



Draft

# Annual Review 2022/2023

# LWMTS

Lichfield West Midlands Traded Services Limited

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# Section 1 Introduction





# Highlights from the year

**£509k**  
Turnover



**Profit**  
**£13.6k**

**3** services

Landlord Services  
Project Management  
Talent Acquisition

**3** planned new services

Leisure  
Communications  
Disabled Facilities Grant

**£1.1m**

**Building contracts managed**

**187**

**Assets managed**

**18**

**Buildings Maintained**

**437**

**Public Enquiries**

**268**

**Reactive Maintenance Requests**

**230**

**Site Inspections**

**18**

**New leases negotiated**



**Community Cafe set up in District Council House**



**11**

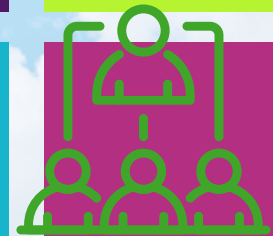
**New tenants in District Council House**

**9**

**New offices planned for additional tenants**

**4**

**Key management roles recruited**



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# Introduction

In November 2021, Lichfield District Council's executive, the Cabinet, approved the creation of an improvement programme for the council called **Being a Better Council (BABC)**. Alongside a comprehensive programme of improvement for the Council itself, the programme included a review of the Council's trading activities (through its local authority trading company) to identify those areas where the Council can operate commercially and trade effectively.

Like much of local government, Lichfield District Council established a wholly owned trading company in 2019 (i.e., where 100% of its shares are owned by the Council). The company was called Lichfield Housing Ltd and provided equity of £225k plus a loan facility of £675k (reduced to £150k for up to 5 years). The stated purpose of the company at the time was 'to undertake activities for commercial purposes and to trade within the district and beyond' with its focus being within housing development. While a number of sites and buildings were considered for purchase and development, none were purchased, and the company did not trade.

The review identified that the initial housing aspirations were niche, long term and would require significant funding. It suggested the Council focus its company on short and medium term activities that had an immediate impact for residents and businesses and were achievable without the requirement of so much public funding. As a result, in March 2022 the company changed its name to LWM Traded Services Ltd to reflect a change in emphasis and focus on providing a range of professional services; initially to Lichfield Council but with a view to trading them externally at some future point once established.

A Shareholders agreement and Scheme of Delegation was established clearly setting out the powers, levels of authority and decision-making processes that must be followed and the company began trading in April 2022.

The Company has established its own Board of Directors with its own Managing Director. The Council is fully represented on the Board, with the appointment of a Councillor to it who usually fulfils the role of Chairperson.





# Chair of the Board's Statement

**I am pleased to introduce this annual review report setting out our first full year of trading (2022/23) for LWM Traded Services Ltd, a company wholly owned by Lichfield District Council.**

The Council created this company with an ambition to support it to provide services to the residents and businesses of Lichfield district, with any surplus cash to be returned to it for reinvestment in those public services; not lining shareholders' pockets. Our company objective is to be 'creative in our thinking, commercial in our approach, innovative in our delivery'. Our managers are expected to lead with a clear sense of direction and context - owning this objective and the targets set and they are held to account to demonstrate leadership by example and support and encourage staff in the company to perform well in their roles.

We are determined to pioneer new ways of delivering public services and generate income to be used in the interests and for the benefit of residents. We want to be the benchmark for other councils across the country, as they look for new ways to meet the demands on their time and funds.

**This report sets out what we did last year to deliver against this ambition and points to what we want to do this year and beyond.**

For statutory reporting purposes, this document provides the strategic and directors report for LWM.

## Performance

The company performed well in 2022/23, achieving the targets set for it by Lichfield District Council. Initial services were introduced and commenced trading, performing well overall; especially our Corporate Landlord and Major Projects teams who did some terrific work in refurbishing District Council House and enabling the introduction to the building of commercial, public and voluntary sector tenants. These new tenants will not only create a more vibrant commercial feeling to the building but also share the circa £250k overhead costs of running it and thus significantly reducing the Council's contribution.

Talent Acquisition has started slowly; we struggled to bring in a specialist lead for the function; instead asking less experienced people to pick up the role, ultimately ineffectively. This taught us an important lesson and in FY23 we will bring in a skilled TA professional to take this activity forward.

Our revenue was strong, we exceeded the financial target to break-even, producing a small surplus at year-end after the management fee was paid to the Council.



# Chair of the Board's Statement

## Strategy and outlook

As set out later in this report, in year two I expect to see a step change in terms of the number, variety and complexity of services we will provide and this in turn will result in a significant growth in revenues.

