










Appendix 1

Half year Delivery Plan performance update 2018-2019

Action Status	
	Behind target
	Behind target due to accepted project changes/external factors. New due date agreed.
	Slightly behind target
	On target
	Completed
	Not started








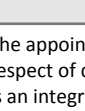

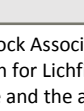

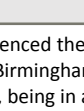
Vibrant and prosperous economy

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Promoting Lichfield District as a good place to invest through the roll out of the local plan.	VPE 001(a)	Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	31-Mar-2020	/		<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	Application format for Cricket Lane amended in summer 2019 to outline application rather than hybrid, consultation responses require further information from applicant, with earliest anticipated committee Dec/Jan with signing of S106 agreement thereafter.	Development Services
Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and success in our key business centres and rural areas.	VPE 002(a)	Deliver an inward investment prospectus, promote this and use as the basis for discussions with development industry and other partners to attract new investment into our centres, on allocated housing and employment sites and suitable windfall opportunities.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	The investment prospectus was launched in July 2018 and also shared with strategic partners, such as the Chamber of Commerce, Federation of Small Businesses, Growth Hubs across both LEP areas, and to developers who are active within the district. An updated copy will be published digitally with updated key information as information changes.	Economic Growth Service
	VPE 002(b)	Work with Make it in Stoke and Staffs and the GBSLEP Investment Company and to attract new investment opportunities into the District.	31-Mar-2020	/		<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%	Between August 2017 and August 2019, 101 premises enquiries were received: 43 industrial, 31 office, 17 retail, one barn, two general, one community centre, two workshops, two halls, one studio and one showroom enquiry. Thirteen land enquiries have been received from businesses looking to build their own premises. Make it Stoke and Staffs received 74 enquiries, from July 2018 to March 2019, relating to businesses looking to relocate within Lichfield District or the surrounding area. Ongoing premises and land enquiries are received by Make It Stoke on Trent and Staffordshire, and the West Midlands Growth Company.	Economic Growth Service

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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering support, signposting and networking opportunities to existing businesses to help them thrive.	VPE 003(a)	Continue to work with the two LEP Growth Hubs and partners to support business and promote the Business for Growth and Enterprise for Success Programmes, aiding existing businesses and new start-ups. Environmental Health to carry out advisory visits to all new food businesses to assist operators in achieving the highest food hygiene rating they can.	31-Mar-2020	/			The Enterprise for Success programme which ran from 2016 - March 2019 received 311 enquiries, creating 46 jobs. Whilst the transitional area average for the Enterprise for Success programme being 266 enquiries with 34 jobs created. The new Enterprise for Success programme, which began in April 2019, has so far (until June 2019) received 37 Lichfield District enquiries, creating 6 jobs. In comparison to the Southern Staffordshire average of 32 enquiries and 5 jobs created. As of December 2018 (when all funding was allocated), 14 district businesses have been successful in receiving a grant from the Business Growth Programme, creating 32 jobs. The transitional area average for the Business Growth Programme is 14 successful businesses per authority, creating 44 jobs. The new programme, Business Growth Programme 2, began in April 2019, which 4 Lichfield District businesses so far (until August 2019) have been successful in receiving a grant from, creating 9 jobs. In comparison to the Southern Staffordshire average of 2 successful businesses creating 5 jobs.	Economic Growth Service
Making it easier for businesses to interact with us.	VPE 004(a)	Design and embed new approach to trade waste booking and processing to make it easier for potential customers to deal with the council.	31-Mar-2019	31-Dec-2019*			Review has been undertaken alongside F4F fundamental review, report has been produced on expanding the service and the implications of this and is being presented in next month.	Joint Waste Service
	VPE 004(b)	Introduce e-billing for business rates and BID.	31-Mar-2020	/			E-billing for business rates and BID payers is live. Promotional campaign to be prepared and implemented.	Corporate Services; Customer Services, Revenues & Benefits
	VPE 004(c)	Roll out Jadu business account.	01-Jul-2019	31-Jul-2020*			We are awaiting further development by supplier to achieve the business account.	Corporate Services; Customer Services, Revenues & Benefits
Understanding, monitoring and adapting to business needs and issues across the district.	VPE 005(a)	Review and adopt revised discretionary rates relief policy.	31-Mar-2019	30-Sep-2019*			The date for a full review of the policy is to be extended to 31 March 2020. Minor update was delivered in September.	Customer Services, Revenues & Benefits


