

24 June 2016

Dear Sir/Madam

CABINET MEETING

A meeting of the Cabinet has been arranged to take place on **TUESDAY 5 JULY 2016** at **6.30 PM** in **THE COMMITTEE ROOM, DISTRICT COUNCIL HOUSE, LICHFIELD** to consider the following business.

Access to the Committee Room is via the Members' Entrance.

Yours faithfully



Strategic Director

To: Members of the Cabinet

Councillors: Wilcox (Leader), Pritchard (Deputy Leader), Eadie, Fisher, Greatorex, Pullen, Smith and Spruce.

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1. Apologies for Absence
 2. Declarations of Interest
 3. End of Year Performance Report – Corporate Annual Action Plan 2015/16 (copy attached)
 4. Fit for the Future Review: Revenues and Benefits Service (copy attached)
 5. Community Infrastructure Levy - Proposed Governance Structure and Administrative Arrangements (copy attached)
 6. Local Plan Policy H2 – Provision of Affordable Homes (copy attached)
 7. HS2 Draft Planning Memorandum – Decision on Qualifying Authority Status (copy attached)
 8. Physical Activity and Sport Strategy (copy attached)



9. Fit for the Future Leisure Review - Appointment of Professional Advisors (copy attached)
10. Lichfield District Community Safety Partnership Prevent Delivery Plan 2016-2018 (copy attached)
11. Friarsgate – Appropriation of Land (copy attached)
12. Revised Charges for Street Naming and Numbering (copy attached)
13. Broadband Connections (copy attached)
14. To Receive the Minutes of the District Board Meeting held on 21 March 2016 (copy attached)



END OF YEAR PERFORMANCE REPORT – CORPORATE ANNUAL ACTION PLAN 15/16

Councillor Doug Pullen, Cabinet Member for Community

Lichfield
district council
www.lichfielddc.gov.uk

Date: 5th July 2016
Agenda Item: 3
Contact Officer: Helen Titterton
Tel Number: 01543 308700
Email: Helen.Titterton@lichfielddc.gov.uk
Key Decision? **NO**
Local Ward Members: All Wards.

CABINET

1. Executive Summary

- 1.1 To advise Cabinet of progress against the activities and projects set out in the District Council's One Year Action Plan for 2015/16 (corporate Top Ten) - attached at **Appendix A**. Members to note that in most cases the update as set out reflects the position at the end of March 2016 and further progress will have been made since this date against some of the activities and projects.
- 1.2 In addition to the Corporate Top Ten, each Directorate has produced an outturn report on their respective Directorate Top Tens and related performance indicators for 2015/16. These have been considered during the June round of Overview and Scrutiny Committees
- 1.3 Members are invited to raise questions and comment on the Performance Report

2. Recommendations

- 2.1 Members are requested to endorse the end of year performance report for 2015/16 which is attached at **Appendix A**

3. Background

- 3.1 Each year, the District Council produces a One Year Action Plan which sets out the key activities and projects, measures and targets the Council intends to deliver over the coming twelve months. The Plan is considered by Council each year in February at the same time the budget is approved.
- 3.2 The Annual Action Plan is influenced by the top 10 issues for 2015/16 which are developed by each Directorate / Cabinet Member relevant to their respective portfolio area. These were considered by the Overview and Scrutiny Committees during the January 2015 round of meetings. The corporate top ten (Annual Action Plan) consists of the most critical issues for the Council / our community and is comprised from some elements of the four Directorate top 10 lists.
- 3.3 This monitoring report ensures that Directors and Cabinet Members can be held accountable for the performance of their Directorates / Portfolios in respect of the top 10 issues and also ensures transparency and accountability to the public.

Alternative Options	None; the report is for noting
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Consultation	There has not been any specific consultation on this report. However, there has been consultation in relation to some of the specific actions set out in APPENDIX
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A, including extensive consultation (with residents, businesses, elected Members and partners) on the Strategic Plan 2016-20, with Member Groups and users of the community transport service as part of the F4F review, with local businesses to inform the Economic Development Strategy and consultation on the Community Infrastructure Levy draft charging schedule.

During the June 2016 round of meetings, each Overview and Scrutiny Committee has considered progress on the Directorate Top Tens which fell within their respective terms of reference.

Financial Implications

None arising directly from this report. A more detailed report on the Council's performance against the Medium Term Financial Strategy (which underpins the delivery of the Corporate Annual Action Plan) will be considered by Strategic Overview and Scrutiny Committee and Cabinet in September. This will include delivery against the approved Fit for the Future savings which was a prioritised action for 2015/16.

Contribution to the Delivery of the Strategic Plan

The Plan for Lichfield District is the strategic plan for the District Council. It contains a range of high level objectives and aspirations The Annual Action Plans provide more detail about the tangible activities which are planned for each financial year. The 2015/16 Action Plan was the final one produced in relation to the Plan for Lichfield District. As Members will be aware, a new Strategic Plan 2016-20 was approved by Council in February.

Equality, Diversity and Human Rights Implications

Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Council. Equality and diversity implications are dealt with at an appropriate time in the delivery of the actions in the Appendix, for example an equality impact assessment was undertaken of the recommendations arising from the Housing Services Review and no adverse implications for groups with protected characteristics were identified. A separate Equality Statement is produced every January which describes the specific measures undertaken to promote equality and diversity and ensure our policies, plans and services take account of the protected characteristics of our residents.

Crime & Safety Issues

Crime and safety issues are dealt with at an appropriate time in the delivery of the action in the Appendix; for example the Locality Commissioning Board has prioritised 'a safe community' and investments have been made in supporting victims and witnesses (Pathway Project), early intervention for young people (Positive Futures), support for victims of anti social behaviour (Victim Support) etc

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Information provided to Members is too 'high level' and inadequate for robust scrutiny	Members can request further details or a separate report on any item referred to in the report	Yellow (material)

Background documents
Mid Year Performance Report – One Year Action Plan 2015/16 – considered by Cabinet in December 2015

Relevant web links

2015/16 Corporate Top 10: Performance Outturn to Cabinet, Tuesday 5th July 2016



✓	<i>On Target</i>
=	<i>In Progress</i>
X	<i>Behind Target</i>

Balance the budget in the Medium Term Financial Strategy (Revenue and Capital) 2015-18

Actions	Due Date	On Target?	Progress Update
Council to operate within +/- £250k of the approved budget (Councillor Spruce)	31-Mar-16	=	<p>Position at June Targets have been set for individual Directorates - Chief Executive £6,000, Finance, Revenues & Benefits £31,000, Leisure & Parks £71,000, Democratic, Development & Legal £61,000, Community Housing & Health, £20,000 and Waste Services £61,000. Budget monitoring meetings are held on a quarterly basis between Directors and the Finance team, including attendance by the Director of Finance, Revenues and Benefits. As at Quarter 1, all Directorates are operating within +/- £250,000 of the approved budget. Budget monitoring and control is being strengthened with the implementation of the new Financial Procedure Rules.</p> <p>Position at September The first quarter Money Matters report to Cabinet on 8 September 2015 and Strategic (Overview and Scrutiny) Committee on 9 September 2015, identified a favourable projected variance of £156,490 for 2015/16.</p> <p>The second quarter Money Matters report reported to Strategic (Overview and Scrutiny) Committee on 17 November 2015 and Cabinet on 1 December 2015, identified a further favourable projected variance of £424,410 for 2015/16. Whilst this is outside of the target range, it is anticipated that the projection will be reduced when revised Budget are prepared as part of the MTFs for 2016 -20.</p> <p>Position at December The eight months Money Matters Report due to be reported to Strategic (Overview and Scrutiny) Committee on 2 February 2016 and Cabinet on 8 February 2016 identifies a further favourable projected variance of £396,530 for 2015/16. The eight months projection will now become the Revised Estimate and it will be this budget that the Council will use to measure the performance against the £250,000 target for the financial year.</p>

Actions	Due Date	On Target?	Progress Update
			<p>Position at March As part of the accelerated timetable for the closure of accounts and the production of the Statement of Accounts, draft outturn figures are planned to be issued to Budget Holders on 15 April 2016 with final figures available by 29 April 2016.</p>
<p>Quarterly production of Money Matters Report accounting for financial performance of Council for revenue and capital (Councillor Spruce)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June The first quarter Money Matters report went to Cabinet on 8 September 2015 and Strategic Overview and Scrutiny Committee on 9 September 2015.</p> <p>Position at September The second quarter Money Matters report will be presented to Cabinet on 1 December 2015 and Strategic Overview and Scrutiny Committee on 17 November 2015.</p> <p>Position at December The 8 month Money Matters report is scheduled to be reported to Strategic Overview and Scrutiny Committee on 2 February 2016 and Cabinet on 8 February 2016.</p> <p>Position at March The end of year Money Matters Report is scheduled for Cabinet on 6 September 2016 and Strategic Overview and Scrutiny Committee on 7 September 2016.</p>
<p>Deliver approved Fit for Future savings and increased income (Councillor Spruce)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June The current target reduction to the base budget is £818,190 by 2017/18. As at the end of quarter 1, F4F Reviews to date have identified savings of £326,220 together with other efficiencies of £92,660; in total this amounts to £418,880. This leaves a balance of £399,310 that needs to be found. The F4F Reviews currently underway have a collective savings/income target of £550,000. A progress report on F4F savings will be reported to Members in September.</p> <p>Position at September F4F savings identified in the Development Services and Parks, Grounds Maintenance and Countryside Reviews have been incorporated into the MTFS and are identified in the first and second quarter Money Matters reports.</p> <p>Position at December At this stage, apart from the Housing Services Review, no other F4F savings have been identified for inclusion in the 8 month Money Matters report due to be presented to Cabinet on 8 February 2016.</p> <p>Position at March All F4F savings identified have now been incorporated into the Revised Estimate for 2015/16. In total the savings in 2015/16 were £473,770 and for 2015/16-2017/18 are projected to be £1,116,270.</p>
<p>Maximise collection of income (Councillor Spruce)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June Performance on collection of Council Tax and Non Domestic Rates (NDR) is closely monitored on a monthly basis to ensure Collection Rates are maintained in accordance with the annual target of 98.5% of total income due for the financial year. The collection performance for April to June was as follows :</p> <ul style="list-style-type: none"> • Council Tax – 29% of total income due for the year (in comparison with 30.1% for 2014/15; minus 1.1% reduction for the same period)

Actions	Due Date	On Target?	Progress Update
			<ul style="list-style-type: none"> NDR – 29.6% of total income due for the year (in comparison with 28.7% for 2014/15; 0.9% increase for the same period) <p>Position at September The collection performance for July to September was as follows:</p> <ul style="list-style-type: none"> Council Tax – 58.3% of total income due for the year (in comparison with 58.3% for 2014/15) NDR – 56.7% of total income due for the year (in comparison with 58.2% for 2014/15; minus 1.5% reduction for the same period) <p>There is a slight decrease of 1.5% in the collection of NDR in comparison with quarter 2 for 2014/15. The reasons for this are suspension on recovery whilst an outstanding appeal is resolved, several accounts with a large rateable value have been created in this quarter and the outstanding NDR will be collected within the financial year.</p> <p>It is anticipated that the outcome of the service review will bring improvements to the service. All members of the team have been set individual performance targets in their performance and development reviews.</p> <p>Position at December The collection performance for October to December was as follows:</p> <ul style="list-style-type: none"> Council Tax – 86.60% of total income due for the year (in comparison with 86.78% for 2014/15) NDR – 84.10% of total income due for the year (in comparison with 84.83% for 2014/15) <p>There is a slight decrease of less than 1% in both Council Tax and NDR; the latter being for the same reasons as given for the decrease in Quarter 2.</p> <p>Position at March The collection performance for January to March 2016 was as follows :</p> <ul style="list-style-type: none"> Council Tax – 98.76% of total income due for the year (in comparison with 98.83% for 2014/15). NDR – 97.31% of total income due for the year (in comparison with 98.41% for 2014/15). <p>There is a slight decrease of less than 1% in both Council Tax and NDR, the latter being for the same reasons as given for the decrease in Quarter 2. Council Tax collection is affected by the Local Council Tax Support Scheme requirement that most people should pay 20%.</p>

Implement Fit for the Future Phase 2

Actions	Due Date	On Target?	Progress Update
Complete Service Review in Housing (Councillor Greatorex)	31-Mar-16	✓	Position at June 2015 Work has commenced on drafting the final report from the Review; this will incorporate the outcome of the peer review of homelessness and the Temporary Accommodation

Actions	Due Date	On Target?	Progress Update
			<p>Review which was undertaken jointly with Bromford, the findings of which were reported to CHH O&S in June. Work on benchmarking is being completed and an analysis being undertaken of housing reserves.</p> <p>Position at September 2015 The final report of the Housing Service Review was considered by CHH O&S in September and the recommendations were approved.</p> <p>Position at December The final report, including one off savings of £82k and ongoing savings of £6k, was approved by Cabinet in October 2015</p> <p>Position at March Action Plan produced and being implemented.</p>
<p>Complete Service Review in Assets (Councillor Spruce)</p>	<p>31-Mar-16 31-Dec-2015</p>	<p>✓</p>	<p>Position at June Minor changes made to asset management but further work is required. Thorough review of property portfolio completed and Industrial Units being disposed of. Marketing of Bore Street shops continuing. PSP engaged to look at asset opportunities.</p> <p>Position at September Further to the June position, the lease of the Old Mining College has been transferred to Burntwood Town Council and the industrial Units at both Lichfield and Burntwood have been disposed of. Review of asset management arrangements is underway.</p> <p>Position at December Interest is being shown in the Bore Street shops that will hopefully lead to a firm offer being made. Condition survey of District Council House has been undertaken.</p> <p>Position at March Cabinet approval to enter into Partnership with PSP to maximise use of Council assets. Kier Property Services to provide support following departure of Property Services Manager.</p>
<p>Complete Service Review in Revenues & Benefits (Councillor Spruce)</p>	<p>31-Mar-16 Under review</p>	<p>=</p>	<p>Position at June People Too appointed as Project Managers. Information gathering exercise 70% complete. Initial meeting scheduled for 6 July 2015 with Director of Finance, Revenues and Benefits and Revenues and Benefits Manager. People Too will also have an introductory meeting with the Revenues and Benefits and Lichfield Connects teams</p> <p>Position at September The draft report produced by People Too has been presented to Leadership Team where a decision was made for further work to be carried out to map the customer journey, identify efficiencies that could be achieved in-house and then consider and assess the longer term options. Next steps will include undertaking a business process re-engineering with an 'As is' process map and a 'To be' process map. This will also map the customer journey from the start of an interaction to its completion looking at efficiencies, channels, skills and knowledge.</p> <p>Position at December The Project Board has produced a brief for a specialist to undertake the process mapping and procurement is in progress for this work.</p> <p>Position at March Consultants were appointed to carry out the process mapping; this work has been completed and a report was produced on 31 March 2016. This report will be analysed before consideration by Leadership Team.</p>

Actions	Due Date	On Target?	Progress Update
Complete Service Review in Parks, Grounds Maintenance and Countryside (Councillor Smith)	31-Mar-16 30-Apr-16	=	<p>Position at Year End The Final Report on Phase 1 of the Review was considered by Leisure, Parks and Waste Management Overview and Scrutiny Committee in January 2016. The PID for Phase 2 was considered by the Committee in October 2015. Phase 2 is focussing on reducing the size of the estate and becoming more efficient. Reducing the estate will comprise the completion the transfers of land currently in negotiation, particularly the parks and open spaces estate to Burntwood Town Council (which has been deferred for a year at the request of the town council); the identification of other parts of the estate suitable for transfer; and the identification of sites that have the potential for sale for development.</p> <p>Phase 2 will also review the model of grounds maintenance and parks management; assessing shared services and market testing; review of contract management; and confirming how we incorporate emerging responsibilities at Hawksyard, Darwin Park and Charter Place.</p>
Complete Service Review in Economic Development (Councillor Pritchard)	31-Mar-16	✓	<p>Position at June A report setting out proposals for the carrying out of a review of the District Council's economic development service arrangements (and including an appended Project Initiation Document) was presented to and considered by the Economic Growth, Environment and Development (Overview and Scrutiny) Committee on the 16th June. The report and PID were approved. Subsequently, a Project Management Plan has been prepared and agreed as the basis for taking the review forward. The first meeting of a project team is scheduled for the 13th July.</p> <p>Position at September Two meetings of the project team have taken place.</p> <p>Position at December Three meetings of the Project Team have taken place and a draft Economic Strategy and Action Plan will be submitted to Economic Growth, Environment and Development (Overview & Scrutiny) Committee on 27 January 2016.</p> <p>Position at March Review completed and Consultation undertaken on a draft Economic Development Strategy produced as a result. A report on the outcome of the consultation and suggested way forward is to be presented to the 21st April EGED (O&S) Committee and then May Cabinet.</p>
Undertake Service Review in Leisure Services (Councillor Smith)	31-Mar-16	✓	<p>Position at Year End The council commissioned FMG Consulting and associates to help prepare a leisure and physical activity strategy, evidence base and options appraisal. Consultation with key stakeholders has been completed. The strategy and management options appraisal was presented to the Leisure Parks and Waste Management (O&S) Committee in January 2016 and to Cabinet in March 2016. The strategy identifies how the district will deliver sport and physical activity in the future. The options appraisal discusses the management options available to the council, with particular regard to its leisure centres and the sports facilities in its parks. It was agreed by Cabinet in March to issue 3</p>

Actions	Due Date	On Target?	Progress Update
			years' notice to withdraw from King Edward VI Leisure Centre and to seek to outsource the management and operation of the remaining other 2 centres and potentially other services.

Consider and where appropriate implement the findings of the Peer Review

Actions	Due Date	On Target?	Progress Update
Strategic Plan 2016–20 approved by Council in February 2016 (Councillor Wilcox and Councillor Pullen)	29-Feb-16	✓	<p>Position at June Progress is being made in accordance with the Project Plan. A report was considered by Strategic O&S in June regarding the approach to producing the Strategic Plan and comments referred to Cabinet in July. Work is ongoing to develop an evidence base for the Plan (with support from the Staffordshire Intelligence Hub) and an analysis has been undertaken of key Manifesto pledges for inclusion within the Plan. Dates have been identified to hold a range of Focus Groups with Members, officers and the community; the Local Government Association is leading the facilitation of these events.</p> <p>Position at September The evidence base for the strategic plan has been produced by the Staffordshire Intelligence Hub and is being analysed. Managers have been briefed and Cabinet is to consider how the evidence, manifesto pledges and resource availability are to be brought together. Priorities are emerging around around People, Place and Business. An article has been produced for Intouch to engage with the community and Focus Groups arranged. A progress report will be considered by Strategic O&S in November.</p> <p>Position at December – three Focus Groups have taken place and the findings from these Groups, together with a draft of the Strategic Plan, were considered by Strategic O&S in November. Work has continued to refine the Plan, build in the work being undertaken on organisational values and develop clear outcomes and performance indicators. The final draft Plan will be considered by O&S, Cabinet and Council in February.</p> <p>Position at March – the final Plan was approved by Council in February and has been published on the Council's website and intranet. An internal communications plan is being implemented to ensure that staff are aware of the Plan and how they will contribute towards it achievement. A performance management framework for the Plan has been drafted focusing on the outcomes by 2020</p>
Develop organisational values by July (having regard to outcome of the	31 st December 2015	✓	<p>Position at June The employee survey has been used as a tool to consult with staff about possible organisational values. A report on the survey has been produced and further work will be undertaken to develop the values for inclusion in the corporate strategic plan. It is anticipated that a companion</p>

Actions	Due Date	On Target?	Progress Update
Employee Survey) and introduced in autumn (Councillor Wilcox)			<p>document will be produced to complement the corporate plan and this will provide more detail for staff on the values and the related behaviours expected to achieve a 'one Council' approach</p> <p>Position at September A series of Focus Groups have been arranged to discuss the proposed values with employees having regard to the results of the Survey. These will be incorporated within the emerging Employee Code of Conduct and the Strategic Plan. Work is also underway on developing a Customer Promise which sets out the standards we will apply to our interactions with our customers.</p> <p>Position at December A draft Customer Promise was included in a series of values workshops asking staff their views and for feedback it was also part of the residents Focus Groups. Following feedback from staff and the Focus Groups a further draft was presented Leadership Team incorporating feedback for approval on 25th November 2015.</p> <p>Position at March: The values have been approved as part of the process of adopting the Strategic Plan. The Council now has three core values that all our staff and Members work towards.</p> <ul style="list-style-type: none"> • Put customers first (the Customer Promise was approved by Cabinet in March) • Improve and innovate • Have respect for everyone <p>A programme of briefing sessions with staff was held in February 2016 to raise awareness of the various changes to 'working at Lichfield District Council', including the new organisational values.</p>
Review purpose, structure and approach to Overview and Scrutiny by October; implement changes by May 2016 (Councillor Spruce)	<p>31-Oct-15 31 March 2016</p>	<p>✓</p>	<p>Position at June Following on from the Peer Review, a development session took place in May (post election) facilitated by the Office for Public Scrutiny in order to explore what the Council might need to do to further develop its approach to scrutiny. This event resulted in some proposed actions such as Triangulation Meetings between O&S Chair and Vice Chairs and Cabinet Members, fewer items on O&S Committee agendas with greater use of briefing papers that are to be considered by the Overview and Scrutiny Co-ordinating Group on 8 July 2015.</p> <p>O & S training took place – a number of initiatives have been commenced including fewer reports to O & S Committees, more briefing papers and Triangulation meetings have taken place for all Members on 27 May and was well attended</p> <p>Position at September A number of initiatives have been commenced including fewer reports to O & S Committees, more briefing papers and Triangulation meetings have taken place. A Task Group has been established to monitor progress of the Overview and Scrutiny review.</p> <p>Position at December A meeting of the O & S Improvement Task Group has taken place. A revised report template has been produced and new format for Briefing of Members has been agreed to allow</p>

Actions	Due Date	On Target?	Progress Update
			more focussed O & S meetings with manageable Agendas. Work is continuing with visits being arranged to other authorities etc. Position at March. Update on progress of Overview and Scrutiny review given to all Overview and Scrutiny Committees.
Produce Economic Development Strategy by October 2015; review service delivery by March 2016 (Councillor Wilcox)	31-Oct-15 31 March 2016	✓	Position at June & September Background work on developing an Economic Development Strategy has commenced and is on-going and will link with the progression of the Economic Development Service Review. Position at December Three meetings of the Project Team have taken place and a draft Economic Strategy and Action Plan will be submitted to Economic Growth, Environment and Development (Overview & Scrutiny) Committee on 27 January 2016. Position at March Consultation on a draft Strategy took place between 5 th February and the 4 th March – the results of the consultation exercise and those relating to a local business survey are to be reported to EGED (O&S) Committee in April and subsequent to that Cabinet when it will be recommended that the Strategy is approved and implemented.

Deliver elections and facilitate a smooth transfer to the new Council

Actions	Due Date	On Target?	Progress Update
Administer the Parliamentary, District and Parish elections on 7 th May (Councillor Spruce)	7-May-15	✓	Position at June The elections were administered on 7 th May 2015, with verification and counts being completed on Friday 8 th May and all results declared. Action completed
Provide a comprehensive induction pack and training programme for Members in May 2016 (Councillor Spruce)	31-May-16	✓	Position at June An induction was prepared in advance of the election and provided to all elected Members and some positive feedback has been received. An induction programme is underway and has already covered a range of key topics including planning, regulatory and licensing functions and equality and diversity Position at September During the last quarter, Member training took place on Planning, Equality and Diversity and a tour for Members of leisure facilities took place. Position at December Further training of Members has taken place including Probity Training, Safeguarding and Chelsea's Choice (regarding child sexual exploitation) Position at March. Ongoing programme of training for Members in place.

Develop and embed Locality Commissioning

Actions	Due Date	On Target?	Progress Update
<p>Work with partners to expand the role and influence of locality commissioning arrangements including the new Prevention Fund (Councillor Pullen)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June Partners have completed the first round of locality commissioning and most of the Agreements have been signed with the successful organisations (pending receipt of income from the Clinical Commissioning Group). A Prospectus has been issued for the second round of locality commissioning, this time inviting applications against six Lots which includes reducing social isolation, support for victims of anti social behaviour and bereavement support to a value of £126,400. A small amount of LDC funding is included for allocation (£5,920). The County Council has indicated its intention to develop a Memorandum of Understanding with the District and Borough Councils, Staffordshire Police and Clinical Commissioning Groups in order to clarify the commissioning being undertaken and provide an audit trail of funds that are passported across different partnerships for different requirements and objectives. In responding to SCC, the District Council has noted that additional resources would be required to deliver ‘robust procurement and contracting’ rather than the ‘grant funding’ approach we have adopted to date</p> <p>Position at September All expected funding from partners has been received by LDC. The Prevention Fund (referred to in the Action) is unlikely to be commissioned at a local level and will continue to be managed by the County Council; it is anticipated this Fund will focus on domestic abuse, Home Improvement Agency and offenders. The second round of locality commissioning received a total of 26 applications across 6 lots with a total value of £589,979. Successful applicants have been notified and agreement is being sought on the outcomes to be delivered. It is anticipated that final approval of the outcomes to be delivered and the content of the Service Level Agreements will be given by the Locality Commissioning Board in late October.</p> <p>Position at December The Locality Commissioning Board approved the final outcomes and content of the Service Level Agreements for the second round of commissioning. A total of 8 applicants were successful across the 6 lots for total funding of £134k.</p> <p>Position at March There is a total of £400k available to be invested in local community and voluntary organisations in 2016/17. The Locality Commissioning Board has agreed to enter into SLA’s with 8 round 1 organisations for a second year with a total value of £296k. Subject to satisfactory performance, the Agreements with the round 2 organisations will be extended til March 2017.</p>
<p>Performance manage new contracts (to be let in April 2015) (Councillor Pullen)</p>	<p>30-Apr-15</p>	<p>✓</p>	<p>Position at June An on line performance management tool called Upshot (already used by South Staffordshire DC) has been purchased to support the performance management of the Agreements and</p>

Actions	Due Date	On Target?	Progress Update
			<p>also to give successful applicants an opportunity to generate bespoke reports and evidence for future funding applications; the majority of the funders and successful organisations have been trained in how to use it.</p> <p>Position at September Upshot has been made available to 15 organisations who were funded through Locality Commissioning in the spring. 8 organisations have made good use of the system so far in recording the activity they have delivered April – September. The quality of mid-year review reports supplied to lot leads has varied from provider to provider, depending on how well they have used Upshot; some additional training is required to enable users to utilise the system to its fullest potential. 3 organisations urgently need to upload their data and make use of the system as they have not done so already. A further four 4 organisations have declined to use Upshot and their licences will be reallocated for use by new providers offered funding in the more recent summer commissioning.</p> <p>Position at December Mid year review meetings have taken place with all of the round 1 provider organisations. The Locality Commissioning Board considered the performance reports from each of the Lot Leads and reviewed their use of Upshot. The Board made recommendations about future funding for quarter 4, 2015/16 based on performance to date. Providers were advised accordingly.</p> <p>Position at March Round 1 organisations have agreed SLA's with the LCB for year 2 which incorporate revised performance measures and outcomes. The LCB will consider the full year outcomes from the round 1 year 1 investment in community and voluntary organisations at its May meeting.</p>
<p>Account to Members for LDC investment in community and voluntary sector (Councillor Pullen)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June A report is scheduled to be considered by CHH O&S in January 2016 to report back on performance and outcomes against the funding allocated to community and voluntary sector organisations in April 2015.</p> <p>In the meantime, some concerns have been raised by some Members that there is insufficient involvement of local Councillors in the process (a 'democratic deficit') and this issue is undergoing further scrutiny within the Council.</p> <p>Position at September A Member Task Group met in September 2015 to consider options for investing the unallocated funding of £66k from Lichfield District Council. The Member Task Group considered the advantages and disadvantages of seven options and decided to allocate the funding available between the organisations which had already been successful in the round 1 process for years 2 and 3.</p> <p>Position at December A briefing paper is scheduled to be provided to CHHH O&S in March 2016 to advise on performance and outcomes achieved and funding agreed for 2016/17.</p> <p>Position at March A briefing paper was provided to the CHH O&S committee on 22nd March 2016. The briefing paper detailed the 3 organisations that received £5,920 of LDC funding through round 2 of</p>

Actions	Due Date	On Target?	Progress Update
			commissioning. Also included were performance highlights of the 7 round 1 organisations that received LDC funding.

Complete ICT Upgrade

Actions	Due Date	On Target?	Progress Update
Complete phase 1 and initiate phase 2 of the upgrade project (Councillor Pullen)	31-Mar-16	=	<p>Position at June Phase 1 of the upgrade project has four Microsoft products that need to be upgraded: Exchange 2003, Office 2003, Windows XP and Server 2003. The upgrades to Exchange 2003 and Office 2003 have been completed. There are around 60 computers still running Windows XP with around 250 devices changed or upgraded. Some of the upgrades to Server 2003 have already happened with the remainder planned to happen after the desktop upgrades are completed. The IT project board are reviewing phase 2 and work has already started on some of the projects.</p> <p>Position at September With the majority of the project completed, the critical timescales around maintaining Public Sector Network (PSN) compliance and moving to new systems will largely be completed. The conversion of some systems may slightly overrun due to the availability of suppliers to undertake the work.</p> <p>Position at December A pre-assessment of the PSN compliance has been undertaken and assurance given that the connection will be maintained. The project is still on track to be completed by the end of January 2016.</p> <p>Position at March The PSN compliance certificate was issued in January 2016 for a further year. The project has largely been completed with just three PCs running Windows XP and 17 servers still running Windows Server 2003.</p>
100% of devices converted to the new IT platform (Councillor Pullen)	31-Mar-16	=	<p>Position at June Over 80% of devices have been converted away from Windows XP to the new IT platform and work is continuing on the remaining 20%.</p> <p>Position at September 82% of devices have been converted and work is ongoing to complete for the remaining 18%.</p> <p>Position at December 90% of devices have been converted and plans are in place to complete the remaining 10% by the end of January 2016.</p> <p>Position at March 99% of devices have been converted with three PCs remaining. These run one particular software package which, despite the assistance of the supplier, will not run on Windows 7.</p>

Actions	Due Date	On Target?	Progress Update
			This piece of software is currently being upgraded with a plan to have it upgraded by the end of June 2016.
Achieve compliance with Government Security requirements (Public Sector Network) (PSN) achieved and maintained (Councillor Pullen)	31-Mar-16	✓	<p>Position at June Compliance has been achieved until 5 January 2016. The next submission needs to be made on or before 5 December 2015 and work is starting on the IT health check which forms a significant part of the requirements.</p> <p>Position at September Most systems will be upgraded to enable us to maintain compliance, some mitigation will be required as suppliers such as Civica will not have completed their upgrades by this time.</p> <p>Position at December Pre-assessment made of submission and assurance given by Cabinet Office that link would not be disconnected. PSN submission made on 4 December 2015 and initial clarification questions received on 8 December 2015. Call held with assessor on 10 December 2015 and while things still to fix, assessor happy that sufficient progress is being made to maintain connection.</p> <p>Position at March Submission made as required and certificate issued meaning that connection has been maintained until January 2017. Action completed.</p>

Adopt and deliver the Local Plan

Actions	Due Date	On Target?	Progress Update
Adopt the Local Plan and commence work on the associated Site Allocations Plan (Councillor Pritchard)	31-Mar-16	✓	<p>Position at June The Local Plan Core Strategy was adopted in February 2015 and now forms part of the Statutory Development Plan for the District. A legal challenge to the Plan was heard in the courts on the 10th and 11th June. A decision is expected by the end of July. Background work to support the Site Allocations Plan has commenced.</p> <p>Position at September The legal challenge to the Plan referred to above was unsuccessful. An appeal to that judgement has been submitted to the Court of Appeal. Background work to support the Site Allocations Plan has continued.</p> <p>Position at December The written request for permission to appeal to the Court of Appeal was refused, however, the Appellants have now requested an oral hearing which is due to be heard on 25 February 2016.</p> <p>Position at March The request to have the earlier High Court decision considered by the Court of Appeal was dismissed and no further legal challenges are permitted. The Local Plan Strategy has</p>

Actions	Due Date	On Target?	Progress Update
			therefore been confirmed as forming part of the Development Plan for the District. Work is continuing to inform the preparation of a Part 2 Site Allocations Local Plan.
Adopt the Community Infrastructure Levy Scheme Charging Schedule and Regulation 123 List (Councillor Pritchard)	31-Mar-16	=	<p>Position at June Consultation has taken place on a CIL draft charging schedule, the results and the possibility of recommending any changes to the CS are currently being evaluated. Depending on the outcome of the evaluation it is intended that the CS will be independently examined in late autumn of this year and if deemed sound, implemented from early 2016. Separately, a Developer Contributions Supplementary Planning Document is in preparation to assist implementation of policy on CIL and Section 106.</p> <p>Position at September The updated Infrastructure Delivery Plan will shortly be published. The Developer Contributions Supplementary Planning Document is still in preparation. An update report was submitted to the Economic Growth, Environment and Development (Overview & Scrutiny) Committee on 23 September 2015.</p> <p>Position at December Examination into the Council's Draft Charging Schedule has been arranged for 28 January 2016.</p> <p>Position at March The Council has received the Examiner's report following consideration of the CIL Charging Schedule. Subject to certain modifications, the Examiner is content with the Council's CIL proposals. The report, conclusions and recommendations will be reported to members shortly. Work is now taking place to ensure that the Council is fully prepared to launch the CIL charging regime on 13th June 2016.</p>

Develop Lichfield City and Burntwood town centres

Actions	Due Date	On Target?	Progress Update
Support the creation of a Business Improvement District for Lichfield City and ballot in summer 2015 (Councillor Pritchard)	30-Sep-15	✓	<p>Position at June BID Ballot taking place in July 2015. Report to Cabinet 7 July 2015</p> <p>Position at September The BID Ballot was successful. Report to on Cabinet 6 October 2015 agreeing the operating and baseline agreement between the Council and the BID company. The BID will support economic development in the City.</p> <p>Position at December BID Manager has been appointed and meetings have been arranged with relevant Council Officers.</p>

Actions	Due Date	On Target?	Progress Update
			<p>Position at March BID is now operational with BID Chair and Board in place and the appointment of a BID Manager overseeing a work programme of agreed actions linked to the approved Business Plan/Prospectus.</p>
<p>Provide support to the Burntwood business community (Councillor Pritchard)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June Positive meeting was held between LCP, District Councillors and Burntwood Town Council on 16 July 2015 where regeneration proposals were discussed. Meeting to take place shortly between LCP, LDC and SCC officers to address highways issues.</p> <p>Position at September A meeting has taken place between LCP, LDC and SCC officers to identify the barriers to development that need to be overcome. Discussions with Staffordshire County Council regarding a Burntwood Deal are ongoing.</p> <p>Position at December Constructive dialogue ongoing between Morrisons and LCP to overcome barriers to development.</p> <p>Position at March On-going dialogue with local councillors, the Town Council, LCP, Staffs CC and other parties regarding issues relevant to a re-development of the Olaf Johnson site adjacent Sankeys Corner including in respect of development covenants and highway access. Separate discussions with LCP concerning development on the 'blue hoarding' site south of Morrisons.</p>
<p>Complete car parking Strategy Review (Councillor Pritchard)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June and September The Car Parks Management Review has commenced with the agreement of a Project Initiation Document and Project Management Plan and the setting up of a Project Review Team comprising representatives from relevant services within the Council plus external challenge provided by Tamworth Borough Council. A detailed report has been prepared for consideration by the Project Team setting out current policy as it applies to parking provision in the District, key metrics on usage, occupancy rates, income and costs, & issues likely to impact upon future demands for parking. This information will help inform subsequent consideration of the levels and nature of demand for parking in the future and parking related services and options as regards service delivery. Reports on the aforementioned matters will be presented to members as part of the agreed review arrangements.</p> <p>Position at December Proposed Draft Car Parking Strategy prepared for consideration at Economic Growth, Environment and Development (Overview & Scrutiny) Committee on 27 January 2016.</p> <p>Position at March Draft Parking Strategy and related proposals out for consultation until the end of March, to be followed by a report to members and agreement of final Strategy.</p>

Implement the Friarsgate scheme

Actions	Due Date	On Target?	Progress Update
Complete an amended Development Agreement (Councillor Pritchard)	31-Mar-16	✓	<p>Position at June Report to Cabinet on 7 July 2015. Development Agreement to be finalised following that meeting.</p> <p>Position at September Revised Development Agreement has been signed.</p> <p>Position at March Implementation of the Development Agreement is now taking place with relevant milestones monitored and on target</p>
Determine planning application for revised scheme (Councillor Pritchard)	31-Mar-16	=	<p>Position at June Planning application due to be submitted by the end of January 2016. The application submission currently being dealt with.</p> <p>Position at September Planning application still on target to be submitted in early 2016. Pre application discussions are ongoing.</p> <p>Position at December Planning application has been submitted which should be determined in March 2016.</p> <p>Position at March Planning application is progressing and should be determined in May 2016</p>

Review and update safeguarding policy

Actions	Due Date	On Target?	Progress Update
Update policy and procedures to ensure they are robust and that issues of child sexual exploitation are taken into account (Councillor Pullen)	31-Mar-16	✓	<p>Position at June The countywide Safeguarding Policy and Procedures for Staffordshire Districts has been updated but is awaiting final sign off. Once this is agreed then the Policy will be taken to CHH Overview and Scrutiny in September and Cabinet in October. Following this the website, intranet and safeguarding leaflet will be updated. Environmental Health have reviewed its taxi licensing policies and conditions to ensure they take into account the risks of child sexual exploitation. A report has been prepared with recommendations to strengthen the level of protection in this area. These will be considered and determined by the Regulatory and Licensing Committee on the 6th July 2015.</p> <p>Position at September The final draft of the shared Staffordshire wide policy was not agreed until mid-September, this has then required tailoring to meet the council's needs. A briefing paper summarising safeguarding activity, giving an update on the key policy changes and next steps was considered by CHH O & S in September. The Safeguarding Policy and an Annual Report will be considered by Cabinet in December.</p> <p>Position at December The Safeguarding Children and Adults at Risk of Abuse and Neglect Policy was agreed by Cabinet on 1 December, along with the Annual Report. The revised policy includes a section</p>

Actions	Due Date	On Target?	Progress Update
			<p>which sets out roles and responsibilities, and types and indicators of abuse including Child Sexual Exploitation.</p> <p>In November 2015, Regulatory & Licensing Committee finalised a series of new CSE related taxi licensing measures. These were:</p> <ul style="list-style-type: none"> • Introduction of CSE safeguarding booklet for all taxi drivers • Addition of CSE questions to new driver test • Driver to have 'CSE report it' cards • All drivers (new & existing) to attend CSE training event • Second (larger) driver badge displayed on vehicle dash board <p>These measures come into place on the 1st-April- 2016. Officers have worked with colleagues across the County to ensure a consistent approach.</p> <p>Position at March The Safeguarding Policy and Procedure was presented at the Manager's briefing in January, and the addition of sexual exploitation highlighted. All staff and members received a copy of the updated leaflet in January.</p>
<p>Implement recommendations from internal audit report (Councillor Pullen)</p>	<p>31-Mar-16</p>	<p>✓</p>	<p>Position at June The majority of the recommendations from the internal audit report have been implemented or are in the process of being implemented. A follow up Elected Member and staff survey is also planned following the agreement of the revised policy. This will enable us to gauge progress with awareness raising.</p> <p>The key outstanding area relates to the use of contractors and the requirement to ensure that they comply with the Council's Safeguarding Policy. It was agreed that a quality assurance framework needs to be put in place to give assurance that relevant contracts include safeguarding requirements and are being monitored. This will be looked at the next Departmental Safeguarding Leads Meeting in August.</p> <p>Position at September In the course of updating the Safeguarding Policy and Procedure issues identified in the Internal audit have been addressed and included in the policy and procedure, including Safer Recruitment and the Use of Contractors. Wording has also been drafted for Safeguarding requirements for inclusion in the Procurement Policy and to be monitored through the contracts register.</p> <p>Position at December The follow up audit has identified that most recommendations have been fully or partially implemented. Two recommendations relating to DBS checks had not been implemented but steps have now been taken to resolve this.</p> <p>Position at March The DBS recommendations have now been implemented and all new starters who require a DBS have one before they start with LDC.</p>

Actions	Due Date	On Target?	Progress Update
Review governance arrangements on safeguarding (Councillor Pullen)	31-Mar-16	✓	<p>Position at June Elected member training in September and the adoption of the revised Safeguarding Policy by Cabinet in October will provide an opportunity to reinforce Member roles and responsibilities. The Departmental Safeguarding Group is meeting quarterly and is proving effective in securing cross council contributions to Safeguarding. The development of the Safeguarding Annual Report will also support effective governance arrangements. The 14/15 Annual Report will be produced for September. This was scheduled for June but has been delayed by as a result of the Old Mining College not being transferred on 1 April 2015 as planned and the ongoing additional work to support the proposed transfer.</p> <p>Position at September The Annual Report was produced by September and a briefing paper produced for Members. The revised Policy and Procedures will include the governance arrangements.</p> <p>Position at December The Safeguarding Children and Adults at Risk of Abuse and Neglect Policy was agreed by Cabinet on 1 December, along with the annual report. The revised policy includes a section which sets out roles and responsibilities. The Directorate Safeguarding Leads met in November 2015 to review the draft policy, annual report and training framework.</p> <p>Position at March The Safeguarding Policy and Procedure was presented at the Managers' briefing in January and all staff and members received a copy of the updated leaflet. The Directorate Safeguarding Leads met in February to review the final training framework which has now being implemented.</p>
Offer training to all elected Members (Councillor Pullen)	31-Mar-16	✓	<p>Position at June A training session for elected members has been set up for 16 September. This will cover Safeguarding and Child Sexual Exploitation. All Members have also been invited to a Child Sexual Exploitation drama production Chelsea's Choice on 14 October.</p> <p>Position at September 15 Members attended the accredited Safeguarding training in September.</p> <p>Position at December 101 people attended Chelsea's Choice sessions in October 2015, these included staff, partners and 15 LDC councillors. The revised Safeguarding Policy and leaflet will be distributed to all members in January 2016 and they will be required to sign that they have received and read this. A further training session will be offered in February 2016.</p> <p>Position at March A further training session has been set up for the end of April. Agreement has been reached that any Member who has received Staffordshire Safeguarding Board Training in the last 3 years (e.g. as a school governor) can have this training recognised.</p>
Provide training to all staff who come into contact with children and vulnerable adults (Councillor Pullen)	31-Mar-16	✓	<p>Position at June All staff have been offered training either by e-learning or face to face but are now in need of refresher training which is available via e learning. A training needs pro forma has been agreed by the District Safeguarding Sub Group and shared with the Departmental Safeguarding Leads</p>

Actions	Due Date	On Target?	Progress Update
			<p>group. This is being used to identify the exact level of training required by each member of staff. Face to face training options are also being explored.</p> <p>Position at September CSE awareness raising sessions have been delivered to staff from the Connects Team (15 attended). The training needs pro forma is being used to identify training needs for every role within the council. The management team meeting of Leisure and Parks was attended in September in order to agree training options for their front line staff.</p> <p>Position at December A training framework that identifies the training needs of each post in the council against 5 levels of training need has been developed. A summary of the framework is included in an Appendix to the revised Safeguarding procedures. In January 2016 the training required will be checked against training completed to identify gaps and a delivery plan formulated.</p> <p>Position at March 61 staff received SSCB level one training and 4 volunteer drivers for community transport were trained</p>

REVENUES AND BENEFITS FIT FOR THE FUTURE REVIEW

Councillor Spruce, Cabinet Member for Finance and Democracy and Councillor Pullen, Cabinet Member for Community



Date: Tuesday, 5th July 2016
Agenda Item: 4
Contact Officers: Helen Titterton, Pat Leybourne, Ysanne Williams
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Key Decision? YES
Local Ward Members Applicable to all wards

CABINET

1. Executive Summary

- 1.1 In 2013, the Council embarked upon a corporate improvement programme called Fit for the Future. Phase 2 of the programme was used to initiate a number of service reviews including a review of the revenues and benefits service. This review was informed by the findings and conclusions from two externally facilitated exercises by Peopletoo and ICE Creates.
- 1.2 The Final Report attached sets out the process and findings of this review which concluded that given the frequent changes to the welfare reform agenda and the scope for service improvements and financial saving, the revenues and benefits service should continue to be directly provided by the Council. Although the service performs well, there is an opportunity to make a range of improvements, especially to the customer journey and by making better use of technology. Cabinet is being asked to agree the recommendations from the Review.

2. Recommendations

- 2.1 The Cabinet is recommended to approve the key proposals and recommendations of the Review which are set out in the report at **Appendix A, section 10**.

3. Background

- 3.1 The Project Initiation Document for the Revenues and Benefits Service (RBS) Review was endorsed by Strategic Overview and Scrutiny Committee in January 2015.
- 3.2 The Review Team has met on 8 occasions and has commissioned various pieces of work to assist their deliberations.
 - In order to ensure that the F4F Review was robust and objective, following a competitive process, **Peopletoo** was engaged to undertake an independent assessment of the current service. The full report of their findings is available [HERE](#). Peopletoo looked in detail at the two separate areas (revenues and benefits back office and Lichfield Connects front office) and also undertook an informal market assessment including delivery models with the private sector, shared service with the public sector and other external vehicles.

- Further work was commissioned to better understand how the in house service could drive out duplication and inefficiency whilst also delivering a better customer experience. **ICE Creates** was engaged to undertake some detailed work with the RBS team to identify a definitive list of processes, map them, improve them and identify opportunities to use all technology so that customers could access services at their convenience. The full report of their findings is available [HERE](#).

