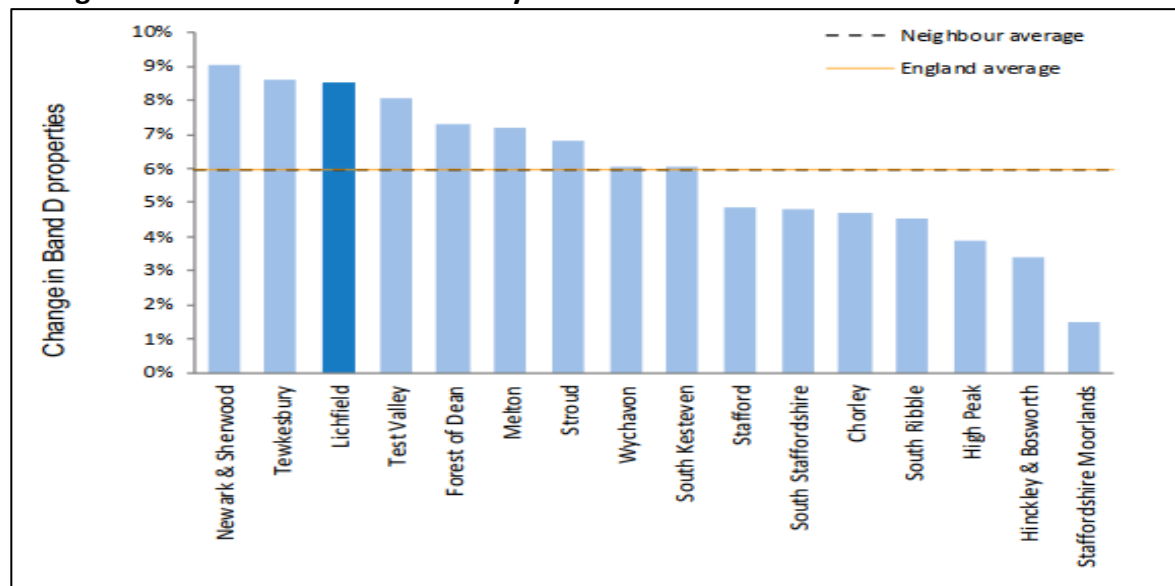
A selection of Local Taxation Information

Council Tax

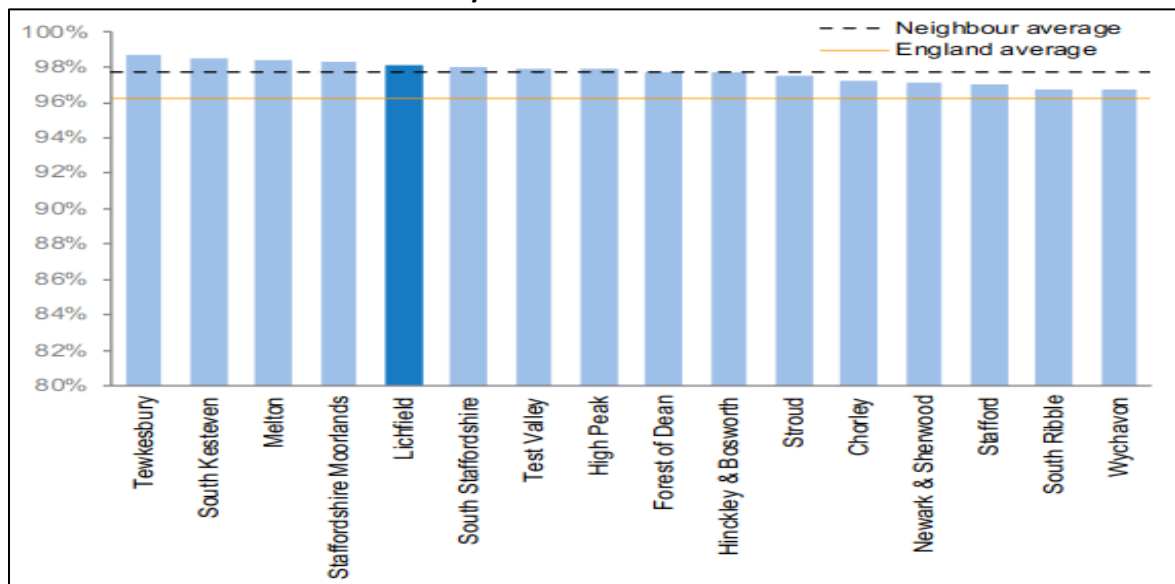
Council Tax Rates compared to Nearest Neighbours for 2023/24