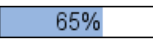

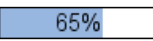

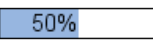
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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encouraging increased visitors to our district, increase spend in our local economy and more overnight stays.	VPE 006(a)	Launch new tourism website and associated branding and marketing for Lichfield City and the wider district.	30-Sep-2018	/			The Visit Lichfield new mobile compatible website is now complete. Work continues to enhance the website and increase the visitor numbers.	Economic Growth Service
	VPE 006(b)	Deliver major event programme in the parks, including Proms in Beacon Park and Drive in Movies.	31-Mar-2019	31-Mar-2020*			The 2019 summer event season was successful and included Cars in the Park, FUSE, Lichfield Bower and Lichfield Proms in Beacon Park, supplemented by 2 events in their second year (Lichfield's Community Games and Oktoberfest). Several council wide initiatives are underway to help provide a clearer framework for events within the district, these include: event commercialisation, an independent study on events by Bournemouth University and an Officer/Member events task group. A pricing strategy review is underway and income plans are being prepared for 2020/21.	Leisure & Operational Services
	VPE 006(c)	Roll out new street trading policy and support safe delivery of events through the Safety Advisory Group (SAG).	01-Jan-2019	Mid-late Jan 2019			Policy was updated and was published on LDC website in September 2018. New online application forms developed and policy launched.	Regulatory Services, Housing & Wellbeing
	VPE 006(d)	Improve gateway to city centre for coach and bus passengers.	31-Mar-2020	Timeline will emerge with BRS*			The appointed consultants David Lock Associates have now commenced their work in respect of developing a master plan for Lichfield city centre. The Birmingham Road area is an integral part of the city centre and the aforementioned work, being in a prominent position at the junction of arterial routes and a location for the city rail station and bus/coach station. Transport advisors working alongside DLA will help inform options and a draft master plan which will be available for the Council to view in December of this year. One of the key requirements of the master plan brief is to consider the future scope for re-development of the Birmingham road site but also how transport and movement issues relating to this site and the wider city centre are addressed.	Economic Growth Service
Deliver good quality and safe car parking in our key retail areas.	VPE 007(a)	Consider car parking issues as part of Lichfield City master plan, including the future of the Multi-Storey Car Park.	31-Jul-2018	Timeline will emerge with BRS*			The consultants David Lock Associates working with ITP transport consultants are reviewing the Council's car parking estate as part of the on-going master plan work for Lichfield city centre. Information on the nature of the estate and car park occupancy figures have been provided to assist ITP in its work. A draft master plan informed by analysis of car parks and related functions/uses applicable to the city centre is to be submitted to the Council in December prior to public consultation in the new year.	Economic Growth Service
Undertake master planning to deliver a mixed use development in Lichfield City Centre and ensure it meets the needs of our community, particularly young	VPE 008(a)	Develop plans for the Birmingham Road site.	01-Jul-2019	Timeline will emerge with BRS*			The Birmingham Road site is being considered as part of the on-going master planning exercise led by David Lock Associates. A draft master plan will be submitted to the Council for consideration including proposals for Birmingham Road in December of this year. Separately, planning permission has been granted for an enabling works scheme on part of the site which will also improve and enhance the look of this area pending the results of the master plan. Contractors are in the process of being appointed to carry out these works.	Economic Growth Service