3.3 The work of the Review Team and the final report has been focused around the main revenues and benefits related functions that the Council carries out, namely:

- **Billing (council tax and business rates) and corporate recovery of debt** – responsible for administering the council tax accounts for all domestic properties and businesses throughout the year, establishing the correct liability, applying the appropriate exemptions and discounts and billing the liable party. The teams provide advice to customers regarding their liability and agree suitable payment arrangements for those experiencing financial difficulties. Also responsible for supporting other services within the Council, ensuring the maintenance of the corporate debtors system and recovering unpaid debts.
- **Benefit assessment, for the assessment of housing benefit and council tax reduction** – responsible for administering all claims for housing benefit (HB) and applications for council tax reduction (CTR), assisting tenants and home owners with their financial commitments for rent and council tax. Any changes in circumstances affecting the claims/applications are administered promptly ensuring correct entitlements. Where the council has not been notified of changes promptly, any underpayments or overpayments are calculated and paid or recovered.
- **Fairer charging / welfare benefits, for the assessment of client contribution towards the cost of residential care and non-residential care** – responsible for calculating the cost of a client's contribution towards their care, whether that care is received in the home or residential. They also help clients to maximise their benefit entitlements to assist with the cost of care.
- **Customer Services Team of Specialist Customer Service Advisers who deliver the front of house service for RBS** – responsible for scanning and indexing correspondence and incoming post and dealing with face to face and telephone enquiries including for council tax, non-domestic rates, housing benefit and council tax support including overpayment recovery, changes of circumstances for revenues and benefits, setting up direct debit payments, recovery arrangements, benefit application verification, death notifications, BID recovery, setting up instalment plans for recovery payments, single person discount, council tax and NNDR refunds, council tax occupation and vacation and claim checks.

Findings of the Review Team

3.4 The findings of the Review Team are set out in detail in the report at **Appendix A**. They can be summarised as follows:

- a) The RBS is performing well but has the potential to improve further and provide a better customer service by facilitating closer working between the front and back office teams. Following a review of the customer journey, it was found that processes can be improved and more services delivered at the first point of contact, reducing delays for the customer, improving efficiency for the officers involved and contributing towards the resilience of the teams.
- b) There is scope to make better use of technology to enable customers to access the RBS at their convenience and also to enable them to make applications for services on line. This would potentially reduce the number of calls by phone and in person to the Connects team. There is also the potential to use technology to improve the efficiency of the service (by automating manual tasks). A careful assessment would be needed to ensure that the costs of new IT are proportionate to the benefits achievable.

- c) The performance management of the RBS could be improved so that managers and their teams have a better focus on the outcomes they are achieving and there is more capacity to undertake proactive work to improve and develop the service; some changes to streamline the team structure, a more systematic approach to staff training and development and a more customer focused culture should all be addressed.
- d) There is the potential to make savings from within the in house service by doing things differently. Some savings have already been made through the deletion of two posts which are no longer required. A further post was transferred to the Single Fraud Investigation Service in July 2015.
- e) A soft market testing exercise has been undertaken and there is appetite within the private sector were the Council to decide to outsource RBS. However, the review team concluded that given the small size of the service and the fluidity of the welfare reform agenda, it would be preferable to retain control of the service (and benefit from any available savings) in house.

Alternative Options	<p>The review team considered three main options for the future delivery of RBS:</p> <ul style="list-style-type: none"> • Retain in house • In house with partial externalisation of niche roles • Full externalisation <p>These are options are explored in detail within the Peopletoo report although no recommendation about a preferred option is made. The ICE Creates report recommends retaining the service in house, a view which the review team shared.</p>
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Consultation	<p>Some consultation was carried out face to face with customers attending the offices at Frog Lane. They were asked generally about their experience and what improvements could be made. In all cases people were very pleased with the service they had received. One person said that they could be waiting up to 30 minutes to be seen and some people said they would prefer to have an online option for updating details or claiming. There has been consultation with the RBS / Connects teams during the progress of the Review. Both externally facilitated exercises involved engagement with the staff and they were directly involved in the work to track and improve the customer journey.</p> <p>This report was considered by the Strategic Overview and Scrutiny Committee at their meeting in June 2016. Members discussed various aspects of the service including:</p> <ul style="list-style-type: none"> • the need to ensure that any changes to the software systems would be sufficiently flexible to enable partnering arrangements with other Councils were this to be an option in future. Also to ensure that the service could be accessed by customers remotely and that IT systems should enable greater on line access so that customers could self serve • the safety and security of reception staff which was felt to be potentially at risk given the open nature of the work environment and the potential for challenging customers; Members were reassured that staff are skilled at diffusing difficult situations and that this had not previously been an issue although vigilance and staff training would continue • the need to keep overpayment of benefits to a minimum; Members were advised that the team undertakes reviews of claims and will be receiving improved information in future • the positive relationship between RBS and planning/building control so that as new homes come on line, council tax collection commences promptly
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	<ul style="list-style-type: none"> the limited resilience of the current team and the need to invest new burdens funding in order to facilitate the necessary changes and improvements <p>The Committee endorsed the findings and recommendations of the F4F report and agreed that retaining the service in house and improving efficiency was the best option.</p>
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Financial Implications	Work is underway to develop an Efficiency Plan for the Council and a provisional savings target of £100k per annum has been set against the RBS Review. To date, £79k per year has been declared as surplus to requirements associated with the deletion of two posts. Further savings may be achievable through the corporate management restructure (which proposes a single Head of Service post to manage RBS and Connects). Savings may also be possible as efficiencies are made to the customer journey and the team structure is streamlined to support these changes.
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Contribution to the Delivery of the Strategic Plan	The fourth priority within the Strategic Plan is to be a council that is fit for the future. The F4F Service Reviews help us to ensure that we are doing the right things for customers in the best way possible – and we use the Reviews to challenge ourselves to ensure this is the case. The Council’s Customer Promise and the organisation’s values reinforces the importance of putting customers first and this has been a very important strand of the RBS review.
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Equality, Diversity and Human Rights Implications	Many of the customers of the RBS have protected characteristics (particularly age and disability) and therefore we need to be mindful of their needs when making any changes to the service. An equality impact assessment was carried out on 16 June 2016.
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Crime & Safety Issues	The service helps to ensure that individuals have sufficient income to maintain a secure tenancy; this will include those fleeing domestic abuse, ex-offenders and those with issues around substance misuse.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Work to deliver the proposals and recommendations of the RBS impacts on service delivery	Project management of the RBS review and close monitoring of service delivery	Yellow (material)
B	Key personnel may not be available to drive the project forward.	Plan changes to fit in with current commitments	Green
C	The welfare reform agenda may impact on the work of the service	Liaising with DWP, monitor the reforms and the timetable for implementation	Yellow
D	Under achievement of savings	Consider the process options to ensure savings are made wherever achievable	Yellow

<p>Background documents</p> <p>Fit for the Future Review of Revenues and Benefits Service (RBS) – report to Strategic Overview and Scrutiny Committee, 21st January 2015, item 9</p>
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Relevant web links

fit for the **future**

preparing us for the future

FIT FOR THE FUTURE

REVENUES AND BENEFITS SERVICE REVIEW

FINAL REPORT

JUNE 2016

1. Introduction

Fit for the Future

The Fit for the Future Programme (F4F) is Lichfield District Council's (LDC) transformation programme. It was introduced in May 2013 to help make the organisation financially and functionally fit for the challenges ahead.

Background and scope of the Review

In January 2015, the Project Initiation Document (PID) for the Revenues and Benefits (RBS) Service Review was endorsed by the Strategic Overview & Scrutiny Committee.

The scope of the review included:

- The 'front end' customer interface on behalf of the service which is delivered by the Lichfield Connects team specialist advisors.
- All aspects of the Revenues Service including billing for Non-Domestic Rates (NDR) and Council Tax.
- Civil Enforcement for Single Person Discount (SPD) and Local Council Tax Support (LCTS).
- Assessments for Housing Benefits (HB), Social Care for Residential and Non Residential Services.
- Provision of information for Single Fraud Investigation Service (SFIS) requirements¹.
- Debt Recovery.

The outcomes the Review was seeking to achieve included:

- To ensure that RBS is organised and delivered in the most cost efficient and effective way to meet current and future customer needs within the context of changing legislative requirements.
- To reduce the overall cost of RBS.
- To maximise income generation from NDR, Council Tax and fees and charges through appropriate and robust policies and procedures.
- To ensure that RBS complies with its statutory duties to an acceptable level and meets all contractual requirements.
- To ensure that RBS continues to be able to deliver LDC's strategic priorities.

Key statistical background as to what the service delivers is detailed in **Appendix 1**.

¹ Note that the investigation of potentially fraudulent HB claims was transferred from local government to the Department for Work and Pensions (DWP) in July 2015 under the newly formed Single Fraud Investigation Service (SFIS). One full time member of staff was TUPE'd to DWP as a result.

Methodology and Approach

A cross-departmental Review Team was established with representation from Revenues and Benefits, Connects, IBSS, ICT, Human Resources and a representative from Bromford Housing to provide external challenge and insight. The Strategic Director Community, Housing and Health carried out the role of 'Challenge Director' (see **Appendix 2** for a list of Review Team members).

The Review Team agreed the following objectives:

1. To assess the level and nature of future customer need/demand for each part of RBS taking account of demographic, legislative and technological changes.
2. To identify opportunities to improve the service and achieve better outcomes for customers; to assess these opportunities and deliver changes. This will include an end to end review of all of the processes used by RBS and proposals for their redesign where appropriate.
3. To significantly increase the number of self-service customer transactions achieved through the web; this review is a key component of our channel shift agenda and we aim to redirect the preferred method of customer access from face to face and phone contacts to electronic means.
4. To explore and assess a range of delivery options for each area of RBS including shared services with other Local Authorities, contracting out or ceasing activities that are no longer required, creating trusts or mutual arrangements and working with the private sector.
5. To identify the best/preferred option(s) for service delivery to ensure it meets statutory requirements and delivers the priorities identified in accordance with LDC's Plan for the District.
6. To produce an action plan which will underpin the delivery of the preferred option(s).
7. To produce a workforce plan to underpin the delivery of the preferred option(s).
8. To implement cost savings and encourage income generation as part of the F4F programme.

Once objectives had been identified a series of work streams were agreed and pursued. This included a range of activity undertaken or commissioned to provide evidence and analysis to inform the Review Team's considerations, such as:

- Externally facilitated diagnostic exercise to independently assess the in-house services in scope, identify potential improvements and explore options for externalisation where this could add further value to the service; this was undertaken by Peopletoo.
- Externally facilitated exercise to better understand the customer journey and the underpinning processes as well as identifying opportunities for improvement such as resolving more customer requests at first point of contact; this was undertaken by ICE Creates and included a consultation exercise with service users.

- Models of delivery – three members of the Review Team visited the South Worcestershire Revenues and Benefits Service in Wychavon which is based on a partnership with Civica; Worcester City Council, Malvern Hills District Council and Wychavon District Council joined together and achieved significant savings by having one base at Wychavon, combining back office systems and contracts (all on the same IT platform) and reducing headcount through natural wastage. At this point the service was outsourced to Capita.

2. Summary of key findings

As with all F4F Service Reviews, this review has not been solely about reducing costs of service delivery. It has provided an opportunity to fundamentally consider and challenge what the whole service does, what it has a statutory duty to provide, how it is provided and consider if it meets the needs of the customers and community that it is provided for. The Review Team, assisted through the externally facilitated exercises, has considered opportunities to do things differently, more efficiently, or at less cost.

The **Peopletoo report** summarised their key findings as follows:

The RBS performance is good and the service is operating satisfactorily. It is meeting its obligations from a performance and legislative perspective. We consider that there is potential to move from a good service to an ambition of an excellent performing service that also enhances the customer experience and delivers financial improvement.

Staff are committed and motivated and want to do a good job. Managers have a good understanding of their budgets and financial performance. The service is generally on top of workloads.

Lichfield Connects by its nature and in practice is customer focused and committed to improving the service to customers.

From a customer perspective, Lichfield provides a good service based on national standards of performance.

As with many District Councils, the service is relatively small and as such has real challenges in achieving efficiency, ensuring resilience and maintaining performance in an environment of financial challenges and external change in Universal Credit but also Council Tax and NDRs. The service has done well to maintain performance within this context.

However, the service has opportunities for improvement and potential challenges:

1. *The relatively small size of the service reduces the opportunity for efficiencies given the lack of economies of scale and results in **management costs** being proportionately high.*
2. *The **lack of integration** between Lichfield Connects and RBS (front and back office) creates inefficiencies and hinders improvements in customer experience.*
3. *Service **resilience, capacity for change and ability to innovate** are limited.*
4. ***Performance management** of teams and individuals is not robust, partly due to management time constraints.*
5. *The service needs to strengthen its operational management through an improved **culture of performance and customer focus**. There is a potential risk that LDC could lose skills and experience due to the age profile of the workforce. This risk could be mitigated by setting up an apprentice scheme and/or moving some work off-site to the private sector.*

6. **Technology** is not fully utilised either in terms of channel shift to customer 'self-service' models or across the front and back office in automating manual transactions and workload. Given the size of the service, the return on investment in technology is challenging.
7. The current trend in **income collection** is marginally downwards. LDC is not maximising reviews of exemptions and discounts.
8. There are a number of small opportunities for **productivity improvement** that together can support increased efficiency.

Peopletoo identified in excess of 60 observations/recommendations within their report. The Review Team recognised that there are many opportunities to improve the in house service; these are set out in detail in **Section 10 Key Proposals and Recommendations**.

The review has also been an opportunity to focus on the emerging and future challenges faced by the service (and the related risks to LDC).

In considering the potential models for delivery of RBS (retain in house, partial or full externalisation), the Review Team has had regard to the dynamic environment within which the service operates. It is subject to changes in national policy/legislation which are outside the direct control or influence of LDC, the impact of which can sometimes be hard to predict. For example, the introduction of the under occupation surcharge, benefit cap and universal credit have so far had limited impact on RBS. However, proposals to further reduce the benefit cap, limit housing benefit for social landlord tenants and reduce access to housing benefit for young people along with some other minor changes to the housing benefit scheme may all have significant implications for LDC, both directly upon RBS and Connects teams and indirectly on other services such as housing. In October 2015, Government announced that, by the end of this Parliament, local authorities will be able to keep 100% of the business rates they raise locally. This is a fundamental change to LDC's finances and will put greater emphasis on billing and collection. Given this degree of uncertainty (which may pose difficulties in developing a tender specification), the risks in relation to contract management of an outsourced service and the potential to improve the existing service, **the Review Team concluded that the RBS should be retained in house and an Improvement Plan be developed to bring about the customer service improvements that have been identified.**

3. Baseline assessment of current service provision

In order to ensure that the F4F Review was robust and objective, following a competitive process, Peopletoo was engaged to undertake an independent assessment of the current service. The full report of their findings is available [HERE](#).

The Review Team looked in detail at the two separate areas (Revenues and Benefits back office and Lichfield Connects front office) and also undertook an informal market assessment including delivery models with the private sector, shared service with the public sector and other external vehicles.

The key findings for each area is set out below:

3.1 Revenues and Benefits

	Budget 2015/16
Direct Costs	£000
Employees	893
Transport	22
Supplies and Services	335
Payments of Housing benefit	19,970
Central Support	1,048
Total	22,268
External Income	20,891
Recharges to other services	261
Total Net Direct Costs	1,116

The RBS consists of 23.6 full time equivalent staff and is split into four teams as follows:

- Billing, for Council Tax and business rates (5 FTEs)
- Corporate Recovery, for Council Tax, business rates and corporate debt (5 FTEs)
- Benefit Assessment, for the assessment of housing benefit and Council Tax reduction (8.6 FTEs)
- Fairer charging/welfare benefits, for the assessment of client contribution towards the cost of residential and non-residential care (4 FTEs)

The teams are required to undertake the following statutory duties:

- **Levy and collect Council Tax :**

The Billing and Corporate Recovery Teams administer Council Tax accounts for all domestic properties throughout the year, establishing the correct liability, applying the appropriate exemptions and discounts and billing the liable party. They pursue non-payment of Council Tax to ensure the income to LDC and the other precepting bodies is maintained, enabling the provision of services to our citizens. The teams provide advice to customers regarding their liability and agreeing suitable payment arrangements for those experiencing financial difficulties. The team also support Lichfield Connects, providing guidance as required to assist customers.

- **Levy and collect NDR (business rates) :**

The Billing and Corporate Recovery Teams administer business rates accounts throughout the year, establishing the correct liability, applying the appropriate exemptions and reliefs and billing the liable party. They pursue non-payment of business rates to ensure the income to LDC and Government is maintained, enabling the provision of services to our citizens. The teams provide advice to customers regarding their liability and agreeing suitable payment arrangements for those experiencing financial difficulties. The teams also support Lichfield Connects providing guidance as required to assist customers.

In addition to the above, the Corporate Recovery Team support other services within LDC, ensuring the maintenance of the corporate debtors system and recovering unpaid debts in 33 separate areas.

- **Assess and Award Housing Benefit and Council Tax reduction :**

The Benefit Assessment team administer all claims for housing benefit (HB) and applications for Council Tax Reduction (CTR), assisting tenants and home owners with their financial commitments for rent and Council Tax. Any changes in circumstances affecting the claims/applications are administered promptly ensuring correct entitlements. Where LDC has not been notified of changes promptly, any underpayments or overpayments are calculated and paid or recovered. Claimants are made aware of their rights and duties when claiming/applying for HB and CTR. In accordance with the regulations all recoverable overpayments are pursued to ensure that there is no loss of income to LDC. Any potentially fraudulent claims for HB are referred to the Department for Work and Pensions for investigation.

- **Calculate contributions towards care and provide welfare benefit advice on behalf of Staffordshire County Council :**

The Fairer Charging/Welfare Benefits team calculate the cost of a client's contribution towards their care, whether that care is received in the home or residential. They also help clients to maximise their benefit entitlements to assist with the cost of care.

Findings of Peopletoo:

*In general, we have found that **performance is good** and the service is operating satisfactorily. The service has the opportunity to move from good to excellent and become more customer focused, as well as delivering financial improvement. The commitment of staff has supported the service to achieve its current level of performance but the service recognises the challenges and increasing pressures of operating within the current environment.*

*Staff **productivity levels are good** as measured against the caseload based on our benchmarking experience. This was endorsed by the external market.*

*Staff are well paid and the **majority are motivated** and want to make a difference. Salary levels across the service are competitive when compared to similar District Councils but well above the private sector and staff morale is reasonable bearing in mind the current uncertainties.*

***Sickness absence** is good with 2014/15 average short term sickness absence for the team being 4.07 days, which is slightly above District Council's average of 2.83 days. Long term sickness absence at 4.33 days is slightly lower than District Council's average of 6.03 days. Budget monitoring is also good with the Revenues and Benefits expenditure for 2014/15 and current year to date being well within budget.*

*There are, however, a number of areas for improvement with regard to the lack of **investment in new technology** accepting the need for a viable return on investment. There are a considerable number of manual tasks that could be automated with the right technology in place. Senior managers have expressed a desire to move towards customer self-service and we fully support this as the technology is well tested and proven in other District Councils.*

***Performance Management** needs to be more robust across the service with more individual performance data available in an appropriate format. All of the managers had access to appropriate data sources to enable them to manage performance effectively, but cited pressure of work as the main reason they did not maintain this data. As part of the Performance and Development Reviews (PDRs) completed over summer 2015, all individual team members in RBS have been set targets.*

*We feel that the current service structure is not `fit for purpose` and does not fully meet current and future business needs. The service needs to be more customer focussed and create a culture of excellence, customer focus and celebrating success at the same time dealing with performance and training needs. The **integration and working arrangements** between the front and back office needs to be addressed as a priority as there is at times a “disconnect” between front and back office in terms of what they are each trying to achieve to enhance the customer’s journey. There are also opportunities to improve efficiencies, increase resilience and improve customer service.*

*There is minimal **procedural written guidance** for staff to refer to when they have a query, most of the knowledge and expertise is `in the heads` of managers and more experienced staff. In addition there is no Training Plan or Training Needs Analysis for the service, and there is minimal `on the job` training to help with individual and service development. **Quality checking** is not carried out by managers on a regular basis and errors made by staff are not fed back into the system, so that effective training can be identified and needs met*

The overall effect of the above is that the daily workloads of managers and staff tend to be mainly reactive leaving little time for any pro-active work to improve and further develop the service. In addition, there is minimal resilience built into the service, with managers having to `do the work` to keep on top of things and there is a general lack of cover for some key areas of work. Again, the small size of the teams contributes to this.

Many staff expressed the view that more staff were required to do a proper job, however, it is apparent that significant productivity gains can be achieved by re-structuring the service; implementation of new technology; effective performance management; extending current levels of generic working; better training; and other `simple tweaks` such as the more effective utilisation of staff in some areas.

3.2 Customer Services

	Budget 2015/16
Direct Costs	£
Employees	248,060
Premises	0
Transport	900
Supplies and Services	6,820
Total	255,780
Direct Income	0
Total Net Direct Costs	255,780

The Customer Service team of Specialist Customer Service Advisers (the front office for the RBS service) consists of 5.9 full time equivalents and is managed by 2 Senior Customer Service Advisers and a Service Manager (all of whom have additional duties outside of RBS.)

The team is required to undertake the following duties to support RBS:

- **Scanning and indexing** correspondence and incoming post.
- **Face to Face and telephone enquiries** including for Council Tax, NDR, housing benefit and Council Tax reduction including overpayment recovery, changes of circumstances for revenues and benefits, setting up direct debit payments, recovery arrangements, benefit application verification, death notifications, BID recovery, setting up instalment plans for recovery payments, single person

discount, Council Tax and NDR refunds, Council Tax occupation and vacation, claim checks.

Findings of Peopletoo:

*The service **performs well** and understands the challenges and opportunities to build upon the current customer service levels. There is a strong customer focus and willingness to innovate.*

*Staff are rotated between face-to-face, telephone and scanning duties. A limited flexi time system is in place which appears to be well managed. Restrictions on when leave can be taken are in place. Generally, staff appear to be **well managed** and comfortable with the current workload, with low turnover.*

***Sickness absence** is below District Council average at 7.5 days lost per FTE. This level is reasonable for a front office team although there is room for improvement within existing sickness management processes which would improve resilience.*

*It is a relatively small team with limited resilience and is split between RBS and other LDC services with the majority of management and supervisory support directed towards the RBS elements (estimated 75%). **Management and supervision levels** look high at a 1:5 ratio, with best in class being between 1:10 and 1:15. However, the two senior staff spend the majority of their time on direct customer activities bringing the actual level to around 1:10 and given the overall size of the team and breadth of services, management resourcing appears to just be in balance, although at a cost premium given around half the management capacity is carrying out operational duties.*

*The **staffing budget** for the service appears well managed and there does not appear to be any budgetary issues. The cost of services carried out on behalf of other District Councils is fully recovered.*

*There are a number of areas for improvement including the **front and back office communication** and liaison with RBS particularly with regard to Council Tax recovery. There is scope to deepen integration with the back office with the transfer of further work to the front office and re-engineer key processes from the customer's perspective. LDC needs to consider other options to increase economies of such as utilising services of external organisations, for example, in scanning and indexing and overflow call taking*

*Limited **digitalisation and self-service** (e-forms and end-to-end automation) technology is deployed. There is moderate scope for efficiency gains from bar coding, self-service/channel shift and better use of technology, although it is unlikely, given the small scale, that a reasonable return on investment will be achieved*

4. The Customer Journey

One of the key themes to emerge from the Peopletoo report was the opportunity to improve customer service through better integration of the front and back office teams and by reviewing and streamlining the processes used to underpin service delivery. Consequently, further work was commissioned to better understand how the in house service could drive out duplication and inefficiency whilst also delivering a better customer experience. ICE Creates was engaged to undertake some detailed work with the RBS team to identify a definitive list of processes, map them, improve them and identify opportunities to use all technology so that customers could access services at their convenience. The full report of their findings is available [HERE](#).

The scope of this exercise included:

- Billing and collection of Council Tax and business rates.
- Assessment and award of housing benefit.
- Recovery of corporate debt.
- Assessment of client contribution towards residential or domiciliary care, known as Fairer Charging.

Working alongside the RBS and Connects teams, 9 processes were mapped in their current state ('as is') and in their future state ('to be').

Customers who visited the office were asked why they had visited the office and what they thought of their experience. In all cases customers responded positively being pleased with the service, one describing it as 'brilliant' and another commented that they were given 'thorough and clear advice'. When asked how they thought we might improve the service there comments around the waiting times and that an online option would be preferable.

ICE Creates made a range of detailed recommendations for improvement some of which can be summarised as follows:

First point of contact (revenues) – our view is that it would be possible for the Connects staff to undertake and deal with to completion much of the revenues demand received at first point of contact including single person discounts, setting up direct debits, inputting special arrangements and creating refunds. This would reduce the duplication and double handling currently taking place. Single person discount on line forms have been tested and are now in use; further forms should be developed to remove the need for manual scanning and indexing

First point of contact (benefits) – we recommend putting the benefits assessor expertise at the front line for face-to-face enquiries. The data has shown that all claims are double handled at present and that in some cases information that is not required is asked for. However, in the case of 47% of new claims, insufficient information is present for the back office to process the claim and these claimants have to be written to in order to gain further information

Indexing of emails – we recommended moving indexing of incoming emails into the Connects team as this function would align logically to their current experience and expertise in this area

Better use of IT – improvements can be made through better use of the Northgate system for reviews; if entered for all new claims the reviews could be run by date and undertaken in a co-ordinated way and release capacity

Recovery – special arrangements should be directly input onto the Northgate system by the officer who agrees the arrangement with the customer

ICE Creates also provided some general observations and conclusions from their time working with LDC:

*It is evident that staff are fully committed to doing a good job and show passion and dedication to their roles. There are some factors that make this difficult at times including the fact that the end-to-end customer experience is delivered across **multiple services managed across separate Directorates.***

*There are opportunities to **enhance the use of technology** in the service and we believe that this again requires greater insight and intelligence to understand the needs of the business. Initially the move to put all current forms on line is step one but we also believe that there is the capacity to move applications for housing benefit and Council Tax reduction to an online*

solution. There is also an option to implement an on line pre claim system which would allow customers to self-assess their initial eligibility to entitlement before submitting an actual claim.

5. Informal Market Assessment

As part of the externally facilitated exercise carried out by Peopletoo, an informal market assessment was undertaken to consider the relative merits for LDC to partner with the private sector for either discrete elements of the service or full externalisation. Peopletoo did not engage with other District Councils given the limited appetite for a shared service and given that no other neighbouring LDCs use the same core software systems. However, they undertook an informal market assessment with four proven private sector providers as agreed with LDC.

Findings of Peopletoo:

All organisations consider substantial savings can be made through fully outsourcing the services with a wide range of savings in staffing costs from 15% to 40%. It would be prudent to use the median / lower end of this range at this early stage, 15% to 20% of direct costs ranging from £210,000 to £280,000 on total direct costs of £1,400,000 for 2015/16. This indicative saving makes no account of client management costs for a fully outsourced service. LDC has a fully outsourced IT support service with a client management function at a cost of £95,000 for 2015/16. By using the same level of client side cost for RBS, it would offset any potential savings from a fully outsourced RBS ranging from £115,000 to £185,000. This saving does not include any redundancy costs, these costs would be considered as part of awarding any contract. The savings, together with client management and redundancy costs, would have to be validated in more detail at the next stage if LDC makes the decision to proceed with further market consultation.

The market was consistent in wanting the front and back office to be included to maximise efficiencies and income generation. However, this creates a difficulty in that the remainder of Lichfield Connects would be very small (circa 8 FTE) and therefore the market would be keen to take that a step further and include all of Lichfield Connects. All providers expressed an interest in the outsourced IT contract when it is renewed, which would provide further efficiencies for LDC.

Clearly, Northgate has an advantage in terms of being the existing service software provider and being the current corporate IT contract provider. Northgate would offer a further efficiency if LDC combined all aspects and extended the current IT contract for a period of 3 years beyond the current 2 years remaining.

Numerous areas of the service could be provided as a partial externalisation option individually or from any group of those listed below and would provide both financial, quality and resilience benefits to LDC, for example:

- *Customer telephone call handling and call management including overflow.*
- *Back office benefits processing.*
- *ICT operation and strategic technology developments.*
- *Income collection and debt recovery including automation tools.*
- *Scanning and indexing.*

LDC could also consider a phased approach - improve in-house first (with partial externalisation of services where appropriate) and then test the market potentially when the IT contract is due for renewal as well as assessing the appetite from neighbouring LDCs for shared services.

A further opportunity in externalisation would be securing investment in technology on a longer return on investment basis.

There is a risk that following a period of in-house transformation alongside partial externalisation, the market may not be able to make a full externalisation viable.

We do not consider that customer service would be impaired by externalising services.

The visit to Wychavon confirmed that savings and efficiencies could be made by Authorities combining, subject to certain criteria, such as the same IT platform. Outsourcing to Capita did not add any significant savings, but did bring in commercial opportunities to open up as a processing centre for other sites.

Although ICE Creates were not asked to specifically comment on possible delivery options, they did offer the following opinion in the conclusion of their report:

*There are options for the future of the service to be outsourced to a third party, enter into a shared service arrangement with other Local Authorities; retain the service in house. Having undertaken this review, it is our opinion that with the implementation of the recommendations and the development of a continuous improvement methodology that the **service would be best delivered as a retained in house service**. Greater control through this option allows the service to have the flexibility to react to changes in the characteristics of demand which will inevitably happen in future. However, the organisation has the skills and capability within its own establishment to meet these challenges and react accordingly with specialist support where required.*

6. Activity, Performance and Benchmarking

ICE Creates undertook an analysis of the volumes of service requests dealt with by RBS. As at March 2016, there were 44,039 Council Tax properties listed on the Valuation List for LDC with a further 21 hereditaments currently banded with a provisional banding as new properties awaiting official valuation. There were 2,888 non-domestic properties subject to business rates. For the 2015/16 financial year, approximately 189 new Council Tax properties were added to the list and 4 non-domestic assessments.

Annual bills for 2016/17 issued in March have total liabilities amounting to:

- Council Tax £56,721,555²
- Non-Domestic Rates £36,567,673³

The benefits/Council Tax reduction caseload consists of approximately:

- 4,392 housing benefit claims
- 5,465 Council Tax reduction claims

The number of new housing benefit claims has been slowly reducing. The average between April 2014 and July 2014 was 37 new claims received per week, which has reduced to 30 per week between November 2015 and February 2016.

For the period April 2015 to February 2016 the team has dealt with:

- 13,276 change of circumstances service requests equating to an average of 282 per week

² Income to LDC from Council Tax is 10% of the income collected.

³ Income to LDC from Non-Domestic Rates is 40% of the income collected.

- 15,715 Council Tax processes equating to an average of 334 per week
- 1,461 non-domestic rates processes equating to an average of 31 per week
- 4,146 recovery processes equating to an average of 88 per week

Information has been extracted from various LG Futures⁴ reports from the last three years – attached at **Appendix 3**. This has been separated into two categories:

6.1 Wider measures impacting on RBS – such as growth in Council Tax properties and Business Rate Rateable Value and Council Tax rates which highlights the following:

Growth in LDC's tax base is higher than both the national average and our near neighbours. The higher the tax base, the more able LDC is to fund local services; however the tax base is impacted upon by LDC's Local Council Tax Support Scheme. Whilst growth in the tax base is positive, the band D property charge is lower than the England average, whilst slightly higher than our near neighbours.

The growth in business rates is higher than the national average and our near neighbours. Growth in business rates is based on the aggregate rateable value in an area and includes increases due to new or changed business premises and the type of new business premise.

6.2 Specific RBS performance information – such as unit costs for Housing Benefit administration and Local Council Tax collection plus collection rates which highlights the following:

The average unit costs from the administration are higher than the national average and our near neighbours and have increased further in the last year. The increase does take account of the reduction in the benefits administration grant and the additional spend for new burdens.

Local taxation costs are lower than the national average and that of our near neighbours and collection rates are higher.

7. Future Challenges

7.1 Welfare Reform

The benefit cap is likely to be reduced from £26,000 to £20,000 for families with children (and there will be a commensurate reduction for single people) from Autumn 2016. It is estimated that between 149 and 199 households within the District will be affected. This will limit the amount of money that a household can receive through benefits; this change is likely to impact on the teams dealing with changes to housing

⁴ LG futures are a bespoke consultancy firm for the public sector specialising in financial management and funding

benefit and Council Tax reduction entitlement, discretionary housing payments, collection of Council Tax and customer contact. Information about who is affected by the benefit cap is not available via existing HB records and is only held by the DWP. This makes it difficult for the service to predict with any accuracy how many people will be affected and as a consequence provide the correct resources.

7.2 Local Council Tax Support Scheme

Government are conducting a review of the principles of local schemes and the success or failure of them. This in addition to the reduction in government grants, may prompt an in depth review of LDC's scheme. Whilst the actual scheme is devised locally, the Department for Communities and Local Government (DCLG) require that once a scheme is set and approved it cannot be revised in year. DCLG also require that schemes are subject to formal consultation and that the results of any consultation are properly considered with any amendments made to the scheme prior to approval by full LDC. In these circumstances, work on the scheme must be started early in the year to achieve the timescales. It is a resource intensive project as consideration must be given to the ability of people on low incomes to pay their Council Tax and the affordability of the scheme by LDC.

7.3 Universal Credit

Although the numbers are minimal at the present time and apply to single people only, it is Government's intention to roll this out to couples and families. LDC may be affected early in 2017. However, the administration and payment of HB for pensioners and for working age people in supported accommodation will remain with LDC. Due to the demographics of Lichfield District approximately 60% of claimants for housing benefit and/or applicants for LCTS are pensioners. DWP require ongoing support from LDC for claimants of universal credit, including assistance with claiming and personal budgeting support. At the present time there is some limited funding for this but this is likely to be cut.

7.4 Demographic change

Based on the Local Plan, there will be a growth in households of circa 10,000 new houses and potentially more having regard to the housing needs of Birmingham. This will impact on the resources of LDC's billing and recovery teams. LDC is required to ascertain the liable parties, bill correctly as soon as practicable and recover all debts. Failure to collect Council Tax has an impact on income for all the precepting authorities but most notably the County Council and LDC.

The Friarsgate development will also put additional pressure on the resources of the revenues teams. As LDC keep 40% of the business rates, it forms a significant income stream.

Business Improvement Districts (BIDs) are becoming a popular system for local businesses to raise income to improve custom. LDC provides a billing and collection service for the BIDs. At the present time there is just one BID but it is anticipated that there will be more, adding further pressures to resources.

Both of the above would need to be factored into forward plans.

8. Expenditure and Reserves

8.1 Income Generation

The Peopletoo report provided several recommendations about the potential to generate additional income including the following:

- Discussion with Staffordshire County Council and other Staffordshire Councils with regard to reviewing discounts and exemptions needs to be pursued, as LDC could be losing income. These exercises needs to be repeated on a regular basis.
- LDC needs to consider imposing penalties for discounts and exemptions using this sanction as both a deterrent and additional source of income.
- The 2 months exemption currently granted when a domestic property becomes unoccupied and unfurnished needs to be stopped with LDC charging full Council Tax from the date the property becomes empty.
- Wider use of the full range of recovery sanctions, including prosecutions, for failing to provide financial information.

8.2 Cost Savings

As stated above and as with all F4F Service Reviews, this review has not been solely about reducing costs of service delivery. However, a provisional target cost saving of £100,000 has recently been set for the review as part of the development of LDC's Efficiency Plan. Peopletoo described the savings they considered quantifiable as follows:

Financial Improvements	2015/16	2016/17	2017/18	2018/19
	£	£	£	£
Savings				
• Merge Head of Services	0	0	52,590	52,590
• Billing Manager	0	45,140	45,140	45,140
• Visiting Officer	6,450	25,780	25,780	25,780
• Investigations Manager	0	54,110	54,110	54,110
• Benefits Assistant	0	5,170	26,000	26,000
• Grade E to H posts - 2 FTEs per annum from 2017/18	0	0	61,590	123,180
Total Savings	£6,450	£130,200	£262,510	£326,800
Income Generation				
• Court costs - summons and liability order	0	27,090	27,090	27,090
• Empty property exemption	0	30,350	30,350	30,350
• Improved collection of aged debt (bad debts)	0	15,400	30,400	44,700
• Penalties	0	7,000	7,000	7,000
• Failure to provide prosecutions	0	18,000	18,000	18,000
Total Income Generation	£0	£97,840	£112,840	£127,140
Total Savings	£6,450	£228,040	£375,350	£453,940

8.3 Savings already made

The Investigations Manager and Visiting Officer posts have already been offered up as a permanent saving of £79,000 from April 2016 (saving £242,000 between 2016/17 and 2018/19).

8.4 Savings identified

The corporate management restructure (subject to approval by Council) will create further opportunities to reduce management costs. Although it is too soon to quantify the value of reducing operational inefficiencies, Peopletoo considered there could be further productivity gains.

8.5 Reserves

For several years LDC has received New Burdens Grant to assist with the adoption of new practices within RBS. The unspent grant has been allocated to an earmarked reserve which is to the value of £185,380. Additional earmarked reserves are also available to progress channel shift. This can be seen as an invest to save measure with savings and service improvements being possible through the investment of these earmarked reserves now to improve processes, customer experience and opportunities for digitalisation.

9. Emerging themes.

Having regard to the findings from the two externally facilitated diagnostics, there are some key themes which are consistent between them and reflect feedback from customers and staff.

9.1 Structural and cultural issues

The split between the front office and back office functions means that the customer experience of the service is not as good as it could be. The lack of integration between the teams is resulting in a demarcation of responsibilities, too much focus on 'the process' and not enough on 'customer need'. Also, backlogs in the back office result in more customer contacts, especially in the front office which can lead to delays, more abandoned phone calls and general customer dissatisfaction.

The skills and experience of the front of house staff could be developed further to enable them to process simple transactions at the first point of contact, therefore providing a better service both to the customer and to the back office team. Confining the back office teams to just processing claims has resulted in less customer interaction.

The split is reinforced by having separate Service Managers for the front and back office functions (although the individual officers work collaboratively and co-operatively together). These Managers report into different Directorates which could also be perceived as mitigating against process improvement (parts of a single process fall within different line management arrangements). This issue is recognised and dealt with in the proposed management restructure by the establishment of a new Head of Service post reporting to a single Director.

There is also an issue of the resilience of the teams and the reduced capacity of small teams to deal with peaks and troughs in demand, leave and sickness absence. There are also some specialist roles in the RBS service which are occupied by a single individual which risks continuity during periods of absence.

The current RBS team has several temporary arrangements in place pending the outcome of this Review. Agency cover has been used extensively and this is not sustainable (from a practical or financial perspective). A review of the structure to address the resilience issues and enable more permanent arrangements to be established needs to be undertaken to meet the needs of the service.

9.2 Customer Journey

Both of the externally facilitated exercises highlighted the opportunity to make service delivery improvements which would benefit customers and these are described in detail above. Recommendations were also made about other changes which could be made to assist the customer including:

- Offering more direct debit payment dates.
- Consideration needs to be given to staggering the posting of reminders and summonses, to alleviate pressure on the Customer Contact Centre and enable more customers to get through at the first attempt.
- The use of bulk SMS texting needs to also be considered as this will help to reduce the number of paper documents currently being issued and smooth out customer response.

Improving our communications, letters and web content could reduce service demand and allow customers to help themselves⁵; thinking about what we write and how we write it could reduce the impact of face to face enquiries and telephone calls and contribute towards the achievement of our Customer Promise

9.3 Information Technology

A common theme running through the review has been the need to make better use of existing technology and to facilitate 'channel shift' for customers so that they can have more control about when and how they access RBS. This would also help to reduce the number of calls and visits to LDC Council House and the Connects team thus releasing capacity for other service areas to migrate in and thereby in turn releasing capacity in those service areas. There is a commitment in our Strategic Plan setting out LDC's intention to maximise the opportunities of digitalisation, channel shift and improve customer focus and there is a separate Channel Shift F4F Review underway which is considering a range of initiatives to promote new ways of engaging with LDC.

Peopletoo concluded there is moderate scope for efficiency gains from improving ICT as follows:

⁵ Note that as the welfare reform agenda continues to be implemented, although more customers will deal exclusively with the Department of Works and Pensions (for Universal Credit), those customers who continue to access their benefits through LDC often have more complex needs and require more time to support.

- The indexing of post is carried out manually. Bar coding could be considered as a way of automating the process.
- There is no self-service in place. An investment in e-forms and automating through to service delivery could present the opportunity to reduce resources or release capacity. This could benefit other services delivered to customers through the front office if channel shift takes place and a resulting reduction in face to face and phone volumes occurs.

It should be noted that the small scale of the customer service team will make fully realising savings through reduced staffing difficult as the operation is already close to minimum staffing levels.

- If self-service was implemented then a review of the current CRM systems (Lagan and Comino) needs to be undertaken as moving the face to face and phone processes over to replicate the self-service processes may make one or both of these systems redundant providing ICT systems savings.

However, Peopletoo cautioned that any ICT improvements and developments made would need to be carefully considered in terms of the return on investment achieved. Owing to the small scale of the customer service operation the pay-back period may be prohibitive. In addition, the Lagan CRM is 3 years into a 7 year contract which is likely to be cost prohibitive to break and the CRM has replaced some other back office systems and is integrated with the joint waste system so may pose challenges to extricate.

9.4 Performance Management

Performance management needs to be more robust and embedded across RBS with more individual performance data available and utilised. The data collected needs to be meaningful for the staff and managers, thus incentivising its collation and active use in reallocation of resources to underperforming areas and at peak times. Peopletoo acknowledged high level monitoring with regard to the number of documents completed by teams but some of this was not up to date and had not been populated for some months. All of the managers have access to appropriate data sources to enable them to manage performance effectively, but cited pressure of work as the main reason they did not maintain this data. Managing individual performance is a basic requirement in any service and this issue needs to be addressed.

9.5 Delivery Options

The report from Peopletoo was received in Autumn 2015; this did not provide a conclusive recommendation for a preferred option for the future delivery of RBS but did indicate that there are opportunities to achieve savings from externalisation as well as to improve and achieve savings from the in house service if a financial Improvement Plan is developed and delivered. So there is an opportunity for the District LDC to make and retain savings in house (as a contribution towards the Efficiency Plan) as an alternative to enabling a contractor to do likewise.

Peopletoo concluded that further work would be required to better quantify the opportunities and risks of an outsourcing option. The externalisation option offers a transfer of risk from LDC and would negate the need to undertake operational management such as sickness absence and peaks in demand. However, there would

continue to be certain statutory functions⁶ that LDC would be required to undertake directly and would therefore need to retain the necessary capacity and expertise in house. Although a transfer of risk may be beneficial, there would be a reduction in the extent to which LDC could exert its control over an outsourced service eg reduced ability to influence demand management and reduced strategic capacity for channel shift and service improvement across other service areas.

In addition, the legislative framework around RBS is subject to regular change and this could present contractual challenges (and costs) in relation to an outsourced service (ie if Government were to introduce a new statutory duty upon local authorities which is not part of the outsourced contract). LDC has limited experience and skills in contract management and therefore some investment would be needed to enhance in house capabilities in this area.

Peopletoo considered that there would be more interest from potential contractors if the whole of RBS and the Connects team (not just the Specialist Advisers who focus on RBS front office duties) were to be externalised. However, the outsourcing of the residual front office function (dealing with all other phone and face to face enquiries) is not considered desirable; the loss of control on the front face of LDC could have significant reputational risks. In addition, Connects will play a significant role in achieving our aspirations for digitalisation and improved customer service under the Strategic Plan.

A full review of the potential benefits of the service to both LDC and the wider Staffordshire local government family, through public sector reform, has not been carried out and it would be inadvisable to make a decision impacting the service to this extent without undertaking such a review. There is the potential now to improve services and save money through an in house Improvement Plan, and this opportunity should not be further delayed by undertaking further reviews. However, we could look again at the potential for shared service delivery once the improvements are realised locally.

⁶ LDC are still required to represent at Court; complete the benefit subsidy claim; a minimum quality check of benefit decisions. They are also still responsible for any changes to their local Council Tax reduction scheme.

10. Key proposals and recommendations

10.1 Service improvement and development

- Develop a vision for the service which captures our aspirations.
- Develop a plan for integration of the front and back office functions with a particular emphasis on:
 - a) Connects team to undertake more of the revenues functions at first point of contact; this would include the following transactions for example the application of mandatory discounts, exemptions and reliefs to existing accounts; setting up direct debits and making agreeing and inputting appropriate payment arrangements.
 - b) Benefits assessor expertise to be delivered as a front office function.
- Roll out the new 'as is' processes identified by ICE Creates.
- Review the standard letters used in the RBS team from the perspective of the customer and ensure they are clear and transparent for the recipient.
- Identify options to amalgamate the RBS and Connects services into a unified team under a single Head of Service post⁷.
- Make better use of technological solutions in improving customer access and the customer journey including:
 - a) Bar codes to be introduced on letters and emails
 - b) Introduce on line forms for all RBS functions and integrate these into existing systems (Lagan CRM)
 - c) Run a procurement exercise for the document management system and commence conversion of paper files
 - d) Run a procurement exercise for the RBS software and integrate with the CRM
- Review opportunities to generate additional income and develop and implement a plan to deliver these
- Develop a performance management plan for the new unified team
- Reconsider the benefits of shared service and/or outsourcing in 2 – 3 years when in-house improvements have been achieved and the legislative landscape on RBS can be better assessed, and the role of the Customer Services team both locally and across the local government family in Staffordshire is clearer.

⁷ Note that the brief of the Connects team is far wider than just the front end of the RBS service and therefore a single Head of Service post holder would need an understanding of the breadth of functions undertaken by the team.

10.2 Alternative provision and service delivery

- Maintain an in house RBS service and seek to introduce improvements and cost savings having regard to the findings of the external diagnostic exercises.
- Consider whether there are opportunities to externalise niche services such as overflow calls, scanning and indexing post, off site processing, training and systems support.

