

# Strategic Plan Outturn 2016 to 2020

Cabinet Member for Customer Services & Innovation & Leader of the Council

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Key Decision? N

Local Ward Members n/a



## Strategic (Overview & Scrutiny) Committee

## 1. Executive Summary

- 1.1 This report describes the council's achievement against its performance targets as set out in its Delivery Plan for 2018-2020, which reflected the commitments and priorities set out in the council's Strategic Plan 2016 – 2020.
- 1.2 The report provides the final outturn of the council's performance as at the end of March 2020, which represents the end of year position and the final year of the previous strategic plan. Any updates on actions since April 2020 have not been included in the report but will form part of the monitoring for the new Strategic Plan via the 2020 Delivery Plan in forthcoming briefings and reports from October.
- 1.3 The 2018 to 2020 Delivery Plan was monitored throughout the year and updates were entered into the council's performance management system (Pentana). The final performance report at Appendix 1 was drawn from the system in April 2020 prior to the adoption of the new Strategic Plan.
- 1.4 Corporate Indicators which demonstrate the outturn and achievement of high level objectives is at Appendix 2.
- 1.5 The original report was due to be considered by scrutiny in June 2020, however due to the pandemic key data was not available so has been delayed. Some data is still missing and where gaps still exist, this is highlighted.

## 2. Discussion points

- 2.1 To review the council's performance against its delivery plan targets as of April 2020 as set out in Appendix 1 and available corporate indicators as set out in Appendix 2 and narrative as set out in Appendix 3.

	Completed	Not known	Revised target	Behind target	Not started
Delivery Plan actions – total 81					
	60	1	5	15	0

## 3. Background

- 3.1 The delivery plan to support the last strategic plan was broken down in to four priority areas, in line with the core themes of that strategic plan:
  - A vibrant and prosperous economy
  - Healthy and safe communities

- Clean, green and welcoming places to live
- A council that is fit for the future

3.2 The delivery plan was developed in 2018 to ensure the key outcomes specified in the Strategic Plan 2016-2020 could be assessed effectively even where they could not be delivered as originally intended. The performance management framework adopted allows clear tracking of the 81 key projects and a robust process of approving changes and adaptations necessary to the plan based on external factors and the resources available.

3.3 The 81 key projects and actions in the delivery plan were designed to help the council achieve its strategic ambitions and were aligned directly to the plan's 36 core commitments set out in the Strategic Plan developed and approved in 2016

### Performance highlights in this reporting period

3.4 Sixty of the actions in the delivery plan were completed, the table below shows those actions that were completed within this reporting period (previous 6 months).

Ambition	Progress
<b>Vibrant &amp; prosperous economy</b>	
Roll out Jadu business account.	This was completed 23 December 2019.
Foster and encourage BIDs in other areas.	The District Council continues to maintain a good working relationship with the BID, with officers attending the various meetings and workshops as the BID come to the end of their 5 year term. The BID are now working on proposals for their new business plan and are preparing for their re-ballot which is scheduled to take place in July 2020. Officers are also assessing the feasibility of BIDs in other areas of the district.
<b>Healthy &amp; safe communities</b>	
Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	This document is now complete, the playing pitch strategy work has also begun KKP were appointed to undertake this.
Develop a revised Housing & Homelessness Strategy 2019 - 2022	Homelessness section of the strategy approved by Cabinet in December and put on our website. Also sent to MHCLG. The draft of the whole housing strategy was approved by Community Housing & Health Overview & Scrutiny 18 March 2020.
Adopt and implement revised Discretionary Housing Payment Policy (DHP).	The DHP policy was approved 19 November 2019.
Monitor the impact and achievement of outcomes for the community and voluntary sector funding agreements.	LDC funding monitored and returns made to the OPFCC.
Deliver Community Safety Plan.	The majority of partner actions were delivered.
<b>Clean, green &amp; welcoming places to live</b>	
Adopt Local Plan land allocations.	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.
In line with agreed policies and procedures begin allocating	October 2019 meetings for SIG & Joint