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people	VPE 008(b)	Refresh development brief for Bird Street car park.	31-Oct-2018	Timeline will emerge with BRS*			Bird Street car park like that of the Birmingham Road site is being evaluated by David Lock Associates, the consultants appointed to carry out a master planning exercise of Lichfield city centre. A draft master plan identifying potential uses for Bird Street CP and the Birmingham Road site will be submitted to the Council in December of this year and be made available for public consultation in the new year.	Economic Growth Service
Help to support the delivery of an improved retail experience in Burntwood.	VPE 009(a)	Support delivery of Burntwood Town Centre - actively pursue development opportunities for the blue hoarding site in partnership with the landowner and Staffordshire County Council.	31-Mar-2020	/			Discussions about the blue hoarding site and its development potential for a range of uses are on-going with the landowner.	Economic Growth Service
	VPE 009(b)	Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	31-Mar-2020	/			Planning permission has been granted for the re-development of the Greenwood House site in Burntwood to serve as a health centre. Further work is being undertaken by the health authorities concerning provision of a second facility.	Economic Growth Service
Work with, influence and encourage landowners to make better use of under-used or derelict brownfield sites.	VPE 010(a)	Encourage development at key commercial sites including Lichfield South, Burntwood Business Park, Fradley Park and Liberty Park.	31-Mar-2020	/			Continued progress is being made on the following development sites: <ul style="list-style-type: none"> • Fradley Park - two development plots are available, one with plans submitted for three units of 50,000 sq ft, 60,000 sq ft and 70,000sq ft, and the other plot with consent granted for a 230,000 sq ft unit. • Prologis Fradley Park - with Screwfix and Anixter occupying the development site earlier this year, only one plot, DC2, is available. • Liberty Park - work is taking place on the site for the construction of two industrial units (115,000 sq ft and 48,000 sq ft) • Lichfield South - work is currently taking place on the second phase of development with there being reserved matters of a research and innovation centre at Wall Island approved. • Burntwood Business Park - work is currently taking place on the former Olaf Johnson site to build nine retail units. • Eastern Avenue - Imperial Retail Park on Eastern Avenue, Lichfield City has been completed with Lidl, Costa Coffee, Pure Gym and B&M occupying the retail site. The last available unit has gained the interest of The Food Warehouse from Iceland. • Land at Cricket Lane - A hybrid application has been submitted for the land at Cricket Lane, containing up to 10.73 hectares for employment use (use classes B1/B2/B8) with a full application for the construction of a 3,886 sq m (B1c/B2/B8) unit with ancillary office space. In January 2019, it went back to outline permission rather than becoming a hybrid application as concerns were brought up with the commercial aspect of the development. 	Economic Growth Service
	VPE 010(b)	Receive application for mixed use development (housing and employment) at Cricket Lane.	30-Sep-2018	/			Planning application valid 16/8/18 (ref. 18/01217/OUTFLM) - 13 week date 15 Nov 2018.	Development Services

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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encourage more visitors by enhancing and better promoting the arts, heritage, retail and cultural offer of the city and district with partnerships including the Lichfield BID, Lichfield City Centre Development Partnership and Burntwood Business Community.	VPE 011(a)	Progress plans and proposals contained in the Lichfield City Centre Development Strategy.	31-Mar-2020	/			The Lichfield City Centre Development Partnership continues to deliver improvements to the city centre in terms of its environment, economic standing and performance and ability to meet social needs. Through the collaborative arrangements branding, marketing and promotion are helping to promote the city, its leisure and recreational offer across a growing audience. The District Council is leading on a master planning exercise which amongst other things will assist in identifying future development opportunities on key sites including Birmingham Road. Dialogue with transport operators including WM Trains is taking place to enhance transport connections to and from the city. The overarching strategy first put in place in 2015 is now due for review, the partnership has started to look at this.	Economic Growth Service
Foster and encourage BIDs in other areas.	VPE 012(a)	Support the rebalot of the Lichfield BID in 2019/2020.	31-Mar-2020	/			The District Council continues to maintain a good working relationship with the Lichfield City BID. We work closely on a number of initiatives intended to support local business and the economy, including providing business support advice and guidance, helping promote and market the city and city activities and running events and festivals. In addition we use the Visit Lichfield website to help communicate what the city has to offer across a range of themes and facilitate increased numbers by residents and visitors.	Economic Growth Service
Encourage apprenticeships and other youth based work schemes.	VPE 013(a)	New opportunities to be identified and promoted across all service areas - target 8 apprenticeships in place annually.	31-Mar-2020	/			Currently three apprentices are in place and another is due to be appointed in May 2019. Options are being explored to increase the number of apprenticeships as part of the Workforce Development Plan (part of our emerging People Strategy). Other options being considered include apprentices to support car parks and CCTV and the planning service.	Corporate Services; Economic Growth Service

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Healthy and safe communities








Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Creating policies and events that promote healthy and active lifestyles for all, including young people - from cycle and safe walking routes through to events, community activities and more.	HSC 01(a)	Work with Sport England to undertake a review of the council's Physical Activity and Sports Strategy (PASS) which will in turn inform the LOPS new Health and Wellbeing Development Plan 2018 - 2023.	31-Jan-2019	31-Mar-2020*		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	Our Active Communities Plan, which we have developed in partnership with Freedom Leisure, is now in place. This is the delivery document that sits beneath our Physical Activity and Sports Strategy (PASS). The PASS review has been extended to March 2020 to enable us to ensure the two documents/outcomes are fully aligned.	Leisure & Operational Services
Providing support to help those with disabilities and older people stay healthy and active.	HSC 02(a)	Deliver Health and Wellbeing Delivery Plan 2018 - 2020 which will enable targeted intervention based on identified need.	31-Mar-2020	/		<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	The annual update report was well received by CHH O&S in June 2019. We are continuing to monitor the Delivery Plan in the final year.	Regulatory Services, Housing & Wellbeing
Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups.	HSC 03(a)	Utilise Sport England Facilities Planning Model to develop options appraisal and feasibility study for the future potential replacement of Friary Grange leisure centre.	31-Jul-2019	/		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Options appraisal presented to O&S and Cabinet, the decision to withdraw from FGLC was taken by cabinet in July 2019, but due to a petition and changes to the lease terms offered by SCC a special cabinet meeting was held to review the options. The Cabinet voted to keep FGLC open subject to approval of full council on 15th October 2019. A decision was also approved to invest £5M into a new facility.	Leisure & Operational Services
	HSC 03(b)	Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	31-Mar-2019	30-Nov-2019*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	This document is now complete, the playing pitch strategy work has also begun KKP were appointed to undertake this.	Leisure & Operational Services
Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure across the district.	HSC 04(b)	Revised partnership and funding agreement with Garrick theatre confirmed.	01-Apr-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	New partnership agreement has been entered into.	Leisure & Operational Services

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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering a programme of disabled facilities grants to help people remain living safely at home.	HSC 05(a)	Deliver Disabled Facilities Grants (DFGs) capital programme.	31-Mar-2019	31-Mar-2020*			<p>A total of 12 grants were completed during Q1 with a total spend of £169,860 and a further 20 grants to the value of £279,000 were approved. A total of 40 referrals were received for DFG during Q1, of which a total of 29 remain open. At the end of Q1 there were a total of 78 live/open cases for DFG funding for 20 had been approved and a further 58 currently having applications prepared.</p> <p>We have analysed the potential works for the 58 cases in the 'pipeline' on Millflow and looked at the 'indicative' costs of work associated with them. At the current time, our estimation is that the cost of these works will be over £570,000, which when Agency fees and other ancillary costs are included would mean that when added to grants already paid or approved (£448,860) means that the anticipated spend for 2019-20 is in the region of £1.12m. We will continue to monitor this and will update this estimation as the cases progress throughout the year and more referrals are received. We will continue to work with Millbrook to identify ways in which the budget spend can be maximised.</p>	Regulatory Services, Housing & Wellbeing
Providing help and advice to prevent homelessness.	HSC 06(a)	Develop a revised Housing & Homelessness Strategy 2019 - 2022.	31-Dec-2019	/			We are writing a Housing, Homelessness and Rough Sleeping Strategy 2019-2024. First section on homelessness and rough sleeping going to O&S on 17th October and Cabinet in December for approval. The full strategy will be completed by financial year end.	Regulatory Services, Housing & Wellbeing
	HSC 06(b)	Adopt and implement revised Discretionary Housing Payment Policy.	31-Dec-2018	31-Jul-2019*			The revised DHP policy is going to O&S on Tuesday 15/10/2019.	Customer Services, Revenues & Benefits
Deliver joined up, cohesive plans and funding decisions across partners.	HSC 07(a)	Monitor the impact and achievement of outcomes for the community and voluntary sector funding agreements.	31-Mar-2019	/			Six monthly monitoring reports are due 30/10/19.	Regulatory Services, Housing & Wellbeing
Reduce the fear of crime by promoting and communicating the successes in community safety and crime trends.	HSC 08(a)	Deliver Community Safety Delivery Plan.	31-Mar-2019	/			The draft six monthly monitoring report will be considered by the Community Safety Delivery Group on 23.1.19 and then by the District Board in November. Information received to date shows that good progress is being made.	Regulatory Services, Housing & Wellbeing

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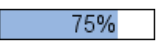

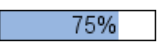

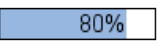

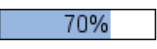
Clean, green and welcoming places to live

