

# Quarter 2 2024/25 Performance Report

Leader of the Council



Lichfield  
District Council

Date: 3 December 2024  
Agenda item:  
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**Cabinet**

Key decision? YES  
Local ward members N/A

## 1. Executive summary

- 1.1 This report provides a six month performance update on the Lichfield District 2050 Year 1 (2024/25) Delivery Plan and our performance against our corporate key performance indicators (KPIs). It provides a snapshot of performance at the end of September 2024.
- 1.2 In the Year 1 Delivery Plan, (89%) are either 'on track' or have been completed. 64% of our corporate KPIs are, as at quarter 2 'on track' to meet their 2024/25 targets.

## 2. Recommendations

- 2.1 To discuss and approve the Q2 Year 1 Delivery Plan outturn of the Lichfield District 2050 Strategy and Q2 2024/25 Key performance indicators (KPI's) report as set out in **Appendix A and Appendix B**.
- 2.2 To note the most recent position of 'off track' Delivery Plan actions and KPIs at 20 November 2024 as set out in **Appendix C**.
- 2.3 To approve the changes to Delivery Plan actions as set out in paragraphs 3.14 and 3.15.

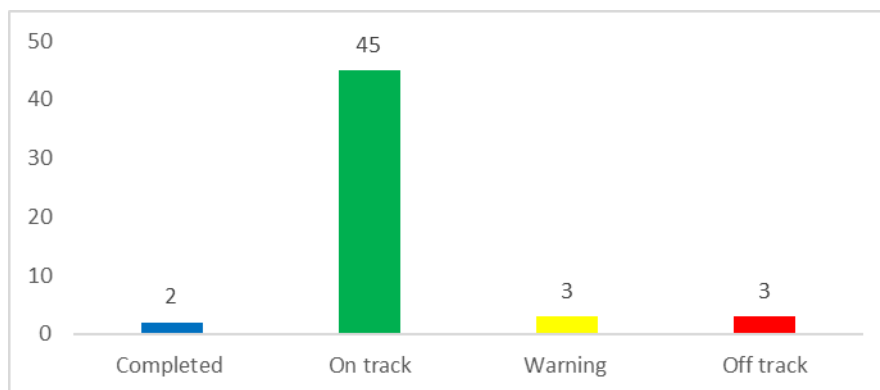
## 3. Background

- 3.1 The council's performance is measured in two ways. Firstly, by the Delivery Plan actions that monitors the delivery of Lichfield District 2050 Strategy, and secondly by a set of corporate KPIs that track operational performance.

### LD2050 Year One Delivery Plan

- 3.2 Lichfield District 2050 Strategy was adopted by Full Council on the 14 May 2024 and is the council's primary strategic plan document, outlining what we want to achieve and how we intend to do it.
- 3.3 To support the strategy Full Council also adopted the Year 1 (2024/25) Delivery Plan to monitor and track how the council and partners are delivering against the agreed priorities. It was also agreed that progress on delivery against the strategy would be reported regularly to Cabinet and the Overview and Scrutiny Committee.

- 3.4 Our Strategy sets out the vision that “together we will make Lichfield District a more confident, prosperous, active and green place to live, work and pay”. To achieve this vision, the Strategy outlines four ambitions:
- Be the place where people across the UK aspire to live – Confident Communities
  - Enable Lichfield, Burntwood and our villages to flourish – Prosperous Communities
  - Make Lichfield district the most active in the UK – Active Communities
  - Create the greenest district in the country – Greener Communities
- 3.5 The Delivery Plan supports the delivery of priorities, provides assurance, and advises where action is required by connecting the Strategic Plan (vision) with activity (what we are doing). To do this each priority is assigned a set of actions. To track short term progress in year 1 quarterly targets are set.
- 3.6 For each action, leads are requested to provide a quarterly update on progress, including a status description. The status descriptions serve as an indication if the action is expected to be delivered and the overall health of the action:
- **On track** -The action is on track, when taking into consideration the overall direction and its progress, no potential issues are foreseen, and the target is scheduled to be achieved.
  - **Warning** - There is a minor issue that may risk achievement of the target if not corrected.
  - **Off track** - The action is at risk with issues that will impact the achievement of the target.
  - **Completed** - The action has been completed with success and is closed.
- 3.7 The quarter 2 update of the Year 1 Delivery Plan is attached as **Appendix A**. The Delivery Plan contains 53 unique actions across the four priority areas. Five actions overlap and appear in more than one priority area.
- 3.8 Performance has remained steady in the first six months of the Delivery Plan. Of the 53 actions 42 of them have seen no change in their status. There have been 6 actions which had a positive status change between Q1 and Q2, and 5 that saw a negative.
- 3.9 At the end of the six months, of the 53 unique actions 47 (89%) of actions are ‘on track’ or have already been completed. There are 6 actions that are either at ‘warning’ (3) or ‘off track’ (3).