Change in the Taxbase over the last 5 years

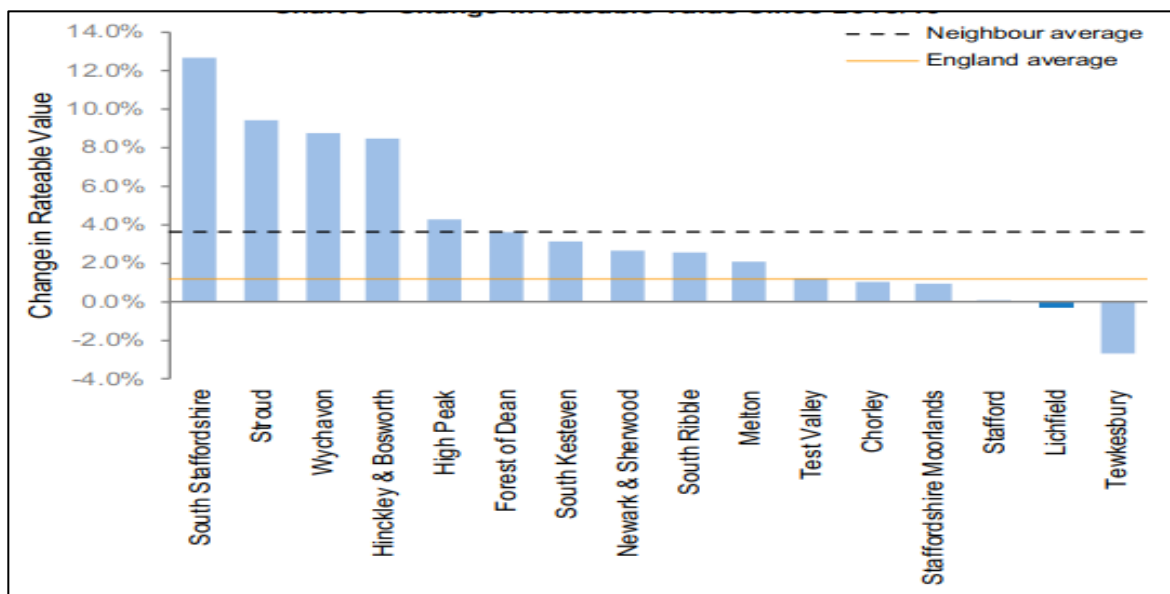


Council Tax Collection Rate in 2022/23

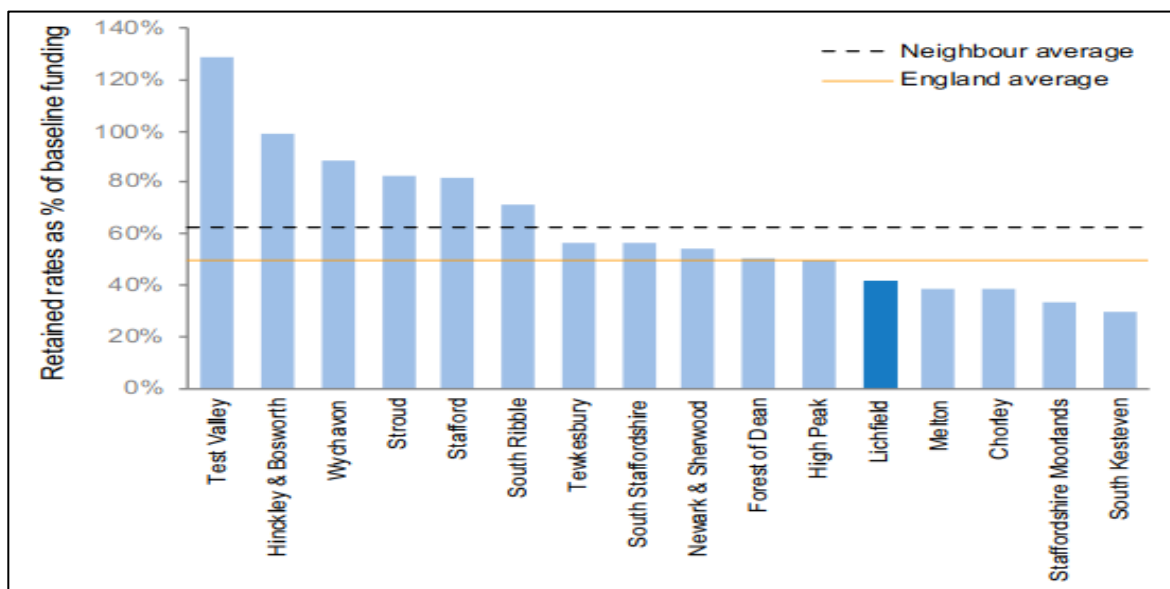


Business Rates

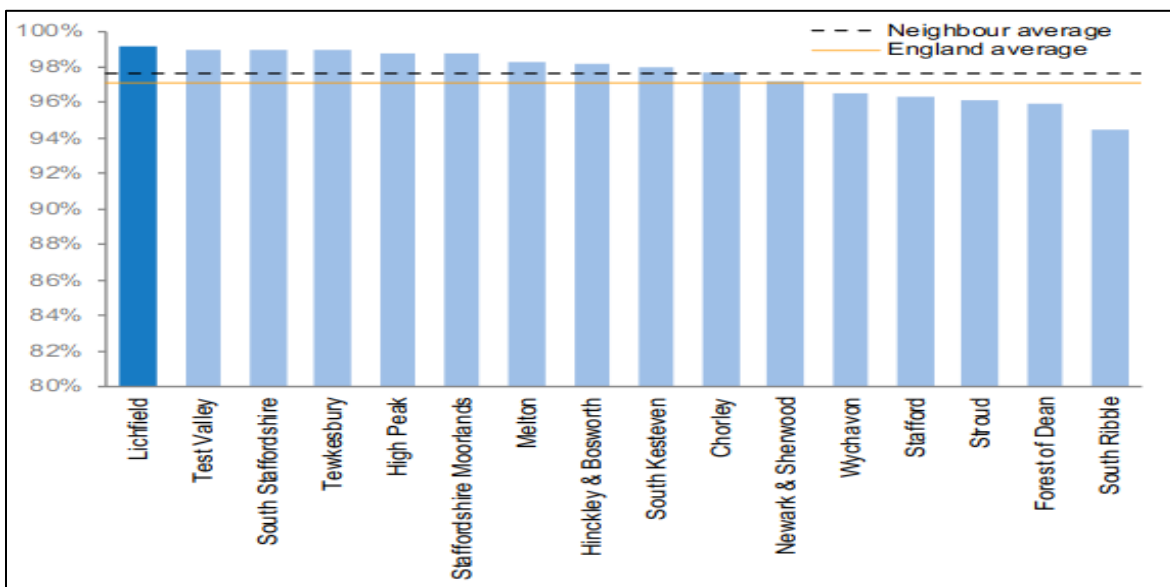
Business Rates Change in Rateable Value over the last 5 Years



Retained Business Rate Income in 2023/24



Business Rates Collection Rate in 2022/23



Approved Revenue Budget

(Includes a projection for 2027/28)

	2023/24 Original Budget 2023/24	2023/34 Approved Budget 2023/34	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Projection
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
Enabling people	1,480	1,837	2,003	1,745	1,780	1,814
Shaping place	4,004	4,321	4,461	4,589	4,684	4,858
Developing prosperity	(721)	(1,023)	(1,284)	(838)	(1,010)	(1,010)
A good council	9,632	9,406	8,993	7,102	7,659	7,856
Net Cost of Services	14,395	14,541	14,173	12,598	13,113	13,518
Corporate expenditure	(580)	(726)	(805)	(230)	(112)	(386)
Net Operating Cost	13,815	13,815	13,368	12,368	13,001	13,132
Retained Business Rates Baseline Funding	(2,196)	(2,196)	(2,359)	(2,287)	(2,333)	(2,379)
Retained Business Rates Growth Allowance	(1,268)	(1,268)	(1,132)	0	0	0
Business Rates Cap	(680)	(680)	(671)	0	0	0
Revenue Support Grant	(106)	(106)	(114)	406	434	462
Services Grant	(82)	(82)	(82)	0	0	0
Funding Guarantee Grant	(561)	(561)	(582)	0	0	0
Transitional Funding	0	0	0	(747)	(782)	(764)
New Homes Bonus - Base Budget	(992)	(992)	(570)	0	0	0
