

## Briefing note

# Corporate indicators end of year position 2018/19

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## 1. Introduction

The purpose of this briefing note is to provide the 2018/19 end of year position for the council's corporate indicators and corporate health indicators (see Appendix A), as well as the direction of travel over the plan period so far (2016 – 2020). The indicators are separated as follows:

- Corporate indicators provide an indication of the health of Lichfield District across the council's key strategic themes.
- Corporate health indicators that provide an indication of the health of Lichfield District Council.

## 2. Background

In 2018 we carried out a review of our performance management framework and created a new delivery plan that outlines the key activities and projects the council will deliver to achieve its strategic objectives, as set out in the Strategic Plan 2016 - 2020.

As part of the review, we commissioned the Staffordshire Intelligence Hub to carry out an analytical review of the council's existing performance indicators, and to provide a new robust set of indicators to measure the impact of the council's work/health of the district and council.

Following work with the Intelligence Hub and Leadership Team, a new set of corporate indicators were approved by Cabinet in September 2018 (see Appendix A).

The corporate indicators are generated from a variety of internal and external data sources including council data sets, NOMIS (National Office for Statistics), Staffordshire County Council, Census figures and Staffordshire Police.

Because the data comes from a variety of sources and updates are provided at different frequencies, not all of the indicators included in the report hold data relating to the same years – some are financial and some are calendar years.

Since creating the corporate indicator set, we have been notified that a few of the statistics that are sourced from the 'Feeling the Difference survey' carried out by Staffordshire Police are not available within this reporting timeframe, as the police are conducting a review of their data/insight analysis arrangements. Where this is the case the latest available figures have been included.

Moving forward, and in line with the creation of the new strategic plan, there is room to incorporate/remove indicators as and when necessary to support and measure the council's strategic aims and outcomes.

### 3. What the figures tell us in brief

Strategic theme	Overview
<b>Vibrant and prosperous economy</b>	<p><b>The overall trend within this group of indicators suggests the economy of the district has become more vibrant and prosperous over the plan period – high street vacancy rates are down, tourism numbers are increasing year on year, and there has been a growth in business numbers overall.</b></p> <p>The number of jobs in the district grew between 2015/16 and 2016/17, and is higher than Staffordshire average (56,000 vs 51,125), however there is no district level job data available for the past two years. Comparison data from the West Midlands suggests that jobs in the region dipped slightly in 2018/19, which could indicate a correlating dip in district jobs. We will keep this under review as and when local data becomes available.</p> <p>Whilst the overall number of jobs is not available, the figures show that the number of people employed in more professional occupations has increased as percentage of overall jobs over the plan period. That said, the percentage of working age people with NVQ 3 level or above has dropped over the past year, but this is still higher than the Staffordshire average.</p> <p>There has been a drop in vacancy rates in both Lichfield city centre and Burntwood town centre, although the rate of reduction in Burntwood is slower.</p> <p>Visitor numbers and visitor spending has also increased year on year, which underpins the importance of tourism to the district’s economy (figures for 2018/19 are expected to be available in the autumn of 2019).</p> <p>The percentage of working age people in employment dipped slightly in 2018/19 (from 76.9% - 76.4%) and it is below the Staffordshire average (78.7%), however the number of working age people claiming work related benefits remains lower than the Staffordshire average (995 vs 1009)*.</p> <p><i>*It is difficult to make a judgment on number of people claiming work related benefits due to a change to the way the figures were recorded that came into force in April 2018. This resulted in more people being included in the figures. This will be monitored over the coming year for a like on like comparison.</i></p>

## Healthy and safe communities

**The have been marginal changes across this group of indicators. The data suggests overall people feel happy living in the district (81%), however some residents are finding affordable living an issue and rough sleeping has increased. Whilst crime figures have increased over the plan period, nearly all residents feel safe living here (98%), and residents' concerns about anti-social behaviour have nearly halved over the plan period. People living here do not do as much exercise as people elsewhere in Staffordshire or the UK.**

A higher number of households are in fuel poverty (1.3 percentage point increase since 2015/16), the rough sleeping rate has nearly doubled since the beginning of the plan period (0.7 vs 1.2 per 1,000 households), and the rate of recorded crime has risen from 42.56 cases per 1000 households in 2015/16 to 55.89 cases per 1000 households in 2018/19.