Volume of actions by status

### Delivery Plan successes in the first six months

3.10 Highlights of ‘on track’ actions across the four priorities include:

#### Confident Communities

- We launched a 3 year community and voluntary sector funding programme, giving over £780,000 to local groups making a positive impact in our communities.

- We are on schedule with the delivery of our new Local Plan. We have made significant progress already, including completion of the 'call for sites' and updating of several pieces of evidence, culminating with the launch of our Issues and Options consultation document.
- We developed the Lichfield District Design Code which will provide clear guidance on the design of new development across the district.
- The Council approved plans to directly intervene and invest in providing more temporary accommodation across our district, via our wholly-owned company.

### Prosperous Communities

- We've made significant progress in our plans to regenerate the Birmingham Road Site in Lichfield City:
  - Demolition of the Multi Story Car Park and retail units is now complete and party wall and landscaping works underway.
  - Agreed the preferred bidder for 'zone 1', who will deliver a high-quality residential development of approximately 100-112 new homes.
  - Approved funding for new public space on the site, including a linear park.
- We have awarded £200,000 to small rural businesses and farms in the district to help them expand or diversify.

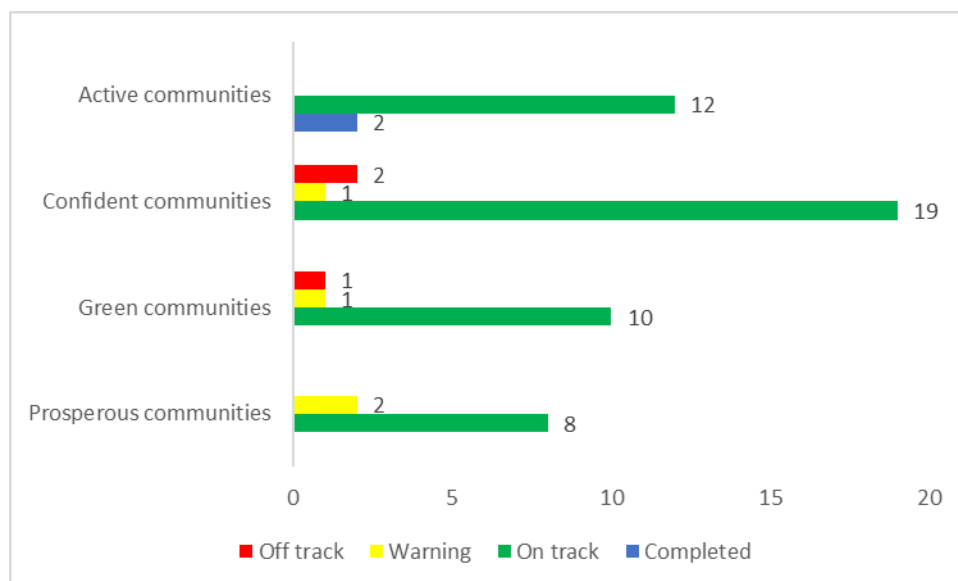
### Active Communities

- Construction of our new Leisure Centre at Stychbrook Park has commenced, and the site has been handed over to our contractors Stepnell.
- We delivered more community activities this summer with Hello Velo cycling and the annual Community Games, bringing communities together and promoting healthier lifestyles.