10.3 Financial savings and investment

- Confirm the release of savings from the deletion of the Investigation Manager and Visiting Officer posts.
- Use New Burdens earmarked reserve to facilitate changes and improvements within the team.
- Maintain agency cover (one officer) within the Revenues Team whilst the new approach to service delivery is adopted⁸.

⁸ This will require Cabinet approval as the cost of Agency cover is soon likely to exceed the £50,000 expenditure limit.

KEY STATISTICS

Revenues and Benefits Service Key Statistics	2013/14	2014/15	2015/16
	Value	Value	Value
Number of domestic properties paying Council Tax (CT)	43609	43843	44,057
Council Tax (CT) Collection Rate	98.9	98.7	
Number of businesses paying business rates	2881	2881	2,884
Non Domestic Rate (NDR) Collection Rate	99%	98.5%	
Number of Housing Benefit (HB) claimants snapshot @ March 2016	4680	4479*	4377*
Number of Local Council Tax Relief (LCTR) claimants snapshot @ March 2016	Not held	5644**	5444**
Number of new HB claims/ LCTS application received during the financial year	1,934	1,775	1,578
Processing time (days) for new HB claims	26	19	20
Processing time (days) for new LCTS applications.		22	20
Number of HB changes received during the year	27514	16,238	16,019
Number of LCTS changes received during the year		13,367	13,546
Processing time (days) for changes in circumstances for HB claims	9	7	7
Processing time (days) for changes in circumstances for LCTS applications		7	8
Number of referral received for fairer charging assessments	Not held	Not held	385
Number of referral for help claiming welfare benefits	Not held	Not held	489
Number of referrals for residential care assessments Lichfield/Tamworth	Not held	Not held	268/224
Number of applications received for Discretionary Housing Payment (DHP); % successful	254 46%	305 49%	231 55%
% of DHP budget spent	29%	40%	51%
Number of recovery actions taken on behalf of other services within LDC	Not held	33	32
Amount of outstanding corporate debt	£1,291,784	£1,234,446	£1,336,157
Amount of outstanding housing benefit overpayments	£487,671	£503,336	503,634
Number of compliments	2	2	19
Number of complaints	40	36	10

- * This figure includes LCTS and HB in addition to HB only claims.
- **This figures includes claims with HB and LCTS

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Lichfield Connects Service Key Statistics	2013/14	2014/15	2015/16
	Value	Value	Value
Number of contacts made in person	21,030	26,610	24,218
Number of phone calls received in the contact centre	137,582	138,963	124,820
Lichfield Connects - Average waiting time in minutes for Revenues & Benefits (face to face enquiries)	13.83	12.67	10.50
Number of calls received for RBS during the period in the contact centre	57,405	61,078	45,194
Percentage (%) of telephone calls not answered	8.04	6.82	9.17
Contact made in person relating to Revenues & Benefits	14,172	13,509	12,100
Number of compliments	1	2	55
Number of complaints	6	5	4

Appendix 2

Members of the original Review Team¹:

*Jane Kitchen	Director Finance, Revenues and Benefits (Project Executive)
*Helen Titterton	Strategic Director Community, Housing and Health (Challenge Director)
Nicola Begley	Income Recovery Manager
Debbie Ebdon	Assessment Officer
Martin Hunt	Assessment Manager
*Pat Leybourne	Revenues and Benefits Manager
Cathy Pepper	Human Resources Manager
Toni Sayce	Senior Customer Service Adviser
*Kevin Sleeman	Information Systems and Strategy Manager
*Ysanne Williams	Customer Services Manager
Nicola Woolridge	Administration Assistant

External Challenge

Julie Walker	Head of Neighbourhoods Bromford (until summer 2015) replaced by Wendy Phillips Bromford
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Supported by:

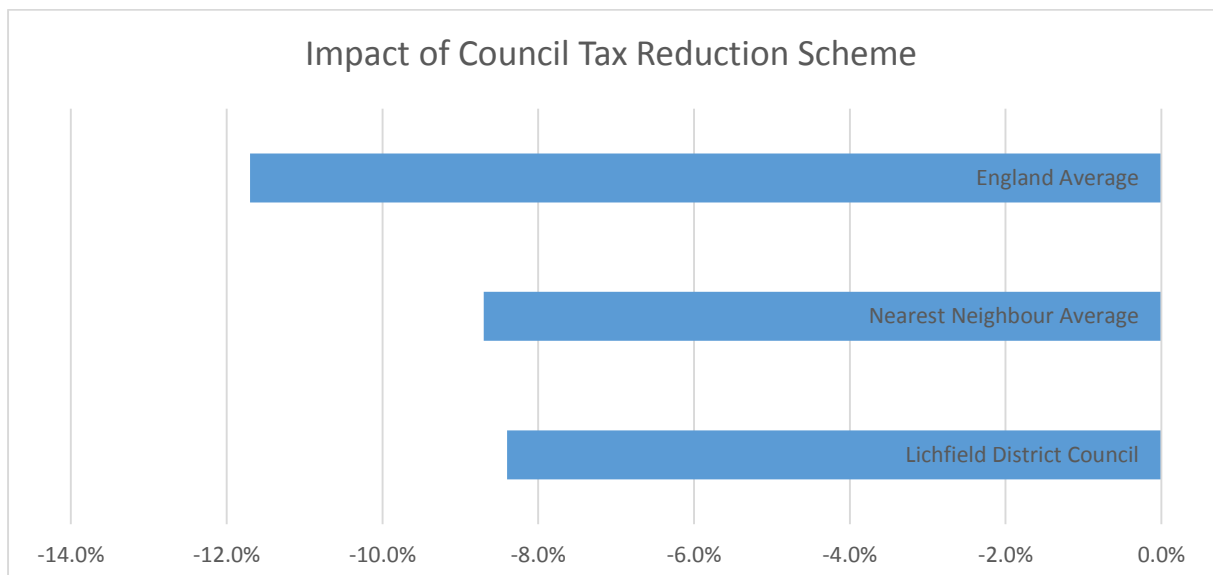
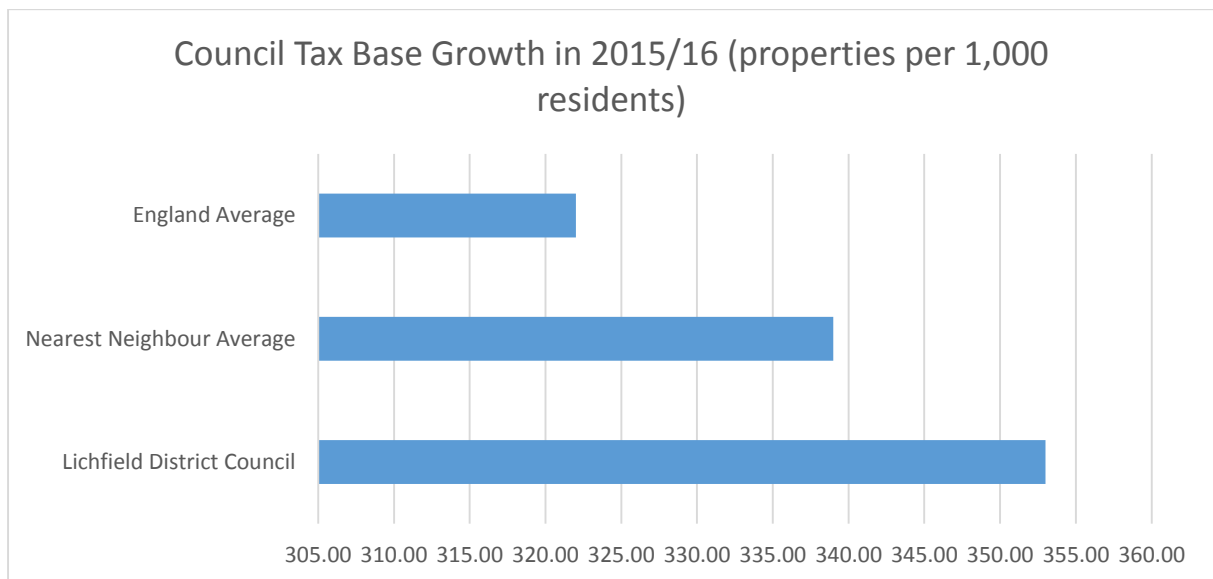
Sue Roberts	Systems/Quality Monitoring Manager
Janet Spencer	Benefits Training and Liaison Manager
Debbie Green	PA to the Director of Finance, Revenues and Benefits

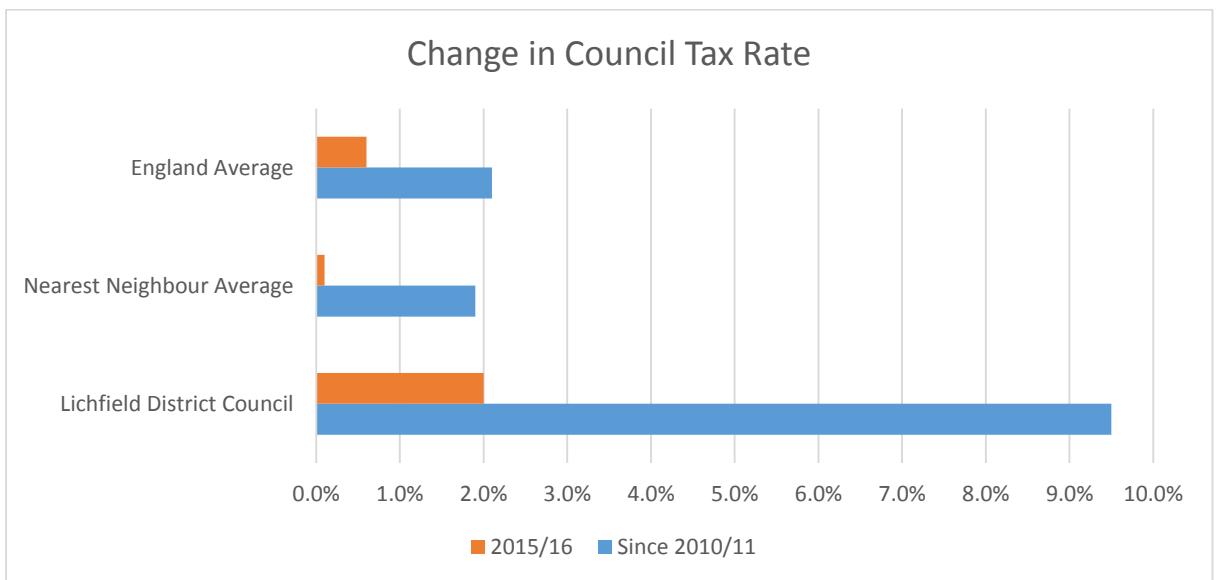
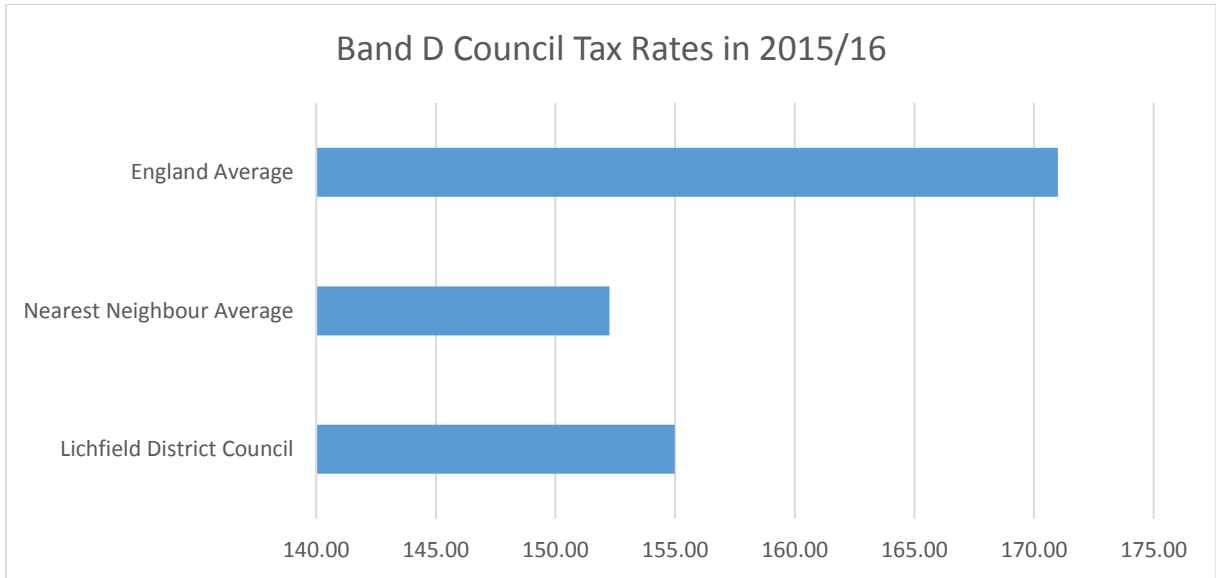
¹ Note that the composition of the team was reviewed following the production of the Peopletoo report and reduced to the officers marked with an asterisk (*)

Benchmarking RBS – Extracts from LG Futures Reports

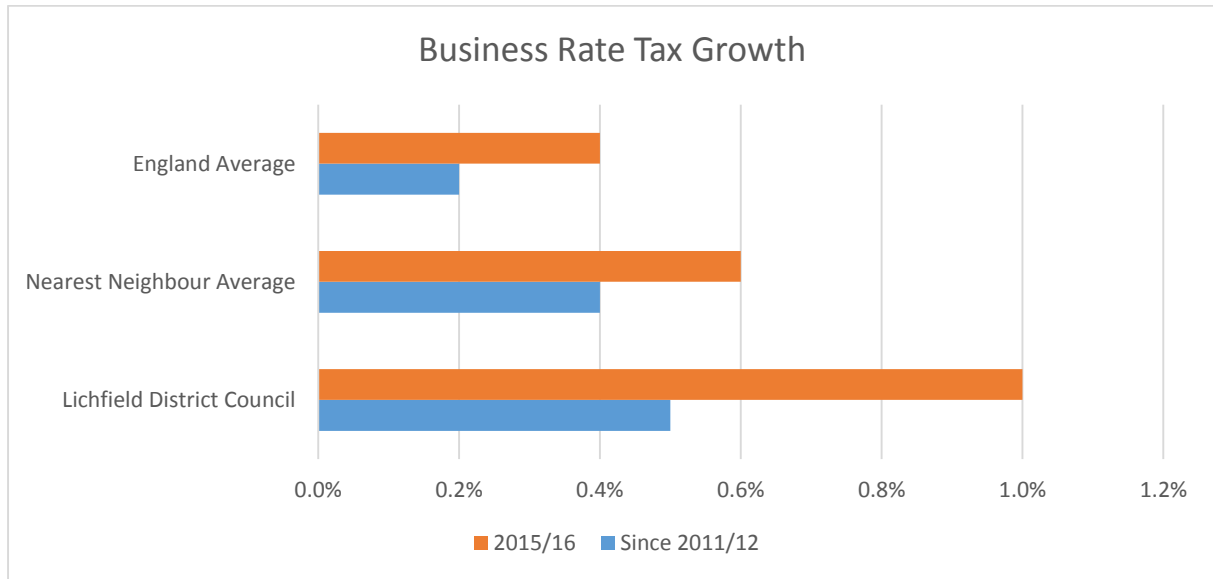
- **Wider Measures impacting on the Revenues and Benefits Team**

Council Tax Growth and Rates

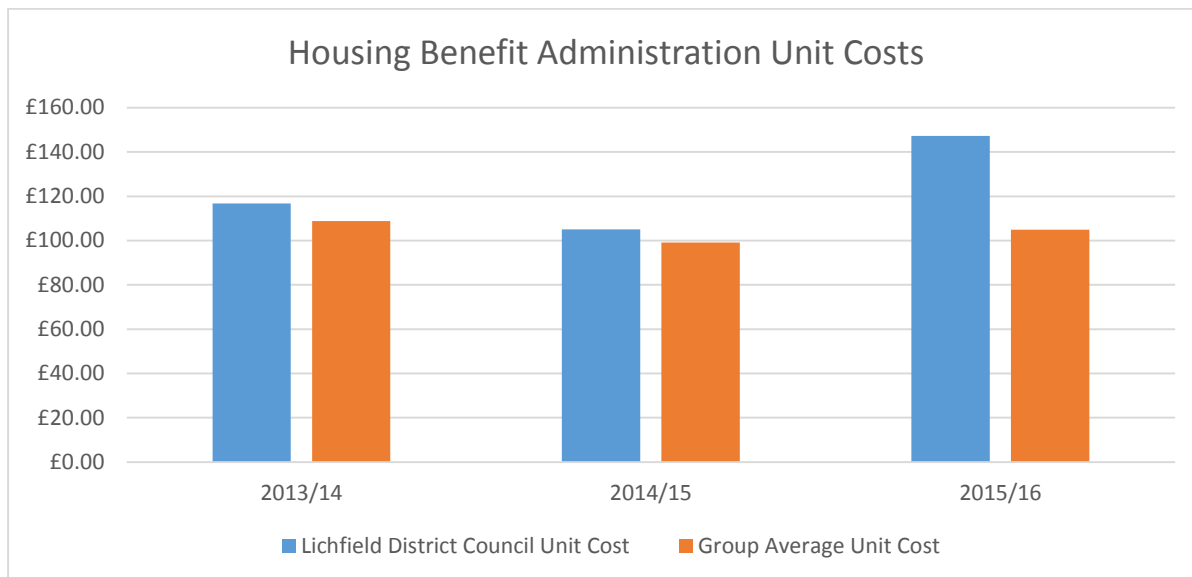




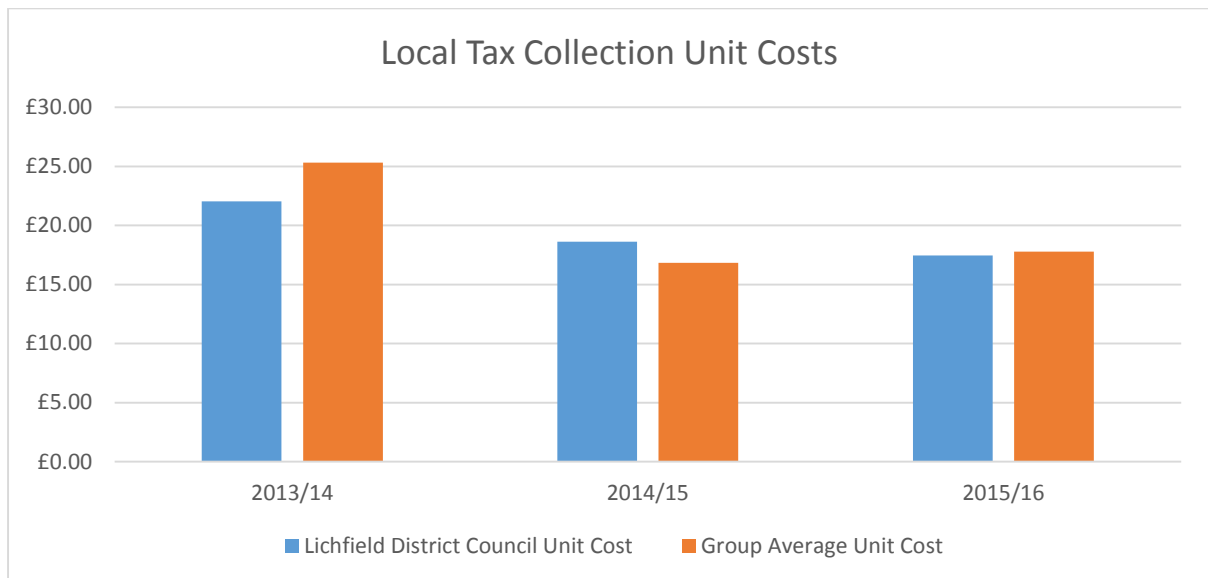
Business Rate Growth



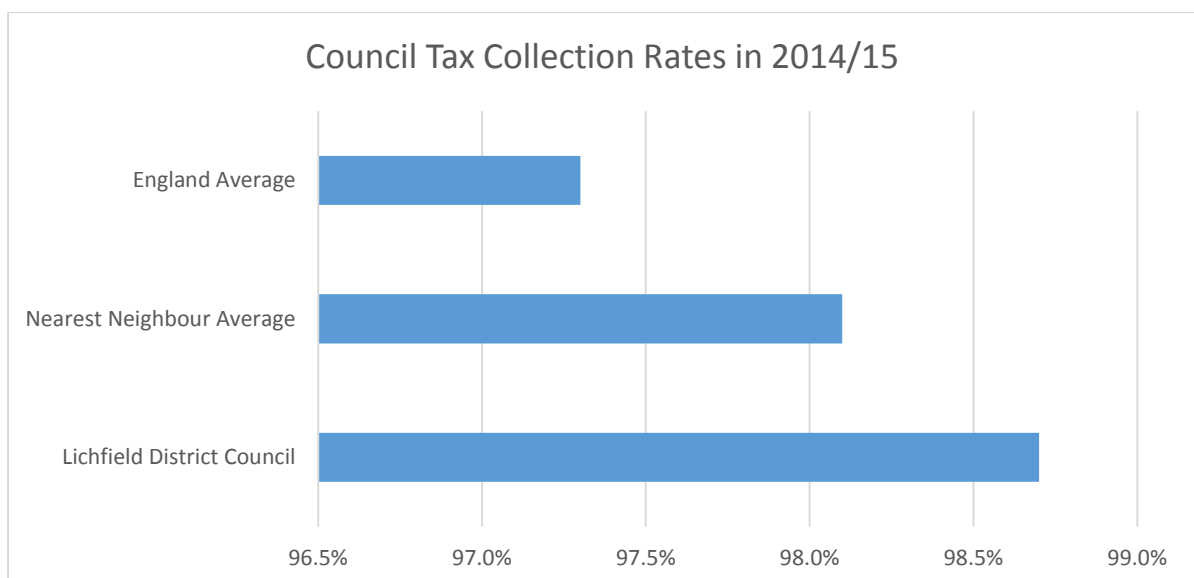
Specific Revenues and Benefits Team Performance Information



Housing Benefits Administration	2013/14	2014/15	2015/16
Budget	£566,000	£495,000	£664,000
Housing Benefit Claimants	4,846	4,710	4,511
Unit Cost	£116.80	£105.11	£147.21
Group Average	£108.73	£99.06	£104.91
Difference from Average	7.4%	6.1%	40.3%
Rank in Nearest Neighbour Group (1=high)	6th out of 16	6th out of 16	4th out of 16



Local Tax Collection	2013/14	2014/15	2015/16
Budget	£777,000	£853,000	£806,000
Band D Properties	35,270		
Taxable Properties		45,786	46,163
Unit Cost	£22.03	£18.63	£17.46
Group Average	£25.32	£16.83	£17.78
Difference from Average	(13.0%)	10.7%	(1.8%)
Rank in Nearest Neighbour Group (1=high)	11th out of 16	5th out of 16	9th out of 16



Community Infrastructure Levy: Proposed Governance Structure and Administrative Arrangements

Cllr Prichard

Date: 5th July 2016

Agenda Item: 5

Contact Officer: Craig Jordan/Maxine Turley

Tel Number: 01543 308 206

Email: maxine.turley@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward: All wards

Members

Cabinet

1. Executive Summary

- 1.1 On the 19th April 2016 Full Council approved the adoption of the Community Infrastructure Levy (CIL) Charging Schedule (CS). Full Council also agreed to commence charging CIL on the 13th June 2016.
- 1.2 CIL funding will be used to support infrastructure requirements identified within the adopted Regulation 123 list.
- 1.3 To facilitate an appropriate allocation of CIL funds there is a requirement to put in place a CIL Governance Structure.

2. Recommendations

- 2.1 It is recommended that the Cabinet approves the adoption of the proposed CIL Governance Arrangements as set out at Appendix A to this report.

3. Background

- 3.1 The Local Plan Strategy adopted in February 2015, sets out the strategic spatial policy context for the development and use of land in Lichfield District.
- 3.2 It is recognised that there is a requirement for significant investment in infrastructure to support the level of sustainable development identified through the Local Plan Strategy.
- 3.3 CIL is a planning charge on development, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. On the 19th April 2016 following formal public consultation and an examination in public, the District Council adopted a CIL Charging Schedule enabling it to apply charges to qualifying development for the purposes of delivering key infrastructure. Approval was also given to commence charging CIL from the 13th June 2016.
- 3.4 CIL Regulation 123 is the requirement for a published list of infrastructure projects or types of infrastructure that the Charging Authority (District Council) intends will be, or may be, wholly or partly funded by CIL. The District Council adopted a Regulation 123 list on the 19th April 2016.
- 3.4 To facilitate the appropriate allocation of CIL funds to those infrastructure requirements identified on the Regulation 123 list there is a requirement for a suitable governance structure and procedural arrangements to be put in place.
- 3.5 Details of a proposed governance structure and arrangements for administering CIL are set at Appendix A. The Cabinet is asked to consider the proposals and if agreeable endorse these.

Alternative Options	<ol style="list-style-type: none"> 1. Continue using the structure that was developed to facilitate the adoption of the CIL Charging Schedule. This structure was developed to enable the District Council to prepare a CIL Charging Schedule and Regulation 123 list, it was not for taking forward to the implementation stage. 2. Re-establish the governance arrangements which were in place to support the administration of Section 106 funding. Section 106 and CIL are both classed as developer obligations, however, they require different administration procedures.
Consultation	<ol style="list-style-type: none"> 1. Officers of the current Infrastructure Officer Working Group (IOWG) have been pivotal in the development of the CIL Governance Arrangements. The IOWG includes officers from a number of Directorates and officers from Staffordshire County Council. 2. Regular reports on the development of a CIL Charging Schedule have been presented to and considered by the Economic Growth, Environment and Development (O&S) Committee.
Financial Implications	<ol style="list-style-type: none"> 1. Developer Contributions arising from CIL will contribute towards infrastructure requirements identified in the Infrastructure Delivery Plan and support the sustainable delivery of the Local Plan Strategy. CIL by its nature will not and cannot meet all the costs of infrastructure needed to support the Local Plan and there will be a need to access other funding sources including S106 and S278 funding, Local Growth deal and European funding streams. 2. A Governance Structure that facilitates the meaningful allocation of CIL contributions will ensure development in the District is sustainable, thus reducing the impact on Council resources and in turn contributing to F4F.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. The CIL Governance Structure when approved and adopted by the Council will assist in the allocation of CIL funds which will deliver infrastructure requirements to support the Lichfield District Local Plan Strategy. The Local Plan Strategy is aligned with the themes and aims of the District Council's Strategic Plan 2016-20.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. None 2. An equality impact assessment checklist has been completed and shows that CIL and the proposed administrative arrangements will not harm or prejudice the interests of any particular section of society.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the Governance Structure does not facilitate the appropriate allocation of CIL, therefore placing at risk the sustainable delivery of the Local Plan Strategy.	<p>The Governance Structure has been developed with input from a range of officers across the District Council.</p> <p>The proposed Structure has a number of levels with opportunities for challenge to take place.</p> <p>Member involvement is embedded within the Structure and final decision regarding allocation of funding will rest with the LDC Cabinet.</p>	Yellow

Background documents

Local Plan Strategy Adopted February 2015

Infrastructure Delivery Plan 2015

Lichfield District Council Community Infrastructure levy Charging Schedule.

Lichfield District Council Regulation 123 list

Relevant web links

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Local-plan/Local-Plan-Strategy.aspx>

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Community-Infrastructure-Levy-CIL.aspx>

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Resource-centre/Evidence-base/Infrastructure/Infrastructure-delivery-plan-IDP.aspx>

Community Infrastructure Levy Governance Administration Procedures

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2	Community Infrastructure Levy	4
3	Charging Authority Responsibilities	7
4	CIL Allocation: Structure	10
5	Levy Allocations Process	13

Executive Summary

Lichfield District Council adopted its Community Infrastructure Charging Schedule on the 19th April 2016. The following document provides details of the governance and administrative procedures that will be put in place to facilitate the allocation of CIL monies received by the Council.

The governance element of these procedures have been designed to facilitate corporate and political ownership of the delivery of infrastructure requirements within Lichfield District.

1.0 Community Infrastructure Levy

1.1 The Community Infrastructure Levy (CIL) is a planning obligation, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the sustainable development of their area. The Levy came into force on the 6 April 2010 as a result of the Community Infrastructure Levy Regulations 2010. The receipts created by the implementation of the CIL can be used to fund a wide range of infrastructure that is needed as a result of development.

1.2 The CIL Charging Schedule ⁽ⁱ⁾ sets out the CIL charging rates that will be levied across Lichfield District. Defined land uses and identified geographical areas are used to identify the rate of CIL and form the basis of the schedule. The Charging Schedule strikes an appropriate balance between the desirability of funding infrastructure from the levy and the potential effects of the levy upon economic viability of development across the District.

1.3 Following independent examination the CIL Charging Schedule was adopted by the Council on the 19th April 2016. The Council will commence the collection of CIL on 13th June 2016. This process is governed by strict statutory requirements and procedures which have been put in place to calculate, administer and monitor CIL liable developments.

2.0 The relationship between the Community Infrastructure Levy and planning obligations

2.1 CIL funds are intended to assist in providing infrastructure necessary to support the development of an area rather than to make individual planning applications acceptable in planning terms. CIL therefore does not directly relate to offsetting the implications of an individual development, but relates to the overall cumulative effect of development in general.

As a result, there may be some site specific mitigation requirements without which a development should not be granted planning permission. In these circumstances Section 106 planning obligations will continue to be used.

2.2 Once the CIL is adopted, the regulations restrict the use of planning obligations to ensure that individual developments are not charged for the same items through both planning obligations and the CIL. Where the Council states that it intends to fund an item of infrastructure via CIL (i.e. it is contained on the Regulation 123 list ⁽ⁱⁱ⁾) then planning obligation contributions (Section 106 agreements) cannot be used towards the same item of infrastructure. From April 2015, any specific project or type of infrastructure will only be eligible for funding from five or fewer Section 106 obligations. It is also made clear in Planning Practice Guidance (PPG) ⁽ⁱⁱⁱ⁾ that the application of the five or fewer obligations per project/type of infrastructure will apply retrospectively from April 2010.

i <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Downloads/Community-Infrastructure-Levy-CIL/CIL-Charging-Schedule.pdf>

ii <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Downloads/Community-Infrastructure-Levy-CIL/Regulation-123-list.pdf>

iii <http://planningguidance.communities.gov.uk/blog/guidance/community-infrastructure-levy/>

2.3 A Developer Contributions Supplementary Planning Document (SPD) sets out the Council's approach to the use of planning obligations. It sits alongside the CIL and covers the types of development the Council intends to seek S106 contributions from, subject to meeting the legal tests set out in the relevant Planning Acts and associated regulations. ^(iv)

3.0 What is Infrastructure?

3.1 The Planning Act 2008 provides a wide definition of the infrastructure which can be funded by the CIL, including;

- roads and other transport facilities,
- flood defences,
- schools and other educational facilities,
- medical facilities,
- sporting and recreational facilities,
- open spaces

3.2 This gives local communities flexibility to choose what types of infrastructure they need to deliver their development plan. The Local Plan Strategy is the development plan for Lichfield District. It should be noted that the CIL regulations rule out the application of the CIL for the provision of affordable housing.

3.3 There are a number of key Local Plan Strategy ^(v) policies that identify infrastructure requirements for the District. The Local Plan Strategy includes two policies that provide the strategic context for infrastructure requirements:

- Core Policy 4: Delivering Our Infrastructure
- Policy IP1: Supporting & Providing our Infrastructure

3.4 The Infrastructure Development Plan ^(vi) (IDP) is a living document which identifies the strategic and local infrastructure fundamental to achieving our ambitions for shaping the District to 2029.

3.5 Regulation 123 sets out the need for local authorities to produce a list of 'relevant infrastructure' which will be funded in whole or part by the CIL. The Councils adopted Regulation 123 list ^(vii) is articulated in alphabetical order, priorities have not yet been identified.

3.6 Subject to relevant conditions, and at its discretion, an authority may enter into an agreement for payment towards the acquisition of land to be made to discharge part or all of a CIL liability. Charging authorities may also enter into agreements to receive intended infrastructure rather than a payment towards the same. For example, where any authority

iv <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Supplementary-planning-documents/Adopted-SPDs.aspx>

v <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Resource-centre/Local-Plan-documents/Downloads/Local-Plan-Strategy/Lichfield-District-Local-Plan-Strategy-2008-2029.pdf>

vi <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Resource-centre/Evidence-base/Infrastructure/Infrastructure-delivery-plan-IDP.aspx>

vii <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Downloads/Community-Infrastructure-Levy-CIL/Regulation-123-list.pdf>

has already planned to invest CIL receipts in a project there may be time, cost and efficiency benefits in accepting completed infrastructure from the party liable for payment of CIL. Payment in kind can also enable developers, users and authorities to have certainty about the timescale over which certain infrastructure items will be delivered. The Council has adopted a 'Payments in Kind' policy ^(viii) to provide for, at its discretion, in kind infrastructure payments.

viii <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Downloads/Community-Infrastructure-Levy-CIL/CIL-Payment-in-Kind.pdf>

4.0 Charging Authority Responsibilities

4.1 Under the CIL Regulations the Council will be the designated 'Charging Authority'. This confers new responsibilities on the Council, which are set out in the CIL Regulations ^(ix) and policy guidance ^(x).

As the Charging Authority the Council has an obligation to:

- a. prepare and publish a CIL Charging Schedule
- b. apply the levy revenue it receives to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support development of its area, and;
- c. publish annual reports on the amount of levy revenue collected, on what it was spent, and any remaining unspent.

4.2 As such the introduction of CIL necessitates the establishment of suitable governance arrangements to provide a framework for the allocation of the monies levied.

5.0 How will the CIL Funding be distributed?

5.1 CIL funds levied by the Charging Authority (Lichfield District Council) will be distributed from a single centralised pot held by the Council. This arrangement will require closer working relationships with partners, and in particular, require the Council to define its relationship with infrastructure providers.

- Special Areas of Conservation
- Parish Council Funding
- Strategic Infrastructure
- Local Infrastructure
- Administration fees

6.0 Special Areas of Conservation

6.1 The adopted Lichfield District Local Plan Strategy sets out a local spatial policy framework to ensure that both the Cannock Chase and River Mease Special Areas of Conservation (SAC) are protected from the implications of planned development in the area, and that mitigation is secured in order to meet the requirements of European legislation. The Council has an obligation to 'ring fence' this CIL funding which is a set fee based on per dwelling built. This figure will be reviewed and where appropriate updated. These funds will be allocated biannually and will be removed before the Strategic and Local infrastructure percentages as discussed below are applied to the funds.

7.0 Parish Council Funding

7.1 As a statutory requirement, under CIL Regulation 59, the District Council must make provision for passing a 'meaningful proportion' of CIL receipts to communities in areas where development comes forward which in the case of Lichfield District Council means the Parishes. The CIL Regulations require Charging Authorities to transfer a 'meaningful proportion' of

ix <http://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents>

x <http://planningguidance.communities.gov.uk/blog/guidance/community-infrastructure-levy/>

CIL receipts generated in these areas directly to these Councils on a biannual basis, the scale of which is dependent upon whether a relevant neighbourhood plan is in place. For Parishes where no neighbourhood plan is in place or is still emerging, 15% of CIL (capped per new dwelling as per the CIL Regulations) will be passed to the Parish Council where the development has taken place and must be spent on local priorities as outlined in CIL Regulation 59C^(xi). Where a Parish has an approved neighbourhood plan in place, 25% of CIL (uncapped) will be passed to the Parish Council.

8.0 Parish Council Payment Periods

8.1 Payment periods associated with the transfer of the meaningful proportion will be in accordance with regulation 59D of the CIL Regulations.

- 59D 4, The charging authority must make payment in respect of the CIL it receives from 1st April to 30th September in any financial year to the local parish/town council by 28th October of that financial year.
- 59D 5, The charging authority must make payment in respect of the CIL it receives from 1st October to 31st March in any financial year to the local parish/town council by 28th April of the following financial year.

8.2 A Parish Council will be free to spend these funds on facilities that serve to address the demands that development places on its area, but will be obliged to report annually on CIL expenditure. The District Council would expect to receive annual financial reports four working weeks after the 31st March.

8.3 Once the levy is in place, Parish and Town Councils should work closely with their neighbouring councils and the charging authority to agree on infrastructure spending priorities. If the Parish or Town Council shares the priorities of the charging authority, they may agree that the charging authority should retain the neighbourhood funding to spend on that infrastructure. It may be that this infrastructure (e.g. a school) is not in the Parish or Town's administrative boundary, but will support the development of the area.

8.4 If a Parish or Town Council does not spend its levy share within five years of receipt, or does not spend it on initiatives that support the development of the area, the charging authority may require it to repay some or all of those funds to the charging authority. Parish Councils that receive CIL funding will be invited to an infrastructure planning meeting with the IOWG.

9.0 Strategic and Local Infrastructure

9.1 CIL receipts remaining after administration, SAC payments and the meaningful proportion paid will go into a centralised pot for the purpose of supporting the delivery of strategic and local improvements on a district wide basis. Strategic and Local infrastructure elements are identified and defined within the Infrastructure Delivery Plan. The centralised pot will be split, enabling it be available to support the strategic infrastructure component and also allocated to local infrastructure components.

xi <http://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents>

9.2 Strategic infrastructure refers to facilities or services serving a wide geographical area or population and can relate to part of the District, the whole District or beyond. Local infrastructure is about facilities or services that are essential in meeting day-to-day needs of the population in a specific locality. A detailed definition of Strategic and Local infrastructure can be found in the introduction section of the IDP ^(xii) and includes a definition of the three main categories of infrastructure.

9.3 The strategic and local infrastructure for which CIL is payable are identified on a Regulation 123 list ^(xiii). Infrastructure providers, including for example Staffordshire County Council or a Parish Council, will formally bid for the release of funds from this centralised pot via a formal application process to assist in delivering the infrastructure detailed on the Regulation 123 list. The onus will be on applicants to produce strong evidence based arguments, which will include clear delivery plans for proposed projects along with potential and secured match funding information.

10.0 Administration fees

10.1 The introduction of CIL and the day-to-day discharge of the Council's duties as the 'Charging Authority' will likely be resource intensive. In line with the CIL Regulations, the Council will utilise 5% of total CIL receipts to finance the expense of administering CIL.

11.0 Surcharges

11.1 Funding generated through the administration of surcharges (as per the CIL Regulations) will be added to the local and strategic infrastructure funding pot to be allocated by the District Council for the delivery of infrastructure needs identified in the Regulation 123 listed.

xii https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/_Resource-centre/Evidence-base/Infrastructure/Infrastructure-delivery-plan-IDP.aspx

xiii <https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Downloads/Community-Infrastructure-Levy-CIL/Regulation-123-list.pdf>

12.0 CIL Allocation: Structure

12.1 In order for the Council to be able to consider how best to deliver infrastructure priorities, a governance structure to administer the Local and Strategic element of CIL funding secured, related processes and procedures will be put in place. The detailed arrangements are set in the following paragraphs and shown diagrammatically in Figure 1.

12.2 A key initial task of the groups involved in the process will be to agree terms of reference. Those terms will relate to the overall process as set out below and will take into consideration the need for the structure to operate efficiently and effectively.

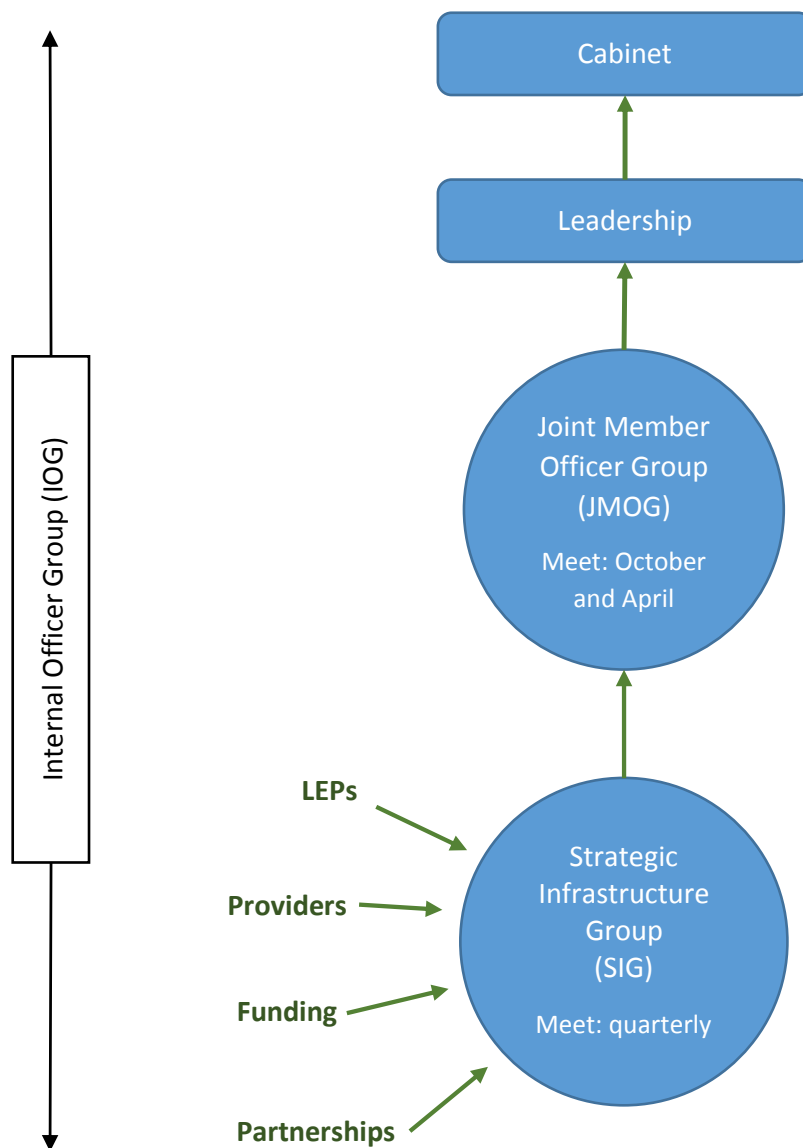


Figure 1

13.0 Cabinet: Role

13.1 Decisions on the allocation of CIL monies to strategic and local infrastructure will be made by the Council's Cabinet and be informed by recommendations made to it by a CIL Joint Member and Officer Group. Recommendations made to Cabinet by the JMOG can be called in by the relevant Overview and Scrutiny Committee. The reporting process to Cabinet will include as per internal reporting procedures consideration of draft reports and recommendations by Leadership Team.

14.0 CIL Joint Member/Officer Group (JMOG): Role and membership

14.1 The Joint Member/Officer Group will consider applications made by infrastructure providers for CIL funding and based on an assessment make recommendations to Cabinet. It will meet biannually with timescales for those meetings coordinated with the allocation of funding, meaningful proportions to the Parish Councils, in addition to considering applications, receive reports for consideration that provide updates on the delivery of the Infrastructure Delivery Plan (IDP) and the Regulation 123 list. Applications will only be considered that deliver infrastructure needs identified in the Regulation 123 list and address requirements articulated within the Infrastructure Delivery Plan.

14.2 The JMOG will have a core membership of four District Council elected members who will be selected by the Leader of the District Council at Annual Full Council. The Chair of the group will be selected from this pool of members. In addition an invite will be extended to Staffordshire County Council to nominate one elected member to sit on the group.

14.3 The group will also include the following officers:

- Director Place & Community - LDC
- Head of Finance and Procurement- LDC
- Head of Economic Growth - LDC
- Staffs County Council representative

15.0 Strategic Infrastructure Group (SIG): Role and membership

15.1 There already exists a Lichfield District Council Infrastructure Officer Working Group which has supported the development and adoption of CIL as a means of contributing towards meeting the infrastructure needs of the District. This is to be re-named the Strategic Infrastructure Group (SIG).

15.2 The group meets and will continue to meet quarterly and has a strategic focus wider than simply the allocation of CIL monies. Its purpose is to identify District wide infrastructure requirements and act as a forum for providers and potential CIL applicants to engage with the District on how infrastructure can be delivered and determine what funding opportunities are available to achieve this.

- Encourage and oversee the development of a programme of infrastructure projects that could be part funded by CIL
- Engage with individual infrastructure providers to consider the scope for developing CIL funding applications

- Advise the JMOG of the percentage split of the centralised CIL pot to enable the support of both strategic infrastructure component and also a local infrastructure component
- Monitor and review implementation and content of the CIL Regulation 123 list in the context of infrastructure requirements set out in the Council's Infrastructure Delivery Plan.

15.4 The group will be chaired by the Head of Economic Growth. The membership of the group will be at the discretion of the Chair but it is expected that suitable representation will be sought from across relevant Council services. Membership could be partly fluid and will be dependent on the infrastructure requirements being developed or discussed at a particular moment in time. An invitation will be extended to relevant Staffordshire County Council officers to join the group.

16.0 Internal Officer Working Group (IOWG): Role & Membership

16.1 The CIL governance arrangements as set out above will be supported by an Internal Officers Working Group. The group will be chaired by the Spatial Policy and Delivery Manager. The group will meet in advance of SIG with additional meeting when required, up to eight times per annum with membership mainly consisting of officers from within Community & Place Directorship. There may be times that other internal officers are invited to attend to inform specific infrastructure discussions. The group will also feed into specific internal project groups set up to take forward infrastructure requirements.

17.0 Levy Allocations Process

17.1 There will be a transitional period between the new and old systems of planning obligations and as such a constant flow of annual CIL receipts is not expected until sometime into the implementation period. It is therefore possible that the above CIL groups will not need to meet or if so will not be called upon to make recommendations for a while. In any event allowing for a centralised pot to grow to meaningful levels enabling potential project allocations to be considered would make sense. Initial meetings therefore will likely involve explaining and agreeing procedure and offering an opportunity to updating members on the level of receipts received to date and progress with infrastructure generally across the District.