This increase may correlate with the slight drop in the percentage of residents who feel safe in their local area (dropped from 99% - 98% in the same period). That said, the percentage of residents who feel safe after dark has steadily increased from 83% (2015/16) to 98% (2018/19), and residents who feel there is a problem with anti-social behaviour (ASB) has dropped from 12% (2015/16) to 7% (2018/19). The actual rate of reported ASB dropped from 2,382 in 2015/16 to 2,179 in 2017/18 (2018/2019 figures not yet available).

There has also been a slight drop (0.4%) in the number of adults who take part in the recommended level of exercise each week (57.6% in 2018/19). The number of people who exercise is lower than the Staffordshire average (58.7%) and the national average (62.30%).

There has also been a slight drop in the number of people who volunteer (4% drop to 10% in 2018/19) and this is below the Staffordshire average (12%).

The number of households in council tax arrears has reduced over the plan period, despite there being a slight increase in 2018/19 (up 53 households).

The percentage of people who struggle to cope on their income has changed from 23% to 7.4%, however the figures for 2018/19 year are based on households, rather than population, due to a change in the way the figures are calculated, so are not be directly comparable. That said, the percentage of households in fuel poverty increased from 9.5% to 10.8% between 2015/16 and 2017/18, which indicates some people are facing financial challenges.

The percentage of people who are happy living in the district dropped very slightly (from 83% in 2017/18 - 81% in 2018/19), however this is still higher than the Staffordshire average (73%).

Strategic theme	Overview
<p><b>Clean, green and welcoming places to live</b></p>	<p><b>Indicators within this group show that overall residents are more satisfied with the local area as a place to live (94%), however they also show that house prices are rising and becoming less affordable for the average person/family.</b></p> <p>In 2015/16 the housing affordability ratio, which compares the average house price to average wages, was 7.78. This increased to 8.89 in 2017/18 (data for 2018/19 is not available). The correlates to the average house price which has increased by £32,275 over the plan period, which is slightly lower than the national average, but £46,500 higher than the Staffordshire average.</p> <p>The number of both new and affordable houses built has increased over the plan period (448 affordable homes in total), the amount built in 2018/19 almost doubled on the previous year (235 vs 135).</p> <p>Only a handful of residents feel the quality of local parks needs improving (10%), however increasing numbers of residents feel the cleanliness of local streets (30% in 2018/19) and the maintenance of local roads needs to be improved (47% in 2018/19).</p> <p>The amount of waste recycled has remained relatively static over the plan period.</p>
<p><b>A council that's fit for the future</b></p>	<p><b>The indicators in this set suggest the council is achieving its aim to become fit for the future. Over the plan period, the percentage of residents satisfied with the services provided by the council has increased by 5% to 68%, compared to the Staffordshire average of 66%</b></p> <p>The number of complaints the council has received fluctuated significantly over the plan period. The council's complaints policy states that a request for a service, or where there has been an operational failure (e.g. a report of litter in a park, or a missed bin collection) that it is not considered a complaint if it is easily rectified, however between 2016/17 and 2017/18 all such contacts from waste customers were recorded as complaints. This has now been rectified and only complaints that reach stage 1 of the complaints procedure are now recorded. As a result, the number of complaints the council received has dropped back down to a similar level as at the start of the plan period (113 in 2015/16 vs 119 in 2018/19).</p> <p>The percentage of council tax and business rates collected by the council (in year) has remained high across the plan period, with some slight fluctuations (around 97%/98% each year).</p> <p>The council's drive to digitise its services has increased pace in the past year. The council now has over 22,627 customers with a MyAccount account on its website. Customers made 36,560 self-service requests online in 2018/19, which were supported by 23 integrated online processes that use the council's new customer relationship management system and online forms to kick start back office processes, with reduced officer intervention – for example adding a replacement bin or new bin to a vehicle round sheet. In addition 1,319 customers were signed up to the council's online council tax/business rates services in 2018/19, again reducing pressure on the back office.</p> <p>2019/2020 garden waste subscriptions (measured in calendar years) are also on target to meet or exceed 2018/19's figures, with the majority of customers choosing to sign-up online.</p>