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Implement our Local Plan which will ensure a controlled and balanced growth of our district.	CGW 01(a)	Adopt Local Plan land allocations	31-Dec-2018	31-Jul-2019*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Following fact checking the Inspector issued his final report. This was presented to Cabinet and Full Council for adoption. Legal challenge period ended in September 2019.	Economic Growth Service
	CGW 01(b)	Deliver SDAs for South of Lichfield, Cricket Lane and Deanslade Farm in accordance with housing trajectories.	31-Mar-2020	/		<div style="width: 15%;"><div style="width: 15%;"></div></div> 15%	Proactive engagement with developers is continuing. Trajectories for delivery are within the council's five year land supply which was subject to examination. Planning applications are progressing. In addition updated trajectories established through 5 year land supply.	Economic Growth Service
	CGW 01(c)	Submit the Local Plan Site Allocations Document for examination and have this formally adopted following independent scrutiny.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Plan submitted in May 2018.	Economic Growth Service
	CGW 01(d)	Encourage completion of housing that has been granted permission. Work with developers and other partners to overcome any barriers to delivery.	31-Mar-2019	31-Mar-2020*		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	There were 2613 homes granted permission to the year ending March 2019, which exceeds the target for the year of 2300 dwellings. This improvement in housing supply is also reflected in housing completions with net completions at 740 homes. This exceeds this year's housing supply target of 680 (net completions).	Development Services
	CGW 01(e)	Support planning applications on outstanding allocated sites or suitable windfall sites to help meet housing targets.	31-Mar-2020	/		<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	Support provided on sites to support achievement of housing targets.	Economic Growth Service
	CGW 01(f)	Begin the review of the Local Plan.	31-Jul-2018	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Local Plan review commenced in spring 2018.	Economic Growth Service
	CGW 01(g)	In line with agreed policies and procedures begin allocating discretionary CIL receipts to assist in delivering supporting infrastructure.	31-Mar-2020	/		<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	First round of monies issued. Next meeting of SIG and JMOG is set for October	Economic Growth Service

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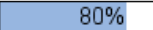

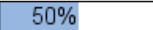



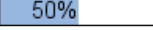
Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Developing supplementary planning guidance which will help to preserve our historic environment, support rural communities and ensure the district continues to be an attractive place.	CGW 02(a)	Support the development of conservation areas in - Drayton Bassett, Wall and Wiggington.	31-Dec-2018	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Conservation areas approved. Reports considered by O&S, Cabinet and Council in December 2018.	Development Services
	CGW 02(b)	Review the buildings at risk register (BAR).	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	The Buildings at Risk Register is up to date. It may be subject to some changes over the coming months, but is currently up to date.	Development Services
	CGW 02(c)	Adopt local list of historic buildings for Burntwood & Hammerwich	31-Oct-2018	31-Dec-2019*		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Report considered by O&S on 18/9/19 and endorsed. Cabinet report on forward plan for 12/11/19 and on target for final ratification by Council before end of calendar year.	Development Services
Maintaining our parks and open spaces which encourage residents to enjoy the outdoors.	CGW 03(a)	Implement air quality action plan.	31-Jul-2018	30-Jun-2019*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Public / Stakeholder consultation ended 6th August and we had no comments which warranted a re-write in any way. The AQAP is therefore adopted and will effectively be updated via the Annual Status Reports.	Regulatory Services, Housing & Wellbeing
	CGW 03(b)	Implement environmental crime strategy.	31-Oct-2018	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	No significant comments following consultation, hence strategy now in place.	Regulatory Services, Housing & Wellbeing
Restore the historic features of Stowe Pool and Fields	CGW 04(a)	The project is on hold.	31-Mar-2019	On hold.		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	The HLF project has been put on hold due to a change in the HLF grant application criteria. This project may be re-visited in the future. The LOPS team are currently looking at the options of providing an improved play area on Stowe fields during 2020.	Leisure & Operational Services
Continuing to help our residents recycle a large percentage of waste	CGW 05(a)	Implement action plan for improving collection productivity for Joint Waste.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Improvement plan approved by Joint Waste Committee in October 2018. A new way of working as a result of the new plan is being trialled for a 12 month period, which started in late February 2019. The outcome of the trial will be monitored against the KPIs ongoing.	Joint Waste Service
Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).	CGW 06(a)	Transfer beacon park tennis courts.	31-Mar-2019	31-Oct-2019*		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Cabinet have now approved the transfer and we are in the process of finalising the legal documentation.	Leisure & Operational Services
	CGW 06(b)	Transfer line of Lichfield Canal to trust.	31-Mar-2020	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Transfer of four sites to the Canal Trust is now complete.	Legal, Property and Democratic Services
	CGW 06(c)	Implement public open space transfer/adoptions plan and review existing policy.	31-Jan-2019	31-Mar-2020*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	A transfer / adoption plan has been drafted and this identifies what new development sites have historically been agreed to be adopted by the authority. One site that is currently going through the adoption process is Victoria Place in Lichfield, this is currently with the councils solicitors and is due to be adopted imminently.	Leisure & Operational Services