17.2 All allocations of Levy money will be made in response to the submission of applications to the District Council as charging body and decisions made subsequently by the Council. Applications will need to be made in accordance with standardised procedures which will include criteria to enable prioritisation, which will be developed by the IOWG and presented to the SIG for approval.

17.3 To ensure the appropriate and timely delivery of projects, conditions will be attached to the allocation of CIL funding from the centralised pot to a Strategic or Local infrastructure requirement. The infrastructure provider who has secured CIL from the centralised pot will be required to enter into a grant agreement which will confirm the detail of conditions.

17.4 The grant agreement will include a commitment to complete quarterly monitoring returns to the Council. These returns will form the basis of quarterly monitoring reports to the Joint Member/Officer Working group.

17.5 When CIL funding is allocated to infrastructure provider, the CIL funding can only be used to deliver the agreed infrastructure type or project. As the Charging Authority, the Council will retain the right to recover CIL receipts that have been 'misapplied' or not spent within agreed timescales.

backCover

Local Plan Policy H2: Provision of Affordable Homes

Cabinet Member: Councillor I. Pritchard

Date: 5th July 2016

Agenda Item: 6

Contact Officer: Mr Craig Jordan

Tel Number: 01543 308202

Email: craig.jordan@lichfielddc.gov.uk

Key Decision? YES

Local Ward All

Members

CABINET

1. Executive Summary

- 1.1 Following a successful challenge by the Government to a previous legal decision, to seek approval to withdraw Council policy as applicable to affordable housing on smaller development sites and revert back to use of the adopted Local Plan Policy H2.

2. Recommendations

- 2.1 That the Cabinet agrees to the withdrawal of Council Policy adopted on 8th December 2015 in relation to the delivery of affordable housing on smaller sites.
- 2.2 That as far as affordable housing on small rural sites is concerned, the Cabinet approves the use of the adopted Local Plan Strategy Policy H2: Provision of Affordable Homes as a material consideration in the consideration of relevant planning applications.

3. Background

- 3.1 In 2015, in response to a High Court ruling, changes to Government guidance resulted in a withdrawal of national policy relating to the threshold at which new housing sites within rural areas are required to provide for affordable housing. As the Lichfield District adopted Local Plan Strategy links to national standards a gap in policy emerged meaning that for smaller sites the Council could not seek affordable housing even if evidence suggested that this was justified. In response a report was prepared proposing that the Council adopt a policy which would allow it to seek affordable housing on smaller housing sites outside Lichfield and Burntwood. This policy was approved in December 2015 and has been implemented ever since.
- 3.2 In May of this year the Court of Appeal restored the previous government policy setting the threshold at which sites within rural areas are required to provide affordable housing to – these are sites which are providing 10 dwelling units or over or incorporate over 1,000 sqm combined gross floorspace.
- 3.3 As a consequence, presently the adopted informal policy of the Council and the latest national guidance are inconsistent.
- 3.4 The adopted Local Plan Strategy has within it Policy H2: Provision of Affordable Homes which states in relation to housing sites outside Lichfield and Burntwood:

‘Outside these two main urban areas, affordable housing will be required on housing developments in line with nationally set thresholds’
- 3.4 It is therefore considered the adopted Local Plan Policy H2: Provision of Affordable Homes accords with national policy relating to the provision of affordable homes within the rural areas and can be used as a

material consideration in the determination of planning applications. To ensure that the Council's approach is in line with national guidance it is suggested that the Authority should now withdraw its previously agreed policy and revert back to use of the Local Plan policy H2.

Alternative Options	<ol style="list-style-type: none"> 1. The Council continues to use the informal policy as a material consideration in the consideration of planning applications, this however would not be consistent with more up to date government policy and if challenged at Appeal would leave the Council in a vulnerable position with regard to the decision and any application for the award of costs.
Consultation	<ol style="list-style-type: none"> 1. A report was presented to the EGED (O&S) Committee on 15th June setting out the position on this matter. The Committee accepted the recommended approach.
Financial Implications	<ol style="list-style-type: none"> 1. There are no financial implications 2. The revised policy will reduce the risk to the Council and give clarity to developers and decision makers.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. The provision of affordable homes contributes to the clean, green and welcoming places to live theme set out in the District Council's Strategic Plan 2016 -20. The Council will continue to seek affordable housing on qualifying sites and in the wider context encourage developers to deliver housing which meets the needs of all sectors of society.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. The provision of affordable homes contributes towards the Council's equalities objectives.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. There will be no impact upon our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988).

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The Council continues to use the informal policy as a material consideration in the consideration of planning applications.	Withdraw the informal policy.	Red. Policy would not be consistent with more up to date government policy and if challenged at Appeal would leave the Council in a vulnerable position with regard to the decision and any application for the award of costs.
B	A successful legal challenge is made to the Government policy.	Review the Council's position if a policy gap exists.	Green. No indication has been given yet that the decision will be challenged further and this may take months to resolve.

Background documents: [Report to Economic Growth, Environment and Development \(Overview and Scrutiny\) Committee 23rd September 2015. Agenda Item 5. Local Plan Update.](#)

Relevant web links

HS2 Draft Planning Memorandum – Decision on Qualifying Authority Status

Cabinet Member: Councillor I. Pritchard

Date: 5th July 2016

Agenda Item: 7

Contact Officer: Mr Sean Coghlan

Tel Number: 01543 308199

Email: Sean.coghlan@lichfielddc.gov.uk

Key Decision? YES

Local Ward Members All Wards within Phase 1 of HS2 – Bourne Vale, Whittington and Streethay, Alrewas and Fradley, and Armitage with Handsacre

Lichfield
district council
www.lichfielddc.gov.uk

CABINET

1. Executive Summary

- 1.1 The purpose of this report is to seek authority to sign the HS2 Planning Memorandum, the effect of which is that Lichfield District Council will become a 'Qualifying Authority' for the purposes of the High Speed Rail (London – West Midlands) Bill (the Bill). Those authorities choosing qualifying status will be given greater control over the detailed design and external appearance of buildings and structures along the route - such as bridges and tunnel portals. In agreeing to these controls, qualifying authorities are required to handle requests for approval in an expeditious manner, and to ensure appropriate delegated authority and Committee procedures are in place.

2. Recommendations

- 2.1 That the Cabinet approves the signing of the Planning Memorandum to become a 'Qualifying Authority' for the purpose of the High Speed Rail (London – West Midlands) Bill (the Bill).
- 2.2 That Council be requested to amend the Constitution to allow the determination of all planning matters submitted under Schedule 17 (the Planning Conditions Schedule) of the Bill, including approval of delegated authority to nominated senior officers and the conditions under which applications will be reported to Planning Committee (as set out in **Appendix 1**).

3. Background

- 3.1 The Bill will grant planning permission for the construction of a high speed railway between London and Birmingham. However, this permission will be subject of a number of conditions requiring the nominated undertaker (the party/parties who will construct the railway) to obtain the approval of Local Planning Authorities along the route for matters of detail, including the design of buildings and structures – such as bridges and tunnel portals.
- 3.2 The Bill gives each Local Planning Authority a choice between having a wide or narrow range of controls over the approval of such details. Local Authorities opting for a wider range of control are referred to as 'Qualifying Authorities.'
- 3.3 Qualifying Authorities will be responsible for issuing approvals in relation to the detailed design and appearance of buildings, structures and features of the scheme. Under Schedule 17 (the Planning Conditions Schedule), the nominated undertaker is required to submit requests for approval to qualifying authorities of the following:
- plans and specifications;

- construction arrangements;
- bringing into use; and
- site restoration schemes.

3.4 Similar to the grant of reserved matters approval following outline planning permission, the approval of these details does not extend to the principle of their construction, as they would be permitted by the Bill itself. Examples of typical buildings, structures and features include:

- Buildings and road vehicle parks;
- Bridges, viaducts and tunnel portals;
- Terracing; cuttings; embankments and other earthworks;
- Fences and walls;
- Telecommunication masts;
- Site restoration;
- Pedestrian access to the railway line;
- Artificial lighting.

3.5 If the Council decided to be a non-qualifying authority, it would have a significantly reduced role, effectively losing control over the majority of buildings, structures and features being constructed within the District.

3.6 There are two grounds on which structures, buildings and features forming part of the railway may be refused or permitted, subject to conditions of a qualifying authority. These are:-

- i) That the design or external appearance of the works ought to be modified:
 - a) To preserve the local environment or amenity,
 - b) To prevent or reduce prejudicial effects of road safety or the free flow of traffic in the local area,
 - c) To preserve a site of archaeological or historic interest or nature conservation value, in respect of which the relevant aspect of the scheme is reasonably capable of being so modified.
- ii) That the development ought to, and could reasonably, be carried out elsewhere on land within the Act limits.
 - a) This aspect would only relate to development within especially sensitive areas such as Historic Parks.

3.7 In determining these approvals, it would only be appropriate to raise an objection to the detail design of a particular building, structure or feature if the impact of that design would be very significant in the surrounding area, beyond that which might reasonably be expected to be part of the railway scheme.

3.8 It is important to note that the reduced level of control applying to 'non-qualifying authorities' only enables refusal in respect of reasons i(a) and ii(a) – all other matters would remain with HS2. Therefore, given the concern over HS2's impact on heritage assets and the local road network, it is important that the Council takes full advantage of the widest available powers conferred on it becoming a Qualifying Authority.

3.9 Councils wishing to become 'Qualifying Authorities' are required to sign the 'Planning Memorandum.' This document sets out the rules of conduct and administrative arrangements for both the Local Planning Authorities and nominated undertaker leading up to and during the construction of the railway. Importantly, it requires the Council to commit to dealing with applications in an expeditious

matter (i.e. within 8 weeks), and to being sufficiently resourced to do so. The applications are likely to be for relatively minor works, but could be substantial in number and frequency.

- 3.10 In view of the level of interest that is likely to be generated by the proposals that come forward; the possibility that numerous such applications will be submitted either at the same time or in short succession; and the need to ensure they are dealt with particularly expeditiously, there is a risk that the anticipated volume of work could have significant impact upon the capacity of the Planning Committee to consider these additional items within the required period.
- 3.11 In order to address this issue, it is recommended that delegated authority be given to Senior Officers (as currently set out in the Constitution to determine planning applications) to determine approvals under Schedule 17 (the Planning Conditions Schedule) of the Bill. In addition, it is also recommended that the conditions in which such approvals will be reported to the Planning Committee should also be set out. Attached at **Appendix 1** is the recommended delegated authority to officers and criteria for referral to Planning Committee. This approach reflects that of the current process of determining planning applications, allowing Members the opportunity to ‘call-in’ such approvals – subject to specifying planning reasons. Should this approach be agreed, it will require a change to the Constitution to be approved by Full Council.
- 3.12 It is proposed that the Council will be reimbursed for the cost of dealing with the additional applications by way of either payment of nationally set applications fees or through the funding of temporary costs via a Service Level Agreement (SLA) between the Council and HS2. Discussions in this regard are on-going.
- 3.13 In summary, becoming a Qualifying Authority involves a commitment by the Council to deal with applications appropriately and with agreed timetables, in return for greater control over a wider range of matters than would otherwise be the case. It should be noted that prior to any submissions being made, the works to construct the railway will already have the equivalent of outline planning permission, and as such, the Council will only have the powers to consider the reserved matters (i.e. design and appearance) for specified buildings, structures and other features along the route. Therefore, this will need to be clearly communicated to all stakeholders involved in the process, so there is a clear understanding of what the planning regime can influence and control at the local level.

Alternative Options	<ol style="list-style-type: none"> 1. The Council could decide not to take the opportunity to become a Qualifying Authority, but would relinquish those planning powers provided by Schedule 17 of the Bill, and in turn, reduce the influence it could have on managing and mitigating the physical impact of buildings, structures and features on the District’s built and natural environment. 2. Should the Council not amend the Constitution it would have no delegated authority to determine Schedule 17 approvals – impacting on its ability to determine applications expeditiously with the required timeframes. Failure to meet those timeframes could result in the Council losing the additional powers of a Qualifying Authority.
Consultation	<ol style="list-style-type: none"> 1. None.
Financial Implications	<ol style="list-style-type: none"> 1. One of the objectives of the Service Level Agreement (currently being drafted) is to ensure that the work undertaken by Council in determining these applications is fully reimbursed on a cost recovery basis.

Contribution to the Delivery of the Strategic Plan	1. Becoming a Qualifying Authority will ensure that the Council has influence over the physical development of HS2 - seeking to preserve the historic, built and natural environment along its route and maintaining the District as an clean, green and welcoming place to live.
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Equality, Diversity and Human Rights Implications	1. Becoming a qualifying authority will ensure the Council can engage with stakeholders in the process, thus enabling them to contribute and influence the decision making process in an open and transparent manner.
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Crime & Safety Issues	1. There will be no impact upon our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988).
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The Council decides not to become a Qualifying Authority – reducing its ability to influence the physical development of HS2 and its impact upon the built and natural environment.	Clearly highlight the benefits of ‘Qualifying Status’ which can be delivered on a cost recovery basis through an agreed SLA.	Yellow. There could criticism from the community that the Council had failed to take the opportunities available to fully engage in the process of managing and mitigating the physical development HS2.
B	The Constitution is not updated to ensure appropriate delegated powers are in place to handle applications within the required timescales.	Amend the Constitution at Full Council.	Yellow. Without appropriate delegated authority in place the Council runs the risk of losing powers conferred as a result of not being able to meet those challenging deadlines.

Background documents

Relevant web links:
[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509521/Annex_2 - Draft Planning Memorandum.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509521/Annex_2_-_Draft_Planning_Memorandum.pdf)

xx. DELEGATED TO THE STRATEGIC DIRECTOR – DEMOCRATIC, DEVELOPMENT AND LEGAL SERVICES, DEVELOPMENT EXECUTIVE (PLANNING AND BUILDING CONTROL), PLANNING DEVELOPMENT MANAGER, AND PRINCIPAL DEVELOPMENT MANAGEMENT OFFICERS.

xx.1 To determine all planning matters submitted for approval under Schedule 17 (the Planning Conditions Schedule) of the High Speed Rail (London – West Midlands) Bill **UNLESS**.

xx. 1.2 The application (Schedule 17 approval) involves the use of Council owned buildings or land **OR**;

xx. 1.3 A written request has been made by a Member of the Council for the application (Schedule 17 approval) to be determined by the Planning Committee, in accordance with requirements of the HS2 Planning Memorandum proforma, which explains the planning reasons for the call-in.

xx.2 If the situation arises as set out in any of the paragraphs 14.1.2 – 14.1.3 above, then such applications (Schedule 17 approval) will be reported to the Planning Committee.

xx.3 In relation to any application (Schedule 17 approval), which benefits from delegated authority to determine, if in the opinion of at least two of the following officers: Strategic Director – Democratic, Development and Legal Services; Solicitor; Development Executive (Planning & Building Control) or the Planning Development Manager, it is considered appropriate for the Planning Committee to determine the application then the matter shall be reported accordingly.

Fit for the Future Leisure Review

Physical Activity and Sport Strategy

Report of: Cabinet Member for Leisure & Parks



Date:	5 July 2016
Agenda Item:	8
Contact Officer:	CN Turner
Tel Number:	01543 308761
Email:	neil.turner@lichfielddc.gov.uk
Key Decision?	Yes
Local Ward Members	None specifically

Cabinet

1. Executive Summary

- 1.1 In 2015, the council commissioned FMG Consulting, together with Rob Young Consulting and Neil Allen Associates to prepare a Physical Activity and Sport Strategy and to review the management and funding options available to the council to provide leisure services and facilities in the district.
- 1.2 The options appraisal was considered by Cabinet in March 2016.
- 1.3 The draft strategy was considered by the Leisure Parks and Waste Management (O&S) Committee in January 2016. The principles of the draft strategy were largely endorsed by the committee and the council subsequently consulted partners and stakeholders on it.
- 1.4 The consultation period is now complete and the responses were considered by the O&S Committee on 20 June 2016. Members of the O&S Committee have provided additional comments and have been incorporated.
- 1.5 The Strategy has been revised in light of the comments and it is now ready for adoption by Cabinet.
- 1.6 The Strategy was drafted in order to outline the role the council should play in supporting the provision of opportunities for physical activity and sport in the district. It will also inform the preparation of the specification that will be issued during the procurement process for the outsourcing of the management and operation of the council's leisure centres.
- 1.7 The fundamental principle of the Strategy is to describe how the council intends to nurture and promote a district-wide approach to physical activity and sport so that more residents, but particularly those that would most benefit, are more active more often.
- 1.8 The consultation period ended in mid-May and comments have been considered and, where appropriate, incorporated into a revised draft.
- 1.9 Attached is the final draft of the Strategy for approval and adoption, together with a summary of the responses from consultees.

2. Recommendations

It is recommended that Cabinet approves the Lichfield District Physical Activity and Sport Strategy 2016-2020.

3. Background

- 3.1 In July 2015, the council commissioned FMG Consulting, together with Robert Young Consulting Ltd, to lead on the preparation of the council's Physical Activity and Sport Strategy which would outline the council's future approach to the provision of sports and physical activity services and facilities in the district.
- 3.2 In January 2016, the Leisure Parks and Waste Management (O&S) Committee received and considered the draft Strategy. The draft Strategy was largely welcomed.
- 3.3 The Strategy outlines the value of sport and physical activity to individuals and its importance to communities and localities. It highlights the valuable work of clubs and other organisations in providing decent facilities and opportunities, and describes the current provision and prevailing levels of activity – and inactivity - of residents. Its focus is not solely on sport but also encompasses all aspects of physical activity including active travel, active living and active recreation.
- 3.4 It also describes an overall aim of establishing the district where it is easier for everybody to be more physically active, more often.
- 3.5 In particular this will mean focusing on:
- Increasing the number of children and young people participating in sport and physical activity;
 - Increasing the number of adults participating in sport and physical activity, particularly those that would benefit the most including those over 60, and those with disabilities; and
 - Capitalising on the potential for sport and physical activity for economic development.
- 3.6 To achieve this, the Strategy proposes the adoption of 11 objectives:
1. To influence attitudes and behaviours to encourage people to be active;
 2. To support providers like clubs, schools and private facilities;
 3. To ensure that there are good quality, accessible and sustainable places to be active;
 4. To encourage schools and colleges to do more to promote physical activity;
 5. To support the staging of events;
 6. To encourage the development of the workforce and of volunteers;
 7. To influence commissioners and public policy to promote physical activity;
 8. To promote Active Workplaces;
 9. To increase the attractiveness of Active Travel;
 10. To champion best practice and success; and
 11. To provide insight into the levels of participation and the importance of physical activity and sport to the district.
- 3.7 The Strategy recognises that council cannot and should not seek to do everything. Instead the action plan identifies the potential role of the council – as facilitator; influencer; or deliverer – against each action.

- 3.8 The action plan includes a sport specific section which attempts to capture some of the ambitions of local clubs and national governing bodies so that their aspirations can be recognised and nurtured.
- 3.9 Following January's discussions with the O&S Committee, the council sought comments from partners and stakeholders including schools and clubs with a view to adoption by Cabinet in July.
- 3.10 The consultation involved publication on the council's website in two separate consultation areas – planning (through 'Objective') and community (through 'Voice It'). This was done to try and reach the largest possible relevant audience.
- 3.11 Press notices were also issued to draw attention to the consultation.
- 3.12 Finally, to ensure that we captured the views of clubs, who are at the very centre of the strategy, a consultation evening was held in early May which was facilitated by the county sports partnership and our own staff. Ten clubs were present representing a variety of sports including football, rugby, hockey, swimming, table tennis, equestrian, bowls, and disability swimming.
- 3.13 A summary of the consultation responses considered by the O&S Committee is attached at **Appendix A**. They have been incorporated within the final draft Strategy as appropriate.
- 3.14 Members of the O&S Committee provided comments which included the following. The comments and responses are attached at **Appendix B** and have been incorporated within the final draft Strategy as appropriate.
- Ensuring that the opportunities offered by the district's key parks and open spaces including Chasewater, canal network, Gentleshaw and Cannock Chase are exploited.
 - A need for a greater emphasis on encouraging greater activity amongst the over 70s and the importance and value of walking, and the sustainability of bowls clubs.
 - Encouraging greater co-operation between the council and the county council public health teams.
 - How the council supports the recruitment and development of volunteers in this sector.
- 3.15 The final draft Strategy is attached at **Appendix C**.
- 3.16 Whilst the Strategy contains two long term action plans – focusing on themes and on specific sports – it is intended that the council will adopt its own one-year action plan which will be based on the council's Strategic Plan and on relevant service plans. The one-year action plan is currently being prepared.

Alternative Options	A Strategy can be written in a myriad of different ways.
Consultation	<p>In preparing the draft Strategy a number of stakeholders were consulted including Sport Across Staffordshire and Stoke on Trent, the county council and public health, King Edward VI and The Friary schools, the CCG, Bromford Housing, and a number of clubs and NGBs.</p> <p>The Leisure Parks and Waste Management (O&S) Committee considered the draft Strategy in January 2016 and requested that it be placed for consultation.</p> <p>Since the first draft was issued there has been extensive consultation both</p>

electronically, through the council's 'Objective' and 'Voice It', and face to face.

Consultees through 'Objective' and 'Voice It' were asked to comment on the following questions:

1. Is this Strategy right for Lichfield District?
2. Have we got the objectives right?
3. Is our action plan right?
4. Are the roles of Lichfield District Council appropriate?
5. How can your organisation contribute to the action plan?
6. Have we got the sport specific action plan right?
7. How can your organisation help deliver the sports specific action plan?
8. How can you help us fund the sports action plan?

To ensure that we captured the views of clubs, who are at the very centre of the strategy, a consultation evening was held in early May which was facilitated by the county sports partnership, Staffordshire County Council Public Health and our own staff. Ten clubs were present representing a variety of sports including football, rugby, hockey, swimming, table tennis, equestrian, bowls, and disability swimming.

A summary of the responses was considered by the O&S Committee on 20 June 2016 and is attached at **Appendix A**.

Members of the O&S Committee subsequently provided additional comments and these are attached at **Appendix B**, together with an initial response.

Financial Implications

The council already invests significantly in promoting physical activity and sport and has approved revenue budgets to support the running costs of three leisure centres; parks and open spaces; sports development including Positive Futures. It also uses its grant aid budget to support physical activity and sport.

The council has also approved a budget for the outsourcing of the management and operation of the leisure centres; a project that forms a key part of the action plan.

There are also a number of proposed capital projects that have been identified within the Strategy. The projects are drawn from existing plans including the Infrastructure Delivery Plan.

In consequence, whilst there are a number of proposed actions that will require funding by the council; the vast majority are already included within the council's existing approved revenue budgets or capital plans.

Budgetary pressures during the lifetime of the Strategy will need to be considered as they emerge through the usual budget setting processes.

Contribution to the Delivery of the Strategic Plan

The Strategy will contribute to the delivery of the emerging Strategic Plan in the following ways:

- Helping develop a vibrant and prosperous economy;
- Promoting healthy and safe communities;
- Provide clean, green and welcoming places.

Equality, Diversity and Human Rights Implications	The Strategy emphasises the importance of encouraging those that would most benefit, to be more active, more often. Such individuals may have protected characteristics including age, gender and disability or ill-health.
Crime & Safety Issues	The Strategy emphasises the importance of sport and physical activity in providing diversionary activities, particularly for young people.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The council cannot deliver the Strategy	The Strategy has been drafted with a view as to the capability and capacity of the council. The Strategy will be delivered by an agreed annual action plan	This is classed as a Green risk. Score out of 5 Likelihood 2 Impact 2

<p>Background documents</p> <p>Draft Physical Activity and Sport Strategy and Evidence Base Consultation responses</p>

<p>Relevant web links</p> <p>N/A</p>

Physical Activity and Sport Strategy Consultation Responses

Responses received in writing	Organisation	Response
We welcome the recognition that Planning has an important role in the strategic context which the Sport and Physical Activity Strategy sits in.	Spatial Policy and Delivery LDC	Comment noted
So that the reader is clear about the Strategic Planning context for your strategy we would recommend that reference to Lichfield's Local Plan within the document be amended to read Local Plan Strategy. We did have a Local Plan adopted in June 1998 and we do still have a number of those policies saved, so there is a risk of confusion.	Spatial Policy and Delivery LDC	Amendment made to strategy
In terms of Para 2.35, there seems to be a little confusion. The Local Plan Strategy has 15 Strategic Priorities and 14 Core Policies. I'd would recommend that at this point in the document you include a reference to the Local Plan Strategy Strategic Priority 11: Healthy and Safe Lifestyles and Local Plan Strategy Strategic Priority 5: Sustainable Transport to provide the strategic planning context before follow on to the 3no Core Policies identified in para 2.35.	Spatial Policy and Delivery LDC	Amendment made to strategy
The issue of Birmingham housing is continually changing, to ensure consistency and avoid opening the Authority up to challenge, para 2.36, should be removed and replaced with para 4.6 of the Local Plan Strategy. Para 4.6 forms part of an adopted strategy which has been found sound through an examination in public and also survived a High Court legal challenge. I haven't copied it for you but para 4.6 starts on page 27 of the Local Plan Strategy.	Spatial Policy and Delivery LDC	Amendment made to strategy.
We welcome the reference to the evidence base of the Local Plan Strategy in para 2.37 and 2.38.	Spatial Policy and Delivery LDC	Comment noted
You might want to extend para 2.39 to include reference to the Authority adopting the Community Infrastructure Levy (CIL) on the 19 th April 2016 as a means to delivery strategic infrastructure. Open Space and Indoor Sports feature in the Regulation 123 list which CIL income can be allocated to. You might also like to make reference to the recently adopted (goes to Full Council on the 17 th May 2016) Developer Contributions Supplementary Planning Document. Appendix D of the SDP outlines Open Space Standards and Appendix E of the SPD provides a summary of the Sports Facilities Framework.	Spatial Policy and Delivery LDC	Amendment made to Strategy
In terms of the Summary of Key Implications for the Strategy , page 12, bullet point e. Could we suggested that the word 'lots' is replaced with 'significant'. This will reinforce the strategic context of your document.	Spatial Policy and Delivery LDC	Amendment made to Strategy
Objective 7 Commissioning and Policy Action point 7.1 makes reference to the Tamworth and Lichfield Business and Economic Partnership. How this partnership operates has recently changed. You might want to explore if their current remit fits with your delivery needs.	Spatial Policy and Delivery LDC	Reference removed from Strategy
Appendix D – Sport Action Plan you might want to give the Playing Pitch Strategy its full name here to reference accurately para 2.37.	Spatial Policy and Delivery LDC	Amendment made to strategy.
Appendix D – Sport Action Plan, Football, I am struggling find the reference to replacing the 3g pitch and lights at Burntwood Leisure	Spatial Policy and Delivery LDC	Comment noted - This has been

Centre in the Playing Pitch Strategy. You might be able go straight to reference or you may have undertaken further work to support this project being included. I would be grateful if you could share the cross reference with me.		included due to the current state of the 3G pitch at Burntwood. The surface is extremely worn and will soon become unplayable.
It's worth noting that the Playing Pitch Strategy is one of the documents in our evidence base that we will be reviewing in the near future. Leisure Services will of course be asked to be part of the review process.	Spatial Policy and Delivery LDC	Comment noted and will ensure Leisure Services are involved with the PPS review.
Para 3.59 makes reference to a three tier local government structure operating in the area, this is contrary to information in para 6.7. I think three counting the Parishes is correct.	Spatial Policy and Delivery LDC	Amendment made to strategy
Para 6.11 it might be worth noting which O & S committee will own the document.	Spatial Policy and Delivery LDC	Amendment made to strategy.
Figure 4.1 has economic has lost its e.	Spatial Policy and Delivery LDC	Amendment made to strategy.
We use a host of acronyms in planning (there's an eleven page glossary in the back of the Local Plan Strategy!). Your document has its fair share too, some I was aware of before reading the document e.g. PE and KPI and others I had to goggle e.g. STP. You might want to give the full meaning at the first use then abbreviate any following uses.	Spatial Policy and Delivery LDC	Glossary being prepared
Appendix D – Cycling, should Highways appear in the Stakeholder box when you already have SCC.	Spatial Policy and Delivery LDC	Amendment made to strategy.
Appendix D – Dance for exercise leave should be level	Spatial Policy and Delivery LDC	Amendment to strategy made.
Appendix D - Equestrian delopement should be development.	Spatial Policy and Delivery LDC	Correction made
The report identifies 18% of the population with LLTI's/disability and are rightly one of the target groups. Whilst within the detail it does mention disability I feel that this needs to be specifically mentioned in the Strategic Headlines and 11 objectives. I would be concerned that if it is not a prominent part of the strategy, the good intentions will be just that.	Andy Gibson Penguins Disability Swimming Club	Disability is now specifically referenced in Sub Aim B and Objective 1.
Penguins are based at the Friary leisure centre and we are concerned with the plan to outsource the management of it. The club, which has been running for over 30 years, enables disabled (both physical and learning) swimmers of all ages to enjoy exercise in a supported environment, benefits from reduced pool fees. Without this reduction it would be difficult for Penguins to be financially viable	Andy Gibson Penguins Disability Swimming Club	Comment noted and added to the issues log of the Leisure Outsourcing project.
There is a risk that, with regard to disabled sport, the strategy is too broad making it difficult to deliver. I would suggest that the Council identify a number of sports where there could/is a real interest and work closely with clubs to develop these.	Andy Gibson Penguins Disability Swimming Club	Comment noted. One year action plan will specifically reference key actions to

		promote disability sport
All clubs rely on the goodwill of volunteers and most struggle to recruit. One of the limiting factors for Penguins is a shortage of volunteers and then the cost of training required (safeguarding, swimming instruction etc). The success of sports in Lichfield will largely be dependent upon volunteers and this is an area that should be part of the strategy with Lichfield DC taking a leadership position.	Andy Gibson Penguins Disability Swimming Club	The council will take a lead, together with SASSOT, in ensuring that a volunteer action plan is developed and implemented.
It is not only the provision of disabled sports themselves but the facilities available at the venues - parking, changing, toilets etc which if not available will deter participation	Andy Gibson Penguins Disability Swimming Club	Have further emphasised the importance of accessible facilities in the strategy
We consider this to be the right strategy for Lichfield District, we welcome the inclusion in the strategy of more open and green spaces for people to enjoy physical activity – e.g. our canal towpath. We also hope the canal near Lichfield will offer opportunities for canoeing.	Lichfield & Hatherton Canals Restoration Trust	Noted
Yes – a balanced set of objectives including increased engagement by those who are currently less-physically-active.	Lichfield & Hatherton Canals Restoration Trust	Noted
We feel that it is, within the constraints on the Council's spending.	Lichfield & Hatherton Canals Restoration Trust	Noted
Councils Roles - Yes – and they are presented clearly in the document.	Lichfield & Hatherton Canals Restoration Trust	Noted
We will continue to develop our Heritage Towpath Trail alongside the Lichfield Canal – this already includes section which has been designed for use by people in wheelchairs. We are also aiming to make provision for canoeing on a section of the canal near the Tamworth Road. The next section of the Heritage Towpath Trail which we expect to open runs from the A461 over the M6 toll road to Ogley Junction near Brownhills.	Lichfield & Hatherton Canals Restoration Trust	Noted – and reference made in canoeing and walking action plan
We welcome the inclusion of the activities which are appropriate on and alongside the canal covered by our restoration work.	Lichfield & Hatherton Canals Restoration Trust	Noted
Funding the sports action plan - Not directly, but we raise funds on our own account for the work we do to create spaces for active leisure which are open to the public at no charge	Lichfield & Hatherton Canals Restoration Trust	Noted
I am pleased to note the PAS seeks to implement the FPM modelling outcomes and the Playing Pitch Strategy and that there are some clear facility delivery objectives incorporated in the Action Plan. I fully support this document being regularly updated as this is vital if it is to become a living implementation plan. The FPM and PPS have links to the Local Plan and these links, along	Maggie Taylor Sport England	Noted

with the Infrastructure Delivery Plan, need to be made to ensure all Council programme documents support one another.		
Any activities linked to the proposed Lichfield District Council Sport and Physical Strategy should therefore be linked to the principles of the AONB Management Plan where they may affect its agreed actions. Bearing this in mind, we believe that the following specific comments are of relevance.	Cannock Chase AONB Officer	Noted - Sports Development to liaise closer with AONB Officer
The AONB Partnership is due to publish its dementia strategy for the area in May this year. Links between this and the Sport and Physical Activity Strategy would help to support health living and the provision of appropriate infrastructure and support for all those living with dementia. It would be helpful to make mention of this within the strategy to enable links and activities between the action plans of both strategies moving forward to 2020.	Cannock Chase AONB Officer	Noted - Sports Development to liaise closer with AONB Officer
Walking is a major activity within the AONB and its surrounding area. Your strategy points to the benefits to health it can bring and whilst not a 'sport', walking as a recreation offers many benefits. Whilst it is referred to briefly on p63 of the strategy (Appendix D – Action Plan), it seems that a focus on this activity, both for everyday access and for recreation is an omission in the draft.	Cannock Chase AONB Officer	Walking added to the Sports Action Plan.
The Ramblers have developed a number of walks with the AONB partnership, specifically targeting appropriate walks within the AONB. This includes three (outside Lichfield district) that encourage walking via building up of confidence to walk, using interest in Tolkein as a starting point. A number of healthy walking initiatives, some led by Age Concern, exist that could also help support the strategy's delivery.	Cannock Chase AONB Officer	Walking added to the Sports Action Plan.
In addition, the AONB Partnership has worked with the dog owning community (e.g. Freda's Footsteps campaigns) to encourage the most appropriate behaviour with dogs in and around the AONB's countryside. We would support any activity that encourages 'responsible' dog walking groups to be formed and supported, as we believe these would benefit the AONB.	Cannock Chase AONB Officer	Whilst walking is an important element of the strategy, issues specific to dog walking is outside the scope of the strategy.
Since walking is an activity that fits very well into the principles of the AONB Management Plan, we would encourage you to strengthen the emphasis on walking within the strategy, giving it specific mention and working with partners, such as Ramblers, to help support delivery.	Cannock Chase AONB Officer	Walking added to the Sports Action Plan.
Cannock Chase AONB already supports mountain biking activity within the area. Other cycling activities that are newer to the area, both on and off-road, appear to be growing. All of these activities need to be balanced within the overall within the principles of the AONB Management Plan. We would like it to be noted therefore that where growth of these activities is proposed or they will directly affect areas within the AONB, that Lichfield District Council works with the AONB Partnership to develop appropriate and sustainable solutions.	Cannock Chase AONB Officer	Noted
Whilst there is little detail in the document about the development of a national cycling centre at Chasewater (p55), this would be	Cannock Chase AONB Officer	Noted

<p>supported as it may have the potential to help accommodate visitors that would otherwise be bringing pressure to bear in the AONB. However the comments in the paragraph above about considering impacts of such development on the AONB would also apply.</p>		
<p>Events that support the economic benefit for conserving and enhancing the AONB to ensure that it is sustained into the future are supported. The Partnership would therefore welcome further discussion with the Sport Development Team around these actions within the strategy. These discussions would focus on the development of appropriate financial mechanisms that provide benefit to both the areas that support the activities and the activities themselves. This is a key objective within the AONB Management Plan.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted - Sport Development officer to follow up</p>
<p>The intention to support other initiatives such as those within the Central Rivers Initiative area (p55) is supported, as it will help visitor pressures on the AONB be balanced and support the on-going development of physical activities. Where further infrastructure can be enabled to make the most of links into the Central Rivers Initiative area and further into the National Forest, these actions would be supported within the strategy. Further actions within Appendix D – Action Plan to deliver such activities and help balance the management of visitor numbers to the AONB, Central Rivers Initiative and beyond would therefore be supported.</p>	<p>Cannock Chase AONB Officer</p>	<p>Noted</p>
<p>Have we got our objectives right - More emphasis could be placed on the use of the outdoors for activity, with less focus on sports. Theme 3 includes reference to the outdoors but this could form a theme by itself. The new Sport England Strategy to be issued shortly is expected to have more emphasis on activity rather than formalised sport. This can be encouraged through the design of urban areas, encouraging people to walk, rather than traditional built leisure facilities.</p>	<p>Green Infrastructure & Planning Officer The National Forest Company</p>	<p>Noted but do not intend to separate indoor and outdoor places to be active into two themes.</p>
<p>The National Forest Company encourages outdoor activity through the creation of publicly accessible woodlands and other habitats. We work with Planning Departments to ensure that new developments in the Forest include accessible connected green infrastructure and connections to Forest sites. We also promote and manage the National Forest Way, a 75 mile long distance path which starts or finishes at the National Memorial Arboretum.</p>	<p>Green Infrastructure & Planning Officer The National Forest Company</p>	<p>Noted but provision of woodland is outside the scope of the strategy but is referenced and welcomed in our Green and Open Spaces Strategy</p>
<p>The Strategy identifies that there is latent demand for outdoor activity but no actions are identified to address this. Outdoor activity is a gateway to an active lifestyle, walking is the most accessible of activities and has significant benefits. Creating the right environment to encourage people to walk, both for day to day activities (to school, to the shops) and walking for recreation should form the basis on an action within this document. If the aspiration is to get people active, rather than to get them to participate in sports, then the action plan should not be focused just on sport.</p>	<p>Green Infrastructure & Planning Officer The National Forest Company</p>	<p>Noted but there will be three action plans – thematic; sports specific and a one year action plan. So action plans should incorporate non-sporting activity.</p>

<p>Less emphasis on 'sport and physical activity' more on activity. The greatest impact will be making sedentary people slightly active rather than making already active people participate more. Reference should be made to Sport England's Active Design Guidance (https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/) . This could also be referred to within Planning documents. This sets out how physical activity can be encouraged through the design and layout of the physical activity.</p>		<p>Noted and particularly important for the theme on Active Travel</p>
<p>We would be happy to work with the District council to provide new outdoor activity facilities or improve access to existing facilities within The National Forest. The Action Plan refers to delivering events, an ultra-marathon is proposed to take place along the National Forest Way starting at the National Memorial Arboretum. While this is not being organised by us, it utilises the facility which we have created. We will continue to support such events and hope that the District Council will help to promote the event - http://www.goultraevents.co.uk/events/national-forest-way-75/</p>	<p>Green Infrastructure & Planning Officer The National Forest Company</p>	<p>Comment noted - Sports Development Officer to follow up</p>
<p>The Lichfield District Council strategy identifies the need to remain active and mentally well. The context of the strategy identifies that it wishes to support and encourage the development of clubs to increase the quantity of leisure and cultural opportunities. However it neither identifies walking nor activities with dogs, in its list of potential activities where the council could act as a positive partner.</p>	<p>Lichfield and District Dog training Society</p>	<p>Walking added to the Sports Action Plan.</p>
<p>In 2015, it was estimated that 24% of households nationally own dogs. This figure may arguably be higher in the district, bearing in mind its rural nature. Appendix D of the strategy lists an array of sports activities and yet omits one that is likely to affect nearly a quarter of the district's population positively. LDDTS would like to see this change within the strategy, with the addition and recognition of dog activities being included.</p>	<p>Lichfield and District Dog training Society</p>	<p>Whilst walking is an important element of the strategy, issues specific to dog walking is outside the scope of the strategy.</p>
<p>I have read the report but really couldn't sensibly reply using the supplied questionnaire. I approve of the plans in general but have just one point to raise.</p> <p>With at least one international player living in the City and the Lichfield U3A group having had great difficulty in finding anywhere to play, one sport very obviously missed out entirely from the report is Croquet.</p> <p>The U3A's involvement would clearly fit into the Council's strategy. Owing to the lack of a suitable green, the U3A has had to limit the membership of the Croquet group, something of a disaster for both the group itself and the Council's wish to involve older citizens in healthy activities.</p> <p>Please reconsider adding Croquet to the list of sports to be encouraged and supported.</p>	<p>Brian Hammond</p>	<p>Comment noted - Croquet to be added to sports action plan</p>

Responses received through ‘Objective’		
<p>Is this Strategy right for Lichfield District? No. Although we note the listing of ‘Open green space, parks and countryside’ under the ‘Active Recreation’ heading in Figure 2.1 (p.6) and the ‘Priority Action’ in Appendix F (Objective 3.3) to ‘Maximise the potential of the District’s outdoor spaces in supporting people to become active’, this is not fully followed through in the body of the Strategy or its objectives.</p> <p>In an era of ever increasing concern about the nation’s physical and mental health, the Woodland Trust strongly believes that trees and woodland can assist in playing a key role in delivering improved health & wellbeing at a local level through physical activity.</p> <p>Although the relationship between the natural environment and healthy physical activity is a complex one, it is now widely accepted that green infrastructure – such as trees, woods and forests – can contribute to both preventative and restorative wellbeing solutions[i].</p> <p>Increasing evidence has demonstrated the critical impact that trees can make in encouraging more active lifestyles and alleviating the symptoms of some of our most debilitating conditions such as dementia, obesity, heart disease and mental health problems[ii].</p>	Woodland Trust	Comments noted but the provision of trees and woodland is outside the scope of the strategy. However, the importance of trees and woodland is recognised and highlighted in the council’s Greens and Open Spaces Strategy.
<p>We would therefore like to see this Strategy commit to increasing the amount of accessible woodland in Lichfield District to help benefit opportunities for physical activity.</p>	Woodland Trust	As above.
<p>How can your organisation contribute to the action plan? We can supply free community or school planting packs - https://www.woodlandtrust.org.uk/plant-trees/in-your-community/or we can contribute up to 60% of planting costs for larger sites under our MOREwoods scheme - https://www.woodlandtrust.org.uk/plant-trees/help-and-support/</p>	Woodland Trust	Comment noted and details passed on to our parks team.
<p>Is this Strategy right for Lichfield District? Yes, it makes sense but is too light on actions to implement to deliver the obvious ambition</p>	Gareth Moss	Noted
<p>Have we got the objectives right? Yes, as far as they go. For example in 5.3 actions around How Places are to be active will assist greatly. I would like to see more explicit reference to some creative examples (ie Outdoor Gyms) in parks and open spaces linked to the Council's Planning objectives.</p> <p>There should also be more explicit reference to making cycling more accessible within the District.</p> <p>Finally how will greater capacity be made available to assist the voluntary sports sector and clubs. If capacity is recognised as a barrier here what can be done to increase that capacity</p>	Gareth Moss	<p>Comments Noted</p> <p>Will add reference to outdoor gyms</p> <p>Active Travel emphasises importance of cycling.</p> <p>Will work closely with clubs and SASSOT to prepare a volunteer</p>

		recruitment and development plan
<p>Is our action plan right? Yes, but needs more reference to how some of the barriers identified in the Strategy are to be overcome. If Sports Clubs have limited facilities how can the Strategy help Clubs overcome that?</p>	Gareth Moss	Noted - to be addressed in sports action plan
<p>Are the roles of Lichfield District Council appropriate? Yes, albeit limited as per above. More actions to help Clubs address their capacity issues, greater focus on non facility based activity (eg outdoor gyms).</p>	Gareth Moss	Comments Noted
<p>How can you help us fund the sports action plan? No comment, other than a greater use of s106 monies to specifically address the strategy.</p>	Gareth Moss	Noted
<p>Any other comments? Good Strategy, needs greater focus on actions to implement</p>	Gareth Moss	Noted
<p>Have we got the objectives right? Historic England believes there is scope, under objectives 3.3 and 3.4 to make better use of the historic environment (including parks and buildings) as places to be active. This might include using historic buildings for exercise classes, or historic landscapes for organised walks/runs or other outdoor sporting activity.</p>	Historic England	Noted –key assets of the district include its historic parks, city centre and cathedral, and canal network. Actions will be developed to utilise these.
<p>Is our action plan right? Lichfield DC’s stated aim to work with stakeholders such as Staffordshire County Council and the Cannock Chase AONB would feed into an approach outlined in the answer to question 2. The Council may also like to consider partnerships with organisations such as the National Trust, who allow parkruns to be held in the grounds of some of their historic properties.</p>	Historic England	Noted – but National Trust has not properties in the district.
<p>How can your organisation contribute to the action plan? Historic England can provide advice on the best use of the historic environment, should the Council wish to integrate aspects of it into the Sport and Physical Activity Strategy.</p>	Historic England	Noted
<p>How can you help us fund the sports action plan? Under Historic England’s current grant priorities, we would not be able to help fund the sports action plan.</p>	Historic England	Noted
<p>Recent research commissioned by the Department for Culture, Media & Sport for the CASE project (Fujiwara 2014; Taylor 2015) has identified the strong link between participation in heritage and sport and wellbeing. Historic England believes there is scope to better integrate the promotion of active lifestyles with the beneficial use of historic places.</p>	Historic England	Noted

National Governing Body Responses		
<p>Charter Standard should read 'Clubmark'</p> <ul style="list-style-type: none"> ○ 6 Lichfield clubs are going through an interim annual health check as ECB move to an online process (Lichfield, Hammerwich, Tamworth, Whittington, Burntwood St Matthews, Alrewas) 	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Strategy amended</p>
<p>Disability teams – hub approach centred on Lichfield CC currently</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Action plan amended to protect this work.</p>
<p>Is disability supported better though hub-focused working than with all clubs?</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Action plan amended to protect this work.</p>
<p>Additional clubs – Wilnecote, Wall (active women's section), Armitage</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Clubs added to action plan</p>
<p>Last Man Stands corporate league opportunities – potential of investment for ATP – Beacon Park?</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Actions added to sports action plan</p>
<p>Work with Staffordshire Cricket / Friary Grange facility for coach education, district and development sessions - base for 'east' of county?</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Action added to sports action plan</p>
<p>Closer link with Cricket Development Group</p>	<p>Jason Britton Development Director Staffordshire Cricket</p>	<p>Action added to sports action plan</p>
<p>Great to see that netball is listed as a priority on your physical activity strategy. Another option to consider is Walking Netball, England Netball is launching this as a new product aimed at over 40's from September. I would be happy to work with Lichfield Sport Development to introduce this session in addition to those already listed.</p>	<p>Kate O'Leary Netball Development Officer Staffordshire & South Staffordshire</p>	<p>Action added to sports action plan</p>
<p>We have had a look through the document and this looks ok to us. There is obviously recognition on NGB support, projects and programmes and we would be happy to support and work with you and partners in Lichfield as required. We have a good number of football clubs and two key leagues as you know which we can work with to provide opportunities and develop participation.</p>	<p>Kevin Staples Football Development Manager Staffordshire FA</p>	<p>Noted</p>

Page 19 – Mention of coach education courses being prohibitive cost wise and availability. I'd be keen to understand this further see what options there are for local courses.	Kevin Staples Football Development Manager Staffordshire FA	Comment noted - Sports Development Officer to follow up
Page 19 – point 3.42 – happy to support as needed	Kevin Staples Football Development Manager Staffordshire FA	Noted
Page 20 – Keen to support young people and leadership to help develop a workforce	Kevin Staples Football Development Manager Staffordshire FA	Noted
Page 58 – Action plan: 3G pitch at Eastern Avenue – does this need to still be included considering we have discussed this and the aspiration to support Lichfield City just up the road?	Kevin Staples Football Development Manager Staffordshire FA	Noted and subject to further discussions
Page 59 – Action plan: Replace pitch at King Edward Leisure Centre – will this be 3G? Does this need to be stated here if so?	Kevin Staples Football Development Manager Staffordshire FA	Surface not yet determined.
Club Consultation workshop - Feedback		
<p>Q1. Is this strategy right for Lichfield?</p> <ul style="list-style-type: none"> ▪ Overall the attendees felt that is a good starting point There was agreement and willingness that clubs need to 'get on board' with it if it is to be successful ▪ It was felt that the disability referencing throughout the document was too general and didn't not explicitly say was the ambitions and aspirations were to engage disabled people ▪ There is no mention of engaging with ethnic minorities. 		<p>Noted</p> <p>Strategy amended to emphasise importance of sport and physical activity to those with disabilities.</p> <p>Comment noted - added to action plan</p>
<p>Q2. Have we got the objectives right?</p> <ul style="list-style-type: none"> ▪ It was felt that on the whole these were right but there was a consensus that there was slight duplication between Objectives numbers 1,2 and 4 were considered the top 3 priorities in particular to help facilitate the relationships between local providers and education. ▪ It was felt that there should be greater referencing within the 11 objectives to the engagement of disabled people and wider equality ▪ Encourage sports clubs to work closer together 		<p>Noted but no action required</p> <p>Strategy amended to emphasise importance of sport and physical activity to those with disabilities.</p> <p>Noted – add to action plan</p>

Q3. Have we got the sport specific action plan right?