Collection Fund (Surplus)/Deficit	(316)	(316)	0	0	0	0
Council Tax	(7,614)	(7,614)	(7,858)	(8,124)	(8,416)	(8,682)
Total Funding	(13,815)	(13,815)	(13,368)	(10,752)	(11,097)	(11,363)
Transfer to or (from) general reserves	0	0	0	0	0	0
New Homes Bonus (Transfer to general reserves)	0	0	0	0	0	0
Approved Funding Gap	0	0	0	1,616	1,904	1,770

Reconciliation of the Original Budget Funding Gap to the Projected Funding Gap

	Cabinet or Decision Date	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Original Budget Council 14/02/2023		0	0	1,616	1,904	1,770
Budget Monitoring in 2023/24						
Money Matters	05/09/2023	476	0	0	0	0
Projected Budget		476	0	1,616	1,904	1,770

Savings and Additional Income Proposals Monitoring in 2023/24

No	Saving	MTFS Target 2023/24	Green - achieved or likely to be achieved	Amber - risk to full achievement	Red - risk to achievement or achieved in later years	Comments on Amber and Red items
	Achieved Savings	1,704,000	1,704,000			
21	Vacancy savings	150,000		150,000		Monitored during the year
26	Garden Waste Price increase	84,000		21,000	63,000	Cabinet Member Decision
30	Car Parking Charges	355,000		147,920	207,080	Cabinet Member Decision
4	LED lighting / Car park	5,000			5,000	Not yet implemented
17	Golf course	80,000			80,000	Not yet implemented
23	IT savings	100,000			100,000	Not yet implemented
32	Introduce a departure charge to all bus companies using Lichfield Bus Station.	21,000			21,000	Not yet implemented
	Total	2,499,000	1,704,000	318,920	476,080	