Strategic theme	Overview
<p><b>Corporate health indicators</b></p>	<p><b>Within the fit for the future indicators, there is a sub set of indicators that reflect the health of the council itself – these are referred to as the council’s corporate health indicators. Overall the indicators suggest that staff at the council are happier, safer and well informed about key issues, such as commercialisation, and the council has strong financial processes and procedures in place.</b></p> <p>Within the organisation the percentage of employees who enjoy their job (82%), feel well informed (78%) and valued has increased – that said the percentage of staff who feel valued is relatively low (39%) but this has increased from 28% in 2015/2016.</p> <p>The average number of days lost to sickness has reduced from 8.99 in 2015/16 to 2.63 in 2018/19. Staff accidents have also dropped significantly, which also reflects the outsourcing of the leisure services.</p> <p>A high percentage of staff (72%) also feel they have a good understanding about commercialisation.</p> <p>The number of apprentices has increased slightly over the plan period. The number of staff who are having performance reviews has improved significantly (64% in 2015/16 to 88.9% in 2018/2019), and the number of training days staff have attended has also increased slightly over the plan period.</p> <p>Financially the council has increased its general reserves over the plan period, remained within its revenue outturn targets (+/- £250,000 of approved budget), with the exception of 2016/2017. It has also delivered its financial reporting requirements, including value for money and unqualified accounts each year of the plan period.</p>

ENDS

# Lichfield District Council corporate indicators

2018/2019 end of year position

Community Outcomes	Success will be measured by	Corporate Indicators	Source	2015/16	2016/17	2017/18	2018/19	Short term direction of travel (last two years)	Overall direction of travel (4 year period)	Staffordshire 2018/2019 average where available	England 2018/19 average where available	Comments
Vibrant and prosperous economy	More local jobs and more people in employment	Number of jobs (total employment)	ONS	48,000	56,000	Not yet available - see WM comparator	Not yet available - see WM comparator	■	↑	51,125	N/A	Lastest district level figures are not yet avialable form the ONS and the West Midlands data has been reorded as a comparator - see below.
		Number of jobs (total employment) West Midlands	ONS	2,850,389	2,914,352	2,957,488	2,957,166	↓	↑	N/A	N/A	
		Percentage increase in occupational sector (major groups 1 - 3)	ONS	11.01%	-10.70%	4%	21.37%	↑	↓	N/A	N/A	('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical'). Figure for 2018/19 is as at Dec 2018.
		% of the working age population (16-64) in employment	ONS	79.10%	76.50%	77.00%	76.40%	↓	↓	78.60%	75.10%	
		Number of working age population claimants of Job Seekers Allowance including Universal Credit	ONS	284	275	229	995	↑	↑	1,009	N/A	Prior to April 2018 this was only the number of JSA claimants. More people are required to seek work under UC than JSA which is why figures have increased
		The percentage of adults 16-64 with NVQ level 3 or above	ONS	55.10%	55.90%	60.40%	57.70%	↓	↑	56.40%	57.70%	
	More new businesses locate in our district	Total value of RV	LDC	£82,594,000	£88,145,000	£89,859,000	£90,105,038	↑	↑	£90,718,250	N/A	