Lichfield City FC

At the moment they are located on a small field which as a club they have now outgrown. The field they are in isn't ideal as there are no toilets so it is hard for female and disabled participants. As well as needing a bigger facility, they are also interested in other types of training sessions i.e. fitness, so would be looking to possibly use a gym for some training sessions.

Action added to action plan

They have new people of all ages wanting to join all the time but they need more funding to train new coaches and upskill existing coaches. They also want to start a disability team but would like further information on CPD available to coach disabled performers.

Action added to action plan

The Club said that the strategy looked fine as did the objectives. The club was happy with the sports action plan and would be happy to help deliver it but support is needed on the points mentioned above.

Noted

Lichfield Swimming Club

Focused more on the sports specific plan rather than the whole strategy and felt they could feed back more on their particular sport.

Wanted to know more about the swimming development plan. They would be happy to be part of a swimming development group. They feel that in order to get more people into swimming and access those who are not active, then this should be considered when planning a new pool development. They think a good idea would be synchronised swimming and diving. Another suggestion to get people more active is that when parents take children to swimming lessons the majority sit round. However, if the leisure centre was able to offer some discount on classes etc. then they could do that whilst their child has their lesson.

Noted add to action plan

The club never turns anyone away as they do not want to put them off the sport. However, there are currently too many children swimming on one night and their main concern is the children's safety. So they need more pool time. However, the problem they have is that their numbers fluctuate quite a lot from one month to the next as the children's lessons are only paid one month in advance. So they couldn't necessarily pay that far in advance.

Noted and action added to action plan

They requested some support on CPD for their coaches and we would take their details and pass on this information.

Action added to action plan

The club would be happy to provide volunteers for School swimming events and will be helping with a gala that is coming up. Their volunteers are DBS checked and can assist with things like time keeping etc.

Noted

They are also happy to assist Burntwood Swimming Club with their Swim 21 accreditation as they have already been through the process.

Lichfield Rugby Club

(Agreed with actions in the plan)

- Look at across the district at when facilities are being under-utilised and develop the offer accordingly
- Multi – sport hub facilities would create a better offer for the community and clubs seemed willing to offer use of their facilities for other sports (multi-sport management)
- The rugby club would be happy to offer use of their facilities during the day to allow for informal non-competitive based opportunities to be developed. They do not necessarily have the time to deliver all the offers but their facilities could be used
- They would be interested to support a recreational offer for women – but support is needed to find/access those who are ‘inactive’.
- Better communication with the planning department as they are currently asking the Rugby Club to remove one of their storage units, where are they going to put their equipment?
- Stressed the need for better inter-club relationships. Could the council facilitate a club network where they could meet and talk on a regular basis. This could be extremely valuable in learning from interactions with schools, sharing of facilities etc
- Continued support required to access funding
- Supported require to source and develop volunteers as club is running at capacity
- Links to workplaces would be really useful

Noted

Noted - added to action plan

Noted

Added to action plan

Noted and add to action plan

Greater working between clubs to be promoted.

Noted

Volunteer action plan to be developed and implemented
Noted

Lichfield Crown Green Bowling Club

(Agreed with actions in the plan except from ‘seek to transfer greens to local clubs’. They don’t feel that this will happen as they feel that they are not provided enough information as to the full breakdown of costs to currently maintain the greens and so are unsure what they would be taking on?)

- The bowls club need to support to access schools as they would like to provider taster opportunities and see the recruitment of young people to their clubs as very important
- They need to help to talk to other bowls clubs in the area as they are aware that a couple of clubs have waiting list whilst they are struggling for members
- The club would like better relationship with the council’s grounds staff (ideally a chance to meet with them every three months or so) to discuss their preferences / needs to the maintenance of the greens

Included within action plan

Invited to join bowls development group

To be actioned

<ul style="list-style-type: none"> ▪ The plan needs to identify crown green and flat green bowls as different sports in the plan ▪ The club needs support to gain funding for equipment that caters for women and younger people ▪ Male juniors should be referenced as a target audience 	<p>Noted but no flat green bowls known to be played in the district.</p> <p>Noted</p>
<p><u>Disability Sport / Swimming</u> (Agreed with the actions on the whole)</p> <ul style="list-style-type: none"> ▪ Physical access still remains a key barrier across the district and the council should check and challenge clubs as well as offer support and advice to address such issues ▪ Does the council know how accessible sports facilities are across the district? ▪ Support to provide better access to open spaces across the district ▪ Focus on quality rather than quantity of disability offer. Look at those that can have the greatest impact and build on existing levels of engagement. It was felt that the number of disabled people is a fairly low percentage of people and therefore sometimes sports are all after the same disabled people to engage in their activities. Better communication across sports to provide disabled people with a varied offer would be beneficial 	<p>Noted – added to action plan</p> <p>Added to action plan</p> <p>Shared with parks team to consider.</p> <p>Noted and accepted</p>
<p><u>Lichfield Hockey Club</u> (Agreed with actions)</p> <ul style="list-style-type: none"> ▪ Main support that was required was the engagement with schools ▪ There was a planning issued discussed for which the club needs support 	<p>Included within action plan</p> <p>Noted</p>
<p><u>Lichfield Table Tennis Club</u> (Agreed with actions)</p> <ul style="list-style-type: none"> • Support with volunteers. Volunteers already give a lot of time to the club. • Protecting Facilities, ensuring there are places to play • Access to facilities, supporting clubs to make sure facilities are available • Better promotion of local Clubs • Support with funding opportunities • Ideas to put table tennis tables into workplaces. 	<p>Volunteer action plan to be developed</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Added to action plan</p>
<p><u>Gartmore Riding School</u> (Agreed with actions)</p> <ul style="list-style-type: none"> • Encourage sports to work closer together 	<p>Added to action plan</p>

<ul style="list-style-type: none">• Are working more and more with groups from different religions and ethnic backgrounds• Always in the need of more volunteers• Support with applying for funding• Better opportunities to showcase sports clubs• What about having a mascot for Lichfield Sport?	<p>Noted</p> <p>Volunteer action plan to be adopted</p> <p>Noted</p> <p>Noted – added to action plan</p> <p>Interesting idea.</p>
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Physical Activity and Sport Strategy Consultation Responses

Comments from Members of Leisure Parks and Waste Management (O&S) Committee

Page no.	Comment	Action
	the document [it is] informative and wide ranging ending with a very positive action 'list'	Noted
	[It was suggested] more could have been detailed, discussed on the use of Chasewater as a benefit for the public good. [This] is quite correct of course but I see the document as a framework on which we 'hang and develop' ideas and actions. Any strategy we put into place has to be flexible not rigid. We may be ambitious and enthusiastic in terms of health and fitness but our ability to fulfil those aims depends to a large extent on our being able to finance the strategy.	Additional references can be made to Chasewater and other open spaces but need to ensure that the strategy is not fixed on location but on encouraging activity wherever is convenient for people.
	The document and indeed the resulting strategy is based largely on organised sport. That is understandable as documented evidence and statistics are more readily available.	At present there are reliable datasets from Sport England about activity levels in sports and formal physical activity sessions. This dataset will change in the future to focus on activity levels. Monitoring of activity levels will change to reflect this.
	The over 70s is not well covered. Whatever ones sport or activity in youth in old age most of us become 'group' walkers. There are plenty of possible partner groups who do organised walks or rambles. U3A, Darwin Walkers etc. Other local authorities, Stafford for one, have trained walk leaders and the national organisation 'Phoenix' operates in Rugeley and Stafford on similar lines as U3A. Other activities for the older resident, bowls, swimming are covered, not mentioned in the strategy could be dancing, line, sequence and organised exercise classes etc. There is an active world going on out there in parish and community centres all over the district!	<p>The over 70s is a key demographic for the strategy. The strategy, and its action plans, can be amended to further strengthen this.</p> <p>Walking as a physical activity is a very important part of the strategy albeit that it was added late to the sport specific action plan. The action plan for walking has been developed further, as has the action plan for Active Travel.</p> <p>In the sport specific action plan there is reference to 'dance for exercise' and the over 60s is a target audience, as is a recognition that dance classes are held at a range of locations, but more has been added to emphasise this.</p> <p>A key activity for this age group is 'low impact physical activities' and there is reference to this in the action plan. Such activities include walking and low impact exercise classes like Extend, cardiac rehab and</p>

		the 50+ classes at Burntwood Leisure Centre. More has been added to emphasise this and to add the over 60s as a target audience.
	The difficulty in implementing the strategy I imagine will be in reaching those for whom terms like 'sport, physical activity, achievement' etc are foreign concepts.	This is most definitely a challenge.
31 para 3	Need to include reference to our many larger public open spaces e.g. Cannock Chase, Chasewater, the large lengths of canal towpaths and our extensive range of public footpaths across the whole of the district.	Additional references can be made to Chasewater and other open spaces but need to ensure that the strategy is not fixed on location but on encouraging activity wherever is convenient for people
39 1.4	need to expand on the key role that SCC Public Health Team have in working with LDC in encouraging physical activity which results in improved health with a consequent reduction in costs to the NHS going forward. How can this be best achieved and who can assist in this joint working?	This is a challenge for the council; greater collaboration between the council and SCC public health has been identified as a priority in the strategy and the action plan. What this will mean in practice has yet to be determined but will be in the one-year action plan which is currently being drafted. Members and officers will be lobbying to ensure that there is greater collaboration between parties to achieve better outcomes.
42	as per comments on page 31 making reference to the many open spaces free to use	Additional references can be made to Chasewater and other open spaces but need to ensure that the strategy is not fixed on location but on encouraging activity wherever is convenient for people
76	final box need to expanded upon and in particular means of supporting walking as a form of exercise in all forms including walking clubs and signposting to the many places to walk as page 31 comments. Target audiences include adults and children and many of these pathways etc are accessible to disabled users also. Need to emphasise that this is probably the most underestimated and utilised form of exercise undertaken by our community as a whole as the "outdoors gym" is free of charge available to all ages and includes of course "dog walking" which is a very popular activity seen across the district and indeed is my main source of exercise as for many others. Need to coordinate with key stakeholders including SCC, Cannock Chase, Canal and River Trust CRT and walking clubs.	The action plan for walking has now been completed. The strategy has been amended to provide greater emphasis on the importance and value of walking.
	My concerns in the original Appendix A were around the "no action" comments. The revised appendix does not fully satisfy my concerns that consultation responses were incorporated into the strategy eg from Spatial Policy & Delivery LDC, volunteer availability and less-physically active comments by Penguins Swimming Club, AONB	The appendix describing consultee responses has been amended further to reflect how they link to the strategy.

	Officer and opportunities from Cannock Chase & cycling centre at Chasewater, “accessible woodland (eg Jack’s Wood), use of historic places by Historic England, disability issues raised by Staffs Cricket Director etc.	
P 10 2.25	What structures are in place to link SCC and LDC strategies?	This is a matter that will need to be considered and addressed as the strategy is implemented.
P34 6.7	Outside “direct control” - but partner!!	Strategy has been amended to read ‘...many actions relating to public health, education and transport sit outside the direct control of the District Council although it does have some influence as a partner in the formulation and implementation of policies and strategies’.
P16 P 19 3.43ff	Council owned assets. What about other public service assets eg school playing fields?	The strategy focuses primarily on the council’s own assets because it’s the council’s strategy but it recognises the importance of other public assets through the objectives – places to be active and schools and colleges. The strategy has been amended to emphasise the role of other public bodies to protect, manage and make available such assets.
P 19	Voluntary sector – lack of volunteers: what is LDC going to do to promote?	Volunteers are essential to a thriving physical activity and sport scene. For sports clubs there will be a volunteer development action plan, prepared in conjunction with SASSOT, the county sports partnership, and NGBs. A volunteer plan for non-sporting activities has been added to the action plan.
P 21 3.59ff	What is being done and/or needs to be done to mitigate “detrimental impact”?	The preparation of a co-ordinated and coherent action plan may help towards encouraging greater partnership and co-operation.
P38 ff	Action Plan – nothing on Chasewater, Cannock Chase, Gentleshaw etc – minimal/no reference to important potential assets	Priority Action 3.3 references the importance of outdoor spaces in supporting people to become more active. But emphasis has been added to mention key assets.
App D –	Concerned about future of local bowling clubs.	Some bowls clubs in the district are strong and sustainable, others less so. It is a sport that is particularly popular with an older demographic and there is always concern about the number of younger players taking up the sport. To this end, the bowls action plan highlights a number of actions to strengthen the sport and clubs in the district including the establishment of a

		bowls development group, and working with the Bowls Alliance and SASSOT to develop bowls participation.
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Physical Activity and Sport Strategy

2016 - 2020



Foreword

Sport and physical activity is important to places and their residents. An area whose residents are active is more likely to be place where people want to live, where its people are more likely to be healthier and wealthier, where its children and young people achieve more, where crime is lower, and where people are more likely to volunteer to enable others to be more active.

Lichfield District Council wants the district to be that kind of place.

The district boasts a population that wants to be active. It has a thriving scene of voluntary sports clubs, which cater for thousands of members of all ages, offering sports as diverse as archery and waterskiing as well as more traditional sports like football, cricket, rugby and hockey. And there are many community groups and committed volunteers leading more informal physical activity sessions; leading walks and family bike rides; taking low impact exercise classes; or organising running clubs.

It has popular sporting venues managed by the public, private and voluntary sectors and attractive parks, open spaces, water bodies and countryside that inspire people to be active.

The district is already an active place. Adult participation rates are amongst the highest in the Midlands and we know that local children and young people are active in school, at clubs and in our parks and leisure centres. But the population is also ageing and a large number of residents are completely inactive.

We know that being active can help people be healthier; it can help manage existing physical conditions and body weight; it improves muscle strength, mental health, aids balance and improves the performance of the heart and lungs. Being active throughout one's life can also help one achieve a healthier old age.

We know the importance and the value of sport and physical activity to the district and its residents but we want to encourage even more residents to be more active more often.

This is the council's strategy that will help achieve this aim. We will do it by supporting those that have similar interests in sport and physical activity like clubs, schools, health organisations, and private providers. Where we need to we will encourage the provision of facilities like sports halls, swimming pools, pitches, tennis courts, play areas and bowling greens. And where we can we will support activities that encourage more people to be more active more often.

Cllr Andy Smith
Cabinet Member for Leisure & Parks

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1. Introduction

- 1.1. Sport and physical activity can help the council achieve its ambition to make Lichfield District a place with a vibrant and prosperous economy, with healthier residents and safer communities and that is clean, green and a welcoming place to live.
- 1.2. We know that the benefits of an active lifestyle are far reaching and impact positively on people's lives. For instance:
- Physically active children and young people are more likely to do better **academically**;¹
 - Participating in sport has been shown to have a positive effect on **employability**;²
 - **Active workplaces do better**;³
 - An active population **drives a stronger economy**.⁴
 - Participation has been shown to maintain and improve **physical and mental health and wellbeing**;
 - Sport can also provide positive activity for young people and so help **reduce risk taking behavior, crime and anti social behaviour**;
 - Sport brings generations and communities closer together.
- 1.3. Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.⁵ Added together it is clear that a more active population can help enrich lives, build civic pride, create stronger communities, generate economic prosperity, and ensure that the District is a better place.
- 1.4. This strategy of Lichfield District Council describes how it intends to nurture and promote a district wide approach to sport and physical activity so that more residents, but particularly those that would most benefit, are more active more often.

¹ Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy,

<https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

² The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

³ Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) *Physical activity, absenteeism and productivity: An Evidence Review* [See report here.](#))

⁴ UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, (2014), *Turning the tide of inactivity*, http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf)

⁵ CASE: The Culture and Sport Evidence Programme, 2015. 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur'

- 1.5. The Strategy sets out clearly the ambitions of the council for sport and physical activity in the district and the roles it will play to achieve these ambitions.
- 1.6. This Strategy recognises that no single organisation can, on its own, increase the activity levels of people; it will require the involvement and commitment of many partners to achieve this common goal. The Strategy seeks to support the ambitions of sports clubs and national governing bodies and embraces the aspirations of schools, local government, the health sector, community and voluntary groups, and businesses. It also attempts to articulate their priorities, identify areas of mutual benefit, and identifies where we can deliver together.
- 1.7. This Strategy has been prepared in conjunction with the council's Leisure Options Appraisal which has been prepared as part of its Fit for the Future programme. This review will help determine the council's future roles in the influencing, facilitating, commissioning, and delivery of services which encourage people to be more active and keeps them active.
- 1.8. But there are some key challenges to be faced. With an ageing population it is essential to consider the most effective use of public resources so as to persuade and enable people to incorporate sport and physical activity into their daily lives, to form lasting habits, to look after their own health and wellbeing, and ultimately to live longer in good health.
- 1.9. This Strategy will highlight the wealth of evidence linking increased levels of sport and physical activity to improved quality of life at all ages. The challenge is summed up by Everybody Active, Every Day: An evidence-based approach to physical activity, published by Public Health England in October 2014::

Around one in two women and a third of men in England are damaging their health through a lack of physical activity. This is unsustainable and costing the UK an estimated £7.4bn a year. If current trends continue, the increasing costs of health and social care will destabilise public services and take a toll on quality of life for individuals and communities.⁶

- 1.10. The current picture in the District presents a story of high participation levels in sport, relative to national and regional figures, offset by large numbers of people who are classed as inactive (i.e. doing less than 30 minutes of physical activity a week). But we should be better than the national average, we should be bolder in building high and sustained levels of participation across all groups in the population. Current participation levels are not enough to make a sustained difference on the local population, and greater participation impacts can be achieved as evidenced elsewhere in Europe.⁷

⁶ Everybody active, every day: An evidence-based approach to physical activity. Public Health England, October 2014

⁷ The example of Finland is cited in much of the latest research. Finland has taken a long-term approach to embedding health enhancing physical activity for all into national and local policy over a period of more than two decades. This is not just sport and health policy but also transport and multisectoral. Repeated surveys indicate that participation in recreational physical activity has increased in Finland among young, working aged, and elderly people during the past two decades. (Physical Activity Policy and Program Development: The Experience in Finland, Vuori et al 2004)

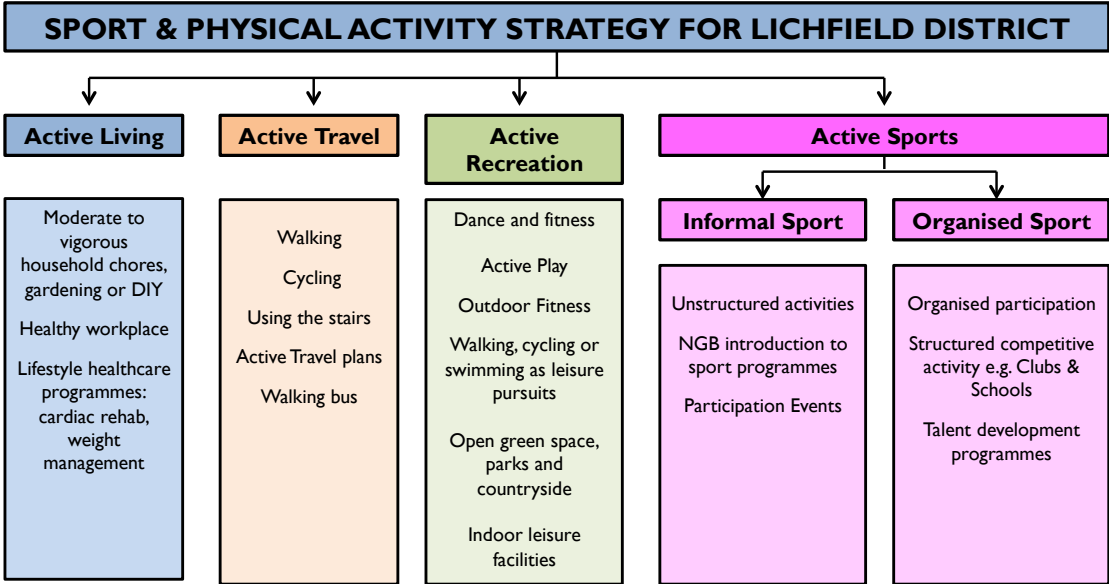
- 1.11. This strategy is not just about doing the same things more efficiently; more radical change is required and there is an openness to explore all options.
- 1.12. Achieving these aspirations will not be easy, which is why a concerted and coordinated effort is required from all stakeholders to make this a sustainable change and improve the quality of life for local residents. However evidence shows us that if we engage more people, more often in sport and physical activity these benefits will be realised and Lichfield District can become an even better place to live, work and visit.
- 1.13. A summary of how this strategy has been developed including documentation reviewed and consultation list is included in Appendix A.

2. Why sport and physical activity is important in Lichfield District

a. Defining Sport and Physical Activity

2.1. The Strategy defines Sport and Physical Activity as follows:

Figure 2.1 – defining sport and physical activity



- 2.2. To achieve our aspirations we accept and recognise that ‘sport’ is an integral element of ‘physical activity’; it is not a separate subject.
- 2.3. Of course, the lifestyle of an individual can incorporate a variety of the different elements within figure 2.1. People are not merely either inactive or active, and an individual’s own activity levels and sporting interests change throughout one’s life. Health, family life, careers, and wealth all impact on people’s activity levels. Appendix B highlights two fictional examples of sporting biographies to bring this to life. The understanding of fluctuating individual sporting biographies is critical to informing the approach of this strategy.

2.4. The scope of activities presented in figure 2.1 contributes to the Chief Medical Officers' (CMO) recommendations for physical activity⁸ (see Appendix C), which are the recognised physical activity benchmarks for the health sector. It is important therefore that the sport sector recognises these to help ensure a more coordinated approach between different agencies.

b. The evidence base for why sport and physical activity is important

2.5. Detailed evidence as to the case for why sport and physical activity is important is contained within the accompanying Evidence Base, building from the summary in section 1. Key highlights are summarised below.

The economic benefits of sport and physical activity

2.6. Sport and physical activity is an important part of the local economy, as can be seen in figure 2.2 below:

Figure 2.2 – the economic contribution of sport and physical activity



Health costs of inactivity

2.7. The introduction to this Strategy focuses on the positive benefits of an active lifestyle but we also need to recognise the costs of inactivity.

2.8. The human cost of inactivity is compelling:

⁸ Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers. 2011

- Physical inactivity directly contributes to one in six deaths in the UK; a similar rate as smoking.⁹
- Physical inactivity is the fourth largest cause of disease and disability in the UK.¹⁰
- Physical inactivity leads to around 37,000 premature deaths a year.¹¹
- Active people are less likely to suffer from heart disease, stroke, cancer, diabetes and may consequently live 5 years longer.¹²

2.9. The All Party Commission on Physical Activity highlights:

*'Physical inactivity poses a serious and growing danger to society; it damages health, economy and the environment and limits the educational attainment and future lives of children.'*¹³

2.10. Estimates of the financial costs of inactivity are considerable. 'Everybody Active, Every Day' quotes research estimating the net cost to be £7.4 billion per annum whilst the All Party Commission on Physical Activity suggested that inactivity costs the UK economy approximately £20 billion every year.¹⁴

2.11. As well as the obvious costs to individuals and their families in terms of ill health and reduced life expectancy, other costs associated with physical inactivity include:

- Treatment of preventable disease or poor management of conditions (such as heart disease, diabetes, cancer, obesity, depression and dementia)
- Injuries from falls
- Social care arising from loss of functional capacity and mobility in the community
- Lower productivity levels because of sickness absence from work and school
- Loss of work skills through premature death or incapacity
- Increased social security payments
- Lower quality of life and mental wellbeing for individuals and carers.

2.12. There are very strong links between physical inactivity, excess weight and obesity. In Lichfield district it is estimated that 16.5% of children are obese. In reception year it is estimated that 22.3% of pupils have excess weight; in Year 6 30% of pupils have excess weight, which whilst better than national and regional averages is still a concerning figure.¹⁵ In 2012-14, 66.7% of adults in Lichfield were estimated as having excess weight which is higher than the England average. Of these 23.5% are classed as obese.

⁹ Lee I-M, et al. 2012, Wen CP, 2012, Health and Social Care Information Centre 2014

¹⁰ Murray et al. (2013) UK health performance: findings of the Global Burden of Disease Study 2010. The Lancet 381: 997-1020

¹¹ Network of Public Health Observatories, (2013), Health Impact of Physical Inactivity, <http://www.apho.org.uk/resource/view.aspx?RID=123459>

¹² Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

¹³ Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014

¹⁴ Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

¹⁵ www.phoutcomes.info

- 2.13. The Government has estimated that the saving to the NHS that can be made for each person participating in sport is significant because of fewer visits to GPs and subsequent treatment.¹⁶
- 2.14. Sport England data highlights that the estimated health cost associated with physical inactivity in Lichfield is in excess of £1.9m per annum. This is a higher cost per 100,000 population than the regional and national averages. Whilst participation figures in the district are high, this reinforces the importance of adopting a whole population approach to the Strategy.

c. Strategic context – summary

- 2.15. The accompanying Evidence Base provides additional details regarding the strategic context but the headlines are as follows.

National

- 2.16. DCMS's emerging **national strategy for sport** will strongly influence the future direction of the sector. It will inform the work of the national agencies that have a role in supporting sport and physical activity, and will emphasise the benefits that people get from playing sport, rather than promoting sport for sports' sake as such strategies have done previously.

Government support for sport is about more than simply the number of people that play sport. What really matters is the value that individuals derive from playing sport. That might be improved health outcomes from becoming more physically active, better educational attainment linked to playing high quality sport in school, improved skills that then lead to better employability, a stronger sense of social integration or a reduction in reoffending linked to participation in a sporting programme. (A New Strategy for Sport: Consultation Paper. DCMS, August 2015)

- 2.17. There are some important areas relevant to the district including:
- The drive for greater cooperation between sport and other areas of public policy/investment, e.g. health, education, planning, transport, economic development. The relationship between sport and health sectors is particularly critical.
 - Adopting a more mixed economy approach to provision of opportunities that recognises the contribution of different providers and a diversity of choice. This includes embracing the private sector more and new forms of sport/activity.
 - A focus on addressing participation inequalities in under-represented groups, such as women, disabled people, those from less affluent socio-economic groups and older people.
 - Embracing the role of technology in supporting participation.

- 2.18. The consultation document also notes that:

¹⁶ The NHS cost savings per person are £13.25 and £17.86 for reduced GP visits and for predicted reductions in psychotherapy usage respectively. 'Further analysis to value the health and educational benefits of sport and culture, DCMS 2015.'

'While Local Authorities have an important role in providing high-quality facilities, alternative sources of investment are crucial to ensuring the sustainability of the sport sector' with partnership approaches with local government encouraged.

- 2.19. It is likely that whilst the strategy will maintain a prominent role for successful National Governing Bodies (NGBs), there will be an increasing recognition of the contributions made by public, private, voluntary and not-for-profit providers. In consequence, links to NGBs will need to be strengthened: to seek investment for new facilities, programmes or interventions, promote coach education support; exploit the talent pathways, all of which are important if local residents are able to fulfil their competitive potential.
- 2.20. As part of the legacy of the London 2012 Olympic and Paralympic Games, the government committed to a cross-departmental drive to reduce physical inactivity, through the **'Moving More, Living More'** initiative. Subsequently, Public Health England published its framework report on physical activity, **'Everybody Active Every Day'**, setting out the key areas for action to increase levels of physical activity.
- 2.21. Allied to national policy there is an increasing volume of research and evidence to highlight what actually works in terms of increasing people's activity levels.^{17 18} This is summarised within the Evidence Base document and has been important in helping to inform the recommended approaches within this strategy.

Sub Regional and Local Context

- 2.22. **Lichfield District Council's** Strategic Plan is focuses on prosperity, people and place. There is an emphasis on economic development, particularly tourism and 'leisure', and health improvement and physical activity, with particular regards to the ageing population and those with disabilities.
- 2.23. The Plan places particular importance on:
- a. Creating policies and events that that promote healthy and active lifestyles for all, including young people – from cycle and safe walking routes
 - b. Providing support to help those with disabilities and older people to stay healthy and active
 - c. Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups
 - d. Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure and cultural opportunities.
- 2.24. By 2020, the Plan hopes that more people will be active and less will be overweight or obese and more people will be involved in volunteering.
- 2.25. The priorities of the **Staffordshire County Council's Strategic Plan 2013-18** can support this Strategy in a number of ways, particularly with its emphasis on economic growth and a healthier population, two areas where sport and physical

¹⁷ <http://www.globalpa.org.uk/pdf/investments-work.pdf>

¹⁸ Everybody active, every day: what works – the evidence. Public Health England, October 2014.

activity contributes. From a service perspective this particularly touches on schools and education, public health, economic development, transport and planning.

- 2.26. The District Council has an important influencing role to ensure that the county council uses sport and physical activity opportunities to make an effective and substantial contribution towards these priorities.
- 2.27. The **Living Well in Staffordshire Health and Wellbeing Plan 2013-18** identifies that, by 2018/19 there will be a total predicted funding gap of £292m for social care and acute services if the way services are delivered does not change.
- 2.28. This surge in demand for health and social care services is because of the county's ageing population.
- 2.29. Reactive health care is expensive so there is a clear need for preventative health services, which some have estimated to save £4 for every £1 spent. The evidence presented highlights that being more active can help prevent illness and injury and help control existing conditions. The council has an important advocacy role to ensure such opportunities are exploited.
- 2.30. The other key countywide organisation is Sport Across Staffordshire and Stoke-On-Trent (**SASSOT**) – the **county sports partnership** whose strategic priorities are aligned to those of Sport England. They provide potential economies of scale to offer sub-regional activity.
- 2.31. SASSOT has also developed a **Sub Regional Sport Facility Framework (2014)**, which seeks to provide a coherent context for the delivery of sports facilities including leisure centres, swimming pools, athletics tracks and synthetic turf pitches in Staffordshire in order that resources are put to best use, and providing residents with the best leisure facilities. The Framework identifies the need for additional and new sports hall provision and additional swimming pool space in the city of Lichfield.
- 2.32. The **Lichfield District Locality Commissioning Board** aims to facilitate partnership working with other local public sector organisations, including the county council, the South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group (CCG), and Staffordshire Police (via the Police and Crime Commissioner) to combine local funding streams into a single pot and to create a simple process to commission local services and projects.
- 2.33. These Boards, replicated across the county, are viewed by sub regional partners as a key part of the local strategic governance and it is therefore important for sport and physical activity to have an influence.
- 2.34. In 2015, the Locality Commissioning Board has commissioned projects that have promoted sport and physical activity to targeted groups.
- 2.35. The **Local Plan Strategy** (adopted 2015) sets out the strategic framework for development in the District for the period 2008-2029, and contains 15 strategic priorities and 14 core policies. Of particular interest to this strategy are:
 - CP10: Healthy and Safe Lifestyles

- CP11: Participation in Sport and Physical Activity
- CP5: Sustainable Transport.

- 2.36. From a planning perspective it will be important to monitor potential changes regarding the Birmingham Local Plan. In the event that housing provision is identified as being required in the district an early or partial review of the Local Plan Strategy will be brought forward, which may include a focus on sporting infrastructure.
- 2.37. The evidence base of the Local Plan includes the **2012 Outdoor Playing Pitch, Tennis and Bowls Strategy** which identifies particular shortfalls in provision for junior football, in training facilities for rugby, in facilities for cricket, in pitches for hockey, and in bowling greens in Lichfield and the east of the district. These proposals are included in the Regulations 123 list to help secure CIL,
- 2.38. and in the recently adopted Developer Contributions SPD which will support investment in facilities and parks.
- 2.39. A **Swimming Pool and Sports Hall Feasibility Study of 2013** which used Sport England Facilities Planning Model (FPM) analysis recommended that pool provision be extended at Friary Grange Leisure Centre and improved and additional sports hall space be provided at Friary Grange Leisure Centre and Netherstowe School.
- 2.40. The Council continues to deliver and support the delivery of the recommendations from these documents, all of which are relevant to this strategy.

Summary of key implications for the Strategy

- a. The value of sport to local government and communities extends beyond sport for sport's sake.
- b. The case for sport and physical activity is compelling with the weight of evidence that now exists. The health, social and economic benefits are important drivers, presenting an opportunity to support growth, as well as the reform of public services agenda via Lichfield District Council's Fit for the Future programme.
- c. In recognising this wider value it is important to adopt a joint approach to sport and physical activity and not to create false distinctions between the two terms.
- d. Such an approach offers potential to broaden the range of interested parties supporting this agenda. In building local relationships it will be important to demonstrate the evidence of the positive impacts that are being delivered locally.
- e. It is evident that there are significant strategic links for this strategy, which should provide a focus for the District Council to best position the potential contribution of sport and physical activity to these wider agendas.
- f. Particular attention should be paid to the emerging national sport strategy which is looking to challenge more traditional ways of thinking and working regarding sport, in order to create a step change in participation in sport as a means to an end and not the end in itself.

3. The current position for sport and physical activity in Lichfield District

3.1. This section provides a summary of the key findings of the Evidence Base under the following headings:

- a. Demographic overview
- b. Current activity and inactivity levels
- c. Provision for sport and physical activity
- d. Latent demand
- e. Barriers and motivations.

a) Demographic Overview

3.2. The District is characterised by the following:

Demographic Profile	Implications for the strategy
29% of the population live in a rural area (higher than county and national averages)	Important to consider geographical barriers to access.
38.9% of the population live within the top 30 <u>least</u> health deprived areas in the country. Conversely there are four Local Super Output Areas in the 20% most deprived in England for more than one domain.	Active People Survey (APS) results have consistently shown that lower socio-economic groups are less likely to be active.
27.6% of residents are aged 60 and above, higher than both the regional and national average. ¹⁹	APS results have consistently shown that older people are less likely to be active.
18.1% have a life limiting long-term illness or disability.	APS consistently shows that those with disabilities are less likely to be active.
Population projections for 2010-2035 shows that there is likely to be an overall population growth of 18%, with a significant increase in people aged 65 and over. ²⁰	To consider how to scale up the sporting infrastructure to cope with potential increased demand and to ensure the offer is aligned to the motivations of different market segments.

¹⁹ Lichfield District Locality Report, 2015

²⁰ Lichfield Health Profile, 2012

b) Current activity and inactivity levels

- 3.3. Figure 3.1 sets out the performance of Lichfield District in 2013/14 compared to the West Midlands region and to England as a whole (based on the findings of APS 8), and highlights a positive position across all indicators.

Figure 3.1 - Comparison with Sport England KPIs (Adults 16+)

	Lichfield	West Midlands	England
KPI 1 – 1x30 minutes per week of moderate intensity Sport	39.0%	33.5%	35.8%
KPI 2 - Volunteering at least one hour a week	14.0%	11.5%	12.5%
KPI 3 - Club Membership in the last 4 weeks	21.7%	20.6%	21.6%
KPI 4 – Received tuition / coaching in last 12 months	19.6%	14.5%	16.4%
KPI 5 - Took part in organised competition in last 12 months	13.6%	11.7%	11.2%
KPI 6 – Satisfaction with local provision	65.3%	60.3%	61.6%
KPI 7 – 3x30 minutes per week of Sport and Active Recreation	26.9%	22.3%	24.1%

Participation in Sport

- 3.4. In terms of 1x30 minutes per week participation trends of adults over 16 since APS1, the district (39%) performs better than county, regional and national averages and has seen a small growth since 2005/06. The district is 6.4 percentage points higher than Staffordshire and Stoke-on-Trent and 3.2 percentage points higher than England.
- 3.5. Furthermore when comparing the numbers of people aged 14+ doing 1x30 per week Lichfield's figure of 44.7% is considerably higher than the 36.7% nationally.
- 3.6. Participation in the district declines by age with 22% of over 65s taking part 1x30 per week compared to over 60% of 35-44 year olds. However the over 65s figure is still higher than both national and sub-regional percentages. The drop off in participation rates appears to be steepest from 55+ further reinforcing the need to specifically consider the barriers and motivations for this particular group.
- 3.7. In understanding participation trends it is important to understand that no sport or activity 'owns' a person with APS highlighting that more than one third of people taking part participated in three or more sports over the last 12 months. This further reinforces the importance of choice and diversity of opportunities in underpinning participation levels.

Physical activity / inactivity levels

- 3.8. The other key activity measures to consider are against the CMO guidance as referenced in section 2. Figure 3.2 highlights less positive levels of general activity. More than 43% of adults in the district do not meet CMO guidelines for physical activity, with nearly 29% classed as inactive (doing less than 30 minutes of moderate intensity physical activity per week). Nationally these figures include a significant gender bias with women less likely to achieve CMO guidelines than men.
- 3.9. Furthermore international studies demonstrate that the UK lags behind most other similar European countries in levels of physical inactivity.
- 3.10. Given the risk factors associated with physical inactivity this clearly shows that more can and needs to be done.

Figure 3.2 – Public Health Outcomes Framework Activity measures (2014)

	Lichfield	West Midlands	England
2.13i - Percentage of physically active adults ²¹	56.6%	55.5%	57.0%
2.13ii - Percentage of physically inactive adults ²²	28.9%	29.1%	27.7%

- 3.11. 65.8% of those with disability in Lichfield are classed inactive.
- 3.12. The situation is equally concerning for young people. Nationally, in 2012, only 21% of boys and 16% of girls aged 5-15 were meeting current physical activity guidelines for young people. The proportion of boys and girls meeting guidelines also reduces with age. Evidence suggests that inactive children often become inactive adults which perpetuates a cycle of inactivity.

c) Understanding the provision for sport and physical activity within Lichfield District

- 3.13. The following sets some context about the provision and market for sport and physical activity within the District, alongside some key national trends. This also includes a summary of consultation findings. The consultation list is included in Appendix A.

Sport England KPIs

- 3.14. The Sport England KPIs presented in figure 3.1 paint an encouraging picture in terms of organised sporting provision and satisfaction with the local offer. Club membership levels, the numbers receiving coaching/tuition, and the numbers taking part in organised competitions are all higher than regional and national averages.

²¹ Percentage of adults achieving at least 150 minutes of physical activity per week in accordance with UK Chief Medical Officer (CMO) recommended guidelines on physical activity.

²² The number of adults aged 16 and over doing less than 30 “equivalent” minutes of at least moderate intensity physical activity per week.

3.15. The organised sport offer seems to align well to the high participation in sport figures. Indeed satisfaction levels are also high relative to national figures with over 65% satisfied with local provision.

Council owned assets (facilities and human resources)

Leisure Centres

3.16. The Council invests significant resources in managing three leisure centres in Burntwood and Lichfield. The centres attract more than 600,000 visits per annum and provide a range of essential services such as learn to swim programmes, cardiac rehab programmes, sessions for older people, and venues for schools sport. In addition, the centres are bases for numerous clubs and groups, enabling many clubs to deliver and develop their sports in a good quality environment.

3.17. The council has full control over Burntwood Leisure Centre and has two dual use agreements with schools for management of Friary Grange and King Edward VI leisure centres.

3.18. Burntwood Leisure Centre, built in 2002, provides a 25m pool and training pool, 4 court sports hall, 2 squash courts, 55 piece fitness suite, two exercise studios, a 3g pitch, 2 tennis courts and grass pitches. It is also likely to incorporate Burntwood skatepark in the near future.

3.19. Friary Grange Leisure Centre was built in the early 1970s although its wetside changing rooms were refurbished and a new reception added in 2013. It boasts a 25m pool, a 31 piece fitness suite, a second equipped fitness area, 3 exercise studios, a 5 court sports hall, 2 squash courts, and a 2/3rd sized sand dressed STP.

3.20. King Edward VI Leisure Centre was opened in 1995 and has a four court sports hall, 2 squash courts, an aerobics studio, and a sand dressed STP.

3.21. The service aims to reach key priority groups through a variety of means including: specific targeted programmes like its 50+ group, walking football, Inspire disability group; and through clubs like Lichfield Penguins and Burntwood Turtles disabled swimming clubs. For individual pay as you go activity the Service offers a concessionary Leisure Activity Pass which is free for those over 60, those with disability, those on means tested benefits, and carers. At the end of September 2015, the council had 2,992 concessionary LAP members.

3.22. A detailed analysis of the benchmarked performance of the leisure centres is included within the Evidence Base document.

3.23. In the east of the district, Rawlett School offers public access to its leisure facilities

Parks

- 3.24. Parks are seen as vibrant assets for outdoor recreation offering facilities for football, crown green bowls, tennis and netball, golf, boules, skating and angling. The parks are also popular for running, walking, cycling and orienteering. They also provide play areas and are often used for school and community games and as a venue by commercial outdoor fitness providers of bootcamps and other outdoor activities.
- 3.25. It is reported that the parks are well-used for sport and physical activity.
- 3.26. The council has also leased a number of its parks and open spaces to sports clubs including those playing archery, cricket and football.
- 3.27. It is in the process of transferring additional sites to various bodies including parish councils, community sports clubs, or other voluntary organisations including the wildlife trust and the canal restoration trust. It is believed that by doing so, it will provide those organisations with the ability to develop and hence provide further opportunities for sport and physical activity.
- 3.28. The council is also intending to submit a bid to the Heritage Lottery Fund which, if successful will see approximately £1m invested in the restoration of Stowe Pool and Field. It is anticipated that the project will provide additional sport and physical activity facilities and opportunities including play, walking, cycling, running, wild swimming, sailing and watersports, and angling.

Sports Development

- 3.29. The Sports Development team has had notable success in demonstrating how to get targeted groups more active, especially with the Positive Futures, Back to Netball and Sportivate programmes.
- 3.30. Good case studies illustrating the role of the Sport Development team, particularly regarding reaching key target groups, include:
- The Positive Futures programme has been operating since 2004. Now funded via the Locality Commissioning Board, it encourages those young people most vulnerable to becoming involved in risk-taking behaviour to participate in sport and physical activity.
 - The team worked with England Netball on its Back to Netball programme which started with initial taster sessions from which Lichfield Netball Club was formed and which continues to meet weekly in Beacon Park.
 - Two disability multi sports clubs have been established, one at King Edward VI Leisure Centre targeting 5-18 years olds, which includes fortnightly support from Staffordshire Cricket, and an adults' session at Burntwood Leisure Centre. There is an opportunity to look at building the capacity to ensure this activity is sustainable independent of the council.
 - Walking Football sessions for the over 60s have been established in partnership with the Staffordshire FA.

- 3.31. The service has been working with the Public Health teams at Friary Grange and Burntwood leisure centres to deliver a Structured Exercise and Cardiac Rehab programmes with £10,000 funding from Public Health. Beyond this, the links between sport and Public Health have not been as strong as desired and there is a limited reflection of the health and wellbeing agenda within the programming of facilities.
- 3.32. It is clear the service is working hard to try and reach inactive groups with particular priorities going forwards including:
- The physical activity agenda, particularly how to engage low active/inactive groups
 - Elderly – notwithstanding the high take up of the LAP within facilities.
 - Workplaces
 - Engaging rural communities.
- 3.33. Plans in development for how it will engage key target groups include establishing the following:
- Archery – targeting 60 +
 - Junior Netball – targeting key stage 2/3 Girls
 - Bowls – targeting 50+ and those with disabilities
 - Running Club (Burntwood)
 - Trampoline, Free G, Boxing, and Street Cheer – targeting women and girls and the less affluent (as part of Positive Futures)
 - Exercise Referral Scheme
 - Multi activity family sessions
 - Ladies only swimming sessions
 - Walking Groups
 - Tennis for Free in Beacon Park
 - A series of 50+ targeted swim based activities.