The strategy for growth of the company is to continue to transfer appropriate services from the council where doing so will provide them with the freedoms and flexibilities they need to be more successful, and to continue to look for opportunities to be innovative and entrepreneurial; introducing services we know will contribute income or that we can trade to other organisations. The board welcomes both the trust the Council is putting in us and the challenges that the new Leisure Centres, Disabled Facilities Grants and Communications services in particular will offer us.

## Board and governance

We had some change to membership of the board this year reflecting the significant change within the Council as it implemented the **Being A Better Council** transformation and new target operating model. Our Chair for the year, Cllr Iain Eadie decided to stand down from Council at the elections in May 2023, so was replaced by myself at the beginning of the new financial year and before this report was finalised.

During the year there were three planned board meetings, which were complemented by specific meetings of the managing director and directors to focus on financial assurance, business development and informal strategic discussions. These meetings were supplemented by adhoc board briefings by the Managing Director.

At the end of the year Breslins came on board and undertook an informal audit of governance. As expected they found that as a young company, governance needs further development in particular as we take on additional activities in the coming year. The board is committed to implementing their recommendations in full.



**Councillor Alex Farrell**  
**Chair of the Board**  
**LWM**





# Managing Director's Statement

**As noted by the Chair in his statement, FY22 was our first year of trading as a company. This first year has exceeded my expectations, and I am delighted we achieved the targets agreed with our shareholder as set out in our first business plan.**

In addition to generating a modest profit for the year, we set about forming the foundations for modern, efficient operations and business growth for the years ahead. The company year has seen us set up to trade, we have established the company's infrastructure, and started to create a high performing culture. The year was busy and not without challenge, but as it progressed and our confidence grew, we have looked to be more creative, commercial, and innovative.

We have started providing our initial services and delivered several significant projects this year, supporting the Councils drive to improve the management and utilisation of its assets. In the second half of the year we invested significant time to ensure that we are ready to take on delivery of the Council's leisure centres and the Disabled Facility Grants services from the previous external providers on 1st April.

I believe we are ready and capable, as we go into year two, of providing high quality, value for money, public services on behalf of Lichfield District Council and of growing external revenue streams which will help enable the Council to protect and enhance its own front-line services.

I would like to thank all the staff both within the Council and the Company for their help and support in establishing the LWM Traded Services Limited. While I appreciate the year ahead will be challenging and at times difficult, I am confident that with the people, the spirit and the culture that exists within the company we will deliver, we will meet our business plans, the expectations of the Council and of its residents.



**Simon Fletcher**  
**Managing Director**







## Section 2 Strategic Report





## Business Review

Our Business Plan for 2022/23 set out to establish three main services (divisions) while achieving a break-even point at year end and this was achieved. The initial services established are **Landlord Services**, **Project Management** and **Talent Acquisition**.

## Landlord Services

The Company through its property team acts as the Corporate Landlord on behalf of the Council, managing and maintaining the 187 assets (land and buildings) owned or leased by the Council. The Company undertakes and oversees all hard and soft facilities management services together with all planned, remedial and reactive maintenance activities.

We are not only responsible for ensuring the Council's estate is effectively and efficiently managed, maintained and fully compliant in respect of Health & Safety, but we also undertake all property transactions on behalf of the Council including acquisitions, disposals, lettings, rent reviews and associated tenant management.

During the year, the team undertook 230 site inspections, negotiated 18 new leases, maintained the Council's 18 buildings and completed 268 reactive maintenance requests.

## Project Management

In addition to Landlord Services the Company manages all major building projects of a capital and revenue nature to ensure they are delivered on time, on budget and to the required standards and specifications.

This year, the team managed £1.1m of building contracts, creating 11 new offices in our new Business Hub in District Council House and planned for a further nine offices for tenants. In addition, it created and now runs Penni Uni at DCH, a Community Café set up to cater to the needs of Council staff, tenants and visitors to the building.

## Talent Acquisition

Across Local Government throughout the UK, it has become increasingly difficult to find appropriately qualified and skilled staff to fill vacancies. Traditional recruitment campaigns and advertising are failing to deliver the type, quality, and quantity of candidates the Council requires.

The Company is setting itself up, after a number of earlier unsuccessful attempts, to provide comprehensive Talent Acquisition services to the Council and will be responsible for sourcing, attracting, hiring and onboarding new office-based employees. A highlight for the TA function this year was recruiting the roles in the new Senior and Wider Leadership Teams of the Council using this new technique and proving it is the right way to attract talent.

Going forward, the Company will adopt and employ more sophisticated and personal search techniques which will allow for more difficult, complex and critical roles to be recruited to.