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Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Work with developers and social landlords to encourage investment in affordable housing and encourage the development of owner occupied, shared ownership and rented housing to meet the needs of local people.	CGW 07(a)	Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	31-Mar-2020	/			In quarter 1 there were 27 affordable completions, comprising 15 social rent, 2 affordable rent, and 10 shared ownership. We have contacted all RP's for quarter 2 information are waiting to receive figures. We will also be reviewing and revising our trajectory based on RP forecasts too.	Regulatory Services, Housing & Wellbeing
	CGW 07(b)	Identify and transfer land in our ownership suitable for affordable housing development.	31-Mar-2020	/			Sale details received from solicitors, purchase is imminent.	Legal, Property and Democratic Services
	CGW 07(c)	Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	31-Dec-2018	31-Mar-2020*			Spring Housing were appointed as the provider and the rough sleeper outreach service commenced in September. Spring are making contact with each rough sleeper and will find out their housing requirements; once we know what type of properties are required we will begin to look for suitable ones to purchase.	Regulatory Services, Housing & Wellbeing
Work to mitigate the adverse impact of HS2 on communities and businesses across the district.	CGW 008(a)	Respond to HS2 planning applications and work with Staffordshire County Council and local communities to mitigate impacts of HS2 on Lichfield District.	31-Mar-2020	/			The Council continues to receive and process Schedule S17 consent applications as regards Phase 1. In respect of Phase 2 the hybrid bill is following its legislative path through the House of Commons and Lords prior to being enacted by the end of this year. The District Council and Staffordshire County Council received assurances and undertakings on the matter of the closure of Common lane at Kings Bromley and are in dialogue with HS2 about the implementation of measures to mitigate this. At the time of writing some enabling works are being carried out in the district in connection with Phase 1 however following a recent announcement of a review by Government of the HS2 project, certain planned works are being re-scheduled.	Development Services; Economic Growth Service

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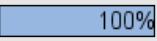



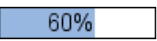





A council that is fit for the future

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Being financially stable, developing innovative approaches to generating income and less reliant on government grant funding.	F4F 01(a)	Approve MTFS annually.	31-Jan-2020	/			Draft MTFS report to Cabinet 8 October 2019	Finance and Procurement
	F4F 01(b)	Deliver unqualified audited accounts.	31-Jul-2019	/			2017/18 accounts approved in July 2018. Work on 2018/19 accounts underway. Set to be approved in July 2019.	Finance and Procurement
Embed our corporate values throughout the organisation.	F4F 02(a)	Approve the people strategy.	30-Mar 2019				Strategy document is drafted, consulted and approved. Key actions have been outlined and resourcing is being brought in to support delivery of short term activities and restructure of service to deliver longer term objectives. Previously the due date was extended to spring 2019. This has been further extended to 31 December 2019.	Corporate Services
Deliver good customer service in line with our customer promise and ensure information we publish is accessible and available in other formats.	F4F 03(a)	Review the customer promise and develop customer engagement plan.	31-Dec-2018	31-March - 2020*			The date for the revision of the customer promise is extended until 31 March 2020.	Corporate Services; Customer Services, Revenues & Benefits


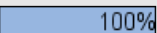

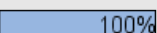
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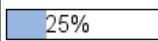