Facilities Infrastructure

- 3.34. The detailed analysis regarding the facilities infrastructure has been undertaken through the SASSOT Sports Facilities Framework 2014, the Playing Pitch, Tennis and Bowls Strategy 2012, and the 2014 Sports Halls and Swimming Pool Needs Assessment which utilised Sport England's Facilities Planning Model. The headline findings are provided in section 2 with sport specific analysis included within the sport action plan (see appendix D).
- 3.35. These documents reference facilities managed by public, private and voluntary organisations.

Popular activities

- 3.36. Nationally swimming, athletics, cycling, and football are amongst the most popular sports in 2013/14.



- 3.37. Walking and cycling are also seen as key areas of focus nationally. The changing travel trends since 1995 highlights a significant 30% decrease in the number of walking trips over the period.
- 3.38. Sport England's Market Segmentation Tool has highlighted that the dominant six segments in the district comprise of two male segments, one female segment and three older age mixed gender segments. The main activities that these segments take part in are swimming, cycling and keep fit/gym.

Sports Clubs and the voluntary sector

- 3.39. There are at least 106 sports clubs operating within the district. Of these 37 currently use the facilities at Burntwood Leisure Centre, 27 use King Edward VI, and 20 use Friary Grange. It is estimated that this equates to a total throughput of over 141,600 visits during the course of the year.
- 3.40. Feedback continually reinforced that a real strength for the district is the network of very proactive clubs. The council has reinforced the importance of being able to support these clubs to grow and develop.
- 3.41. Issues raised through a survey of clubs as part of the Lichfield Insight Report tended to focus on facilities and issues relating either to a lack of, availability of, or cost of hiring facilities. These were reinforced through primary research for this strategy.
- 3.42. There is a strong theme of clubs interested in growing further but with mixed feedback as to whether they actually had the capacity to grow. Key themes include:
- Where clubs had reached their natural capacity the limiting factors were put down to volunteer and facilities capacity. The need to attract more (and more qualified) volunteers was a central theme.
 - The prohibitive cost and limited availability of NGB coaching qualifications.
 - An aspiration to diversify membership including a desire amongst a number of clubs to grow their female participation, attracting and retaining younger members, re-engaging those in sport who might have previously dropped out, and encouraging older people to participate.
- 3.43. There was a strong theme through both the workshop and survey that clubs needed help from the Council, NGB, or CSP to fulfill their aspirations for development. The type of support desired falls into the following categories:
- Awareness of opportunities – simple information sharing
 - Assistance with accessing grant funding - for training facilities, equipment, advertising, coaching qualifications and CPD courses.
 - Assistance with promotion of the club and recruitment.
 - Somewhere to go to for advice – even if they don't know the answer they will know somebody that does.

School Sport and PE

- 3.44. Consultation reported that there is a wealth of competitive sport opportunities across primary and secondary schools.
- 3.45. The Primary Sport Premium is undoubtedly a positive in providing ringfenced funding for primary school PE and sport, but there are some challenges in ensuring that the resources are well invested to get the desired impacts. It has been reported that the quality of provision from the private sector varies whilst there is limited capacity to engage the primary school lead teachers as a network and offer them strategic support and guidance. This is particularly important when it comes to the offer to engage the disengaged into sport and physical activity.
- 3.46. Although there are pockets of very strong practice, e.g. Lichfield Hockey and Rugby Clubs, consultation also highlighted a need to foster more effective and visible school-club links and pathways.

Other providers

- 3.47. The private sector has an important role in helping to achieve the aim of getting more people more active, more often. This is in terms of both infrastructure and the delivery. More investment in fitness facilities would be welcomed in the district; indeed there are proposals to incorporate a gym in the Friarsgate development in the city centre.
- 3.48. In terms of delivery, the private sector is prominent in offering a vibrant outdoor fitness offer led by a network of independent fitness instructors and there are a number of companies providing coaching staff in support of the primary school PE and sport.
- 3.49. The private sector is an important factor in sports such as swimming, gym, keep fit and exercise, dance, running and golf. Very often this role is undertaken with no requirement for public funding.
- 3.50. However it is highlighted within the emerging national sport strategy that aligning activity and approach between public and private sector is not always easy, but the potential is enormous.
- 3.51. Within the District there has been limited engagement with private sector providers. This is now improving through initiatives such as the quality assurance of outdoor fitness and engagement with Virgin Active.

Workforce

- 3.52. There is a strong culture of volunteering with 8.4% of adults in the district regularly volunteering to lead sport and physical activity (6% nationally). However, clubs have highlighted the availability of volunteers as a constraint to growth.
- 3.53. The dearth of qualified coaches has been reported by all types of organisations, from voluntary clubs to the council as a major barrier to the provision of more opportunities. These specifically relate to employing suitably qualified

staff/volunteers for certain sports, the cost of gaining qualifications, and a perceived lack of financial support.²³

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3.54. It has been reported that the level of support for volunteers is inconsistent across sports. In some better-resourced sports the NGB offer works well.

3.55. In terms of potential to grow the voluntary workforce there are opportunities to engage young people. Leadership is an important theme within secondary schools and each School Games Organiser is encouraged to develop a Leadership Academy. However, only one school within the district has taken up the offer of the Leadership Academy (Chase Terrace Technology College) and whilst this is considered to be an excellent example there is a desire to see greater engagement across the District, with exit routes into community sport embedded. 20

3.56. Some concerns have been expressed about the degree to which primary teachers are being upskilled through the Primary Sport Premium which hinders the likelihood of whole school approaches to sport and physical activity being championed. Issues vary between the availability and quality of CPD opportunities for teachers alongside the appetite of some to engage.

Partnerships

3.57. A general perception from the consultation is that the network of agencies with a role/potential role in sport and physical activity is vast and often confusing even to those who work in the sector. In some instances it has been difficult to identify a lead point of contact within an organisation. This is illustrative that, whilst there are undoubtedly positive relationships in place, there are currently some missed opportunities to join up agendas. This particularly applies to the health, education and economic development sectors.

Staffordshire County Council

3.58. A key priority for the county council is the reduction of demand upon the health economy, either through generating savings through Public Health or through better utilisation of its assets. There is also an appetite to maximise the economic impact of sport and physical activity.

3.59. A number of areas of potential support for the District's aspirations are captured within the action plan, with their potential role summarised in appendix E.

3.60. The three-tiers of local government in the county has a detrimental impact on the delivery of sport and physical activity. It makes provision more challenging in terms of joining up opportunities and emphasises the important role that the county council has as a facilitator of opportunities locally. The preparation and implementation of a co-ordinated and coherent action plan may help towards encouraging greater partnership and co-operation.

²³ Sport and Physical Activity Local Insight Report: Lichfield District. SASSOT, 2015.

Health

- 3.61. There is currently no coordinated plan for Physical Activity across Staffordshire, and for some consultees this is viewed as a gap.
- 3.62. Locality Commissioning Boards have been identified as a key potential route for support aligned to health and wellbeing outcomes but there are concerns raised about the levels of funding distributed through these Boards to date and in the future.
- 3.63. Primary care engagement in the local area around physical activity (and social prescribing more generally) is considered to be minimal. There is an important role for South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group (CCG) in this regard.
- 3.64. From a Public Health perspective key priorities are older people, those with disabilities, and children at risk, which is where there are big cost pressures on Public Health services.
- 3.65. There is a view from Public Health that previous interventions have not been scaled up to a sufficient level to have the desired impact.

National Governing Bodies

- 3.66. Consultation noted that many NGBs (and the relevant county associations where they are separate autonomous organisations) generally do not appear to be heavily engaged within the district. Whilst there are some that are prominent, engagement tends to be less for the smaller NGBs with more limited capacity.
- 3.67. This perception is reinforced through the review of NGB priority areas across Staffordshire where Lichfield District rarely appears on the list, partly because of the existing strengths of the club infrastructure.

Economic development

- 3.68. Sport is worth, according to Sport England, £29.2m GVA to the district. The council wishes to build upon this by growing participation and by encouraging more events.
- 3.69. With regards to events there are aspirations to host mass participation and internationally recognised sporting events to deliver economic growth to Staffordshire through overseas and out-of-area visitor spend. Growth in this area will inspire and motivate local people, generating aspirations for healthier lives.
- 3.70. The Lichfield Half Marathon and Lichfield 10k attract participants from across the country and the Cathedral Dash and World's Smallest Fun Run help promote the city and Burntwood to a wider visitor audience.
- 3.71. The Sportshire project is led by Staffordshire County Council and SASSOT. The remit of the project is to look beyond sport to achieve wider outcomes, including more businesses and employment in sport, nurture and grow an underperforming

visitor economy, poor health outcomes as a result of physical inactivity and, an under-supply of sporting facilities.

3.72. Lichfield has been engaged in this through events at Chasewater such as the Ironman 70.3, estimated to have generated £2m economic impact to the county in its first year. Other activities include the UK Corporate Games, although based in Stoke on Trent, the cycling events were held in the district.

3.73. The district's accessibility to Birmingham and the West Midlands, and to St George's Park also means that there are potential visitor economy spin-offs when major sporting events are held.

3.74. The newly established Lichfield Business Improvement District (BID) may become an important supporter of such events.

3.75. As highlighted there is also an economic rationale through supporting workplaces to become more active. The council can lead on promoting healthier workplaces by committing itself to be an exemplar of good practice and by sharing its ambitions with business organisations including the Chambers of Trade and the BID.

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Other potential partners

3.76. Other potential partners outside the sport and physical activity sector who have an interest in wellbeing include:

- Bromford Housing, which has a vision is to help their tenants to reach their potential by overcoming some of the barriers they face. Approximately 1 in 8 district residents are Bromford tenants (5,500 homes) and many live in less affluent areas. In addition, many of its properties are occupied by women with children, or the elderly.²⁴
- Burntwood Town Council are in discussions with the council about transferring ownership of the town's parks and open spaces.
- Blue Light Services – with responsibility for the health of their own workforce and where they can support sport and physical activity as diversionary activities. Indeed the OPCC, through the Locality Commissioning Board, is part funding Positive Futures and has run the summer holiday SPACE scheme, whilst the Fire and Rescue Service offers community access to its gyms in its new fire stations at Chase Terrace and Lichfield.

d) Latent demand

3.77. Overall latent demand for the population aged 16+ (APS 8) was 51.7%, made up of 27% of those who are currently active, and 24.7% of those currently inactive. This

²⁴ Such an approach is in line with a new project led by the New Local Government Network (NLGN), which explores how councils and housing associations can collaborate for impact (<http://www.nlgn.org.uk/public/wp-content/uploads/A-DESIGN-FOR-LIFE.pdf>)

indicates there are 43,000 people aged 16+ in Lichfield District who would like to be more active. Of these, 6,800 are aged 65+.²⁵

- 3.78. Latent demand for swimming, cycling and keep fit was high in all dominant market segments in Lichfield, as well as already being high participation activities. The Evidence Base document includes a full population breakdown of all 19 market segments in Lichfield.
- 3.79. In considering potential latent demand it is also helpful to draw upon the latest insight from the outdoors sector which highlights large numbers active outdoors but also high levels of latent demand. The fastest growing market is older people.²⁶

e) Barriers and motivations

- 3.80. Society doesn't make being physically active very easy; in fact, it's easier to move less than it is to move more. So whilst it is encouraging that there appears to be high levels of latent demand it is important to understand the barriers and motivations to getting active. This builds on the premise that a significant element in creating the enablers for growth is about addressing social perceptions, influencing attitudes, and stimulating demand.
- 3.81. There is an ever-increasing volume of insight into barriers and motivations for different groups to want to take part in sport and physical activity and this has been considered in the development of this strategy.²⁷
- 3.82. Within the market segmentation analysis frequently cited barriers for the dominate market segments in the district include: work commitments; too busy; and poor health, injury and disability.

Summary of key implications for the Strategy

- a. With a strong focus on increasing participation it is important not to lose sight of maintaining high participation levels from those already engaged in sport.
- b. There are high levels of latent demand for sport with a particular emphasis on swimming, cycling and keep fit/gym, which are high participation and latent demand activities within predominant market segments. The outdoors also offers potential, with high levels of latent demand within older age groups.
- c. The existing sporting infrastructure needs support because whilst club membership, the numbers receiving coaching/tuition, and the numbers taking part in organised competitions are all higher than regional and national averages this system is heavily reliant on volunteers. Whilst there appears to be a strong culture of sports related volunteering a need for more volunteers is an issue/constraint to growth. Particular opportunities have been identified linking to secondary schools.

²⁵ Sport and Physical Activity Local Insight Report: Lichfield District. SASSOT, 2015.

²⁶ Getting Active Outdoors: A study of Demography, Motivation, Participation and Provision in Outdoor Sport and Recreation in England (Sport England and Outdoor Industries Association, 2015)

²⁷ <https://www.sportengland.org/research/encouraging-take-up/key-influences/>

- d. Ensuring that opportunities become sustainable will be crucial to maximise the return on any investment. Ensuring that there are the right mix of skills and capacity of the sport and physical activity workforce is clearly important in this regard.
- e. Whilst participation in sport is high, conversely levels of inactivity are high, allied to high levels of excess weight. Evidence suggests that inactive children often become inactive adults which risks perpetuating a cycle of inactivity. Given the positive contribution that can be made towards the health economy there is a need for a more concerted approach to engage the inactive.
- f. There are inequalities in participation by age, gender, disability and socio-demographic group. For instance drop off in participation is steepest from 55+ further reinforcing the need to specifically consider barriers and motivations for this particular group, given the aging population and desire to support people to live longer in good health.
- g. Consideration is required as to how to scale up the sporting infrastructure to cope with potential increased demand through population growth and to ensure the offer is aligned to the motivations of different market segments.
- h. In terms of young people there is a lack of strategic capacity to support schools in ensuring a high quality of delivery, particularly when it comes to the offer to engage the disengaged into sport and physical activity.
- i. The private sector has an important role in terms of both infrastructure and the delivery of opportunities. However, there has been limited engagement with private sector providers.
- j. The three-tiered nature of local government in the district undoubtedly makes life more challenging in terms of joining up opportunities and emphasises the important role that the county council has as a facilitator of opportunities locally.
- k. This strategy highlights that to get more people starting and continuing to participate requires not only for the supply side to provide adequate facilities and opportunities, but also for demand side interventions. The strategy must include a clear sense of how behavioural insight will be applied to stimulate or re-stimulate demand for those for whom there are personal, social and environmental barriers to be overcome to them leading a more active lifestyle.
- l. In applying an understanding of behavioural insight it is possible to move beyond the idea that there are active or inactive people. For the majority of people, their behaviours and attitudes toward being physically active will be dynamic and will fluctuate through their lives.
- m. Whilst generating encouraging throughput figures public leisure centres only engage a certain portion of the population. The council has limited capacity to be a direct deliverer of sports development activity or dedicated to supporting the rest of the population to get active. Furthermore whilst there is an increasing level of knowledge about the barriers and motivations to leading more active lifestyles, there is a shortage of skilled capacity within the district to systematically start to address these, either through working with other providers or commissioning specific interventions.

n. The council will consider its role as an enabler of activity, possibly re-allocating resources and aligning capacity to do the partnership working with other agencies who have a vested interest in people leading a more active lifestyle, either for its own sake or as a mechanism to achieve other outcomes.

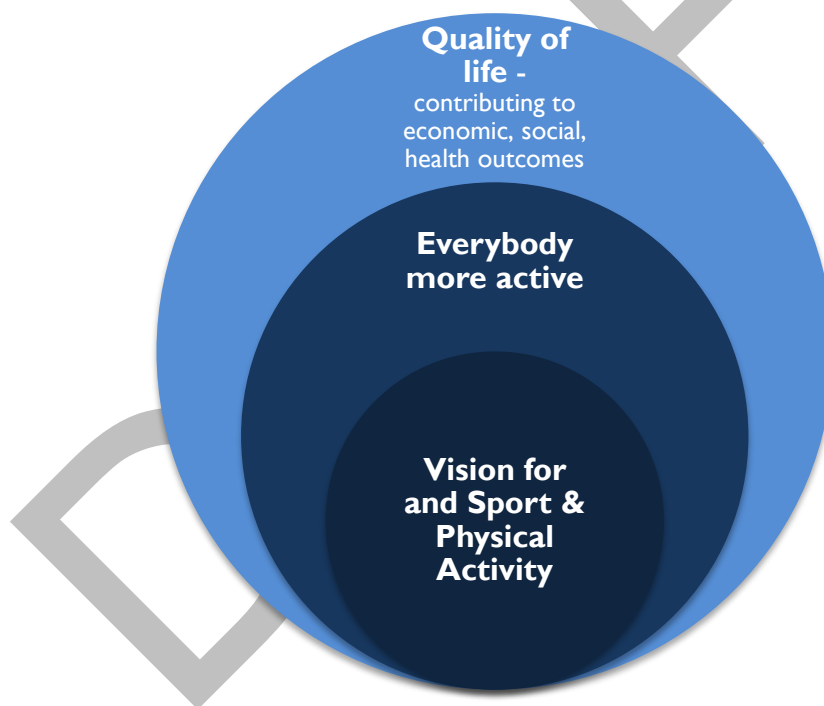


4. A vision for sport and physical activity in Lichfield District

Enrich Lichfield district through sport and physical activity

4.1. This strategy is about encouraging people in Lichfield District to lead more active lives and achieving this will mean that there will be a positive contribution in terms of wider quality of life outcomes, as illustrated in figure 4.1 below.

Figure 4.1 – Vision and Outcomes



4.2. Success in achieving this vision would mean the following six outcomes:

- i. **Young People** - young people across the District are having positive experiences of sport and physical activity, building habits for life, and achieving more
- ii. **Reduced Inequalities** - engaging those that would benefit the most in being more active to reduce inequalities in participation between different social groups
- iii. **Economic Benefit** - demonstrable and recognised value of sport and physical activity towards the economy and improved health and wellbeing

- iv. **Dynamic Partners** - an engaged and empowered network of people and organisations working towards this common goal
- v. **Reduced Inactivity and a Healthier Population** - a reduction in inactivity levels in turn contributing towards health improvement of the population
- vi. **More coherent and successful communities** – communities that play together and are more active together are more likely to be more tolerant.

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5. Strategy Framework

5.1. Figure 5.1 sets out the strategy framework including:

- The overall Vision
- What we want to achieve in terms of the overall aim, sub aims, and describes 'what success looks like'
- Objectives, i.e. how we will achieve our aims
- Key principles of delivery.

5.2. This framework has been developed on the premise that achieving participation rates above the national average is not enough. Lichfield District should be bolder in aspiring to achieve and maintain high levels of participation that make a sustained difference for local people.

5.3. The 11 objectives are:

1. **Influencing attitudes and behaviours** – to influence attitudes and behaviours to inspire demand for sport and physical activity, especially those who would benefit more, including those with disabilities, and those aged over 60;
2. **Supporting Providers** - to support clubs and other providers so they can do more;
3. **Places to be active** - to provide good quality, accessible for all and sustainable places to be active;
4. **Schools and Colleges** - to ensure schools and colleges do more;
5. **Events** - to support the development and growth of sporting events;
6. **Workforce development** - to support workforce development to provide a better quality of experience for all;
7. **Commissioning and policy** - to influence commissioners and public policy;
8. **Active Workplaces** - to promote more active workplaces;
9. **Active Travel** - to increase active travel levels;
10. **Champion best practice** - to champion and spread best practice to encourage a more sustainable sector;
11. **Insight** - to understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding.

5.4. These objectives are wide ranging and cannot be achieved by any one organisation alone. As such the Strategy captures key areas of responsibility of different partners

in line with their existing priorities. The specific role of the Council across these objectives will differ between influencer, facilitator and deliverer.

- 5.5. This has clear implications for the Council in terms of the capacity required to strategically direct, influence, and support a network of agencies to deliver against a common goal. Roles and responsibilities are addressed further in sections 6 and 7.
- 5.6. It is important to reflect that some of the objectives build from strong foundations of existing work with some new areas of focus as part of this, whilst other objectives focus on new or emerging areas of activity.
- 5.7. The details of the priority actions under each of the objectives and the role of Lichfield District Council are contained within the Action Plan in Section 7. This is intended to be a living document with the priority actions that will be reviewed and updated over time as progress is made, and taking into account other external influences.

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Figure 5.1 - Strategy Framework

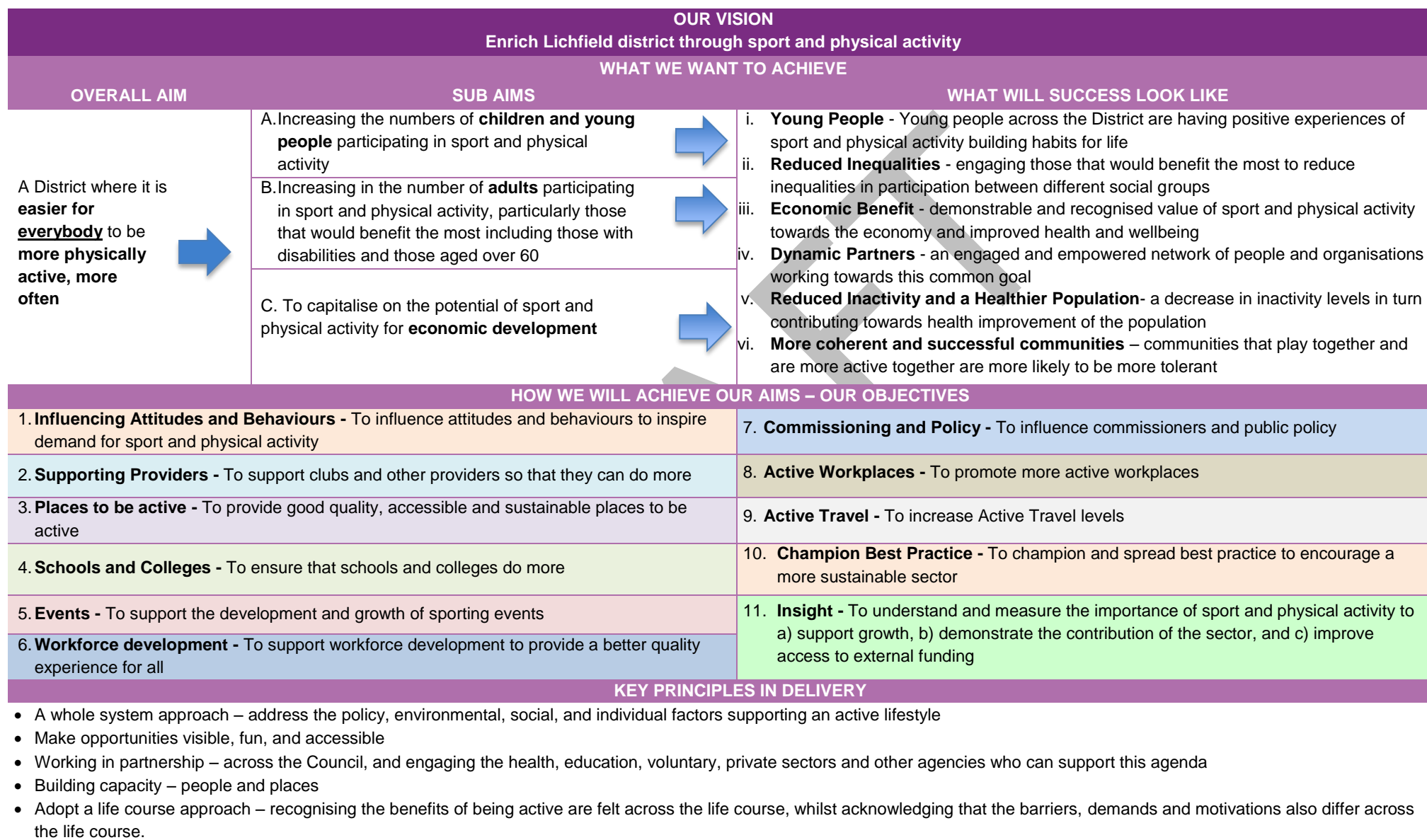


Figure 5.22 below summarises the key focus of each of the objectives alongside how each will contribute to the three sub aims of the strategy.

Figure 5.2 - Summarising the objectives

Theme	Objective	What this means?	Contribution to Sub Aims		
			A. Children & Young People	B. Adults	C. Economic
1. Influencing Attitudes and Behaviours	Influence attitudes and behaviours to inspire demand for sport and physical activity	<ul style="list-style-type: none"> Increasing participation requires not only for the supply side to provide adequate facilities and opportunities, but also for demand side interventions. The majority of people are rarely active or inactive, their behaviours and attitudes toward being physically active will be dynamic and will fluctuate through their lives. Applying behavioural insight to address personal, social and environmental barriers to people leading a more active lifestyle. 	✓	✓	
2. Supporting Providers	To support clubs and other providers so that they can do more	<ul style="list-style-type: none"> Ensuring the market is able to cater for demand. This means working with providers across the District to ensure: <ul style="list-style-type: none"> There is the right mix of opportunities to match demand across <u>all</u> groups. Provision is sustainable. There is a quality experience – fun and accessible. There is help to fill identified gaps in the market. 	✓	✓	✓
3. Places to be active	To provide good quality, accessible and sustainable places to be active	<ul style="list-style-type: none"> Ensuring that there is sufficient supply of leisure facilities to meet demand. Ensuring that leisure facilities are well run and sustainable. Maximising the use of non-traditional or informal spaces for sport and physical activity. Capitalising on opportunities through parks and the outdoors including Chasewater. 	✓	✓	✓
4. Schools and Colleges	To ensure that schools and colleges do more	<ul style="list-style-type: none"> Schools and colleges are critical avenues to reach children and young people and instill core skills, and positive attitudes towards being active. Ensuring the maximum engagement of the sector will have a big impact upon the activity levels of young people. Doing more particularly means supporting the least engaged to become more active. 	✓		
5. Events	To support the development and growth of sporting events	<ul style="list-style-type: none"> Sporting events can generate an economic benefit as well as sporting outcomes. Supporting existing events to grow or attracting new events to the District will help support the visitor economy and local businesses, as well as underpinning participation ambitions. 	✓	✓	✓

Theme	Objective	What this means?	Contribution to Sub Aims		
			A. Children & Young People	B. Adults	C. Economic
6. Workforce development	To support workforce development to provide a better quality of experience for all	<ul style="list-style-type: none"> Ensuring there is sufficient and skilled capacity in the workforce to meet demands across all groups. This includes volunteers and paid coaches, teachers and instructors. This includes going beyond technical and tactical knowledge to improving understanding of behavioural influences on participation. 	✓	✓	✓
7. Commissioning and Policy	To influence commissioners and public policy	<ul style="list-style-type: none"> Improving the understanding and endorsement of the role sport and activity can play in delivering better community outcomes among other services and partners. Improving longer-term working and funding relationships between sport and physical activity providers and commissioners. 	✓	✓	✓
8. Active Workplaces	To promote more active workplaces	<ul style="list-style-type: none"> Engaging more businesses to champion an active workforce: <ul style="list-style-type: none"> Workplaces are a critical avenue to reach large sectors of the population and help overcome specific lifestyle barriers individuals face. Active workplaces are more productive. Council and other public sector employers taking a lead. 		✓	✓
9. Active Travel	To increase Active Travel levels	<ul style="list-style-type: none"> Active travel, for a great number of people, represents one of the easiest and most accessible ways of keeping an active lifestyle. This strategy aims to support more people to walk or cycle to school, work or local amenities. 	✓	✓	✓
10. Champion Best Practice	To champion and spread best practice to encourage a more sustainable sector	<ul style="list-style-type: none"> There is already lots of good work happening in the sector. It is important to ensure that there is awareness of and opportunities to learn from best practice. 	✓	✓	✓
11. Insight	To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding.	<ul style="list-style-type: none"> With increasing scarcity of resources there is a focus on working smarter and this is underpinned by improved understanding of the market, demands, motivations and barriers. Outlining the benefits of participating in sport and physical activity. Helping to access additional resources. 	✓	✓	✓

6. Delivering the ambitions

Resourcing

- 6.1. This strategy subscribes to the key principle outlined in 'Everybody active, every day' which notes that to deliver change is not necessarily about new investment – it is more about maximising the potential of existing assets and resources. This relates to both existing investment and also assets such as open spaces, streets, parks, leisure facilities, community halls, schools and workplaces.
- 6.2. The Action Plan in section 7 makes reference to a number of existing programmes in place in the District. There is already a lot happening to try and increase participation. The challenge is that the status quo will not achieve the aims. There is a need to consider how this is brought together alongside new areas of focus to really maximise the investment to achieve a sustained change in participation habits across all groups.
- 6.3. It will also be important to consider the wider county dimension with potential investment into services and programmes coming through from the County Council and SASSOT in particular. It is clear that sport and physical activity can do more to support Public Health with its focus on the prevention of ill health and the promotion of wellbeing.

Partners

- 6.4. This is a strategy for Lichfield District Council and whilst it focuses on the role the Council needs to play, it is clear that **these ambitions will only be achieved through the combined efforts of many partners.**
- 6.5. Partnership strategies can be difficult to enforce and hold organisations to account. The focus of this strategy with regards the role of other partners is therefore is to 1) identify what is needed to deliver the ambitions for the strategy, ensuring the priorities and ambitions of those partners are captured, and 2) to outline the contribution that the Council would like partner agencies to play against these ambitions.

6.6. Figure 6.1 summarises who those partners are, with appendix E outlining their potential contribution to the each of the objectives within the action plan, recognising their areas of interest and roles they may play.²⁸

Figure 6.1 – key partners with a contribution to the strategy



6.7. With a three-tier local government structure, many actions relating to public health, education and transport sit outside of the direct control of the District Council although it does have some influence in the formulation and implementation of policies and strategies.

6.8. There are many parts of both the District Council and County Council that have a potential role, including:

- Lichfield District Council - Leisure and Parks, Planning, Economic Development, Marketing, Senior Leadership Team, Locality Commissioning Board (partnership group).
- Staffordshire County Council - Transport, Asset Management (e.g. Chasewater County Park), Education, Planning. Economic Development.

6.9. It is anticipated that the role of the District Council relating to sport and physical activity will evolve with appropriate capacity aligned to:

- Strategically influence a network of partners, in particular forging strong links with Public Health and Economic Development.
- Influence public policy and approaches to commissioning.
- Strategically influence providers to encourage market development

²⁸ Whilst sitting within the County Council, Public Health Staffordshire has been separated out in the presentation of partners above, as it is considered more appropriate to view the health sector as a specific network with whom to engage, under the leadership of the Staffordshire Health and Wellbeing Board.

- Offer specialist knowledge, guidance and insight to help develop the market, particularly for key priority groups
- Identify and promote best practice
- Broker expertise regarding behaviour change and social marketing to help stimulate demand
- Asset management (the scale of which needs to be decided)
- Contract management (the scale of which needs to be decided)
- In cases of market need, to step in as direct deliverer of interventions.

6.10. This evolving role for the District Council does not mean taking responsibility for areas of activity lead by other agencies. The Council's focus in this regard will be on ensuring the appropriate agencies are engaged and contributing to areas aligned to their responsibilities.

Governance

6.11. The Strategy will be owned by Cabinet who will provide strategic direction and oversight. The Leisure, Parks and Waste Management (O&S) Committee will provide oversight. The Cabinet Member for Leisure and Parks will champion the Strategy.

6.12. The O&S Committee will receive annual reports on the progress of the strategy against the Action Plan, and will ensure this becomes a live document that drives action. Regularity of reporting also provides an opportunity to share positive progress and ensure a high profile for the contribution of sport and physical activity to wider corporate outcomes.

6.13. It is recommended that the Council considers its communication strategy relating to the strategy to ensure that it and the progress being achieved maintains a high visibility with both the general public and partners.

6.14. Responsibility for owning, updating and ensuring delivery against the Action Plan will be allocated to different Council officers, aligned to the responsibilities of their role.

7. Action Plan

- 7.1. The strategy action plan provides the details of what will be delivered under each of the 11 objectives. These 32 priority actions have been developed on an understanding of the current status against each of the objectives.
- 7.2. This Action Plan is a live document and the priority actions will be refreshed on a six monthly basis to track progress and ensuring that any external influences (e.g. changes in national policy) are taken into account.
- 7.3. The Action Plan also further builds on the proposed role for the District Council against these priority actions. Actions aligned to other partners are also listed because a whole population approach requires all relevant partners working together to deliver benefits to local residents.
- 7.4. The Council's role has been divided into:
 - **Facilitate** – where there is an expectation of a formal supporting or enabling role from the Council to progress an area of activity.
 - **Influence** - where the Council does not have a formal involvement in an area but wishes to drive action in others.
 - **Deliver** - refers to the use of Council resources to deliver specific interventions (either directly or commissioned).²⁹ Appendix F provides a summary of those priority actions where it is anticipated that the Council has a delivery role.
- 7.5. These priority actions do not just represent doing more of the same. They present a mix of opportunities to maximise the impact of existing work, alongside the development of new ideas, which have been identified through consultation and/or on the basis of the evidence and awareness of good practice elsewhere.
- 7.6. Outlining operational plans for the delivery of these actions is beyond the scope of this strategy. As such, there is no mention of delivery costs, operational

²⁹ The delivery role for the Council outlined in figure 7.1 is based upon its current service provision. Should the Leisure Options Review identify alternative models of service delivery the Council's role in this area will need to be reflected accordingly, albeit with a possible refocus from direct delivery towards commissioning.

management processes and likely investment – developing this will be a key responsibility of the responsible officers.

- 7.7. Appendix D summarises sport specific aspirations including their contribution to the overall Action Plan. Figure 7.1 provides the framework under which these sport specific aspirations and challenges would need to be considered.
- 7.8. Ensuring there is a diverse range of opportunity will be critical to increase activity levels across the whole population. The scope of what is covered under sport and physical activity is broad (see figure 2.1), whilst we also know that over a third of people participate in more than one sport over a typical year.



Figure 7.1 – Action Plan

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
OBJECTIVE 1: INFLUENCING ATTITUDES AND BEHAVIOURS - Influence attitudes and behaviours to inspire demand for sport and physical activity					
<p>1.1 Develop effective approaches to intelligently signpost people towards opportunities.</p> <p>This includes developing a plan for engaging with the ‘touch points’ around an individual’s life to support in changing attitudes and behaviours, raising awareness of the benefits of being active, and signposting people to relevant opportunities.</p>	<ul style="list-style-type: none"> • More focus is required to engage the non-engaged. This is about more than the supply of opportunities recognising that many individuals may be at the earliest stages of behaviour change³⁰ and support is required to help stimulate or re-prompt demand for getting active. • There is an opportunity to work smarter to engage those who can help reach the non-engaged. This includes the potential important role that GPs, Housing Associations, Community and Faith Groups, Workplaces, Supermarkets and the Retail sector can all have in delivering messages and signposting people towards sport and physical activity opportunities. Such approaches are not expensive but will help to reinforce that being active is a social norm. 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • Number of new partnerships developed helping to promote sport and physical activity opportunities. • Where possible put in place simple measures to track the effectiveness of those relationships.
<p>1.2 Ensure there is appropriate emphasis on marketing the sport and physical activity offer in order to help influence attitudes and behaviours. This starts with helping to make it easier for people to find out information about opportunities to be active.</p>	<ul style="list-style-type: none"> • Whilst the solutions to influencing the demand are not all about investment into marketing campaigns it is noted that there is a lower than industry benchmarked spend on marketing of the District Council’s leisure offer. • Consideration of marketing content is also required to help address the barriers or motivations of key target groups, e.g. the national This Girl Can marketing campaign. Relationships with Public Health will be important as they are well versed in behaviour change approaches. 	<p>✓</p>			<ul style="list-style-type: none"> • Level of investment of council owned / outsourced areas. • Tracking the effectiveness of that investment in reaching key target groups.

³⁰ Using the Transtheoretical Model or Stages of Change Model of behaviour change (Prochaska & DiClemente, 1983) this recognises that many people may be in pre-contemplation (not ready), or contemplation (getting ready).

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
1.3 Ensure sport and physical activity is integrated into existing public health campaigns.	<ul style="list-style-type: none"> It was reported that there is limited engagement at present. Very often public health campaigns will be targeting the same groups who are not engaged in sport and physical activity. The principle behind this action is to work more efficiently with the level of investment available. 	✓			<ul style="list-style-type: none"> Case studies developed. Tracking the effectiveness of any campaigns.
1.4 Work with Public Health to consider the viability of developing a physical activity campaign aimed at encouraging everyone to be active.	<ul style="list-style-type: none"> This action goes one step further than 1.3 in developing a physical activity specific campaign. The concept was put forward through consultation and supports good practice from elsewhere in the country. It is recognised that this opportunity could be more scalable at a Staffordshire level but it could still be delivered at a District level if the will was there from partners. 	✓			<ul style="list-style-type: none"> Campaign delivered.
		<ul style="list-style-type: none"> Influencing and partnering with others (e.g. County Council, CCG) to ensure more coordinated approaches. 			
OBJECTIVE 2. SUPPORTING PROVIDERS - To support clubs and other providers so that they can do more					
2.1 Identify where specialist interventions will need to be commissioned to meet the needs of targeted groups, e.g. <ul style="list-style-type: none"> GP Referral Targeted behaviour change interventions for overweight/obese adults (possibly linked to above) Supporting those with disabilities to take part. 	<ul style="list-style-type: none"> Whilst the aim is encourage and sustain participation in a 'universal' offer for sport and physical activity certain groups may need targeted support in getting started. There has been limited engagement from primary care in physical activity interventions, including the lack of a GP referral programme. Any interventions need a feedback process to ensure the impacts are captured and reported back, which is critical in securing the support of primary care professionals. The pockets of affluence within more disadvantaged areas presents challenges with the effectiveness of targeted geographic approaches. 		✓	✓	<ul style="list-style-type: none"> Targeted sport and physical activity interventions commissioned (and the subsequent impacts of such projects).
<ul style="list-style-type: none"> Proactively engage the County Council Public Health Team and CCG to explore opportunities for commissioning specialist physical activity interventions. Explore how the Locality Commissioning Board can support. 					

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<p>2.2 Build capacity to facilitate development of the market.</p> <p>This includes traditional providers such as clubs and schools, new potential partners from the private sector providers, or applications for new technology.</p>	<ul style="list-style-type: none"> There is a leadership role to influence the development of the market to address possible gaps. The focus is not about providing more opportunities for the already engaged, i.e. market displacement. This considers the recommendations from the Local Insight Report, i.e. the need for increased provision of light intensity activities predominantly targeted at older segments of the population; the increased provision of shorter activities to help address time barriers; activities targeted at people with disabilities. It also considers how best to utilise the physical assets in the District for sport and physical activity provision (cross reference objective 2). This role could include providing capacity or resources to kick start delivery. At present there is a lack of capacity to do this engagement. 	<p>✓</p> <ul style="list-style-type: none"> Work with agencies such as SASSOT to ensure there is a clear understanding of possible gaps in the market. Invest in capacity to proactively work with agencies to support the growth of the market. Where necessary invest resources in helping to kick start new activity. 	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> Increased capacity for engagement work secured. Case studies to identify where support has been provided to grow the market
<p>2.3 Support the growth and development aspirations of Clubs, especially regarding broadening their reach:</p> <ul style="list-style-type: none"> Establish a Club Development Forum and accompanying plan for on-going communications Support aspirations through the sport specific action plan (see appendix D). 	<ul style="list-style-type: none"> There are real strengths with a proactive network of clubs in the District, many of whom have aspirations to grow and develop. Awareness of opportunities or solutions to challenges a common issue reported by clubs. Many reported not being closely engaged with their respective NGB. There is a strong sense that often the need is the information to be able to help themselves. This is effectively a sub strand of work coming out of priority action 2.2. 	<p>✓</p> <ul style="list-style-type: none"> Lead in establishing and facilitating the Club Development Forum and programme of ongoing communications Provide a supporting role (defined by the nature of aspirations) with regards to the sport specific action plan. 	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> Club Development Forum established Club feedback (possibly via annual club survey) Club Membership levels (Active People).

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
2.4 Help give people the best start in life by improving physical literacy levels of 0-5s .	<ul style="list-style-type: none"> There is a strong evidence base with examples of good practice to support the rationale for 0-5s in learning core physical literacy skills. Whilst the private sector may do much of the delivery there is a need to consider whether this excludes those without the financial means to access such opportunities. (<i>Cross reference 2.1</i>). 		✓		<ul style="list-style-type: none"> Organisational ownership secured with action plan in place.
2.5 Proactively explore the provision and promotion of more family based opportunities to be active.	<ul style="list-style-type: none"> Time is a frequently cited barrier to physical activity for many market segments, whilst there is evidence that young people often follow the activity habits of their parents. Conversely they can also encourage positive habits in parents. Possible examples include providers working together to facilitate opportunities for parents whilst their children are doing activity, or encouraging the growth of family friendly running events such as Great Run Local or Parkrun. 		✓	✓	<ul style="list-style-type: none"> Increase in family based provision with case studies of good practice developed.
2.6 Ensure there are pathways in place to continue to participate in organised sport and for those with talent to be able to fulfil their potential .	<ul style="list-style-type: none"> There is a sense of local pride when local people with talent are able to prosper in sport. However the pathways need to be in place to allow people to progress to fulfill their potential. NGB engagement is key as they are responsible for the talent pathway (in most sports). 		✓		<ul style="list-style-type: none"> Numbers of Lichfield residents on talent pathways (across a number of different sports) .

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
OBJECTIVE 3. PLACES TO BE ACTIVE - To provide good quality, accessible and sustainable places to be active					
3.1 Implement the recommendations from the Leisure Options Review .	<ul style="list-style-type: none"> This is a critical linked piece of work, particularly with regards to how the Council maximises its return on investment into sport and physical activity provision. 	<p>✓</p> <ul style="list-style-type: none"> Responsible for implementing the recommendations. 		<p>✓</p>	<ul style="list-style-type: none"> Recommendations implemented in accordance with suggested timelines.
3.2 Ensure that the recommendations from the Sport England FPM analysis and Playing Pitch Strategy are progressed.	<ul style="list-style-type: none"> This is a 'catch all' recommendation rather than repeating detail that is well covered through those documents. Is reported that this process is on-going. It is important that potential population growth is accounted for. 	<p>✓</p> <ul style="list-style-type: none"> Oversee the process and support/facilitate action against specific recommendations. 	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> Recommendations implemented.
3.3 Maximise the potential of the District's outdoor spaces in supporting people to become active including Chasewater, the historic parks, Gentleshaw Common and the canal network. Actions may include the provision of outdoor gyms.	<ul style="list-style-type: none"> It is evident that the District has some excellent outdoor assets that can support people to lead more active lifestyles, many of which are seemingly well used. Outdoor spaces have a role to engage those who are currently inactive, e.g. national insight into the Outdoor sector shows potential latent demand and opportunity for growth amongst key target segments, especially over 55s. 	<p>✓</p> <ul style="list-style-type: none"> Lead, where District Council owned assets or champion where non District Council owned assets. Key partners include the County Council re Chasewater Country Park, Cannock Chase Area of Outstanding Natural Beauty, Central Rivers Initiative and The National Forest. 	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> Tracking growth of provision through Council owned assets Tracking APS figures for growth in outdoor participation activities.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
<p>3.4 Identify opportunities for more innovative approaches to the provision of places to be active, e.g. community assets, health care settings, workplaces.</p> <p>3.5 Encourage improved accessibility to active places</p>	<ul style="list-style-type: none"> A more innovative approach is needed regarding the use of physical assets. There is a stigma attached to 'sport' for some, which can be a barrier to accessing traditional leisure facilities. Utilising community venues where people may feel more comfortable can help overcome barriers such as confidence and fear of judgement which are prevalent for many inactive females for example. Hyper local activities are also important to breaking down barriers related to transport or time. There is a challenge with limited capacity to be proactive in identifying such opportunities. 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> Case studies developed.
<p>OBJECTIVE 4. SCHOOLS AND COLLEGES - To ensure that schools and colleges do more</p>					
<p>4.1 Ensure that the PE and Sport Premium for Primary Schools improves the quality of the PE and sport activities they offer their pupils</p>	<ul style="list-style-type: none"> Consultation indicates that the Premium has ultimately raised the standards. However the quality of external provision brought in with this funding is mixed, there is limited provision at Key Stage 1, and there are mixed levels of teacher engagement which has knock on effects in the degree to which they are becoming upskilled themselves. There are challenges in terms of where schools can get advice from and where teachers can access CPD opportunities. There are concerns that the Youth Sport Trust doesn't offer enough and locally the feedback on Entrust CPD has been mixed. 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> All schools reporting what the Premium is used for on their websites (as stipulated). Case studies developed.
		<ul style="list-style-type: none"> Ultimately the individual schools are responsible for the investment whilst SASSOT a monitoring role. The School Games Organiser (SGO) is an important source of advice but has limited capacity and funding for these roles is not yet confirmed post November 2015. 			