### Green Communities

- Our environmental digital dashboard has been launched on the dedicated climate change resources hub section of our website. The dashboard shows council carbon emissions since 2021 by asset type and will help us to measure our progress against our internal carbon reduction action plan and our ambition to achieve carbon neutrality by 2050.
- Beacon Park has been awarded a Green Flag, recognising it as one of the country's best parks and was also voted as one of the Top 10 parks in the country, for the first time ever.

### 3.11 Action performance by priority:



3.12 All four priorities have 80% or more actions that are at 'on track'. Active communities is performing well with all actions at 'on track' status or 'completed'.

3.13 There are three actions set to 'warning':

Action	Narrative
Implemented a new approach to major developments to agree more S106s 'up front' with a focus on securing the right infrastructure investment	Our aim was that the new approach would have gone live by the end of Q2, but due to other priorities this hasn't been achieved. A new S106 template has been developed alongside an updated validation checklist, which is being reviewed by Leadership Team and the Cabinet Member, with the aim to launch in Q3.
Engaged with stakeholders to develop Burntwood masterplan and capital bids put forward as part of MTFS	An initial specification was put out to tender, however it was too high-level. A more focused specification is being developed, which includes specific questions to help unlock regeneration opportunities in Burntwood. The specification will be shared with stakeholders in Q3.
Identified and agreed several LDC-owned sites to put forward as a biodiversity offset sites / future habitat bank	The first 2 sites have been identified and formal approval is being sought for this at December's Cabinet meeting. Habitat management and monitoring plans are also being drafted.

3.14 There are two actions currently set to 'off track'. The most up to date position for these is set out in **Appendix C**.

Action	Narrative
Work to ensure that Lichfield Greenway between Lichfield and Brownhills is opened to walkers and cyclists	Site clearance work is continuing, and Back the Track are making good progress. Network Rail have issued a 'take it or leave' it lease agreement. Through the due diligence process a number of financial and route risks have been identified, which are being mitigated and resolved, where possible. An update report is being considered by Cabinet in December.
Work with Citizens Advice South East Staffordshire( CASES) to deliver a joined-up advice and signposting service.	A joint way forward has been developed, however due to financial ask from CASES to deliver this, implementing it would lead to additional costs rather than efficiencies. It is proposed the action is put on hold until financial year 2025/26 and moved to the Year 2 Delivery Plan.

3.15 There are two actions that are 'on track' and one action at 'off track' stage that require amendments to the action and status descriptions:

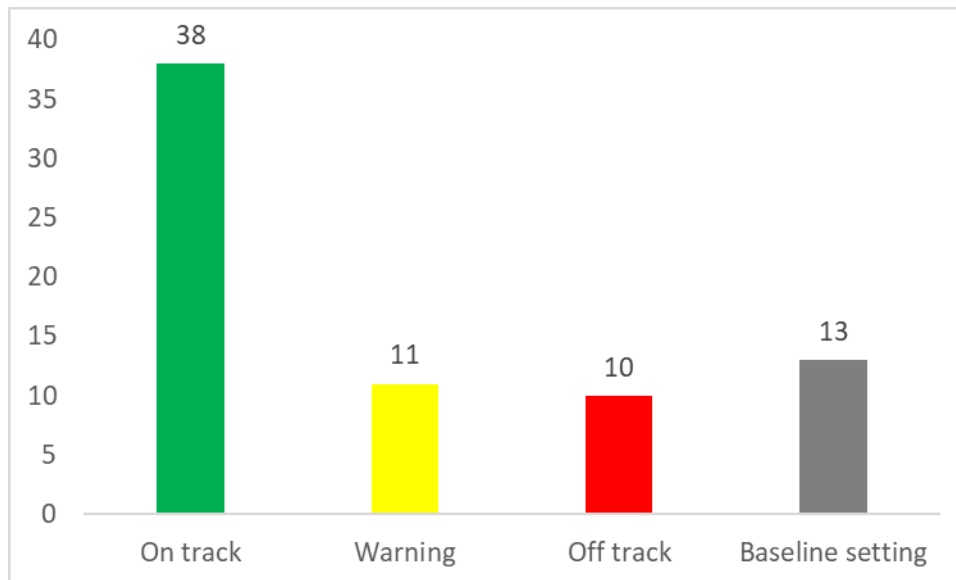
Actions on track	Narrative
Working with the County Council to have a county-wide EV strategy in place that meets the district's needs.  Change to action description proposed:  Work with County Council to support, where appropriate, the delivery of the county-wide EV strategy	Strategy has been reviewed and a meeting is arranged with SCC to discuss LDC's role in delivering. We need to understand the role that LDC and other organisations will play in delivering the strategy.