Total Green and Amber Progress	2,022,920
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Shortfall to MTFS Target	476,080
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Approved Revenue Budget in 2024/25

	2024/25 £000
Gross Expenditure (Exc. Housing Benefits)	£31,712
External Income (Exc. Housing Benefits)	(£18,344)
Net Revenue Expenditure	£13,368
Revenue Funding	(£13,368)
Approved Budget Funding Gap	£0

Savings Proposals	£0
Sub Total Savings/Income Delivery Pressures	£0

Projected Funding Gap	£0
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Sales, Fees and Charges Approved Budgets

	2023/24	2024/25	2025/26	2026/27	2027/28
Cost Recovery					
Abandoned Vehicles	(£500)	(£500)	(£500)	(£500)	(£500)
Active Lichfield	(£1,080)	(£1,110)	(£1,110)	(£1,110)	(£1,110)
Beacon Park	(£73,590)	(£75,350)	(£75,350)	(£77,350)	(£79,350)
Building Control Register EIR	(£14,510)	(£14,510)	(£14,510)	(£14,510)	(£14,510)
Building Regulations-Chargeable Account	(£1,113,290)	(£1,136,480)	(£1,158,830)	(£1,181,640)	(£1,204,930)
Burntwood Leisure Centre	(£113,507)	(£111,679)	(£123,622)	(£132,096)	(£138,755)
Burntwood Parks	(£4,790)	(£4,880)	(£4,880)	(£5,030)	(£5,180)
Bus Station	(£21,000)	(£21,000)	(£21,000)	(£21,000)	(£21,000)
Civic Services	(£3,100)	(£3,100)	(£3,100)	(£3,100)	(£3,100)
Closed Circuit Television	(£1,000)	(£1,000)	(£1,000)	(£1,000)	(£1,000)
Communications and Information	(£5,400)				
Community Lottery	(£12,000)	(£12,000)	(£12,000)	(£12,000)	(£12,000)
Corporate Debt Recovery	(£6,210)	(£10,300)	(£10,300)	(£10,300)	(£10,300)
Corporate Management	(£2,020)	(£1,510)	£670	£1,240	£1,810
Democratic Services	(£18,750)	(£18,750)	(£18,750)	(£18,750)	(£18,750)
District Council House	(£3,400)	(£3,400)	(£3,400)	(£3,400)	(£3,400)
ICT	(£4,500)	(£4,500)	(£4,500)	(£4,500)	(£4,500)
Environmental Protection	(£7,230)	(£7,230)	(£7,230)	(£7,230)	(£7,230)
Food Safety	(£17,290)	(£17,620)	(£17,620)	(£18,120)	(£18,620)
Friary Grange Leisure Centre	(£2,373)	(£2,330)	(£2,606)	(£2,802)	(£2,956)
Grounds Maintenance	(£292,820)	(£325,290)	(£325,290)	(£325,290)	(£325,290)
Health and Safety	(£190)	(£190)	(£190)	(£190)	(£190)
Housing Enforcement and Licensing	(£1,500)	(£1,500)	(£1,500)	(£1,500)	(£1,500)
Housing Options and Homelessness	(£9,000)	(£9,000)	(£9,000)	(£9,000)	(£9,000)
Investment Properties	(£10,920)	(£10,920)	(£10,920)	(£10,920)	(£10,920)
Joint Waste Service	(£1,711,640)	(£1,728,330)	(£1,734,360)	(£1,780,320)	(£1,826,280)
Joint Waste Service	(£5,060)	(£5,060)	(£5,060)	(£5,060)	(£5,060)
Licensing	(£211,920)	(£211,920)	(£211,920)	(£211,920)	(£211,920)
Lichfield Car Parks	(£1,000)	(£1,000)	(£1,000)	(£1,000)	(£1,000)
Lichfield Parks	(£3,160)	(£3,200)	(£3,190)	(£3,180)	(£3,170)
Lichfield Tourism Information	(£14,250)	(£14,510)	(£14,510)	(£14,510)	(£14,510)
Local Land Charges - LDC	(£310,740)	(£316,600)	(£322,620)	(£330,720)	(£338,820)
Leisure Invest to Save	(£2,270)	(£3,360)	(£4,490)	(£5,650)	(£6,810)
Planning Applications	(£58,860)	(£58,860)	(£58,860)	(£58,860)	(£58,860)
Plant Lane Depot	(£3,500)	(£3,500)	(£3,500)	(£3,500)	(£3,500)
Promotion of District	(£6,900)	(£7,030)	(£7,030)	(£7,030)	(£7,030)
Revenue Collection	(£211,150)	(£211,150)	(£211,150)	(£216,850)	(£222,550)
Spatial Policy and Delivery Service	(£12,150)	(£12,370)	(£12,370)	(£12,670)	(£12,970)
Stowe and Minster Pools	(£920)	(£950)	(£950)	(£950)	(£950)
Street Cleansing	(£122,690)	(£124,860)	(£124,860)	(£128,060)	(£131,260)
Street Naming and Numbering	(£39,860)	(£40,190)	(£40,190)	(£41,140)	(£42,090)
Tours	(£5,400)	(£5,540)	(£5,580)	(£5,620)	(£5,660)
Trade Waste Collection - Recycling	(£80,430)	(£81,230)	(£82,040)	(£82,860)	(£83,680)
Trade Waste Collection - Refuse	(£403,260)	(£403,260)	(£403,260)	(£403,260)	(£403,260)
Cost Recovery Total	(£4,945,130)	(£5,027,069)	(£5,073,478)	(£5,173,258)	(£5,271,661)
Fair Charging					