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
		<ul style="list-style-type: none"> Entrust has an role in terms of training and CPD provision. 			
4.2 Ensure that Schools in the District are actively engaged in competition opportunities via the School Games	<ul style="list-style-type: none"> It was reported that in general there are lots of competitive opportunities within schools. In addition to the School Games programme secondary schools in the District pay to be part of the Cannock and District Sport Association, which provides leagues and competitions. However the links with the School Games are not as strong as they could be and these competitions tend to lack pathways into NGB pathways. This is a matter to be addressed going forwards. It is reported that it is often the same young people involved in all these competitive opportunities and consideration is needed to engage a wider number of pupils. 	<ul style="list-style-type: none"> Supporting role. This programme is currently led by the SGO. 	✓		<ul style="list-style-type: none"> Number of schools taking part.
4.3 Ensure that schools physical activity and sport provision helps to engage inactive children, and those with excess weight	<ul style="list-style-type: none"> Change4Life clubs are having a positive impact at primary level. However this has been a challenging area within secondary schools as competitive opportunities often engage only the same group of pupils, and where opportunities are provided it is hard to get the engagement of the least active. More fun/social activities such as danced based activities for girls have had some success but there is also a shortage of deliverers of some of these types of activities. Cross reference 6.2 (Skills of the workforce) 	<ul style="list-style-type: none"> Advocacy for a more concerted approach amongst partners. To explore whether there is scope to pool resources between schools to increase support in addressing these challenges. 	✓		<ul style="list-style-type: none"> Case studies developed.
4.4 Champion the development and promotion of a whole school approach to physical activity within local schools	<ul style="list-style-type: none"> This includes providing suitable physical environments and resources to support structured and unstructured physical activity throughout the day (e.g., play and recreation before, during and after school); supporting walk/cycle-to school programmes; and enabling action through supportive school policy and engaging staff. 	<ul style="list-style-type: none"> As above. 	✓		<ul style="list-style-type: none"> Case studies developed.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	<ul style="list-style-type: none"> Examples of good practice nationally include the Daily Mile concept.³¹ Cross reference 4.3. 				
4.5 Every college student in the district is encouraged, supported and has the opportunity to participate in sport and physical activity as an integrated part of their college experience	<ul style="list-style-type: none"> This will contribute to learning, progression to employment, and the development of active and sporting habits for life. Managing the transitions during the life course is important to helping to maintain an active lifestyle. This is particularly important for college age students as this is an age where levels of drop out often increase. Findings from the AOC annual College Sport Survey (2014) shows that a fifth of all students are regularly taking part in sport or physical activity at college. This is up from 15% in 2013. 		✓		<ul style="list-style-type: none"> Benchmarking against the annual College Sport Survey.
OBJECTIVE 5. EVENTS - To support the development and growth of sporting events					
5.1 Ensure events continue to be attracted and the economic and participation benefits of existing and new events are maximized.	<ul style="list-style-type: none"> The Sportshire project, jointly supported by SASSOT and the County Council is the county lead for event related opportunities. One of its main aspirations is to host mass participation and internationally recognised sporting events to deliver economic growth to Staffordshire through overseas and out-of-area visitor spend. This includes events like the international Ironman jointly held at Chasewater, a venue that is seen to have much potential. There is scope to support the impact of other existing events like the Lichfield 10k, or indeed to explore further hosting opportunities. 	✓	✓		<ul style="list-style-type: none"> Direct Economic Impact of individual events (measured through EventImpacts) Number of local participants.

³¹ For three-and-a-half years, all pupils at St Ninians primary in Stirling have walked or run a mile each day. Teachers take their pupils out of lessons on to a specially built circuit around the school's playing field for their daily mile whenever it best suits that day's timetable and despite the rise in childhood obesity across the UK, none of the children at the school are overweight. It is reported that the daily mile has improved these children's fitness, behaviour and concentration in lessons. More information - <http://www.theguardian.com/education/2015/sep/28/daily-mile-school-st-ninians-stirling-scotland>

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	<ul style="list-style-type: none"> Whilst the economic rationale is the primary driver this shouldn't lose sight of capitalising on the opportunities presented by these events to derive sporting benefits relating to participation or growth of volunteers for instance. 				
OBJECTIVE 6. WORKFORCE DEVELOPMENT - Supporting the development of the sport and physical activity workforce to provide a better quality experience for all					
<p>6.1 Develop a coordinated plan to ensure that Volunteers are well valued</p>	<ul style="list-style-type: none"> Without volunteers community sport wouldn't happen. Lichfield is lucky to have higher levels of sport volunteering than against regional and national averages. Whilst the motivations for volunteers may be different it is important to maintain and grow volunteer levels. Recognising their contribution is important in helping volunteers feel valued and motivated. Cross reference 10.1. 	<p>✓</p> <ul style="list-style-type: none"> Facilitate Lichfield specific ideas, e.g. Sports Awards ideas, or letters of thanks from the Council. Work with SASSOT to support county-wide initiatives to recognise volunteers. 	<p>✓</p>		<ul style="list-style-type: none"> Implementation of activity to recognise volunteers. Tracking sport volunteering levels via APS.
<p>6.2 Improve skills of the workforce to support the inactive to become active.</p> <p>This includes training of coaches, teaches and other providers of sporting opportunities, as well as support for primary care professionals.</p>	<ul style="list-style-type: none"> The workforce is critical to ensuring that there is a high quality experience for all. This goes beyond the technical and tactical knowledge recognising that 'softer' emotional skills are important in helping to create the right environment, particularly for those lacking confidence and at the start of their journey to lead a more active lifestyle. National evidence suggests that many exercise professionals are lacking in skills needed to deliver motivational and psychological support to inactive people.³² Other professionals work in roles that can support people to become more active, e.g. primary care professionals, and they need help in being able to deliver effective messages about physical activity, provide effective signposting, or support individuals with their physical activity planning. 		<p>✓</p>		<ul style="list-style-type: none"> Numbers accessing CPD opportunities specifically relating to supporting the inactive become active.
		<ul style="list-style-type: none"> Encourage leadership from SASSOT and signpost the local workforce to relevant CPD opportunities. Encourage the CCG to look at training support for frontline staff. 			

³² CYQ report: Tomorrow's exercise professionals - What does the future hold?, 2014. 46% of exercise professionals cite changing behaviour and lifestyle as one of the greatest barriers when working with inactive consumers. Employers and exercise professionals have highlighted the need for "social" skills such as empathic communication in order to support those who are inactive.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
6.3 Develop a plan for the recruitment of more volunteers , including engagement with employers, and schools who are training young leaders.	<ul style="list-style-type: none"> Recruitment of volunteers is a strong theme to come out of the Club Workshop and whilst clubs will individually do their part there is a need for some more strategic support to ensure opportunities are maximised for the recruitment of volunteers. Cross reference 1.3 (club development) and 4.1 (Sharing best practice). 		✓	✓	<ul style="list-style-type: none"> Plan in place with actions implemented and monitored. Tracking sport volunteering via APS.
OBJECTIVE 7. COMMISSIONING AND POLICY - To influence commissioners and public policy					
7.1 Incorporate sport and physical activity into relevant District Council policies	<ul style="list-style-type: none"> Sport and physical activity has an important potential role across a number of Council priorities. For that contribution to be realised needs sport and physical activity to be integrated into relevant policies and not just to be prioritised within the Leisure department. Areas of potential influence include the District Board, Locality Commissioning Board, Planning, Marketing, and Human Resources. 	✓		✓	<ul style="list-style-type: none"> Sport and Physical Activity being integrated into other District Council policies.
7.2 Ensure that commissioners have a long term plan for addressing physical inactivity including building it into existing commissions and contracts	<ul style="list-style-type: none"> Strategic commissioning offers the opportunity to generate better outcomes for local people and communities. By developing the relationships and understanding between sport and leisure services and commissioners of health, social care and children's services, among others, corporate and local strategic outcomes can be better achieved. Important within this is developing an improved understanding of how sport and physical activity contributes towards wider outcomes. 	✓	✓		<ul style="list-style-type: none"> Plan in place. Case studies of commissions.
OBJECTIVE 8. ACTIVE WORKPLACES - To promote more active workplaces					
8.1 For Lichfield District Council to improve the physical activity levels of its own workforce (and influence other public sector employers follow with their own workforces).	<ul style="list-style-type: none"> The council is a major employer within the District and if it is to advocate for a more active workforce across other employers it would be important to be seen to take a lead with its own workforce. There is currently no formal push to support and encourage Council staff to be more active. There are lots of ways this 	✓	✓		<ul style="list-style-type: none"> Plan developed, implemented, and monitored.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
	could be achieved and evidence about what works. Senior leadership support seen as a critical element of many successful campaigns.				
<p>8.2 Integrate appropriate messaging and tools into the Business Engagement Programme (BEP) and other business intermediaries who are engaging businesses across the District.</p> <p>This includes linking to existing initiatives in place such as the Workplace Challenge (delivered locally by SASSOT).</p>	<ul style="list-style-type: none"> Evidence highlights that there is a strong economic rationale as active workplaces are more productive workplaces. Insight also suggests that time is a barrier for predominant segments so considering ways in which activity can be integrated into/around the working day can help to address such barriers. The BEP and other business intermediaries such as the Chambers of Commerce have a role to engage with local businesses. Delivering messages regarding active workplaces is not currently part of their toolkit and this presents an opportunity (with the right support in terms of messages around the value for businesses, case studies of what works elsewhere, and information regarding local opportunities). 	<p>✓</p> <ul style="list-style-type: none"> Facilitate the delivery of messages to business (and providing the support to those delivering the messages). 	<p>✓</p>		<ul style="list-style-type: none"> Messaging integrated into the BEP and other business intermediaries. Case studies developed.
OBJECTIVE 9. ACTIVE TRAVEL - To increase Active Travel levels					
<p>9.1 Work with the County Council to help facilitate the growth of Active Travel including the provision of safe, well sign-posted and affordable routes to workplaces, schools and community facilities and services.</p>	<ul style="list-style-type: none"> This aspiration falls in line with the Local Plan policy regarding Sustainable Transport (CP5), alongside WHO guidance regarding best investments for physical activity. Whilst much of the responsibility for transport sits with the County Council, the District has a role through its planning responsibilities. There are currently 60 walking buses countywide, although none at present within the District. 	<p>✓</p> <ul style="list-style-type: none"> Although not specifically a District role they can facilitate the provision of Active Travel opportunities through the planning process. 	<p>✓</p>		<ul style="list-style-type: none"> Benchmarks as collected by the County Council.

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success
		Facilitate	Influence	Deliver	
OBJECTIVE 4. CHAMPION BEST PRACTICE - To champion and spread best practice to encourage a more sustainable sector ³³					
<p>10.1 Share best practice via a variety of mechanisms, e.g.</p> <ul style="list-style-type: none"> - Annual publication showcasing progress against this strategy - An Annual Lichfield Sports Awards that feeds into the County Awards - Establishing a formal reporting process into the Locality Commissioning Board and other strategic forums. 	<ul style="list-style-type: none"> • The Council wishes to empower the sector to step forward, innovate and respond to challenges in order to build a strong and sustainable sector. Its role as direct deliverer of activity is likely to be reduced over time with resource pressures but it is important that it maintains capacity in helping to engage partners and showcase best practice. This has value in sharing knowledge and is intended to encourage other organisations to learn and strive to deliver best practice themselves. • <i>Cross reference 2.3 regarding Club Development Forum.</i> 	<p>✓</p> <ul style="list-style-type: none"> • Leadership of this agenda – which can only happen if there is sufficient capacity dedicated towards partner engagement to understand where best practice is. • There are also likely to be some small resource implications to consider in facilitating this. 		<p>✓</p>	<ul style="list-style-type: none"> • Individual mechanisms put in place with feedback tracked.
<p>10.2 Ensure that NGBs are actively engaged in the District.</p>	<ul style="list-style-type: none"> • There is a perception that not all NGBs are as heavily engaged in the District as desired with Lichfield rarely seen as a priority area of support (partly a victim of an existing strong network of delivery). There is a need for capacity to ensure NGBs are engaged to support the needs for clubs, ensuring talented individuals have the chance to progress, supporting workforce development, and facility aspirations. • <i>Cross reference objectives 4 and 6 and priority actions 2.3, 2.6, 3.2.</i> 		<p>✓</p> <ul style="list-style-type: none"> • Work with SASSOT to identify key NGBs where greater engagement is desired and agree a coordinated approach to facilitating this. 		<ul style="list-style-type: none"> • Number of NGBs actively supporting activity in the District.

³³ This objective cuts across every other element of the plan. Particular reference should be made to objective 9 (Insight and Intelligence), and priority actions 1.1 (Specialist interventions), 1.2 (Market Development), 1.3 (Club Development), 2.4 (Innovative approaches regarding places to be active).

Priority Actions	Summary of Status and Rationale	Council Role			Measuring Success	
		Facilitate	Influence	Deliver		
OBJECTIVE 11. INSIGHT - To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding						
11.1 Ensure there is a process in place to collate, interpret, and act on the latest insight in sport and physical activity trends	<ul style="list-style-type: none"> Insight will be key to helping maximise the efficient use of resources to support a sustained growth in participation. There is also a need to use available evidence to help articulate the contribution of sport and physical activity to wider priorities, building on from this strategy. A lot of insight is available and has been applied to the development of this strategy. This includes recommendations to establish whether existing universal provision adequately caters for the needs of the 60+ age group, and considering the potential latent demand that exists in swimming and cycling (aligned to predominant market segments). 	<ul style="list-style-type: none"> Consideration of how this is addressed through Leisure Options Review. There is merit in exploring potential economies of scale for how this is delivered. The District Council could be an active partner in a wider geographical solution. 	✓	✓	✓	<ul style="list-style-type: none"> Approach in place and being applied to inform interventions and approaches.
11.2 Develop a position statement regarding the economic value of sport and physical activity to the District	<ul style="list-style-type: none"> Given the strong strategic emphasis on economic growth from the Council it will be important to articulate the true impact/contribution of sport and physical activity across a number of areas. This includes the economic impact of sporting events, which should also highlight the impact of those events the Council does not directly invest in. A number of CSPs are starting to undertake such studies at a county level, a potential opportunity to explore through SASSOT and the Sportshire project. 	<ul style="list-style-type: none"> Lead locally and/or advocate for a countywide approach. 	✓	✓	✓	<ul style="list-style-type: none"> Position statement developed and communicated to senior decision makers within Lichfield (public and private sector).

Appendices

Appendix A – How this Strategy has been developed

This strategy has been developed through a combination of extensive desk-based research and consultation with a wide range of local and sub regional stakeholders. The desk-based research includes the relevant evidence base in terms of demographic, participation and market segmentation analysis, alongside strategic documents with an influence over this remit.

The strategy has also been developed in close coordination with the Leisure Options Appraisal to ensure both pieces of work inform each other and are aligned in terms of key recommendations for the Council.

Consultation list

Name	Role	Organisation
Neil Turner	Director – Leisure and Parks	Lichfield District Council
Cllr Andrew Smith	Cabinet Member for Leisure	Lichfield District Council
Wayne Mortiboys	District Commissioning Lead	Staffordshire County Council
Vicky Wilkes	School Games Organiser	Erasmus Darwin High School
Jon Topham	District Public Health Commissioning Lead	Staffordshire County Council
Sarah Sleigh	Sports Development Officer	Lichfield District Council
Mark Thornewill	Partnership Director	Sport Across Staffordshire and Stoke on Trent (SASSOT)
John Smith	Greens & Open Spaces Strategic Manager	Lichfield District Council
	King Edward VI Leisure Centre	Lichfield District Council
Phil Kelly	Manager, Friary Grange Leisure Centre	Lichfield District Council
	Manager, Burntwood Leisure Centre	Lichfield District Council
Will Lilley	New Ventures Manager	Bromford Housing
Darrin Gamble	Head of Neighbourhoods	Bromford Housing

Jane Rutherford	Head Teacher	King Edward VI School
Karl Sproston	Parks Ranger	Lichfield District Council
Oliver Dove	Spatial Policy and Delivery Officer	Lichfield District Council
David Lister	Head Teacher	Friary Grange School
Henry Exton	Business Development Manager	Friary Grange School

In addition to the above individuals consultation was also undertaken with the Senior Leadership Team at Lichfield District Council.

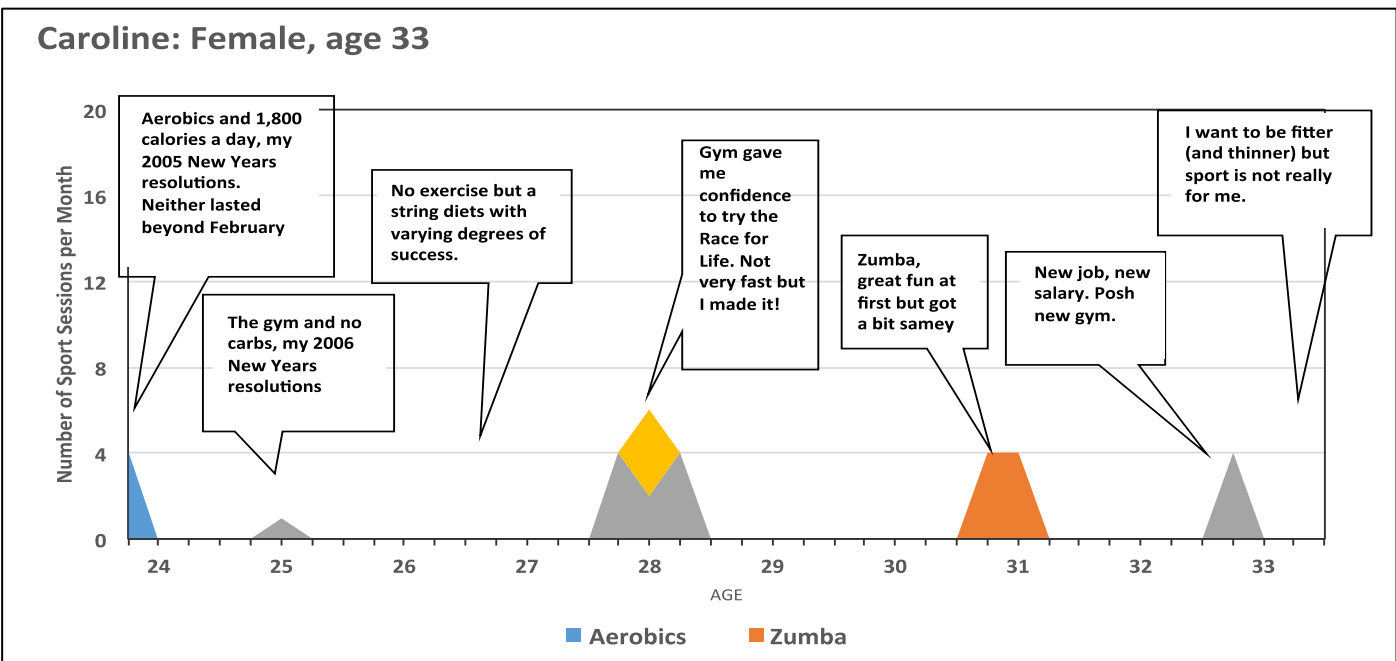
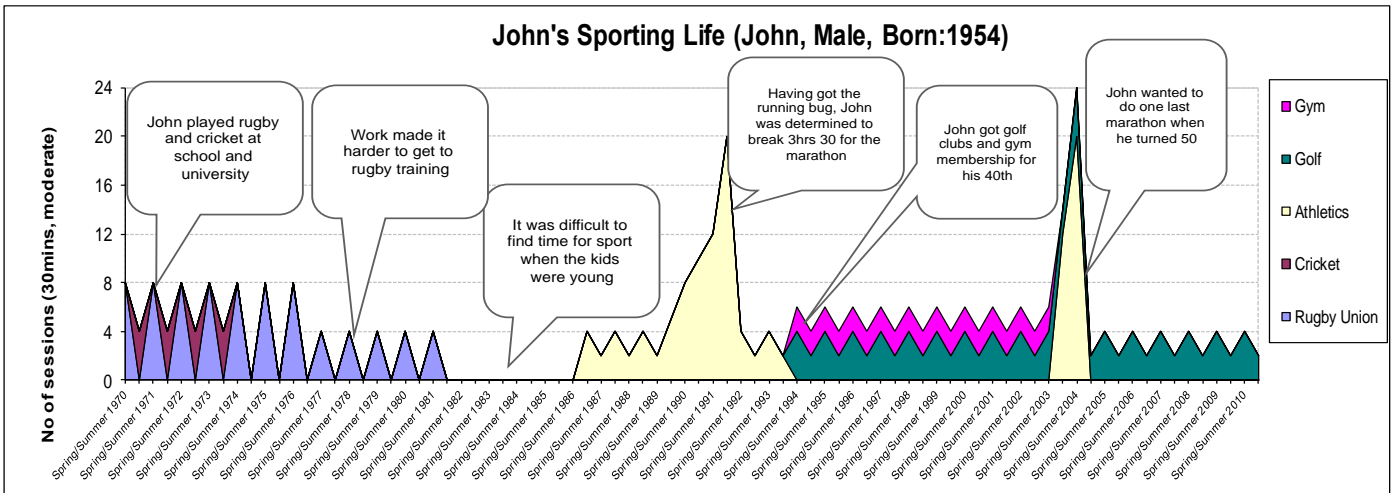
List of Sports Clubs responding to the online survey

- Lichfield Folk Dance Club
- Walsall Wood Aikido Club
- Lichfield Rugby Club Bowls section
- Lichfield and District Karate Club
- Lichfield Spires Netball Club
- Lichfield Health and Fitness club
- Burntwood Community Table Tennis Club
- Burntwood Racketball
- Friary Judo Club
- Burntwood Elite

List of Clubs attending the Club Workshop:

- Penguins Swimming Club
- Lichfield Crown Green Bowling Club
- Lichfield Bowling Club
- Lichfield Friary Lawn Tennis Club
- Burntwood Dragons & Phoenix FC
- Lichfield Nomads Cricket Club
- Lichfield Cricket Club Juniors
- Lichfield Hockey Club
- Lichfield Round Table FC
- Lichfield Running Club
- Chasetown Football Club
- Burntwood St Matthews Cricket Club
- Lichfield Swimming Club.

Appendix B – Examples of individual sporting biographies



Source: Sport England

Appendix C – Chief Medical Officer Physical Activity Guidelines

Source: Start Active, Stay Active: A report on physical activity for health from the four home countries' Chief Medical Officers. 2011

- Under fives:
 - Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (three hours) spread throughout the day
- Children – Aged five to 18 years:
 - All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
- Adults:
 - Adults should aim to be active daily. Over a week, this should add up to at least 150 minutes (2.5 hrs) of moderate intensity physical activity in bouts of 10 minutes or more
 - Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity
 - All adults should also undertake physical activity to improve muscle strength on at least 2 days a week
- Older Adults 65 plus years:
 - Older Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2 ½ hours) moderate intensity activity in bouts of 10 minutes or more.
 - Older adults (65 years and over) who at risk of falls should incorporate physical activity to improve balance and coordination on at least 2 days a week.

Individual physical and mental capabilities should be considered when interpreting the guidelines, but the key issue is that some activity is better than no activity.

Appendix D – Sport Action Plan

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Aerobics, fitness, gym	Encourage more aerobics / fitness activity in community locations including parks and open spaces, village halls, schools, leisure centres etc.	<ul style="list-style-type: none"> • Women • Volunteers / Coaches • Inactive, over 50's • Those with disabilities 	<ul style="list-style-type: none"> • 2.2 Market Development • 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> • Private instructors, companies. • CCG, SCC 		✓	✓
	Encourage greater investment in private fitness facilities through planning and economic development strategies.		<ul style="list-style-type: none"> • 3.4 Innovative Places 		✓	✓	
	Invest in and maintain quality of workforce		<ul style="list-style-type: none"> • 5.1 Events 		✓		✓
	Encourage involvement of CCG / public health to invest in low impact / intensity aerobics / fitness – e.g. cardiac rehab; exercise on referral, EXTEND type programmes.					✓	✓
	Invest in outdoor gyms at new housing estates				✓	✓	
Archery	Introduce archery taster sessions	<ul style="list-style-type: none"> • Over 50's • Families 	<ul style="list-style-type: none"> • 2.2 Market Development 	<ul style="list-style-type: none"> • Lichfield Archers 	✓	✓	
	Support the development of Lichfield Archers	<ul style="list-style-type: none"> • Male Adults • Male Juniors • Female Adults • Female Juniors 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> • Archery GB 	✓		✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role				
					Facilitate	Influence	Deliver		
Athletics and Running	Support and develop school based programmes Support the growth of clubs including Lichfield Running Club and Chasewater Runners	<ul style="list-style-type: none"> • Inactive - with beginners running • Juniors • Schools • Running Clubs • Volunteers / Coaches 	<ul style="list-style-type: none"> • 2.5 Family Based Activity • 2.5 Family Based Activities • 3.3 Open and Green Spaces • 10.2 NGB Engagement • 5.1 Events 	<ul style="list-style-type: none"> • SASSOT • Schools • Staffs Athletics Network; • Lichfield Running Club; Chasewater Runners • KP Events • CCG, SCC 					
	Beginner Running Sessions					✓		✓	
	Identify safer running routes					✓			
	Support and promote key running events including Cathedral Dash, Half Marathon, Lichfield 10k, Fradley 10k, World's Smallest Fun Run, etc.					✓		✓	
	Encourage the establishment of a competitive running club in Burntwood.					✓		✓	
	Encourage the provision of junior running within schools.							✓	
Encourage CCG and Public Health investment in beginner running					✓				
Angling	Seek angling club to lease fishing rights on Stowe Pool	<ul style="list-style-type: none"> • Local Angling Clubs • Male Adults • Male Juniors • Female Adults • Female Juniors 	<ul style="list-style-type: none"> • 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> • Angling clubs • We Love Lichfield 	✓	✓			
Support an annual Minster Pool fish.					✓				

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Bowls	Establish bowls development group and work with members clubs to encourage greater participation	<ul style="list-style-type: none"> • Adult Males • Adult Females • Over 60's 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Clubs • Bowls Alliance • SASSOT 	✓		✓
	Work with Bowls Alliance and SASSOT to develop bowls participation by over 55s and those with disabilities				✓		✓
	Seek to transfer parks greens to local clubs				✓		✓
	Support investment in members clubs to support facility development					✓	
	Promote indoor bowls at leisure centres				✓		✓
	Promote school club links				✓	✓	
	Promote parks taster sessions				✓		✓
	Deliver playing pitch strategy					✓	✓
Basketball	Support the development of Churchbridge Basketball Club	<ul style="list-style-type: none"> • Males Adult 	<ul style="list-style-type: none"> • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Churchbridge Basketball Club • England Basketball 	✓		

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Badminton	<p>Support the development of Badminton clubs in Burntwood and Lichfield.</p> <p>Work with Badminton England to implement the Play Badminton, Smash Up and Battle campaigns.</p> <p>Invest in Friary Grange Leisure Centre to provide more appropriate lighting and flooring for badminton</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Juniors • Over 60s 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Local Badminton Clubs • England Badminton 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Boxing	<p>Support club development to promote boxing</p> <p>Provide boxing opportunities for young people through Positive Futures.</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Juniors 	<ul style="list-style-type: none"> • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • England Boxing 	<p>✓</p>	<p>✓</p>	<p>✓</p>
Canoeing	<p>Support canoeing at Chasewater Outdoor Education Centre</p> <p>Encourage the provision of canoeing / kayaking on rivers and canals.</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Juniors 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> • British Canoeing • Chasewater OEC • Staffordshire County Council 		<p>✓</p>	
Cricket	<p>Encourage and support Clubmark standard clubs</p> <p>Promote and encourage the development of female teams</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Juniors • Female Juniors • Schools 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement • 2.3 Support the growth and 	<ul style="list-style-type: none"> • Cricket Clubs • Staffordshire Cricket Ltd • SASSOT • Schools 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	<p>Promote and encourage the development of disability teams</p> <p>Promote and encourage the development of shorter games</p> <p>Support the development of the following clubs:</p> <p>Lichfield CC – ground development, new changing rooms, female junior and disability team hub development</p> <p>Hammerwich CC – ground development, female and junior team development</p> <p>Tamworth CC - ground development, female and junior team development</p> <p>Whittington CC - ground development, female, and junior team development</p> <p>Burntwood St Matthews CC - ground development, female and junior team development</p> <p>Alrewas CC - ground development, female, junior and disability team development</p>		development aspirations of Club		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Kings Bromley CC - ground development, female, junior and disability team development					✓	✓
	Elford CC - ground development, female, junior and disability team development					✓	
	Wall CC – develop female section						
	Work with Staffordshire Cricket and partners to encourage cricket take up including Cricket disability group at King Edward VI Leisure Centre					✓	
	Provide artificial wicket in Beacon Park and promote short games, consider providing cricket nets including Last Man Stands				✓		✓
	Invest at Friary Grange Leisure Centre to provide new nets, better lighting and flooring. Develop a base for east of county for coach education and development				✓		
	Encourage more use of the nets at Burntwood Leisure Centre				✓	✓	✓
					✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Support the operation of local leagues and competitions</p> <p>Support the cricket development group</p> <p>Implement 2012 playing pitch strategy</p> <p>Prepare and adopt cricket development plan for Beacon Park</p> <p>Work with Staffordshire Cricket to provide workforce, volunteer and official development opportunities.</p> <p>Support schools cricket including girls cricket including Kwik Cricket and Chance to Shine</p> <p>Promote school / club links</p>				<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
Croquet	Support the development of Lichfield Croquet Club	<ul style="list-style-type: none"> Over 60s 	<ul style="list-style-type: none"> 10.2 NGB Engagement 2.3 Support the growth and development aspirations of Club 	<ul style="list-style-type: none"> Club 	✓		
Cycling	Support the development of Lichfield City Cycling Club	<ul style="list-style-type: none"> Male Adults Female Adults 	<ul style="list-style-type: none"> 3.2 FPM/PPS findings 	<ul style="list-style-type: none"> Lichfield City Cycling Club 	✓	✓	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Identify and create safer cycling routes throughout the district</p> <p>Consider repealing cycling byelaws in Beacon Park and Stowe Pool</p> <p>Protect, invest and support the development in Curborough Sprint Track</p> <p>Support the provision of Cycling for All family cycle rides</p> <p>Investigate provision of dedicated racetrack, which could be utilised for cycling, roller blading, running and wheelchair racing.</p> <p>Support the development of national cycling centre at Chasewater to include cyclo cross.</p> <p>Encourage healthier workplaces by promoting cycling to work /school etc</p> <p>Support the Central Rivers initiative cycle trail project for commuting routes and to encourage recreational cycling</p>	<ul style="list-style-type: none"> • Male Juniors • Female Juniors • Families • Schools 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 2.3 Support the growth and development aspirations of Club • 2.5 Family Based Activities 	<ul style="list-style-type: none"> • British Cycling • Schools • SASSOT • Staffordshire County Council 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>61</p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Promote indoor cycling as part of fitness regime.</p> <p>Encourage promotion of cycling in schools</p> <p>Work with cycling retailers and clubs to promote cycling.</p> <p>Promote mountain biking and look to develop tracks using Cannock Chase as a good example.</p> <p>Encourage cycling races and events in and around Lichfield City Centre.</p>					<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>
Dance for exercise	<p>Promote dance classes at community locations including parks, leisure centres, community halls etc. particularly those focused on over 60s</p> <p>Provide dance programmes for targeted groups through Positive Futures</p> <p>Run Dance Leaders Level 1 and 2 courses</p>	<ul style="list-style-type: none"> • Women and Girls • Male Juniors • Over 60's 	<ul style="list-style-type: none"> • 2.2 Market Development • 3.4 Innovative Places • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Dance Schools • SASSOT • Sports Leaders • Schools 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>
Disability sport	<p>Promote LAPs to those with disabilities</p> <p>Ensure all public fitness studios observe IFI standards</p>	<ul style="list-style-type: none"> • Young People with Disabilities • Adults with Disabilities • Sports Clubs 	<ul style="list-style-type: none"> • 2.1 Specialist Interventions • 2.2 Market Development 	<ul style="list-style-type: none"> • Disability Clubs • SASSOT • Leisure Centres 	<p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Ensure all public gym instructors are trained to support disabled customers</p> <p>Work with clubs and NGBs to provide additional disability opportunities</p> <p>Work with schools to provide additional opportunities</p> <p>Support the work of disability sports clubs like Penguins and Green Turtles</p> <p>Develop and sustain disability clubs like Inspire and Get Into It disability club at King Edward VI and Burntwood respectively</p> <p>Improve access to facilities</p>	<ul style="list-style-type: none"> Volunteers / Coaches Schools 	<ul style="list-style-type: none"> 3.4 Innovative Places 10.2 NGB Engagement 	<ul style="list-style-type: none"> Schools NGB's EFDS Staffordshire County Council 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Equestrian	Support local clubs to develop, particularly Gartmore Riding School with their development around riding for the disabled	<ul style="list-style-type: none"> Male Adults Male Juniors Female Adults Female Juniors Over 50's People with Disabilities Schools Volunteers / Coaches 	<ul style="list-style-type: none"> 10.2NGB Engagement 3.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> Clubs SASSOT Schools 	<p>✓</p>	<p>✓</p>	
Football	Encourage and support Charter standard clubs	<ul style="list-style-type: none"> Male Adults Male Juniors Female Adults 	<ul style="list-style-type: none"> 3.2 FPM/PPS findings 	<ul style="list-style-type: none"> Football Clubs Staffs FA Schools 	<p>✓</p>	<p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	<p>Promote and encourage the development of female teams</p> <p>Promote and encourage the development of disability teams</p> <p>Promote and encourage the development of walking football</p> <p>Support the development of the following clubs: Chasetown FC – stadium development; help find a single base for junior sections</p> <p>Lichfield City FC – stadium development including stadium 3g; develop female section; develop disability provision; support presence at Stychbrook Park; help identify larger, permanent club home.</p> <p>Lichfield Round Table FC – support aspiration for 3g pitch at Eastern Avenue</p> <p>Burntwood Dragons and Burntwood Phoenix FC – complete transfer of Hospital Road Playing Fields; support their development plan</p>	<ul style="list-style-type: none"> Female Juniors Over 50's Local Clubs People with Disabilities Schools Volunteers / Coaches 	<ul style="list-style-type: none"> 10.2 NGB Engagement 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> Local leagues 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Coton Green FC – support pitch /facility development					✓	
	Mile Oak FC – support pitch/ facility development					✓	
	Whittington FC – help identify home for club				✓	✓	
	Shenstone Pathfinder FC – support pitch /facility development					✓	
	Support the operation of the following leagues						
	Lichfield and District Recreational Leagues				✓	✓	
	Lichfield and Walsall District Sunday League				✓	✓	
	Staffordshire Girls League				✓	✓	
	Staffordshire County Women’s League				✓	✓	✓
	Leisure Leagues				✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Council Role Influence	Deliver
	Establish and support football development group				✓	✓	✓
	Replace 3g pitch at Burntwood Leisure Centre and flood lights				✓	✓	✓
	Replace pitch at King Edward VI Leisure Centre.				✓	✓	✓
	Implement 2012 playing pitch strategy				✓	✓	
	Prepare and adopt football development plans for Burntwood Leisure Centre and Cherry Close campus; and for Beacon Park including more youth, junior and mini football provision				✓	✓	
	Refurbish pitches at Beacon Park				✓		
	Refurbish changing rooms at Beacon Park, Stychbrook Park				✓		✓
	Work with the FA to provide workforce, volunteer and official development opportunities.				✓		✓
	Provide additional grass pitches at Streethay and south Lichfield				✓	✓	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Utilise and promote Panna court.</p> <p>Encourage greater use of St George's Park by clubs</p> <p>Support schools football including girls football</p> <p>Promote school / club links</p> <p>Introduce futsal into leisure centres.</p>				✓	✓	✓
Free running & skateboarding	<p>Secure the future of Burntwood skatepark</p> <p>Maintain Lichfield, Fradley and Shenstone skateparks</p> <p>Indoor free G sessions running through positive futures</p> <p>Install outdoor free running facilities in Burntwood and Beacon Park</p> <p>Introduce masterclasses at skateparks to promote skill development</p>	<ul style="list-style-type: none"> • Young People • Schools • Volunteers / Coaches 	<ul style="list-style-type: none"> • 3.4 Innovative Places 	<ul style="list-style-type: none"> • Staffordshire County Council • Cherry Orchard Gardening Scheme (COGS) 	✓	✓	✓
Golf	<p>Encourage the development of clubmark clubs</p> <p>Invest in and promote Beacon Park golf course</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Juniors • Female Juniors • Over 50's 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 2.3 Support the growth and 	<ul style="list-style-type: none"> • Clubs • England Golf • Golf Foundation 	✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Seek Beacon Park golf course partner</p> <p>Development club / school links</p> <p>Support Whittington Heath GC protection against HS2</p> <p>Support rollout of England Golf's Get Into Golf programme</p> <p>Support and promote Golf Express which includes Lichfield Golf and Country Club, Darnford Moors and from spring 2016 Beacon Park</p> <p>Encourage and support EG's disability programme</p>	<ul style="list-style-type: none"> Schools 	<p>development aspirations of Clubs</p>		<p>✓</p> <p></p> <p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p></p> <p></p> <p></p> <p>✓</p> <p>✓</p>
Gymnastics	<p>Support the development of Burntwood Elite Gymnastics Cub</p> <p>Support the development of coaches and volunteers</p> <p>Promote school / leisure centre / clubs links</p> <p>Provide recreational gymnastics courses at leisure centres</p>	<ul style="list-style-type: none"> Female Juniors Male Juniors Volunteers / Coaches 	<ul style="list-style-type: none"> 10.2 NGB engagement 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> Burntwood Elite Gymnastics Clubs British Gymnastics 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p></p> <p></p> <p></p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Hockey	<p>Support the development of Lichfield Hockey Club – new sand dressed ATP, new changing rooms, female junior and disability team development</p> <p>Encourage school / club links – Back to Hockey sessions</p> <p>Work with NGB to provide additional investment and opportunities</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Juniors • Female Juniors 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement • 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> • Lichfield Hockey Club • England Hockey 	<p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

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Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Low impact physical activities	<p>Promote activities at community locations including leisure centres, community halls, schools and parks</p> <p>Develop walking groups and activity groups</p> <p>Work with CCG and public health to fund new opportunities e.g. cardiac rehab and exercise referral. Suitably trained instructors and access to Cardiac Nurses</p> <p>Identify and work with specific community or social groups to provide additional activity</p> <p>Develop low activity events in the parks as part of the annual events programme</p>	<ul style="list-style-type: none"> • Inactive • Volunteers / qualified instructors • Over 60s • Those with disabilities 	<ul style="list-style-type: none"> • 2.1 Specialist Interventions • 2.2 Market Development • 3.4 Innovative Places • 2.4 Physical literacy for under 5's • 9.1 Active Travel • 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> • Clinical Commissioning Group • Staffordshire County Council 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Martial Arts	<p>Support the development of aspirations of local Martial Arts Clubs</p> <p>Provide accommodation for martial arts groups</p>	<ul style="list-style-type: none"> • Male Adults • Females Adults • Male Juniors • Female Juniors • Volunteers 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> • Martial Arts Clubs • Private Providers 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
Modern Pentathlon	Support the developments of WS7.5 Modern Pentathlon Club based in Burntwood which is the only club within the county	<ul style="list-style-type: none"> Male Adults Females Adults Male Juniors Female Juniors Volunteers 	<ul style="list-style-type: none"> 10.2 NGB Engagement 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> WS7.5 Modern Pentathlon Club Pentathlon GB 		✓	
Motor Sport	To protect the Curborough Sprint Track	<ul style="list-style-type: none"> Male Adults Female Adults Young People 	<ul style="list-style-type: none"> 2.3 Support the growth and development aspirations of Clubs 	<ul style="list-style-type: none"> Course Members 		✓	
Netball	<p>Support the development of Lichfield Netball Club and Chasetown Ladies Netball Club</p> <p>Introduce junior section in conjunction with England Netball</p> <p>Promote Back to Netball campaign</p> <p>Upskilling coaches, volunteers and officials</p> <p>Provide indoor facilities</p> <p>Support school games</p>	<ul style="list-style-type: none"> Female Adults Female Juniors Volunteers / Coaches 	<ul style="list-style-type: none"> 3.2 FPM/PPS findings 10.2 NGB Engagement 	<ul style="list-style-type: none"> Chasetown & Lichfield Spires Netball Club England Netball 	✓	✓	✓
					✓		✓
					✓	✓	
					✓		✓
					✓	✓	
					✓	✓	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Introduce Walking Netball Promote school / club links						
Orienteering	Support the Development of 6 Xplorer events in Beacon Park	<ul style="list-style-type: none"> • Inactive • Male Adults • Females Adults • Male Juniors • Female Juniors • Families 	<ul style="list-style-type: none"> • 10.2 NGB Engagement • 3.3 Open and Green Spaces • 5.1 Events 	<ul style="list-style-type: none"> • British Orienteering 	✓	✓	✓
Rugby Union	<p>Support the development of Lichfield, Burntwood and Whittington RC particularly ground development, pitch development, women, girls and disability sections</p> <p>Introduce wheelchair rugby</p> <p>Implement playing pitch strategy</p> <p>Support schools Rugby</p> <p>Promote schools / club links</p> <p>Support recreational rugby for women.</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Juniors • Female Juniors • Volunteers / Coaches 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Burntwood Rugby Club • Lichfield Rugby Club • RFU 	✓	✓	✓
Sailing, Waterskiing and Water Sports	Support the development of Chasewater clubs and Manor Park sailing club, particularly with regard to facility development and junior activities	<ul style="list-style-type: none"> • Male Adults • Female Adults • Female Juniors • Male Juniors • Over 60's • Volunteers / Coaches 	<ul style="list-style-type: none"> • 3.3 Open and Green Spaces • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Chasewater Sailing Club • Manor Park Sailing Club • Central Rivers Initiative 	✓	✓	✓

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Introduce sailing and boating to Stowe Pool</p> <p>Support and promote Wake Lake and Whitemoors Lake provision</p> <p>Introduce leisure kayaking and canoeing to the River Trent and Tame through the Central Rivers Initiative</p>			<ul style="list-style-type: none"> Staffordshire County Council Royal Yachting Association 		<p>✓</p> <p>✓</p>	
Squash and Racketball	<p>Promote club development at Burntwood and Lichfield leisure centres</p> <p>Refurbish courts at leisure centres</p> <p>Encourage junior development working with England Squash</p>	<ul style="list-style-type: none"> Male Adults Female Adults Male Juniors Female Juniors 	<ul style="list-style-type: none"> 3.2 FPM/PPS findings 10.2 NGB Engagement 	<ul style="list-style-type: none"> Clubs England Squash and Racketball Private providers 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p>
Swimming	<p>Implement swimming development plan at Friary Grange</p> <p>Support the development of Lichfield and Burntwood Swimming Clubs</p> <p>Support Burntwood Swimming Club to attain Swim 21 accreditation</p> <p>Prepare plans for new pool at Friary Grange LC</p> <p>Seek to improve schools swimming offer</p>	<ul style="list-style-type: none"> Male Adults Female Adults Male Juniors Female Juniors Under 5's Over 60's Volunteers /Coaches Schools 	<ul style="list-style-type: none"> 3.2 FPM/PPS findings 10.2 NGB Engagement 2.1 Market Development 3.3 Open and Green Spaces 5.1 Events 	<ul style="list-style-type: none"> Burntwood and Lichfield Swimming Clubs Amateur Swimming Association 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	<p>Establish swimming development group and link group with existing regional development group in the south.</p> <p>Work with ASA to promote and develop new swimming opportunities including SwimFit</p> <p>Support school / centre/ club links</p> <p>Promote open water swimming at Chasewater, Stowe, central rivers.</p>				<p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>
Table Tennis	<p>Support Lichfield and Burntwood Community table tennis clubs</p> <p>Develop coaches, volunteers and officials.</p> <p>Provide free to access tables at Beacon Park, Burntwood and city centre locations.</p> <p>Encourage workplace table tennis tables.</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Junior • Female Juniors • Over 60's 	<ul style="list-style-type: none"> • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Clubs • Table Tennis England 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p>
Tennis	<p>Support Lichfield, Shenstone and Alrewas tennis clubs.</p> <p>Support the provision of additional</p>	<ul style="list-style-type: none"> • Male Adults • Female Adults • Male Juniors • Female Juniors • Over 50's 	<ul style="list-style-type: none"> • 3.2 FPM/PPS findings • 10.2 NGB Engagement 	<ul style="list-style-type: none"> • Lichfield Friary Lawn Tennis Club • Shenstone Tennis Club 	<p>✓</p>	<p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Facilitate	Influence	Deliver
	<p>facilities at Lichfield Friary Lawn Tennis Club</p> <p>Introduce Tennis for Free in Beacon Park together with Lichfield TC</p> <p>Support the establishment of a tennis club in Burntwood</p> <p>Support Virgin Active's LTA sponsored initiative to get more people playing</p> <p>Implement playing pitch strategy</p> <p>Support school / club links</p>			<ul style="list-style-type: none"> Lawn Tennis Association Tennis for Free 	<p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Trampolining	<p>Support the development of G-Force club</p> <p>Encourage workforce development in order to provide more trampolining courses /sessions</p> <p>Trampoline Sessions through Positive Futures</p> <p>Work with schools to promote trampolining</p>	<ul style="list-style-type: none"> Male Junior Female Junior Female Adults Male Adults Schools 	<ul style="list-style-type: none"> 10.2 NGB Engagement 	<ul style="list-style-type: none"> Club British Gymnastics Schools 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p>
Triathlon	<p>Support the development of Burntwood Triathlon Club</p>	<ul style="list-style-type: none"> Male Adults Female Adults 	<ul style="list-style-type: none"> 10.2 NGB Engagement 	<ul style="list-style-type: none"> Burntwood Triathlon Club 		<p>✓</p>	

Sport	Proposed Development / Activity	Target Audiences	Priority Objective	Stakeholders and Partners	Council Role		
					Facilitate	Influence	Deliver
	Promote triathlon events including IRONMAN and Lichfield based events		<ul style="list-style-type: none"> 3.3 Open and Green Spaces 5.1 Events 	<ul style="list-style-type: none"> Staffordshire County Council SASSOT 		✓	
Volleyball	<p>Support the Development of Go Spike Sessions within Leisure Centres</p> <p>Support the setup of a satellite club at a local secondary school</p>	<ul style="list-style-type: none"> Male Adults Female Adults Male Junior Female Junior 	<ul style="list-style-type: none"> 10.2 NGB Engagement 	<ul style="list-style-type: none"> Volleyball England 	✓		✓
Walking	<p>Support and Develop local walking and rambling group / clubs.</p> <p>Work with local partners to promote and encourage people of all ages to use open and green spaces for walking</p> <p>Encourage local primary schools to participate in the daily mile campaign to get school children walking 1 mile everyday</p>	<ul style="list-style-type: none"> Male Junior Female Junior Female Adults Male Adults Schools 	<ul style="list-style-type: none"> 2.3 Support the growth and development aspirations of Clubs 3.3 Open and Green Spaces 	<ul style="list-style-type: none"> Staffordshire County Council Cannock Chase AONB Lichfield and Hatherton Canals Restoration Trust Age UK Ramblers Association Parks teams 	✓		<ul style="list-style-type: none"> ✓

Appendix E – Partners potential contribution to the strategy objectives ^{34 35}

Partner	1. Influence attitudes & behaviours & to inspire demand	2. Support clubs and other providers so that they can do more	3. Provide good quality, accessible & sustainable places to be active	4. Ensure that schools & colleges do more	5. Support the development & growth of sporting events	6. Develop the workforce to provide a better quality experience for all	7. Influence commissioners & public policy	8. Promote more active workplaces	9. Increase Active Travel levels	10. Champion & promote best practice	11. Build intelligence & insight
Staffordshire County Council	√ 1.1, 1.3	√ 2.4, 2.5	√ 3.1, 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.4	√ 5.1		√ 7.2	√ 8.2	√ 9.1	√ 10.1	√ 11.2
Health Sector (Public Health Staffordshire, SES & SP CCG)	√ 1.1, 1.3, 1.4	√ 2.1, 2.4	√ 3.4	√ 4.3, 4.4		√ 6.2	√ 7.2	√ 8.2	√ 9.1	√ 10.1	√ 11.1
Sports Clubs	√ 1.1	√ 2.1, 2.2, 2.3, 2.5, 2.6	√ 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.5		√ 6.1, 6.3					√ 11.1
NGB's	√ 1.1	√ 2.1, 2.2, 2.3, 2.6	√ 3.2	√ 4.1, 4.2, 4.3, 4.5	√ 5.1	√ 6.1, 6.3				√ 10.1, 10.2	√ 11.1
Town/Parish Councils	√ 1.1		√ 3.2, 3.3								
Schools and Colleges	√ 1.1	√ 2.1, 2.5	√ 3.1, 3.4	√ 4.1, 4.2, 4.3, 4.4, 4.5		√ 6.2, 6.3			√ 9.1		√ 11.1
Business intermediaries / Businesses	√ 1.1		√ 3.4			√ 6.3		√ 8.2	√ 9.1		
Private sector providers	√ 1.1	√ 2.1, 2.2, 2.5	√ 3.3	√ 4.1, 4.2, 4.3	√ 5.1	√ 6.2					
SASSOT	√ 1.1	√ 2.2, 2.3, 2.4, 2.5	√ 3.2, 3.3	√ 4.1, 4.2, 4.3, 4.5	√ 5.1	√ 6.1, 6.2 , 6.3	√ 7.2	√ 8.2		√ 10.1, 10.2	√ 11.1, 11.2
Charitable and community organisations	√ 1.1		√ 3.2, 3.4			√ 6.3					

³⁴ The anticipated lead responsible organisation/s under each priority action are highlighted in **green bold font**.