discretionary CIL receipts to assist in delivering supporting infrastructure.	Member and Officer Group to ensure governance checking structure held with progress updates. Community Infrastructure Levy monies transferred as required. One of the projects – Westgate practice allocated money in the first round of bids is now complete. Others to still proceed. Papers for April reporting are being circulated but Covid-19 restrictions mean that the meetings can't take place but other means are being established to observe governance structures on reporting. Restrictions may mean some projects are delayed in implementation. If so they will be reported accordingly.
Adopt local list of historic buildings for Burntwood & Hammerwich.	Report was ratified by Council on 10/12/19 which meant this work was complete.
Implement action plan for improving collection productivity for Joint Waste.	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.
Transfer Beacon Park tennis courts.	Cabinet have approved the transfer and the legal process is being finalised.
Implement public open space transfer/ adoptions plan and review existing policy.	The adoption of Victoria Place is currently in process and is being managed by the Council's Assets Team. The transfer will be completed during 2020.
Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	The Housing Strategy and Wellbeing team have successfully worked with all approved RP's throughout the year and had an annual meeting with each one to discuss current and new development opportunities. A total of 93 new affordable homes had been built and occupied by year end. This includes 39 social rent, 12 affordable rent and 42 shared ownership. This is behind the target of 158, however when averaged with last year's delivery of 235, means that the 2 year average is above the target.
<b>A council that is fit for the future</b>	
Approve MTFS annually.	MTFS approved by Council 18/02/2020.
Approve & roll out people strategy.	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 was approved in September 2019.
Roll-out Jadu to wider services in order to decommission Lagan.	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

	Jadu across the organisation.
Launch Modern Gov - democratic system - to members and officers.	Roll out completed including officer training and member use.
Deliver line of business system and integrations for Regulatory Services.	Idox has made it easier and quicker to retrieve key information about residential properties without having to request this from colleagues. This includes whether visits or action has been required from regulatory teams across the council, assisting with our empty homes and Home Repair Assistance grants work.
Develop new Strategic Plan 2020 - 2024.	The new strategic plan was approved in February 2020.
Consider future office requirements for council and deliver business case.	Preferred option agreed and separate project created to pursue this option. New activity and timescales confirmed. This element of the work is complete.
Replace sundry debtors system.	It has been decided, subject to procurement, to link the system up with the procurement of a new financial system. Will feature in new Delivery Plan (DP)
Deliver the revenues and benefits service review phase 2.	The final report from the consultants was received and the conclusions and recommendations presented to members on 3 December 2019. All recommendations were agreed.

## Due date extensions

3.5 Five actions were given a **revised due date**, due in the main to external factors, four of which relate to the Birmingham Road site. The latest position and original due date are included in the **end of year delivery plan performance update 2019 – 2020** (Appendix 1). Any revised dates will be carried through to the new delivery plan or relevant service plan.

Ambition	New due date
<b>Vibrant &amp; prosperous economy</b>	
Review and adopt revised discretionary rates relief policy.	31 December 2020
Improve gateway to city centre for coach and bus passengers.	Timeline will emerge with BRS
Consider car parking issues as part of Lichfield City master plan, including the future of the Multi-Storey Car Park.	
Develop plans for the Birmingham Road site.	
Refresh development brief for Bird Street car park.	

## Performance exceptions

3.6 15 actions were behind target at the end date for the plan:

Ambition	Current position	New due date
<b>Vibrant &amp; prosperous economy</b>		
Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	The Cricket Lane application was due to be reported to and considered by Planning Committee at its meeting scheduled for 6th April. However due to CV19 the meeting was cancelled.	Ongoing as BAU
Design and embed new approach to	Review completed and high level Business Case prepared and considered by Overview and Scrutiny.	Featured in new delivery plan