		New measure of retail/office floorspace	LDC	229 m <sup>2</sup>	229 m <sup>2</sup>	0 m <sup>2</sup>	1645 m <sup>2</sup>	↑	↑	N/A	N/A	2018/19 figures have not yet been published.
		Number of business start-ups	ONS	760	585	Not yet available	Not yet available	N/A	N/A	N/A	N/A	
	More businesses succeed	Vacancy rates - Lichfield city centre	LDC	9.15%	6.29%	6%	6.21%	↑	↓	N/A	N/A	
		Vacancy rates - Burntwood town centre	LDC	4.55%	4.47%	6%	4.50%	↓	↓	N/A	N/A	
	More visitors and greater visitor spend in our district	Number of visitors to the district	LDC	2,500,900	2,551,800	2,601,200	Not yet available	↑	↑	N/A	N/A	Figures are for calendar years, not financial years
		Visitor spending	LDC	£119,118,000	£121,551,000	£123,332,000	Not yet available	↑	↑	N/A	N/A	Figures are for calendar years, not financial years
	Newoffices, retail and manufacturing space will be built	Number of non domestic premises/ properties	LDC	2,890	3,010	3,011	3,038	↑	↑	3,306	1,932,620	
	Healthy and safe communities	More people will be active and healthy	Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	Active Lives Survey	N/A	N/A	58%	57.60%	↓	N/A	58.70%	62.30%
Percentage of respondents in Lichfield District who feel happy			Feeling the difference survey (Staffs Police)	N/A	N/A	83%	81%	↓	N/A	73%	N/A	
More people involved in volunteering & community activity		% of respondents who have given unpaid help to groups, clubs or organisations	Feeling the difference survey (Staffs Police)	N/A	N/A	14%	10%	↓	N/A	12%	N/A	
Fewer people & families will be homeless		% of the population who find it difficult or very difficult to cope on current income	Experian Data	N/A	23%	23%	7%	■	■	N/A	N/A	Latest figure is for percentage of households (3,038 in number), previous figures were for percentage of population, so are not comparable.
		Percentage of households in fuel poverty	Department for Business, Energy & Industrial Statistics	9.5%	9.5%	10.8%	Awaiting data	↑	↑		11.1% (17/18)	
		Rough sleeping rate per 10,000 households	LDC	0.7	0.23	0.07	1.2	↑	↑	N/A	2.0	
		Proportion of households in council tax arrears	LDC	2,895	2,723	2,440	2,493	↑	↓	N/A	N/A	
More people will feel safer & less worried about crime and anti-social behaviour		% of respondents who feel fairly/very safe in their local area during the day	Feeling the difference survey (Staffs Police)	99%	99%	99%	98%	↓	↓	99%	N/A	
		% of respondents who feel fairly/very safe in their local area after dark	Feeling the difference survey (Staffs Police)	83%	88%	87%	98%	↑	↑	87%	N/A	
		% of residents who feel that there is a fairly/very big problem with ASB in their local area	Feeling the difference survey (Staffs Police)	12%	10%	10%	7%	↓	↓	12%	N/A	
		Overall rate of reported anti-social behaviour	Staffs Police	2,382	2,294	2,179	Awaiting data	↓	↓	N/A	N/A	
		Rate of recorded crime per 1,000 population	Staffs Police	42.56 (4345)	49.18 (5051)	55.89 (5760)	Awaiting data	↑	↑	N/A	N/A	
More people will be living independently at home		Number of SCC supported people living in residential or nursing care	Staffs County Council	305	320	322	314	↓	↑	389	N/A	
		Number of SCC supported people newly admitted to residential or nursing care	Staffs County Council	113	123	122	90	↓	↓	134	N/A	
		Number of people receiving short term support to maximise independence	Staffs County Council	455	385	321	317	↓	↓	256	N/A	