# Strategic Report

## Our Employees

Our staff are our most important asset. We have committed to:

**Value them** – reward appropriately, offer challenge and opportunity.

**Invest in them** – develop the Best in the Business. We will ensure staff are professionally trained and qualified and provide career and personal development.

**Hear them** – develop a staff panel for regular opportunities to hear what staff have to say.

We expect our managers to:

- **Lead with a clear sense of direction and context** - owning corporate objectives and targets
- **Demonstrate leadership by example** and support and encourage staff to perform
- **Communicate effectively** so that staff can understand how they are affected
- **Provide clarity** on roles, duties and acceptable standards of performance
- **Support**, be approachable and demonstrate a “can do” attitude
- **Help** deal with challenges and change
- **Give regular constructive feedback** and participate in the appraisal process



# Strategic Report

## The Future

Prior to year-end and in readiness for the financial year 2023/2024, the Council transferred management of its **Communications Function** to LWM, along with a small number of staff, following normal TUPE arrangements. The Council has challenged the Company to provide a more well-resourced, motivated, and technically well-equipped service capable of identifying and realising commercial opportunities to generate additional income and utilise new technologies to better communicate with residents.

## And the growth continues...

From April 2023, LWM Traded Services will manage the Council's **Leisure Centres** after an agreement was made with the previous provider to exit their contract early, having managed the facilities since 2018. The Friary Grange and Burntwood Leisure facilities will now be managed by the Company with all 137 staff transferring to LWM as part of these arrangements and both facilities being maintained by the company's property team.

In addition, the company will project manage the delivery of new Sports and Leisure Facilities being provisioned through CIL funding namely a Climbing Wall and soft play facilities in Burntwood Leisure Centre, Padel Tennis courts, Adventure Golf and a competitive Obstacle Course in Beacon Park and a 3G pitch at the new leisure centre in Stychbrook Park.

From April 2023, LWM Traded Services will manage on behalf of the Council, the **Disabled Facilities Grant (DFG) Service** which has previously been provided externally and has been transferred back under the control of the local authority. A significant backlog (several hundreds) of applications and grant awards has been inherited by the team as the function transfer back under the Council's control (through its company).

A new team has been recruited and established for the management of the DFG Service. Their first job will be to tackle the backlog inherited which will make for a busy first year of activity. Funding for housing adaptations to enable disabled people to live independently will be administered by the Company who will also help plan, manage and organise works as required. The DFG pays for alterations to a person's home to enable wheelchair access and can include the installation of lifts and ramps, the widening of doors and provision of remote controls for heating and lighting.







## Section 3 Directors' Report





# Directors' Report

## Principle Activities

LWM was formed in 2019 but its articles of association were amended in 2021 to reflect the new activities desired of it by its owner Lichfield District Council.

The principal activity of LWM is the provision of services to Lichfield District Council, through management contract and service specifications. The company will seek to generate external revenue, in line with TECKAL rules, from providing services to local communities, organisations and businesses in order to generate additional revenues.

## Financial Review

The results of LWM for the year show a profit before tax of £13,604 (2021/22 – loss of £5,185). Trading activity in the year was significantly greater than previous years. Gross profit was £221,150 (2021/22 – £0).

## Directors

Directors during this year were **Simon Fletcher** (from 19/08/21), **Jane Irving** (from 02/09/19, resigned on 25/04/22), **Ben Percival** (from 13/12/21 to 22/09/22), **Elizabeth Barton** (from 26/09/22 to 18/01/23), **CLlr Iain Eadie** (from 22/02/22, resigned 27/06/23), and **Kerry Dove** (from 27/01/23)

## Going Concern

Detailed budgets are prepared supporting the appropriateness of a going concern assumption. The directors have a reasonable expectation the company has adequate resources to continue for at least one year from the date the financial statements were signed.

## Background and Company Structure

LWM Traded Services is limited by shares and is wholly owned by Lichfield District Council. LWM holds 'TECKAL' status (under s12(1) of the Public Contract Regulations 2015) and is designed to trade primarily with its parent authority through contracts under which it provides a range of the Council's services.

As sole shareholder of LWM, Lichfield District Council has established a shareholder representative who is a member of the Council's Cabinet. The Council exercises control over the company through this shareholder representative and holds the company directors to account. The Council entered into a shareholder agreement with the company in 2021, to record and formalise its requirements of LWM. The shareholder representative holds meetings with the company directors as and when required, to receive reports on performance, finances and proposals, to set/confirm the company's strategic direction and enact any matters reserved to the shareholder, including consideration / approval of the annual Business Plan, appointment of directors etc. This annual review report is subject to scrutiny by the Council's Audit & Member Standards Committee and Overview & Scrutiny Committee.