APPENDIX E

	2023/24	2024/25	2025/26	2026/27	2027/28
Beacon Park	(£34,000)	(£34,000)	(£34,000)	(£34,000)	(£34,000)
Burntwood Leisure Centre	(£1,782,117)	(£1,740,747)	(£1,927,318)	(£2,060,933)	(£2,166,910)
Friary Grange Leisure Centre	(£641,483)	(£623,824)	(£697,741)	(£750,184)	(£791,406)
Investment Properties	(£7,960)	(£7,960)	(£7,960)	(£7,960)	(£7,960)
Joint Waste Service	(£80,030)	(£80,030)	(£80,030)	(£80,030)	(£80,030)
Lichfield Car Parks	(£2,011,790)	(£2,048,780)	(£2,045,750)	(£2,099,970)	(£2,152,370)
Fair Charging Total	(£4,557,380)	(£4,535,341)	(£4,792,799)	(£5,033,077)	(£5,232,676)
Full Commercial					
Burntwood Leisure Centre	(£153,649)	(£150,913)	(£168,794)	(£181,481)	(£191,453)
Friary Grange Leisure Centre	(£29,982)	(£29,448)	(£32,937)	(£35,413)	(£37,359)
LWMTS	(£61,000)	(£273,000)	(£200,000)	(£200,000)	(£200,000)
Leisure Centre Contract	(£171,240)	(£171,240)	(£171,240)	(£171,240)	(£171,240)
Full Commercial Total	(£415,871)	(£624,601)	(£572,971)	(£588,134)	(£600,052)
Nominal					
Investment Properties	(£1,500)	(£1,500)	(£1,500)	(£1,500)	(£1,500)
Public Conveniences	(£190)	(£190)	(£190)	(£190)	(£190)
Nominal Total	(£1,690)	(£1,690)	(£1,690)	(£1,690)	(£1,690)
Other					
Digital Team	(£149,600)	(£152,700)	(£157,400)	(£162,530)	(£168,750)
Major Projects	(£121,260)	(£125,180)	(£129,060)	(£133,230)	(£137,520)
Other Total	(£270,860)	(£277,880)	(£286,460)	(£295,760)	(£306,270)
Statutory					
CIL	(£39,060)	(£39,060)	(£39,060)	(£39,060)	(£39,060)
Civil Parking Enforcement	(£84,260)	(£84,260)	(£84,260)	(£84,260)	(£84,260)
Electoral Registration	(£1,760)	(£1,760)	(£1,760)	(£1,760)	(£1,760)
Environmental Protection	(£12,280)	(£12,280)	(£12,280)	(£12,280)	(£12,280)
Housing Enforcement and Licensing	(£5,000)	(£5,000)	(£5,000)	(£5,000)	(£5,000)
Joint Waste Service	(£390,570)	(£390,570)	(£390,570)	(£390,570)	(£390,570)
Planning Applications	(£741,490)	(£741,490)	(£741,490)	(£741,490)	(£741,490)
Planning Fee Increase	(£146,000)	(£146,000)	(£146,000)	(£146,000)	(£146,000)
Trade Waste Collection - Recycling	(£4,820)	(£4,820)	(£4,820)	(£4,820)	(£4,820)
Statutory Total	(£1,425,240)	(£1,425,240)	(£1,425,240)	(£1,425,240)	(£1,425,240)
Subsidised					
Public Conveniences	(£2,000)	(£2,000)	(£2,000)	(£2,000)	(£2,000)
Subsidised Total	(£2,000)	(£2,000)	(£2,000)	(£2,000)	(£2,000)
Grand Total	(£11,618,171)	(£11,893,821)	(£12,154,638)	(£12,519,159)	(£12,839,589)

The Approved Capital Programme

(Includes a projection for 2027/28)