Community Outcomes	Success will be measured by	Corporate Indicators	Source	2015/16	2016/17	2017/18	2018/19	Short term direction of travel (last two years)	Overall direction of travel (4 year period)	Staffordshire 2018/2019 average where available	England 2018/19 average where available	Comments	
Clean, green and welcoming places to live	More affordable homes in the district	Housing affordability ratio (house price in relation to average salary)	ONS	7.78	8.46	8.89	Awaiting data	↑	↑	6.45	7.7		
		Number of new affordable houses built	LDC	50	28	135	235	↑	↑	N/A	43,498 (2017/18)		
		Net change in the number of houses	LDC	200	322	552	Awaiting data	↑	↑	N/A	N/A		
		Median house prices	ONS	£199,975	£220,000	£227,500	£232,250	↑	↑	£185,750	£239,000		
	Our heritage & open spaces will be well maintained or enhanced	% residents who are satisfied with their area as a place to live	Feeling the difference survey (Staffs Police)	89%	94%	93%	94%	↑	↑	95%	N/A		
	Our streets will be clean and well maintained	% of respondents who identify clean streets as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	28%	30%	↑	↑	25%	N/A		
		% of respondents who identify well maintained roads and pavements as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	36%	47%	↑	↑	44%	N/A		
		% waste recycled	LDC	28.20%	27.30%	27.50%	27.80%	↑	↑	N/A	N/A		
	More people will use parks and open spaces	% of respondents who identify parks and open spaces as a factor in making somewhere a good place to live	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	30%	N/A	N/A	29%	N/A		
		% of respondents who identify parks and open spaces as a factor that most needs improving	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	10%	N/A	N/A	10%	N/A		
A council that is fit for the future/Corporate health Indicators	Our customers will be more satisfied	Number of complaints	LDC	113	449	362	119	↓	↑	N/A	N/A	A change in the way complaints regarding the Joint Waste Service are recorded has resulted in a reduction in	
		% residents satisfied with overall level of service provided by LDC	Feeling the difference survey (Staffs Police)	63%	63%	65%	68%	↑	↑	66%	N/A		
	We will continue to be financially responsible	% of council tax collected (in year - does not include arrears payments)	LDC	98.76%	97.49%	98.50%	98.72%	↑	↓	N/A	N/A		
		% of business rates collected (in year - does not include arrears payments)	LDC	97.31%	97.22%	99.00%	98.81%	↓	↑	N/A	N/A		
		Level of General Reserves	LDC	£4.279m	£4.971m	£4.521m	£5.310m	↑	↑	N/A	N/A		
		Efficiency of financial monitoring – quarterly financial monitoring reports to Cabinet and Strategic (Overview and Scrutiny) Committee and three Treasury Management reports annually to Audit and Member Standards Committee.	LDC	Yes	Yes	Yes	Yes	■	■	N/A	N/A		
		Revenue outturn - does not vary by more than +/- £250,000 of the approved budget.	LDC	Yes	No	Yes	Yes	↑	↓	N/A	N/A		
		Payments to suppliers – at least 90% of undisputed invoices have been paid within 30 days	LDC	81.45%	82.85%	81.81%	81.78%	↓	↑	N/A	N/A		
		Efficiency of financial reporting – Draft Statement of Accounts produced, authorised and published by 31 May.	LDC	Yes	Yes	Yes	Yes	■	■	N/A	N/A	2015/16 and 2016/17 by 30 June	
		Efficiency of financial reporting – Audited Statement of Accounts produced and authorised for issue by 31 July with an unqualified External Audit Opinion.	LDC	Yes	Yes	Yes	Available 31 July	■	■	N/A	N/A	2015/16 and 2016/17 by 30 September	
		Value for money – the External Auditors' unqualified Value for Money Judgement.	LDC	Yes	Yes	Yes	Available 31 July	■	■	N/A	N/A		
	Our organisation will have clear corporate values and be committed to openness and transparency	Number of LDC garden waste subscriptions	LDC	N/A	N/A	N/A	40,135	■	■	N/A	N/A	Garden waste is sold in calendar years. On target to achieve similar figures in 2018/2019	
		% of employees who enjoy their job	LDC	67%	N/A	N/A	82%	N/A	↑	N/A	N/A		
		% of employees who feel well informed	LDC	73%	N/A	N/A	78%	N/A	↑	N/A	N/A		
		% of employees who feel valued by the organisation	LDC	28%	N/A	N/A	39%	N/A	↑	N/A	N/A		
		More people will interact with us through our website and digital channels/we'll be more innovative in how we delivery services	Number of customer accounts (Jadu)	LDC	System not in place	System not in place	System not in place	22627	↑	↑	N/A	N/A	
			Number of self-serve transactions carried out by customers (Jadu)	LDC	0	0	0	36560	↑	↑	N/A	N/A	
	Number of self-serve transactions carried out by customers (revenues & benefits)		LDC	System not in place	System not in place	System not in place	1319	N/A	N/A	N/A	N/A		
	Number of digital 'self-serve' services offered via the council's website		LDC	Not recorded	Not recorded	9	23	↑	↑	N/A	N/A		
	% employees who feel fit for the future is helping to positively shape the council.		LDC	31%	N/A	N/A	38%	N/A	N/A	N/A	N/A		
	Our staff workforce will be healthy, efficient and well trained	% employees who know what being a commercial council means	LDC	Not recorded	Not recorded	Not recorded	72%	N/A	N/A	N/A	N/A		
		Average number of days lost to sickness	LDC	8.99	3.14	2.84	2.63	↓	↓	N/A	N/A		
		Number of staff accidents	LDC	27	27	15	11	↓	↓	N/A	N/A	Reduction in numbers due to the outsourcing of leisure. Figures vary slightly from source data due to late reporting and corrections.	
Number of training days		LDC	N/A	639	650	Awaiting data	↑	↑	N/A	N/A			
% staff turnover		LDC	12.12%	14.21%	12.95%	13%	↑	↑	N/A	N/A			
Number of full time equivalent (FTE) staff		LDC	330	326	310	278	↓	↓	N/A	N/A			
Number of staff in 1-3 groups ('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical')		LDC	N/A	N/A	N/A	4%	N/A	N/A	N/A	N/A			
Number of council apprentices	LDC	2	2	4	3	↓	↑	N/A	N/A				
% of annual Performance Development Reviews (PDRs) completed.	LDC	64%	52%	88%	88.9%	↑	↑	N/A	N/A				

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