trade waste booking and processing to make it easier for potential customers to deal with the council.		
gSupport delivery of Burntwood Town Centre - actively pursue development opportunities for the blue hoarding site in partnership with the landowner and Staffordshire County Council.	Further discussions have taken place with key landowner about delivering the extant retail planning permission on the Olaf Johnson site and development on the blue hoarding site. Current market conditions impacting upon the former and ways being explored to overcome barriers.	Ongoing – Featured in new Delivery Plan
Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	Greenwood House has now been demolished pending re-development. A final business case for the new facility has been submitted to NHS England for approval. Work in respect of a second facility elsewhere in Burntwood is on-going.	Ongoing as part of new Delivery Plan
New opportunities to be identified and promoted across all service areas - target 8 apprenticeships in place annually.	As part of the Workforce Development plan activity we have assigned a dedicated resource to help develop the work on apprenticeships and apprentices. Talks have now resumed with Wolverhampton College and the operations team to take on a minimum of 3 apprenticeships. This will be pursued during recovery along with the other activity of sharing the levy with a cohort of local business leaders/managers as well as our own aspiring managers.	Ongoing as part of new Delivery Plan
<b>Healthy &amp; safe communities</b>		
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.	The Friary Grange review and needs analysis will be used to shape the future work and focus of the Sport & Leisure team. This will be formalised into a document that will replace the PASS.	Ongoing as part of new Delivery Plan
<b>Clean, green &amp; welcoming places to live</b>		
Restore the historic features of Stowe Pool and Fields	Competition tender with potential suppliers, closing date was 27.03.20	Ongoing as part of new Delivery Plan
Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	Our affordable homes completions data for Q3 2019/20 show 8 new social rented (SR) and 14 shared ownership (SO) homes were completed, bringing the Q1-Q3 total to 59. 28 Q4 completions are expected but updates have not yet been received by the RP's. If all 28 complete the annual total will be 87 which is less than the target. For 2020/21 current indications are for 59 new affordable homes to be completed.	Ongoing as part of new Delivery Plan
Identify and transfer land in our ownership suitable for affordable housing	18 March 2020 - Exchange of contracts was planned for end of March. Delayed due to lockdown of 3 <sup>rd</sup> party.	Delayed until x

<b>development.</b>		
Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	The purchase of 3 apartments in Lichfield are currently with solicitors and we hope that the purchases will go through in the next month. A draft lease has been drawn up that we will sign with Spring for leasing them. Further properties will be identified after the first three have been bought.	Ongoing as part of new Delivery Plan
<b>A council that is fit for the future</b>		
Review the customer promise and develop customer engagement plan.	This will be carried forward to the new delivery plan.	Ongoing as part of new Delivery Plan
Approve & roll-out Digital Strategy.	Final draft of Digital Strategy has been delayed and is now due to go to Strategic Overview and Scrutiny Committee in Autumn before a decision being made by the Cabinet Member in December 2020.	December 2020
Continue digitisation programme for waste processes.	Awaiting supplier development.	Ongoing as BAU
Deliver elections review.	Postponed until later in 2020. Scoping underway.	Featured in new Delivery Plan
Bring forward and adopt business case for development of Bore Street shops.	A feasibility study has been ordered from Lambert Smith and Hampton to determine costs of renovating and creating a multiple of single living accommodation for the homeless. Report delayed but due imminently	October 2020

<b>Alternative Options</b>	This report details performance against the council's Delivery Plan 2016 – 2020, which has previously been agreed by Cabinet as the most appropriate method for managing and monitoring council performance.
<b>Consultation</b>	We have consulted with Leadership Team, Heads of Service and managers to prepare the performance report.
<b>Financial Implications</b>	There are no direct financial implications arising from the report.
<b>Contribution to the Delivery of the Strategic Plan</b>	This report sets out how the council is delivered against its key strategic themes for 2016 to 2020.
<b>Equality, Diversity and Human Rights Implications</b>	There are no specific equality, diversity or human rights issues arising from the report.
<b>Crime &amp; Safety Issues</b>	There are no specific crime and safety issues arising from the report.
<b>Environmental Impact</b>	There are no specific environmental impacts from the report, measures are being developed for the current delivery plan.
<b>GDPR/Privacy Impact assessment</b>	There are no GDPR issues arising from the report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That performance is not adequately/ accurately recorded.	We use a system called Pentana that allows managers and heads of service to capture and report on the latest performance position. All updates have been thoroughly reviewed by Leadership Team to ensure that they reflect the latest/most accurate position.	Green
B	That the actions we are measuring are not contributing towards our strategic ambitions.	The Delivery Plan was created using the Strategic Plan as its backdrop, and each of the actions listed in our Delivery Plan directly link back to commitments made in the Strategic Plan 2016 – 2020.	Green
C	The project extensions mask poor performance	Each project extension has been fully scrutinised by Heads of Service and Leadership Team to ensure that the reasons for the extension are valid and do not mask poor or below target performance.	Green

## Background documents

[Delivery Plan end of year 2019/20](#)

[How we amend and update the delivery plan](#)