Project	Approved Capital Programme (R=>500k, A=250k to 500k and G=<250k)						Total £000	Corporate
	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Projection £000			
New Build Parish Office/Community Hub	92	0	0	0	0	92	0	
Burntwood Leisure Centre Sinking Fund Projects	144	0	0	0	0	144	59	
Friary Grange - Short Term Refurbishment	134	0	0	0	0	134	0	
Replacement Leisure Centre	5,123	4,647	0	0	0	9,770	400	
Accessible Homes (Disabled Facilities Grants)	1,796	1,272	914	914	914	5,810	0	
Decent Homes Standard	97	0	0	0	0	97	0	
Energy Insulation Programme	22	22	25	25	25	119	0	
Unallocated S106 Affordable Housing Monies	264	21	0	0	0	285	0	
Vehicle Replacement Programme - Env Health	0	0	0	20	0	20	0	
Conversion of 36a Bore Street	492	0	0	0	0	492	360	
Streethay Community Centre	850	0	0	0	0	850	0	
Changing Places Fund	36	0	0	0	0	36	0	
Zip Wire in Burntwood	30	0	0	0	0	30	0	
Burntwood Community Hub	250	0	0	0	0	250	0	
Climbing Wall at Burntwood Leisure Centre	50	50	0	0	0	100	0	
Pre-school soft play facility at Burntwood Leisure C	50	50	0	0	0	100	0	
Adventure Golf at Beacon Park	150	150	0	0	0	300	0	
Obstacle Course at Beacon Park	0	150	0	0	0	150	0	
Paddle Tennis courts	200	200	0	0	0	400	0	
New 3G Pitch in Lichfield	200	200	0	0	0	400	0	
Mavesyn Ridware Village Hall Play Area	5	0	0	0	0	5	0	
Fence at Chasetown Memorial Bowling Green	10	0	0	0	0	10	0	
Fradley BMX Pumptrack	33	0	0	0	0	33	0	
Upgrading electrical heating in St Stephens Church	4	0	0	0	0	4	0	
Enabling People Total	10,032	6,762	939	959	939	19,631	819	
Loan to Council Dev Co.	150	0	0	0	0	150	0	
Lichfield St Johns Community Link (CIL)	35	0	0	0	0	35	0	
Lichfield Public Conveniences	40	0	0	0	0	40	40	
Vehicle Replacement Programme (Waste)	0	0	6,000	0	0	6,000	0	
Bin Purchase	150	150	150	150	150	750	0	
Dual Stream Recycling	31	0	0	0	0	31	0	
Vehicle Replacement Programme (Other)	318	247	217	0	207	989	255	
Falkland Road Fosseyway Canal Walk	260	0	0	0	0	260	0	
Burntwood Public Conveniences	45	0	0	0	0	45	0	
Shaping Place Total	1,029	397	6,367	150	357	8,300	295	
Vehicle Replacement Programme (Car Parks)	0	0	0	10	0	10	0	
Coach Park	349	0	0	0	0	349	288	
Car Parks Variable Message Signing	130	0	0	0	0	130	0	
Pay on Exit System at Friary Multi Storey	2	0	0	0	0	2	0	
Pay on Exit System at Lombard Street	150	0	0	0	0	150	0	
Electric Vehicle Charge Points	80	0	0	0	0	80	0	
BRS Enabling Works	1,070	0	0	0	0	1,070	0	
Cinema Development	3,795	1,929	0	0	0	5,724	828	
32-44 Bakers Lane	1,582	0	0	0	0	1,582	1478	
Incubator Space	0	403	0	0	0	403	-143	
New 3G Pitch at Chasetown Football Club	100	0	0	0	0	100	0	
Small scale investment in micro and small	50	150	0	0	0	200	0	
Development and promotion of the visitor econ.	25	75	0	0	0	100	0	
Active travel enhancements in the local area	25	75	0	0	0	100	0	
Incubator Phase 3	380	0	0	0	0	380	80	
Developing Prosperity Total	7,738	2,632	0	10	0	10,380	2,531	
Property Planned Maintenance	133	61	190	230	230	844	614	
IT Infrastructure	254	50	175	175	175	829	554	
ICT Hardware	0	0	0	0	0	0	0	
Building a Better Council	77	0	0	0	0	77	77	
Committee Audio-Visual Hybrid Meeting Platform	85	0	0	0	0	85	85	
Good Council Total	549	111	365	405	405	1,835	1,330	
Approved Capital Programme	19,348	9,902	7,671	1,524	1,701	40,146	4,975	

Funding Source	Approved Capital Programme					
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Capital Receipts	3,299	73	0	222	0	3,594
Capital Receipts - Housing	360	0	0	0	0	360
Revenue - Corporate	173	100	565	183	0	1,021
Corporate Council Funding	3,832	173	565	405	0	4,975
Grant	2,839	2,561	939	939	914	8,192
Section 106	692	133	0	0	0	575
CIL	1,645	800	0	0	0	2,445
Reserves	7,831	3,660	17	30	0	11,538
Revenue - Existing Budgets	150	150	150	150	150	750
Leases	0	0	6,000	0	0	6,000
Internal Borrowing	2,359	2,425	0	0	0	4,784
Total	19,348	9,902	7,671	1,524	1,064	39,259
External Borrowing	0	0	0	0	637	637
Total Funding	19,348	9,902	7,671	1,524	1,701	40,146