<p>District-wide “Climate Event” held bringing together residents, businesses and community groups and begin our district wide climate change strategy.</p> <p>Change to action description proposed:</p> <p>Work with partners residents, businesses, and community groups to develop our district wide climate change strategy.</p>	<p>Following completion of our revised council carbon reduction plan, work has commenced to develop our district wide climate change strategy. Part of our proposed approach to this is to work with a partner supplier to develop and deliver an interactive education program in district schools. We are currently evaluating tender submissions. The aim will be to complement our recycling campaign, raise awareness of environmental issues and encourage children and their families to adopt sustainable behaviours at home.</p>
<p><b>Action at off track</b></p>	<p><b>Narrative</b></p>
<p>Improved inspection rates for private rental complaints</p> <p>Change to action description proposed:</p> <p>Increase housing enforcement inspections.</p>	<p>The target was based on 2 full-time members of staff undertaking this work and due to an unexpected retirement, we have only had 1 member of staff delivering this work during 24/25. They are on track to deliver 120 inspections by the end of the year. Recruitment has been challenging, as such a part-time member of staff will be joining in Q3 to increase capacity. The change of action description is considered more suitable as the team are not focused solely on private rental properties.</p>

- 3.16 The Delivery Plan will continue to be monitored quarterly by Leadership Team. The performance report will be considered by Cabinet every six months, with the next one due after Q4 2024/25. A Year 2 Delivery Plan will be drafted for Cabinet’s approval with the next performance report.
- 3.17 Full Council delegated authority to the Leader of the Council and the Chief Executive to approve amendments to the Delivery Plan when required.

**Corporate Key Performance Indicators (KPIs)**

- 3.18 Alongside the Delivery Plan, a set of corporate KPIs for Lichfield District Council have been identified to track operational performance. We are an ambitious council, as a result we have set stretching targets for 2024/25 designed to challenge ourselves to provide the best services possible to our residents and businesses. Quarter 2 performance against these KPIs is outlined in **Appendix B**.
- 3.19 The corporate KPI suite currently contains 72 KPIs. There are 13 KPIs where no target for 2024/25 has been set because these are new measurements, and this year will be used for baseline performance setting.
- 3.20 A quarter 2 RAG status has been provided for each KPI. Where a target has been set, 38 (64%) of KPIs are ‘on track’. There are 21 KPIs that are either at ‘warning’ (11) or ‘off track’ (10).



3.21 Highlights of ‘on track’ KPIs include:

- All of our housing and homelessness KPIs are on target at 100%, ensuring we are responding to housing and homelessness applications as quickly as possible.
- Our new single online form, providing a more convenient, easier and quicker method for residents to report issues and make requests, has seen nearly 100,000 submissions already this year.
- We’ve completed over £750,000 worth of Disabled Facilities Grants adaptations already this year, in comparison to approximately £180,000 at the same point in 2023/24 which is helping residents to stay independent and in their homes for longer.
- We are on track to achieve our 2025/25 recycling rate target.
- 97% of all customer service enquiries resolved first time, with the number of calls to the contact centre decreasing following the introduction of digital options such as live chat and WhatsApp.
- We continue to see growth in both usage and income from our leisure centres.
- Our council tax and business rates collection rates are above target.
- We have had no complaints upheld by the Local Government Ombudsman.
- The % of suppliers paid within 30 days continues to be above target.

3.22 A narrative is provided in **Appendix B** for all KPI’s with a ‘warning’ or ‘off track’ status.

3.23 The corporate KPIs will continue to be monitored quarterly by Leadership Team and will be included in the performance report considered by Cabinet every six months.