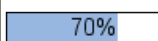

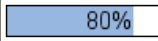



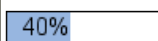

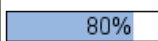

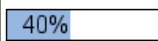
Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Make our top service requests fully bookable online and so easy to use that people choose to go online as a first port of call.	F4F 04(a)	Approve & roll-out Digital Strategy.	31-Mar-2020	/			Draft digital strategy developed to deal with underpinning ICT issues. Needs aligning to new Strategic ambitions and innovation projects for launch in April 2020.	Corporate Services
	F4F 04(b)	Roll-out Jadu to wider services in order to decommission Lagan.	30-Aug-2019	/			This action was to move from the existing CRM Lagan to the new one Jadu, this has now been completed and all forms have now been transferred onto Jadu. Lagan has been decommissioned. A new action will be created to reflect ongoing development of JAD across the organisation.	Corporate Services; Customer Services, Revenues & Benefits
	F4F 04(c)	Launch Modern Gov - democratic system - to members and officers.	01-Oct-2018	31-March-2020*			Training for final phase of officer roll out is currently underway. Roll out to members, all recent agendas/reports and new public facing website all delivered.	Legal, Property and Democratic Services
	F4F 04(d)	Deliver line of business system and integrations for regulatory services.	31-Mar-2019	30-Jun-2019*			Uniform has been significantly developed and better used for Licensing Act applications. Information has been migrated into uniform from the access database which was previously used for all Taxi licensing. This is resulting in a more robust and efficient process. Uniform is also being used for ASB cases and street trading. The housing strategy team are using Idox to monitor empty homes more effectively. It is enabling the Team to log empty homes activities and review property histories in real-time including previous enquiries, interventions and enforcement action across different teams. From the perspective of Environmental Protection, we have been using Uniform and Enterprise since the end of March 2019. This is now well embedded within the team but further development is coming (by Christmas) in relation to the Document Management System and letters etc. on the system. We are also moving towards mobile working but this is now likely to be via Citrix and use of the normal Uniform system rather than the Uniform App, which is not fit for our needs. The timescale on that is unknown at present. Further work is required in relation to Private Sector Housing to configure the system to our requirements. The Commercial Environmental Health Team have been using the Commercial module of Idox as the food inspection database since April. This is working well and all food safety and H&S interventions are now recorded using the Idox system. Since the beginning of August the service request module has been used to record all service requests. As all of the interventions carried out by the team are now in one central place the system has been configured to enable the annual LAEMS data return which is sent to the Food Standards Agency (FSA), to be automatically generated. This will save time as previously compiling the end of year data from various sources was time consuming and required duplication of record keeping throughout the year. Work is now to be undertaken to progress the use of Enterprise for the whole team and to bring online the DMS tool. The team still need support from IT with the deletion of old data which has appeared on the system and the development of access reports to better interrogate the data that is produced so that all of the old paper recording systems can be removed from use.	Leisure & Operational Services; Regulatory Services, Housing & Wellbeing

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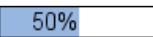
Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Consult with local residents in a variety of ways.	F4F 05(a)	Approve and roll-out consultation plan.	31-Mar-2019	/	✓	 100%	Consultation plan approved and being implemented as business as usual.	Corporate Services
	F4F 05(b)	Increase resident involvement in democratic process and promote member recruitment through Local Democracy Week.	30-Nov-2018	/	✓	 100%	How to be a councillor event held on 10 October 2018 with 26 attending. A number of attendees were nominated/elected in the 2019 May district and parish council elections.	Legal, Property and Democratic Services
	F4F 05(c)	Establish resident focus group.	30-Sep-2018	/	✓	 100%	First resident focus group took place in October 2018. Feedback from resident focus group being compiled and to be fed into work on developing new strategic plan (staff, partner and member workshops). Resident focus group to be maintained ongoing and ongoing recruitment to be carried out in all avenues - LDC news (1 per year), social media and press.	Corporate Services
Work together as one council.	F4F 06(a)	Deliver staff survey.	31-Jan-2019	/	✓	 100%	Survey completed and shared with staff. Action plan, including three focus groups which took place on PDR process and Thrive agenda. Informal workshop with joint waste on low-take up also took place. Outcome report shared with staff. Outcomes have been fed into the People Strategy.	Corporate Services
	F4F 06(b)	Develop new Strategic Plan 2020 - 2024.	28-Feb-2020	/	▶	 60%	First draft will be discussed at O&S in October - on target.	Corporate Services
	F4F 06(c)	Adopt and implement Property Asset Management Strategy.	31-Dec-2018	/	✓	 100%	Property Investment Strategy approved by Council in October 2018 and implementation underway.	Legal, Property and Democratic Services
	F4F 04(e)	Deliver line of business system and integrations for grounds maintenance and operational services	30-Sep-2019	/	✓	 100%	The team considered a stand-alone back office system, but has instead opted to use Jadu – the council's CRM and online forms system as a new back-office system to replace LAGAN. The migration from Lagan to JADU has now been completed for grounds maintenance, street cleansing and public conveniences. The parks department will also be moving onto JADU during 2019. The need for a stand-alone back office system will continue to be considered.	Leisure & Operational Services
	F4F 04(f)	Roll out IDOX DMS to planning.	31-Oct-2018	/	✓	 100%	IDOX DMS rolled out in autumn 2018. Team now addressing residual issues including how DMS integrates with existing IDOX products, performance speed, software updates, and issues with data migration over from Comino.	Development Services
	F4F 04(g)	Continue digitisation programme for waste processes.	30-May-2019	31-Oct-2019*	▶	 90%	Round balancer now installed, just some final testing required to check import link back into Bartec which is currently being undertaken.	Joint Waste Service
	F4F 04(h)	Implement online forms for revenues and benefits and introduce e-billing.	31-Mar-2019	/	✓	 100%	Online forms delivered by June 2018. Extending the project to include integration with Jadu customer account and to implement marketing campaign to encourage take-up by customers.	Customer Services, Revenues & Benefits