Reconciliation of the Original Capital Programme to this Approved Capital Programme

	Cabinet or Decision Date	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Original Budget Council 28/02/2023		15,420	9,728	7,671	1,524	0	34,343
Approved Changes							
Slippage from 2022/23	27/06/2023	1,566	(272)				1,294
Allocation of S106 Monies	24/02/2023	42					42
Burntwood Leisure Centre	27/06/2023	85					85
Cabinet Member Briefing Note - Re-allocation of funding for Chasetown Memorial Park	27/03/2023	10					10
A Cinema for Lichfield District	27/06/2023	1,875	146				2,021
Rural England Prosperity Fund	27/06/2023	100	300				400
Money Matters Quarter 1 ¹	05/09/2023	250					250
Long Term Model	28/02/2023					1,701	1,701
Approved Capital Programme		19,348	9,902	7,671	1,524	1,701	40,146

¹ Assumes approval by Council.



YOUR COUNCIL. YOUR BUDGET 2024.

LET US KNOW WHAT MATTERS MOST TO YOU

This is YOUR opportunity to shape council budgets in 2024 and beyond

It is proposed that consultation project will commence in July 2023 running through to December 2023 with the key objectives of:

- Reaching wide demographics to encourage contributions from as many groups as possible
- Raising awareness of the engagement campaign to demonstrate that this is an open and credible opportunity for people to share their views.
- Achieving best ever response rates by deploying tailored messaging to key audiences

It is intended that the campaign will facilitate rapid analysis of the results of the consultation in mid December before detailed analysis takes place in January 2024.

It is proposed that the consultation be delivered through a combination of both online, printed and face-to-face activities to reach as many people as possible. The online promotion will link to online surveys and questionnaires aimed at residents, businesses and the community/voluntary sector.

A series of engagement events/discussions hosted by Cabinet members and council officers with stakeholder audience groups to discuss specific themes e.g. business support, health, sustainability and/or stakeholder issues e.g. businesses, young people will be held over the next six months to garner responses from numerous demographic profiles.

Running through the publicity of the consultation will be a narrative to engage stakeholders on the budget setting and funding process for Lichfield district Council to raise awareness of the realities of funding sources, funding levels and the decisions that have to be made to deliver a budget for the district.

- The communications plan will aim to achieve over 7000 individual engagements.
- It will use digital and physical strategies to meet a wide audience profile.
- The campaign message will build on the campaign title; **Your Council. Your Budget 2024. Your Say Counts.**
- The campaign will launch in July 2023 and completed in December of the same year.
- It will drip-feed each week with messaging related to the response achieved.
- Messaging targeted key demographics will be deployed, using appropriate media for the audience.
- It will seek to provoke with searching, challenger questions designed to garner a response

Target Demographic	Platforms Deployed
Residents Lichfield	Newsletter, owned and earned socials, paid socials, press, posters, local printed versions
Schools and Colleges	Direct email, careers sessions
Businesses	E-bulletin, business groups, socials, press, posters, local printed versions
Retired, non-digitally savvy, out of city	Newsletter, posters, ads in Lichfield Live and Advertiser and City Life, Local groups, Ambassadors
Care Homes	Direct email to home, In person presentations
Young families	Socials, podcasts, blog, press, posters, local printed versions, social groups
Under 25s	Blogs, Podcasts, SMS, Whatsapp

This year will see tailored communications going out to several key groups including those listed above. These represent datasets that we have access to with GDPR compliant authority where appropriate or we can target them through groups on social platforms and direct engagement with managers and business owners where appropriate.

The campaign will seek to acquire more authorised contacts during this process to facilitate this and future communications projects.

In 2022 we elicited over 7000 responses through a concerted engagement campaign and the intention is to replicate this again for 2023.

We want to reach as **many people as possible** and therefore it is recommended that we adopt a similar approach deploying the slider budget platform **DeLib at a cost of £4995 plus vat.**

If a less costly approach is required we can build a survey in a platform that we already own but the ability to use a slider would not be available and choices would be made only by selection. It would not be as interactive as the DeLib option which we feel generated interest in 2022 so more people engaged when compared to previous years. This option would all be delivered in house at no additional cost.

We will drive people to the platform through online engagement, face-to-face meetings and guided events where we can give residents access to laptops and support so that they can engage via the platform.

For those residents who are not comfortable with a digital survey, we will create **printed versions of the survey** and we will place them in Village Halls, Parish offices, libraries and the District Council House with supporting posters. When people have completed these they can drop them off at Lichfield District Council House, or post them, and we will input the information directly into the DeLib platform to ensure consistency of reporting and to facilitate extraction of accurate data.