3.24 It is recommended that publication of the corporate KPIs will be published online in addition to the LD2050 Delivery Plan.

Alternative options	<ol style="list-style-type: none"> <li>1. Cabinet can choose to approve a different approach to performance reporting, however this would delay approval and adoption.</li> </ol>
Consultation	<ol style="list-style-type: none"> <li>1. Consultation with residents, businesses, stakeholders, and councillors was undertaken to inform the development of the Lichfield District 2050 Strategy.</li> <li>2. The report has been considered at the Overview and Scrutiny Committee meeting on 2 December 2024.</li> <li>3. Updates on performance are reviewed by Leadership Team quarterly.</li> </ol>
Financial implications	<ol style="list-style-type: none"> <li>1. There are no direct financial implications arising from the strategy or performance report.</li> <li>2. All plan activities are built into financial planning.</li> </ol>

Approved by Section 151 Officer	Yes			
Legal implications	1. There are no direct legal implications.			
Approved by Monitoring Officer	Yes			
Contribution to Lichfield District 2050	1. The performance report supports the strategic plan by monitoring and tracking how we are delivering against our priorities.			
Data assessment	1. The Social Progress Index was utilised in the development of the Lichfield District 2050 Strategy.			
Equality, diversity, and human rights implications	1. Due to the strategic nature of the strategic plan, completing an equalities impact assessment (EIA) will have limited benefit. 2. It is recommended that detailed delivery plans and any supporting thematic strategies do complete an EIA.			
EIA logged by Equalities Officer	See above.			
Crime & safety Issues	1. There are no crime and safety issues arising from the production of the strategic plan.			
Environmental impact (including climate change and biodiversity)	1. Creating the greenest district in the country is one of the four ambitions of Lichfield District 2050.			
GDPR / privacy impact assessment	1. There are no GDPR/privacy issues arising from the production process of the strategic plan and accompanying performance report.			
	Risk description & risk owner	Original score (RYG)	How we manage it	New score (RYG)
A	That performance is not adequately/accurately recorded	Likelihood: Yellow Impact: Yellow Risk: Yellow	A central spreadsheet is used to allow officers to capture and report on the latest performance position. All updates are reviewed by Leadership Team each quarter to ensure they reflect the latest/most accurate position.	Likelihood: Green Impact: Green Risk: Green
B	That the actions we are measuring are not contributing towards our strategic ambitions	Likelihood: Yellow Impact: Yellow Risk: Yellow	The Year 1 Delivery Plan was created in conjunction with the strategic plan and actions directly link back to the commitments and priorities in Lichfield Strategy 2050. Actions are reviewed quarterly to ensure ongoing validity and amended in consultation with Leadership Team where required to accurately reflect changing circumstances.	Likelihood: Green Impact: Green Risk: Green
C	Action amendments or extensions mask poor performance	Likelihood: Yellow Impact: Yellow Risk: Yellow	Any amendments or extensions will be fully scrutinised by Leadership Team in	Likelihood: Green Impact: Green Risk: Green

			consultation with Cabinet Members to ensure reasons are valid.	
E	The performance framework is not rigorous and robust.	Likelihood: Yellow Impact: Yellow Risk: Yellow	The framework has several check and challenge review stages built in to ensure accuracy. A dual approach to measuring performance has been adopted through qualitative (Delivery Plan) and quantitative (Corporate KPIs) metrics.	Likelihood: Green Impact: Green Risk: Green
D	The impact of the new government's policy agenda on capacity to deliver and achieve against strategic goals.	Likelihood: Yellow Impact: Yellow Risk: Yellow	There is a level of risk acceptance that the new policy agenda may change the focus of the strategic plan in the years ahead. Short term impact is measured through quarterly targets, with 2028 and 2038 milestones set to monitor longer term progress.	Likelihood: Green Impact: Green Risk: Green

Background documents	<a href="#">Lichfield District 2050 Strategy, Cabinet, 9 April 2024</a> <a href="#">Lichfield District 2050 Strategy, Full Council 14 May 2024</a>
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Relevant web links	<a href="#">Lichfield District 2050</a>
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