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	F4F 06(d)	Roll out new approach to commercialisation.	31-Dec-2018	31-Mar-2019			Commercial team meeting regularly and initial project underway with other work being planned for 2019 and beyond. Fees and charges group have agreed framework/calculator and work schedule prepared for 2019/20. Future of commercial training agreed and will be rolled out fully in 2019/20.	Chief Executive
	F4F 06(e)	Ensure the council is prepared to meet its responsibilities as a category 1 responder in line with our Emergency Planning Annual Action Plan.	31-Mar-2019	/			All business continuity plans and emergency planning documentation have been reviewed (Feb 2019) in preparation for a no deal BREXIT. Training continues to be undertaken through the three year cyclical arrangement with the CCU and has been identified at all levels across the organisation.	Regulatory Services, Housing & Wellbeing

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Seeking out ways to increase productivity and efficiency through our Fit for the Future programme and service reviews.	F4F 07(a)	Relaunch Fit for the Future.	30-Sep-2018	/			The roadshows were delivered in November with high attendance and positive feedback. Business analyst recruitment process has been undertaken and first cohort ready for development / training in January. Blog launched and being updated weekly. Staff suggestion scheme launched electronically initially and then followed up with suggestion boxes around the offices. Receiving suggestions from across the organisation or a variety of topics.	Corporate Services
	F4F 07(b)	Deliver elections review.	30-Sep-2018	31-March-2020			Progress delayed because of unforeseen European Parliamentary election and the long term absence of key officers. But some progress has been made in streamlining processes. Connects now answer and deal with most calls relating to elections and the elector registry thereby reducing the pressure on the core team. And the appointment of temporary staff is now supported by HR. Discussions are also taking place with the finance team so that they support relevant functions of the service. We are also progressing with an AEA health check to determine how we can improve. Completion of the project is now expected early 2020.	Legal, Property and Democratic Services
	F4F 07(c)	Deliver waste, parks and grounds maintenance review.	31-Dec-2019	31-Dec-2019			Review is on schedule and report to be submitted to meeting of Leisure Parks and Waste Overview and Scrutiny Committee on 18 November 2019.	Joint Waste Service; Leisure & Operational Services
	F4F 07(d)	Deliver development management review including implementing IDOX and enterprise.	30-Sep-2019	/			Improvement work progressing well, and lots of testing and training undertaken to bring in new ways of working within the team, although remain to have issues with IT capability, including Server capacity and mobile devices not yet obtained due to these issues. Still on track to go paper-light by end of 2019 and it is scheduled that the improvement program will be complete by end of Jan 2020- subject to resolving IT matters.	Development Services
	F4F 07(e)	Implement property investment strategy.	31-Mar-2019	31-Jul-2019*			All governance is now in place and scheduled throughout the year. The company has been incorporated. Processes are in place and data cleanse is almost complete to introduce effective portfolio management. Project is now largely business as usual.	Chief Executive
	F4F 07(f)	Bring forward and adopt business case for development of Bore Street shops.	31-Dec-2018	31-Dec-2019*			Options known. Further work required to obtain final costs bid for capital funding to undertake works and then plan to sell or lease the resulting property. Business case needs to determine rate of return and further options may then be required for consideration. Due to resource issues and other priorities, project may be delayed until the next financial year.	Legal, Property and Democratic Services
	F4F 07(g)	Consider future office requirements for council and deliver business case.	31-Jan-2019	31-Dec-2019*			Specification for requirements confirmed. Further analysis of options undertaken. Report being presented to LT on 09 Oct 2019. Interim or long-term solutions to be considered. Future options for new build also being considered through PSP.	Legal, Property and Democratic Services
	F4F 07(h)	Replace sundry debtors system.	01-Oct-2018	31-Dec-2019*			Weekly meetings have been set up for this project.	Customer Services, Revenues & Benefits

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	F4F 07(i)	Deliver the revenues and benefits service review phase 2.	31-Mar-2019	31-Dec-2019*			A final report from the consultants has been received and will be taken to LT for discussion. Strategic overview and scrutiny had a presentation with the consultants in June 2019 and a report with recommendations will be taken to the committee on 21 November and to Cabinet on 3 December 2019.	Customer Services, Revenues & Benefits
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