# Directors' Report

## Company Board

The board is comprised of two members of the Council (officer) Leadership Team and one member of the Council's Cabinet. The current Chair of the Board is the Council's Councillor representative / member of Cabinet.

Quoracy for the company, in terms of decision making, currently relies on all three directors being present. Going forward, the company will consider additional representation on the board, as other Councils have done with their wholly owned companies, as a means to both address this key governance risk and bring new ideas and skills to the company.

## Committees

There are currently no sub-committees of the board.

## Schemes of Delegation

The company Scheme of Delegation enables and facilitates the efficient day-to-day running of the company, while retaining for the board sufficient control over major strategic and operational matters.

The current Scheme of Delegation was approved by the board in early 2022. It will continue to be reviewed to ensure it meets the needs of an increasingly sophisticated management structure as the company grows alongside meeting the need to empower staff to satisfy customer needs while ensuring the board retains adequate authority over and visibility of the significant activities of the company.

## Employees

With the growth of the company, it is important the company continues to place a priority on ensuring its employment policies respect the individual and offer career and personal development opportunities regardless of racial or ethnic origin, gender, age, religion, nationality, disability, sexual orientation, or marital status. Full and fair consideration is given to the employment of all individuals and reasonable adjustments can be made to accommodate the disabilities of LWM employees.



# Directors' Report

## Summary of Accounts

### Income Statement

For the period ended 31 March 2023

	2023	2022
	£	£
Turnover	509,289	0
Cost of sales	-288,139	0
<b>Gross profit</b>	<b>221,150</b>	<b>0</b>
Administrative expenses	-207,546	-5,185
<b>Operating profit/(loss)</b>	<b>13,604</b>	<b>-5,185</b>
<b>Profit (Loss) on ordinary activities before taxations</b>	<b>13,604</b>	<b>-5,185</b>
Tax on profit on ordinary activities	0	0
<b>Profit (Loss) for the financial year</b>	<b>13,604</b>	<b>-5,185</b>

## Financial Risk Management

Finance and accounting functions are undertaken by Breslins Lichfield Limited, Chartered Accountants on behalf of the company. The Council provides a management fee for the services the company is contracted to provide, quarterly in advance.

LWM's bank balances are managed within the company, in liaison with the Council's Section 151 Officer. The company does not have or require an overdraft facility.

The company contributes fees to the Council for use of its office space. It leases via LDC one vehicle from a commercial supplier.

LDC is the sole shareholder of the company and also its main customer.

### Statement of Financial Position

FAs at 31 March 2023

	2023	2022
	£	£
<b>Fixed assets</b>		
Tangible fixed assets	668	0
	668	0
<b>Current assets</b>		
Debtors	243,647	1
Cash at bank and in hand	65,422	212,597
	<b>309,069</b>	<b>212,598</b>
<b>Creditors: amount falling within one year</b>	<b>-84,735</b>	<b>-1,200</b>
<b>Net current assets</b>	<b>224,334</b>	<b>211,398</b>
<b>Total assets <u>less</u> current liabilities</b>	<b>225,002</b>	<b>211,398</b>
<b>Net assets</b>	<b>225,002</b>	<b>211,398</b>
<b>Capital and reserves</b>		
Called up share capital	225,001	225,001
Profit and loss account	1	-13,603
<b>Shareholder's funds</b>	<b>225,002</b>	<b>211,398</b>



# Directors' Report

## Statement of Directors' Responsibilities

The directors are responsible for preparing the Annual Review and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under accordance with that law, the directors have elected to prepare financial statements in according with International Financial Reporting Standards (IFRSs) and applicable law. Under company law the directors must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs of the company and the profit and loss of the company for that period. In preparing these financial statements, the directors are required to:

- **Select suitable accounting policies and then apply them consistently.**
- **Make judgements and accounting estimates that are reasonable and prudent.**
- **State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in financial statements;**
- **Prepare the financial statements on the going concern basis unless it is appropriate to presume that the company will not continue in business.**

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement of Disclosure to Auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the Company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps they ought to have taken as directors to make themselves aware of all relevant audit information and to establish that the auditor is aware of the information.

By order of the board



**Chair of Board**  
**LWM Traded Services**

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## Company information

**Directors**

**Cllr Alex Farrell**  
**Simon Fletcher**  
**Kerry Dove**  
**Ian Gardner**

**Secretary**

**Company Registration Number** **12184635**

**Incorporation date**

**2 September 2019**

**District Council House**  
**Frog Lane**  
**Lichfield**  
**Staffordshire**  
**WS13 6YY**