There will be more room this year for ensuring that people can give their opinions, ideas and comments that we can review and will support the budget process.

	JULY					AUGUST				SEPTEMBER				
	w/c	3	10	17	24	31	7	14	21	28	4	11	18	25
BUDGET ENGAGEMENT	Draft Issue for Discussion	Comms Collateral Created <i>Your Council Your Budget Your Say Counts</i>	Comms Collateral Ready • Press • Socials • Newsletters • Printed	Launch of Engagement Programme - The Scale of the Challenge Press Website Social Newsletter	Invitation to F2F event - Phase 1 Press Website Social Newsletter	Secondary School Engagement Career Advisors Sixth Form Session What is your opinion?	Launch of Engagement Programme Press Website Social Newsletter	F2F Event Phase 1 F2F Press Website Social Newsletter	Business Groups Intro Clr Pullen visit and presentation - encourage to get involved	Update on volume of engagements Press Website Social Newsletter	Challenger questions posed Press Website Social Newsletter	Challenger responses Press Website Social Newsletter	Challenger questions posed Press Website Social Newsletter	
	OCTOBER				NOVEMBER			DECEMBER						
	w/c	2	9	16	23	30	6	13	20	27	4	11	18	
BUDGET ENGAGEMENT	Update on volume of engagements Press Website Social Newsletter	<i>Your Council Your Budget Your Say Counts</i> Poster sites in and around Lichfield	<i>Your Council Your Budget Your Say Counts</i> Website Social	Resident Newsletter Business Enews	Invitation to F2F event - Phase 2 Press Website Social Newsletter	<i>Your Council Your Budget Your Say Counts</i> Challenger questions posed	<i>Your Council Your Budget Your Say Counts</i> Challenger responses	F2F Event - Phase 2 F2F Press Website Social Newsletter	Business Newsletter Newsletter	F2F Feedback - volume to date Your Last Chance to have a say	2023 budgets are being built with your feedback	Thankyou and Happy Christmas		

Every week an updated communication will be sent out - tailored to the audience.

There will be some overlap naturally in the audiences that are available to us but the messages will all align but there will be specific messaging crafted for each audience so that it resonates with each group and provokes engagement.

The messaging will also take into account the planned communications calendar for the key themes for the rest of 2023; ensuring that the messages are aligned and appropriate for the current landscape. The timings might change according to other news stories that might impact the level of engagement.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2023-24

AGENDA ITEM	DETAILS/REASONS	05.06.23	02.08.23	14.09.23	14.11.23	19.12.23	30.01.24	03.04.24	TASK GROUP REQUIRED YES/NO	OFFICER LEAD	MEMBER LEAD
Terms of Reference	To remind the Committee of the terms of reference and suggest any amendments	✓							NO	CLL	Cllr D. Pullen
Empty Homes Policy	From Forward Plan			■		✓				Lizzie Barton	Councillor A. Farrell
City Centre Pedestrianisation Trial	To review the trial so far including consultation responses specifically blue badge holders		✓							John Smith	Councillor D. Pullen
Planning Committee Protocol	To give views on the draft new protocol before consideration by the Planning Committee			■		✓				Lizzie Barton	Councillor A. Farrell
Councillor Community Fund	To undertake a full review of the scheme			■	✓				No		Cllr R. E Cox
Knife Angel					✓					Christie Tims	Cllr R. E Cox
Notes from Task groups	To receive the meeting notes from task group meetings	✓	✓	✓	✓	✓	✓	✓			
Review of the Overview & Scrutiny function at the Council	Following the move to a one O&S Committee system, it was agreed to review the effectiveness of the change.		✓					✓		Kerry Dove	Cllr D. Pullen
Review of Civic function matrix	To undertake a review of the current event matrix as devised by a previous Task Group and to consider			✓					Yes	Kerry Dove	Cllr D. Pullen

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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2023-24

	any recommendation by the Independent Remuneration Panel											
Funding for Infrastructure in Burntwood and rural areas							✓					
Cinema	To receive an update		✓								John Smith	Cllr D. Pullen
Medium Term Financial Strategy	To receive drafts and updates to the MTFS			✓	✓		✓				Anthony Thomas	Cllr R. Strachan
Financial Planning	To consider Service and Financial Planning Proposals						✓				Anthony Thomas	Cllr R. Strachan
Local Elections 2023 Review	To undertake a review of the Local Elections 2023 and its processes including Voter ID and accessibility.		✓								Christie Tims	Cllr D. Pullen

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Briefing Papers

Money Matters				✓							Anthony Thomas	Cllr R. Strachan
Development Control Performance											Lizzie Barton	Cllr A. Farrell
Local Plan Update											Lizzie Barton	Cllr A. Farrell
Local Election 2023 Update – Including Action Plan											Christie Tims	Cllr D. Pullen

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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