³⁵ As noted in section 6 for the purposes of highlighting the significance of health sector engagement Public Health Staffordshire has been separated out from Staffordshire County Council.

Appendix F – Summary of the anticipated delivery role of the District Council

Objective	Priority Action
<p>1. Influencing Attitudes and Behaviours</p> <p>To influence attitudes and behaviours to inspire demand for sport and physical activity</p>	<p>1.1 Develop effective approaches to intelligently signpost people towards opportunities. This includes developing a plan for engaging with the 'touch points' around an individual's life to support in changing attitudes and behaviours, raising awareness of the benefits of being active, and signposting people to relevant opportunities.</p> <p>1.2 Ensure there is appropriate emphasis on marketing the sport and physical activity offer in order to help influence attitudes and behaviours. This starts with helping to make it easier for people to find out information about opportunities to be active.</p>
<p>2. Supporting Providers</p> <p>To support clubs and other providers so that they can do more</p>	<p>2.1 Identify where specialist interventions will need to be commissioned to meet the needs of targeted groups, e.g.</p> <ul style="list-style-type: none"> - GP Referral - Targeted behaviour change interventions for overweight/obese adults (possibly linked to above) - Supporting those with disabilities to take part in sport and physical activity. <p>2.2 Build capacity to facilitate development of the market. This includes traditional providers such as clubs and schools, new potential partners from the private sector providers, or applications for new technology.</p> <p>2.3 Support the growth and development aspirations of Clubs, especially regarding broadening their reach:</p> <ul style="list-style-type: none"> - Establish a Club Development Forum and accompanying plan for on-going communications - Support aspirations through the sport specific action plan (see appendix D) <p>2.5 Proactively explore the provision and promotion of more family based opportunities to be active.</p>
<p>3. Places to be active</p> <p>To provide good quality, accessible and sustainable places to be active</p>	<p>3.1 Implement the recommendations from the Leisure Options Review</p> <p>3.2 Ensure that the recommendations from the Sport England FPM analysis and Playing Pitch Strategy are progressed.</p> <p>3.3 Maximise the potential of the District's outdoor spaces in supporting people to become active.</p> <p>3.4 Identify opportunities for more innovative approaches to the provision of places to be active, e.g. community assets, health care settings, workplaces..</p>
<p>6. Workforce development</p> <p>Supporting the development of the sport and physical activity workforce to provide a better quality experience for all</p>	<p>6.3 Develop a plan for the recruitment of more volunteers, including engagement with employers, and schools who are training young leaders.</p>
<p>7. Commissioning and Policy</p> <p>To influence commissioners and public policy</p>	<p>3.1 Incorporate sport and physical activity into relevant District Council policies</p>
<p>8. Active Workplaces</p> <p>To promote more active workplaces</p>	<p>8.1 For Lichfield District Council to improve the physical activity levels of its own workforce (and influence other public sector employers follow with their own workforces).</p>
<p>10. Champion Best Practice</p> <p>To champion and spread best practice to encourage a more sustainable sector</p>	<p>10.1 Share best practice via a variety of mechanisms, e.g.</p> <ul style="list-style-type: none"> - Annual publication showcasing progress against this strategy - An Annual Lichfield Sports Awards that feeds into the County Awards - Establishing a formal reporting process into the Locality Commissioning Board and other strategic forums.

11. Insight To understand and measure the importance of sport and physical activity to a) support growth, b) demonstrate the contribution of the sector, and c) improve access to external funding	11.1 Ensure there is a process in place to collate, interpret, and act on the latest insight in sport and physical activity trends
	11.2 Develop a position statement regarding the economic value of sport and physical activity to the District

The following provides a summary of those priority actions within the Action Plan where it is anticipated that the Council will have a specific delivery role, i.e. using Council resources to deliver specific interventions (either directly or commissioned).³⁶

³⁶ This is not necessarily a leadership role and not to say there won't be resource implications in the influencing and facilitating role of the Council but these will be focussed around the capacity of human resources.

Glossary

To be added



Fit for the Future Leisure Review

Appointment of Professional Advisors



Report of: Cabinet Member for Leisure & Parks

Date: 5 July 2016
Agenda Item: 9
Contact Officer: CN Turner
Tel Number: 01543 308761
Email: neil.turner@lichfielddc.gov.uk
Key Decision? Yes
Local Ward Members: None specifically

Cabinet

1. Executive Summary

- 1.1 At its meeting in March 2016, Cabinet agreed to withdraw from the lease of King Edward VI leisure centre, and to the principle of outsourcing the management and operation of Burntwood and Friary Grange leisure centres and other related services as might be subsequently approved.
- 1.2 It also agreed to the seeking of tenders to appoint a suitably skilled and experienced project manager, in consultation with the county council's procurement team.
- 1.3 A formal tendering process for the project manager is currently being undertaken with the deadline for receipt of tenders of 24 June 2016. Seven tenders have been received and are currently being evaluated with a decision due by 20 July 2016.
- 1.4 The council's contract rules describe that the decision to award a contract of this value is to be made by Cabinet. But given the timing of Cabinet meetings and the need to progress, it is recommended that delegated authority is granted to the Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance and Democracy, together with the most appropriate Directors, to approve the final contract, provided that it is within budget.
- 1.5 Given the extent of legal work required to complete an outsourcing of leisure services, it is also likely that there will need to be a full tender exercise, in accordance with the council's contract rules, to appoint suitably skilled legal advisors.
- 1.6 In consequence, approval is sought from Cabinet to work with the county council's procurement team to start the tendering process and to grant delegated authority to the Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance and Democracy, in consultation with the appropriate Directors to approve a final contract, providing it is within budget.
- 1.7 Cabinet is also asked to note that the council will also need to retain the services of other professionals but these can be commissioned without the need for tendering.
- 1.8 The anticipated potential go-live date for the management outsourcing agreement to commence is 1 January 2018.

2. Recommendations

It is recommended that Cabinet:

- 2.1 grants delegated authority to Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance and Democracy, together with the appropriate Directors, to approve the final contract for a project manager.
- 2.2 agrees to the seeking of proposals with a view to the appointment of suitably skilled and experienced legal advisors, in consultation with the county council's procurement team.
- 2.3 grants delegated authority to the Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance and Democracy, together with the appropriate Directors, to approve a contract for legal advisors, provided it is within budget.

3. Background

- 3.1 In March 2016, Cabinet agreed to the principle of outsourcing the management and operation of Burntwood and Friary Grange leisure centres, and potentially for other related services, and to seek proposals to appoint a project manager to progress this work.
- 3.2 Tenders have been received from seven potential contractors which are currently being evaluated. It is expected that a preferred contractor will be identified by 20 July 2016 with an expected commencement date of 1 August 2016.
- 3.3 Given the importance of this work and the timing of the next Cabinet meeting, it is recommended that Cabinet grant delegated authority to the Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance Revenues and Benefits, together with the appropriate Directors, to approve the final contract for a project manager.
- 3.4 In discussions with the county council's procurement and legal teams it is apparent that the council will need extensive and ongoing legal support. Advice will be required for matters including the contract with a preferred operator; a revised dual use agreement with The Friary School and the county council; sub-leases with the preferred operator; agreement to sub-lease with CISWO at Burntwood; the transfer of staff under TUPE; the novation of existing supply contracts; and the transfer of business assets.
- 3.5 In consequence, it is recommended that the council seeks proposals with a view to the appointment of suitably skilled and experienced legal advisors in consultation with the council's Solicitor and the county council's procurement team.
- 3.6 To ensure that an appointment is made as soon as possible it is also recommended that delegated authority be granted to the Cabinet Member for Leisure and Parks and to the Cabinet Member for Finance and Democracy, together with the appropriate Directors, to approve the final contract for legal advisors, provided it is within budget.

Alternative Options	The council needs to secure this professional support as it does not have the capacity in-house.
Consultation	Discussions have been held with the county council's procurement team – who have been retained to provide support for the commissioning of the project manager – and the county council's legal team about the scope of the legal work.
Financial Implications	<p>The council has established an initial budget of £102,000 for the project. So far, £980 has been committed to support the costs of procuring a project manager.</p> <p>It is anticipated that outsourcing the management of the leisure centres will allow the council to reduce its costs by £200,000 pa.</p>
Contribution to the Delivery of the Strategic Plan	<p>Delivering cost effective leisure services helps the council meet the following objectives in the emerging Strategic Plan:</p> <ul style="list-style-type: none"> • Promoting healthy and safe communities; • To be a council that is fit for the future.
Equality, Diversity and Human Rights Implications	None related to this report.
Crime & Safety Issues	None specific to this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
	An extensive risk log is being prepared but immediate high risks include the following :		
A	The council cannot achieve the financial savings identified	The report has been commissioned from experienced consultants but the financial assumptions will be thoroughly tested throughout the process.	This is classed as a Yellow risk. Score out of 5 Likelihood 4 Impact 3
B	The council cannot prepare tender documents because of landowner interests in its leisure centres.	Before procurement is progressed, the council will confirm with the schools, the county council and with CISWO, their willingness to allow the council to commission leisure operators to manage the leisure centres.	This is classed as a Yellow risk. Score out of 5 Likelihood 3 Impact 4
C	The council does not have the expertise or the capacity to progress	Advice is being sought from the county councils' procurement team and other professionals	This is classed as a Yellow risk. Score out of 5 Likelihood 4 Impact
D	Limited market interest in the contract	Retain the services of the county council's procurement team and engage with the market.	This is classed as a Yellow risk. Score out of 5 Likelihood 3 Impact 4

Background documents

Options Appraisal

Tender documents including brief for Project Managers

Tender returns

Evaluation of tenders

Brief for legal advisors

Relevant web links

N/A

Lichfield District Community Safety Partnership

PREVENT Delivery Plan 2016-18

Report of the Cabinet Member for Community

Date: 5th July 2016
Agenda Item: 10
Contact Officer: Jenni Coleman
Tel Number: 01543 308005
Email: jenni.coleman@lichfielddc.gov.uk
Key Decision? **NO**
Local Ward Members Relevant to all Wards

Lichfield
district council
www.lichfielddc.gov.uk

CABINET

1. Executive Summary

- 1.1 The Counter Terrorism and Security Act 2015 came into force last year and placed a general duty on local authorities to have due regard to the need to prevent people from being drawn into terrorism. Recognising this cannot be achieved by the District Council alone, the Prevent Delivery Plan has been produced in conjunction with our partners who comprise the Lichfield District Safer Community Partnership.
- 1.2 It is acknowledged that the Partnership including the District Council needs to take a proportionate approach to Prevent and also not generate or exacerbate unnecessary fears or divisions within the local community. Equally, we need to be mindful that the city has previously been a target for terrorist activity (IRA in 1990) and that several organisations are based within the District which could be attractive to a potential attacker in future. By undertaking a range of simple measures, we can help to ensure that we are vigilant and can detect unusual activity whilst also be reassuring about the level of risk.

2. Recommendation

- 2.1 Members are requested to approve the Prevent Delivery Plan attached at **APPENDIX 1**

3. Background

- 3.1 The current threat to the UK from international terrorism is set at severe, the second highest level, in response to the conflicts in Iraq and Syria, which means that a terrorist attack within the UK is highly likely. The situation is unpredictable with potentially more frequent, less sophisticated terrorist attacks therefore preventing people from being drawn into terrorism is considered to have never been more important.
- 3.2 In 2003 shortly after the 9/11 attacks on the World Trade Centre in New York, the Government produced its first Counter Terrorism Strategy (CONTEST). The Strategy was revised in July 2011 to reflect the changing terrorist threat and to incorporate new policies on counter-terrorism. It is built around four work streams, each comprising a number of key objectives:

- **Pursue:** to stop terrorist attacks (detecting and investigating threats at an early stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible).
- **Prevent:** to stop people becoming terrorist or supporting terrorism (addressing radicalisation to all forms of terrorism).
- **Protect:** to strengthen protection against a terrorist act (e.g. strengthening border security, reducing the vulnerability of the transport network, increasing the resilience of the UK's infrastructure, and improving protective security for crowded places).
- **Prepare:** to mitigate the impact of a terrorist attack (this includes work to bring a terrorist attack to an end and to increase our resilience so we can recover from its aftermath).

3.3 Prevent is a key part of CONTEST aimed at stopping people becoming terrorists or supporting terrorism. Whilst the percentage of people willing to support violent extremism in the UK is small, evidence identifies that terrorist and violent extremist organisations exploit vulnerabilities to spread their beliefs and gain support. Prevent aims to ensure that vulnerable children and adults who are at risk of radicalisation receive protection and support.

3.4 In July 2015 the Counter-Terrorism & Security Act introduced a number of new measures to support counter-terrorism work and the delivery of the CONTEST and Prevent strategies. The new measures include:

- A general duty on local authorities to have 'due regard to the need to prevent people from being drawn into terrorism'. This means that the authorities should place an appropriate amount of weight on the need to prevent people being drawn into terrorism when they consider all the other factors relevant to how they carry out their usual functions.
- Counter-radicalisation measures that require local authorities, police, prisons, schools, colleges and probation providers to help prevent people being radicalised.
- Putting 'Channel' on a statutory basis. Channel is a multi-agency safeguarding programme which operates throughout England and Wales. It provides tailored support to people who have been identified as at risk of being drawn into terrorism.

3.5 The Act provides a statutory framework for a joint local panel to assess the extent to which identified individuals are vulnerable to being drawn into terrorism and to put in place a support plan. These panels are generally referred to as Channel Panels. They were piloted nationally in 2007 and rolled out across the country to priority areas in 2012 (including Stoke on Trent). The requirement to have such a Panel came into place in April 2015 effectively placing Channel on a statutory footing.

3.6 The Channel process is essentially a safeguarding programme aimed at supporting individuals identified as vulnerable to being drawn into violent extremism or terrorist related activity. Protecting people from becoming radicalised and drawn into terrorism is a form of safeguarding

and many of the factors that increase the risk of radicalisation are the same as for other safeguarding issues such as child sexual exploitation and neglect.

- 3.7 In the case of two tier authorities, it is the responsibility of the County Council to chair the Channel Panel and to take responsibility for its operation. In response to this Staffordshire has developed a Channel Panel to which the Community Safety Manager has been appointed as a co-opted member and will attend meetings if a resident of Lichfield District is being discussed.
- 3.8 There is a multi-agency Staffordshire Prevent Board which acts as the strategic body that oversees the establishment and delivery of the County Prevent Delivery Plan, it has representatives of all eight district and borough council and sets out how Prevent will be delivered locally. The County Council has co-ordinated the development of a Staffordshire Prevent Delivery Plan which identifies a number of actions to be undertaken by partners covering a broad range of activity including community engagement and staff training.
- 3.9 The Community Safety Partnership has developed a local Prevent Delivery Plan using the countywide Plan as a guide. Within the Lichfield District Prevent Delivery Plan an Action Plan has been developed to ensure the District Council and partners meet the requirements of the new duty under the Counter Terrorism Act. The Action Plan supports the three Prevent objectives which are targeted to:
- **Individuals** – preventing people from being drawn into terrorism and ensuring that they are given appropriate advice and support by linking into the Channel process.
 - **Ideology** – responding to the ideological challenge of terrorism and the threat faced from those who promote it by monitoring community cohesion through the Partnership’s Joint Operations Group and weekly Hub meetings.
 - **Institutions** – working with a wide range of sectors and institutions where there are risks of radicalisation by awareness raising as part of ‘Let’s Work Together’.
- 3.10 The production of the Prevent Delivery Plan is an action contained within the Lichfield District Community Safety Delivery Plan. The Working and Performance Group will receive regular progress reports which will be fed up to the District Board. The District Board has overall responsibility for performance management for the Safer Community Partnership.

Alternative Options	There are no alternative options to undertaking our statutory duty under the Act. However, Members are invited to consider whether the Delivery Plan attached is proportionate to the level of risk anticipated within the District and whether there any amendments should be made to the content of the Prevent Action Plan at APPENDIX C in the attachment
Consultation	The draft Delivery Plan was considered and endorsed by the multi-agency Community Safety Working and Performance Group on 25 th May 2016. The Delivery Plan was also endorsed by the Community Housing & Health Overview and Scrutiny Committee at their meeting held on 8 th June 2016.
Financial Implications	There are no financial implications arising directly from this report. To assist with the implementation of this new duty, in 2015/16 the Home Office allocated up to £10k to all local authorities across England and Wales. Locally this funding was used provide training for teachers and partners on British Values and a contribution made towards training resources to be used across the

county including an eLearning package.

Contribution to the Delivery of the Strategic Plan

The Corporate Annual Action Plan 2016/17 (approved by Council in February 2016) states that the District Council will develop and implement a Strategy for Prevent by March 2017; this is also a Directorate Top Ten priority. The Delivery Plan contributes to each of the District Council's Strategic Plan 2016-20 priority themes but directly to 'Healthy and Safe Communities'. We are committed to working with a range of partners to deliver a co-ordinated approach to Prevent, safeguarding, child sexual exploitation and other linked issues.

Equality, Diversity and Human Rights Implications

The equality, diversity and human rights implications of the Plan will be considered in more detail when an equality impact assessment is undertaken in the coming weeks.

Crime & Safety Issues

It is anticipated that the Prevent Delivery Plan will have a positive impact on our duty to have due regard to the need to prevent people from being drawn into terrorism (The Counter Terrorism & Security Act 2015)

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Taking a disproportionate approach to Prevent which either heightens anxiety unnecessarily or encourages complacency ('it can't happen here')	The Staffordshire Counter Terrorism Local Profile to help prioritise local threats and vulnerabilities	G
B			
C			
D			
E			



Lichfield District Community Safety Partnership

Prevent Delivery Plan 2016 – 2018



Introduction

Welcome to this our first Prevent Delivery Plan, produced by the Lichfield District Safer Community Partnership, in response to the Counter Terrorism & Security Act 2015.

Everyone has a right to live in a safe and tolerant neighbourhood where they can feel they belong. This country, like many others, faces a challenge from terrorism and violent extremism. A very small minority seek to harm innocent people in the name of ideologies which can cause division, hatred and violence. The Police and other agencies are working together to put in place the tough security measures needed to keep people safe but this work alone is not enough; as with many other challenges we face today, the community's role is vital.

The challenge varies significantly from place to place; Lichfield District has a reputation of being a good place to live, a relatively affluent area, with low levels of crime. But we cannot be complacent, indeed, we are not immune to terrorist attack as evidenced when a soldier was shot and killed by the IRA at Lichfield railway station in June 1990.

Community Cohesion is a priority for The Lichfield District Safer Community Partnership (LDSCP) and in recognition of the current national threat, prevention of terrorism is an issue that is closely monitored by the Safer Community Partnership.

The Council, together with the Police and other partners, will take a lead in supporting the objectives of local and national strategies to ensure Lichfield District remains a safe place to live, work and visit.

Councillor Doug Pullen

Cabinet Member for Community
Lichfield District Council, and
Chairman, LDSCP Working & Performance Group



Lichfield District Community Safety Partnership

Prevent Delivery Plan 2016 - 2018

Background

The current threat to the UK from international terrorism is set at severe, the second highest level, in response to the conflicts in Iraq and Syria, which means that a terrorist attack within the UK is highly likely. Additional information on UK threat levels is available at **Appendix A**. The situation is unpredictable with potentially more frequent, less sophisticated terrorist attacks occurring therefore preventing people from being drawn into terrorism has never been more important.

The Terrorism Act 2000 defines terrorism as:

'The use of threat of action designed to influence the government or an international governmental organisation or to intimidate the public, or a section of the public; made for the purposes of advancing a political, religious, racial or ideological cause; and it involves or causes:

- *Serious violence against a person;*
- *Serious damage to a property;*
- *A threat to a person's life;*
- *A serious risk to the health and safety of the public; or*
- *Serious interference with or disruption to an electronic system.'*

The different terrorist threats in the UK can be divided into three broad categories:

- **International terrorism.** This presents a threat on a scale not previously encountered with some terrorist networks, including Al Qaida (AQ) and the Islamic State of Iraq and the Levant (ISIL: also known as ISIS, IS or Da'eesh), seeking to carry out "high impact" terror attacks around the world causing mass civilian casualties.
- **Northern Ireland-related terrorism.** The nature of the terrorist threat in Northern Ireland has changed significantly over recent years with the Provisional IRA (PIRA) and the main loyalist groups ceasing their terrorist campaigns and engaging with the political process. However, dissident republican terrorist groups reject the political process and continue to carry out attacks, albeit not on the same scale as PIRA, with the intention of destabilising Northern Ireland.
- **Domestic extremism.** Not generally considered to pose a threat to national security but can pose a threat to public order. There are examples of solo acts of violence, for example, David Copeland, a neo-Nazi, carried out a series of bomb attacks in 1999 against gay and ethnic minority targets in London killing three people and injuring 129. In the past domestic extremism has included violent Scottish and Welsh nationalists, right- and left-wing extremists, animal rights extremists and other militant single-issue protesters.

The Counter Terrorism Strategy (CONTEST)

In 2003 shortly after the 9/11 attacks on the World Trade Centre in New York the Government produced its first Counter Terrorism Strategy (CONTEST). The Strategy was revised in July 2011 to reflect the changing terrorist threat and to incorporate new policies on counter-terrorism. CONTEST is built around four themes each comprising of a number of key objectives:

Pursue: to stop terrorist attacks (detecting and investigating threats at an early stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible).

Prevent: to stop people becoming terrorist or supporting terrorism (addressing radicalisation to all forms of terrorism).

Protect: to strengthen protection against a terrorist act (e.g. strengthening border security, reducing the vulnerability of the transport network, increasing the resilience of the UK's infrastructure, and improving protective security for crowded places).

Prepare: to mitigate the impact of a terrorist attack (this includes work to bring a terrorist attack to an end and to increase our resilience so we can recover from its aftermath).

The Counter Terrorism & Security Act 2015

In July 2015 the Counter-Terrorism & Security Act introduced a number of new measures to support counter-terrorism work and the delivery of the CONTEST:

Specifically relating to Prevent the new measures include:

- A general duty on local authorities to have 'due regard to the need to prevent people from being drawn into terrorism'. This means that the authorities should place an appropriate amount of weight on the need to prevent people being drawn into terrorism when they consider all the other factors relevant to how they carry out their usual functions.
- Counter-radicalisation measures that require local authorities, police, prisons, schools, colleges and probation providers to help prevent people being radicalised by, for example, by awareness raising to promote tolerance and acceptance of different beliefs.
- Putting 'Channel' on a statutory basis. Channel is a multi-agency safeguarding process which operates throughout England and Wales. It provides tailored support to people who have been identified as at risk of being drawn into terrorism.

Other measures include:

- Greater powers to disrupt people heading abroad to fight including cancelling passports at the border for up to 30 days during which time the individual concerned will be investigated .
- Temporary exclusion orders to control the return to the UK of British citizens suspected of terrorist activity.
- Tighter aviation security requiring airlines to provide passenger data more quickly and effectively.
- Forcing firms to hand details to police identifying who was using a computer or mobile phone at a given time.
- Changes to Terrorism Prevention and Investigation Measures (TPIMs) to allow the authorities to force suspects to move to another part of the country and a power to require them to attend meetings as part of their ongoing management for example with Probation or Job Centre Plus staff.

Prevent

The new Prevent duty, brought in under the Counter Terrorism Act, is of particular relevance to local authorities and their partners as it is here they can have the most impact using their local knowledge and networks. This Delivery Plan supports the three Prevent objectives which are targeted to:

- **Individuals** - preventing people from being drawn into terrorism and ensuring that they are given appropriate advice and support;
- **Ideology** - responding to the ideological challenge of terrorism and the threat faced from those who promote it, and
- **Institutions** – working with a wide range of sectors and institutions (including social care, health, education, criminal justice, faith communities, community and voluntary sector) where there are risks of radicalisation.

Whilst the percentage of people willing to support violent extremism in the UK is small, evidence suggests that terrorist and violent extremist organisations exploit vulnerabilities to spread their beliefs and gain support.

Within Prevent vulnerability is about factors and characteristics associated with being susceptible to radicalisation. Examples of what might make an individual vulnerable to radicalisation include:

An identity crisis, for example, feeling uncomfortable with their place in the society around them, or at a distance from their cultural / religious heritage.

A personal crisis, for example, family tensions, feeling isolated, adolescence, low self-esteem, moving away from existing friends and getting involved with new and different people.

Personal circumstances, for example, feelings of failure, perceptions of injustice, unmet aspirations, being easily led and desperate to please or impress others and having a sense of grievance.

Criminality, for example, involvement with criminal groups, experiences of imprisonment and poor resettlement/reintegration.

The Channel Process

The Act provides a statutory framework (Channel Process) for a joint local panel (Channel Panel) to assess the extent to which identified individuals are vulnerable to being drawn into terrorism and to put in place a support plan.

Channel Panels were piloted nationally in 2007 and rolled out across the country to priority areas in 2012 (including Stoke on Trent). The requirement to have such a Panel came into place in April 2015 effectively placing the Channel process on a statutory footing.

Individuals and agencies can refer into the Channel Panel if they have concerns about someone that is at risk of becoming involved in extremism. A flow chart at **Appendix B** identifies the different stages of the Channel process once a referral has been made.

Channel is voluntary and so the individual must provide consent. If consent is not given the person concerned would be monitored but at this stage no additional action would be taken. As with other safeguarding practices, Channel is reliant on a multi-agency response and multi-disciplinary work to minimize and manage the risk to an individual. It draws on existing collaboration between local authorities, the police partners and has three objectives:

- **Identify individuals at risk of being drawn into radical extremism**
- **Assess the nature and extent of the risk**
- **Develop the most appropriate support for the individuals concerned**

In the case of two tier authorities, it is the responsibility of the County Council to chair the Channel Panel and to take responsibility for its operation. In response to this Staffordshire has developed a Channel Panel to which the Community Safety Manager has been appointed as a co-opted member and attends meetings if a resident of Lichfield District is being discussed if appropriate. To date just one local referral has been made to the Channel Panel which was subsequently referred on to a relevant agency; no hate crimes have been reported locally that link to terrorism.

Local Governance and Delivery

The Channel Panel reports into the multi-agency Staffordshire Prevent Board which is the strategic body that oversees the establishment and delivery of the Staffordshire Prevent Delivery Plan.

The Staffordshire Prevent Delivery Plan reflects the requirements of the Prevent Duty and the recommendations of the Staffordshire Counter Terrorism Local Profile (CTLP). CTLPs were introduced across the country in 2009, to help both the police and partners understand and

prioritise local threats and vulnerabilities with recommendations to address any risks. This is an evolving process currently based on a 'need to know' principle that will develop to include a wider range of partners as appropriate.

The Prevent Board includes representatives of all district and borough councils, the County Council, Staffordshire Police (Prevent Team), Safeguarding Board, Staffordshire and Stoke Partnership NHS Trust, Fire and Rescue Service, Entrust, Probation Service and VAST. The Community Safety Manager attends on behalf of Lichfield District Safer Community Partnership.

As with other areas throughout Staffordshire, local intelligence is gathered at the Partnership Hub meetings and escalated to the Staffordshire Prevent Team based at Police Headquarters in Stafford. The Partnership Hub is multi-agency problem solving group that meets on a weekly basis. Anyone concerned that someone is at risk of becoming involved in extremism is encouraged to contact their local police station (101) or the district council's community safety team (01543 308005/308777) who attend the Hub meetings. Or, if preferred, contact the Prevent Team directly (01785 232054).

This Prevent Delivery Plan has been developed to support both the National Prevent Strategy and Staffordshire Prevent Delivery Plan relevant to local needs. To move forward these actions an Action Plan has been produced as set out at **Appendix C**.

Additional information on all aspects of Prevent and counter terrorism is available at www.gov.uk

A glossary of terms is at **Appendix D**

UK Threat Levels

The threat levels are designed to give a broad indication of the likelihood of a terrorist attack

- **LOW** means an attack is unlikely
- **MODERATE** an attack is possible but not likely
- **SUBSTANTIAL** an attack is a strong possibility
- **SEVERE** an attack is highly likely
- **CRITICAL** means an attack is expected imminently

Since 2006 information about the national threat level has been available on the MI5 and Home Office websites. In September 2010 the threat levels for Northern Ireland related terrorism were also made available.

Date	Threat from International terrorism	Threat from Northern Ireland related terrorism	
		in Northern Ireland	In Great Britain
29 August 2014	SEVERE	SEVERE	MODERATE
24 October 2012	SUBSTANTIAL	SEVERE	MODERATE
11 July 2011	SUBSTANTIAL	SEVERE	SUBSTANTIAL
24 September 2010	SEVERE	SEVERE (first published)	SUBSTANTIAL (first published)
22 January 2010	SEVERE		
20 July 2009	SUBSTANTIAL		
4 July 2007	SEVERE		
30 June 2007	CRITICAL		
13 August 2006	SEVERE		
10 August 2006	CRITICAL		
1 August 2006	SEVERE (first published)		

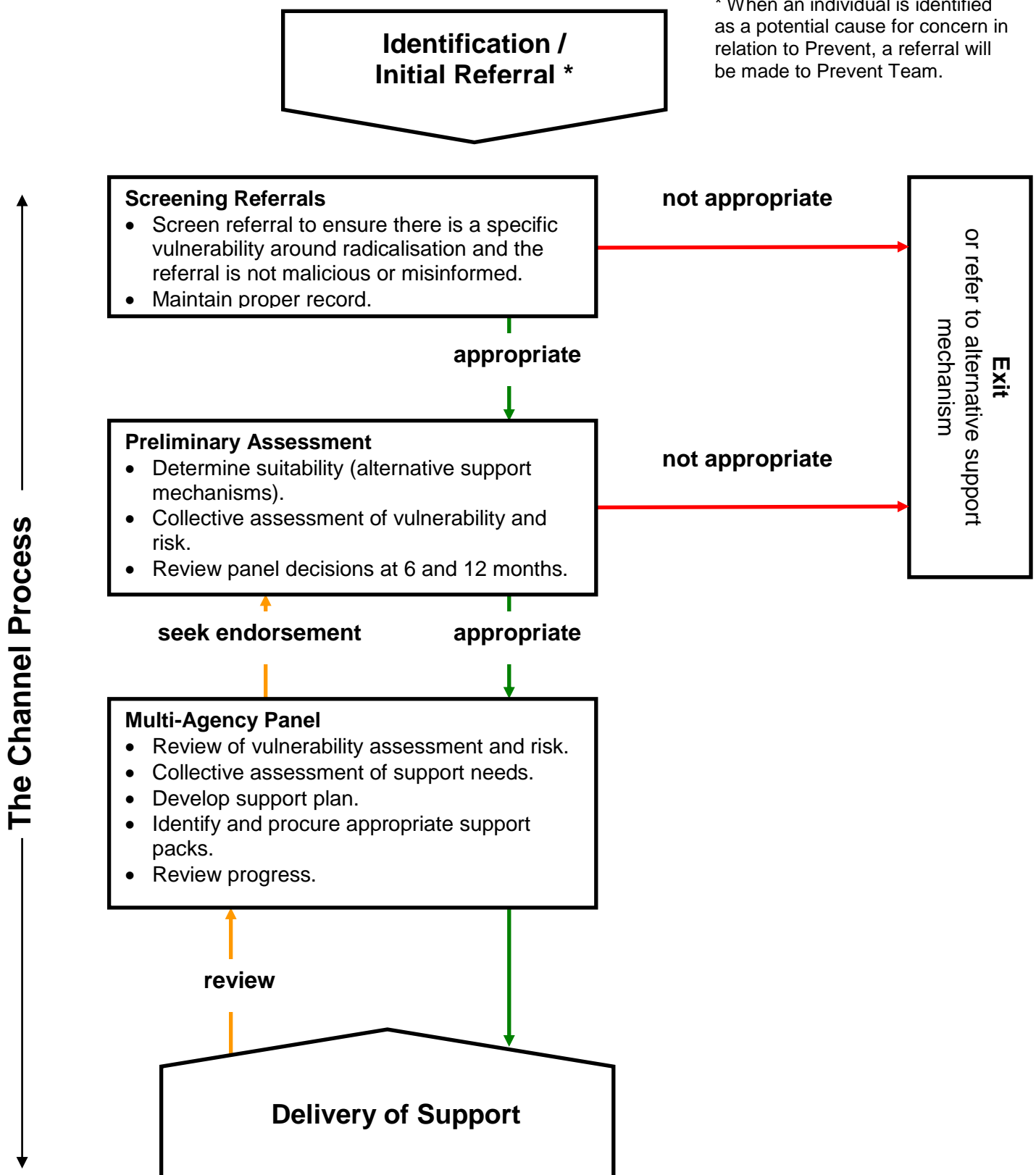
The threat levels were made public the year after the London bombings on July 7, 2005 and at that time the level was set at severe.

It was raised to critical shortly after on August 10, 2006 after a terror plot to blow up planes in mid-air was foiled before it was lowered to severe on August 13, 2006.

The threat level was raised to critical on June 30, 2007 after an attempted car bombing of Glasgow Airport and set at severe on July 4 the same year. Since then, the terror threat level has not been raised but has been lowered to substantial at various dates.

Channel Process

The diagram shows the different stages within the Channel process:



Prevent Action Plan 2016-2018

This Prevent Action Plan for Lichfield District outlines the key partnership activities that are intended to support the achievement of the three objectives of the Prevent Strategy:

- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support. **(Individuals)**
- Respond to the ideological challenge of terrorism and the threat faced from those who promote it. **(Ideology)**
- Support sectors and institutions where there are risks of radicalisation. **(Institutions)**

The Action Plan has been developed to reinforce the Staffordshire Prevent Delivery Plan July 2015 – March 2017 which is referenced as (SPDP) below. A copy of this Plan can be obtained from the Community Safety Manager jenni.coleman@lichfielddc.gov.uk

Section 1 – Individuals

Preventing people from being drawn into terrorism and ensuring they are given appropriate advice and support

Actions	Measures & Targets	Lead
1.1 Deliver WRAP (Workshop to Raise Awareness of Prevent) training to staff, elected Members, partners and other agencies to raise awareness of the Government's CONTEST Strategy and the Prevent element in particular. (SPDP: 2.1,2.2,2.3)	Liaise with partners to identify those requiring training. (Autumn 2016) Identify any individuals to receive WRAP 'training for trainers' to provide a group of trainers. (Autumn 2016) Compile a programme of training sessions across the district and assign trainers. (On-going)	Jenni Coleman & Lucie Ferneyhough LDC
1.2 Promote Channel Panel referral process at the Partnership Hub for Lichfield District (SPDP: 1.2)	Ensure practitioners are aware of systems in place to refer people who may be at risk of radicalisation through the Partnership Hub meetings. (March 2016 – ongoing) Provide WRAP training for Partnership Hub members. (Summer 2016)	Marisha Place Staffordshire Police
1.3 Engage with emerging and transient communities.	Liaise with Staffordshire Observatory to identify 'hard to reach' communities e.g. farming, transient workforces and BME communities within the district. (Spring 2017) Establish preferred method of communication and compile a training programme. (Summer 2017)	Jenni Coleman & Lucie Ferneyhough LDC

Section 2 – Ideology

Responding to the ideological challenge of terrorism and the threat from those that promote it.

Actions	Measures & Targets	Lead
1.1 Develop the 'Prevent' agenda across the District.	A Single Point of Contact (SPOC) (Community Safety Manager, LDC) has been identified to attend the Prevent Board and Channel Panel as required. (ongoing) SPOC to cascade Prevent Board initiatives locally as relevant, for example, generic resources and county initiatives. (ongoing)	Jenni Coleman LDC
2.1 Monitor community cohesion to identify issues that could lead to community tension.	Community cohesion to be a standard agenda item for the Joint Operations Group (JOG) and Partnership Hub meetings to enable partners to identify any potential problems. (March 2016 – ongoing) Issues to be escalated as appropriate. (Ongoing)	Jenni Coleman LDC, and Marisha Place Staffordshire Police

Section 3 – Institutions

Working with sectors and institutions where there are risks of radicalisation.

What we'll do	Measures & Targets	Lead
3.1 Continue to attend Counter Terrorism Local Priority briefings as required.	Identify local establishments where there is a risk of radicalisation and provide other intelligence as required.	Diane Tilley LDC
3.2 Prevent awareness raising as part of 'Let's Work Together'	Prevent training to be made available to partner organisations (including schools, voluntary sector, local traders/businesses) as part of the Let's work Together programme. (Winter 2016)	Sandra Payne Support Staffordshire
3.2 Incorporate the Prevent Duty into new, and where possible existing, policies and procedures (SPDP: 3.4)	Provide generic text to be included in relevant documents and identify key policies/procedures which need to include reference to the Prevent Duty. Distribute across the county. (Winter 2016-ongoing)	Prevent Board Task & Finish Group
3.4 Training package for all education establishments within the district.	Liaise with all education establishments to offer WRAP training to staff and governors. Workshops with students – PATHWAYS (video and discussion)	Adam Burrows Prevent Team

Glossary / Key Definitions

Within Prevent, **vulnerability** describes factors and characteristics associated with being susceptible to radicalisation and open to moral or ideological attack.

Extremism is vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. This also includes calls for the death of members of our armed forces, whether in this country or overseas.

Radicalisation refers to the process by which a person comes to support terrorism and forms of extremism leading to terrorism. A **radicaliser** is an individual who encourages others to develop or adopt beliefs and views supportive of terrorism and forms of extremism leading to terrorism. **Counter-radicalisation** usually refers to activity aimed at an individual or group intended to stop them from engaging in terrorism-related activity. **De-radicalisation** usually refers to interventions aimed at an individual or group who supports terrorism and in some cases has engaged in terrorist related activity. These interventions address values, behaviour and attitudes.

An **ideology** is a set of beliefs.

Interventions are projects intended to divert people who are being drawn into terrorist activity. Interventions can include mentoring, counselling, theological support, encouraging civic engagement, developing support networks (family and peer structures) or providing mainstream services including Social Care, education, employment, health, finance and housing.

Vulnerability describes the condition of being capable of being hurt, open to moral or ideological influence which within Prevent describes factors and characteristics associated with being susceptible to radicalisation.

FRIARSGATE – APPROPRIATION OF LAND

Report of: Deputy Leader and
Cabinet Member for Economic Growth, Development & Environment

Date: 7th July 2016

Agenda Item: 11

Contact Officer: Helen Bielby

Tel Number: 01543 308252

Email: Helen.bielby@lichfielddc.gov.uk

Key Decision? YES

Local Ward Members Councillors Greatorex, O'Hagan and Smedley



CABINET REPORT

1. Executive Summary

- 1.1 The purpose of the report is to seek authority for the appropriation for planning purposes of land owned by the Council and currently being used for the following purposes; multi-storey car park, car showroom, garage, semi-detached houses, retail kiosks, bus station and car park and part of council house car park at Land at Birmingham Road, Lichfield as shown at Appendix A (to follow), under section 122 of the Local Government Act 1972. This is in order to facilitate the redevelopment of the land for other purposes and will also enable the powers in Section 237 of the Town and Country Planning Act 1990 (as amended) to be used to facilitate the redevelopment of the estate.

2. Recommendations

2.1 That Cabinet:

- 1) Authorises that, to the extent that they are not already held for planning purposes, the appropriation of land at Birmingham Road, Lichfield (shown edged red on the plan at Appendix A), currently owned by the Council's Property Services department and which is no longer required for its existing uses, be appropriated for planning purposes in accordance with the provisions of Section 122 of the Local Government Act 1972 on the date the contract between the Council and the developer dated 26th October 2005 and the Deed of Amendment and Reinstatement dated 14th August 2015 goes unconditional.
- 2) Authorise the Strategic Director – Democratic, Development and Legal Services to take all reasonable steps to secure the removal by agreement if possible of any existing rights which could prevent the development from going ahead by agreement.

3. Background

- 3.1 The Council acquires and holds property for various statutory purposes in order to perform its functions. The process of changing that purpose without changing the ownership is described as appropriation.
- 3.2 The Council has the power to acquire and hold property for various statutory purposes to perform its functions. In order to use land for a purpose other than the one for which it was acquired the land must be "appropriated" for a different use. Appropriation is a statutory process which allows the Council to transfer property within its ownership from one use to another.

- 3.3 Section 122 of the Local Government Act 1972 enables the Council to appropriate land for any statutory purpose for which it is authorised to acquire land. The Council must, therefore, determine that the land is no longer needed for the original purpose for which it was acquired and appropriate it for planning purposes.
- 3.4 Appropriation of the land for planning purposes requires the Council to consider the following factors:
- that the appropriation will facilitate the carrying out of development, re-development or improvement on or in relation to the land or is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated;
 - it will contribute to the promotion of the economic, social and/or environmental wellbeing of the area;
 - the provisions of the development plan, whether planning permission is in force and any other considerations that would be material to the determination of a planning application for development of the land;
 - that the land is no longer required for the original purpose for which it was acquired
- 3.5 Where land is appropriated for planning purposes, it is then held by the Council under the statutory provisions of Part 9 of the Town and Country Planning Act 1990. The practical consequence (by virtue of Section 237 of the Town and Country Planning Act 1990, as amended by schedule 9 of the Planning Act 2008) is that the erection, construction or carrying out of any maintenance of any building or work on the land and subsequent use of the land is authorised under those planning powers, if the works are done in accordance with planning permission, even if they interfere with third party rights.
- 3.6 The purpose of section 237 of the Town and Country Planning Act 1990 (as amended) is to ensure that where land has been appropriated for planning purposes, then existing rights, which could prevent the development of that land from proceeding in accordance with the planning permission, can be overridden. The rights are overridden whether the Local Authority or a person deriving title from it undertakes the development.
- 3.7 The power contained in Section 237 of the Town and Country Planning Act 1990 (as amended) does not remove the legitimate rights of owners or occupiers as to compensation which may arise from the interference with such rights, but it does remove the potential for excessive claims and it also removes the potential for such owners or occupiers to frustrate the development by obtaining an injunction to prevent interference with their rights.

LAND TO BE APPROPRIATED

- 3.8 The land to be appropriated is shown edged red on the plan attached to this report as Appendix A. The land is no longer required in its current use and will form part of the Friarsgate development scheme. It is established that the proposed Development represents best planning use for the site and that the land is to be appropriated on this basis.
- 3.9 Cushman & Wakefield, the Council's commercial property consultants, have undertaken a valuation of the land and the developer's appraisal in accordance with s. 123 of the Local Government Act 1972 and s. 233 of the Town and Country Planning Act 1990. Their report summarises that having reviewed the latest financial appraisal presented by the Developer, the disposal of the land on the lease terms proposed, provides 'Best Consideration' having regard to the proposed use for the site in the context of the S233 Town & Country Planning Act 1990.

3.10 The area to be appropriated is approximately 18,605 sqm in area and comprises a public multi-storey car park, car showroom, garage, a pair of semi-detached houses, retail kiosks, bus station and car park and part of council house car park, all of which are held freehold by the Council. Vegetation is mainly contained to the boundary between the site and Birmingham Road, adjacent to the bus station and to the small area of land between the multi-storey car park and the police station. There are several access points into the site, from Frog Lane, Birmingham Road and St John Street.

THE FRIARSGATE SCHEME.

3.11. Planning permission was granted on 27th May 2016 to Development Securities (Lichfield) Limited (reference 15/01365/FULM) for proposed demolition of existing multi-storey car park, car showroom, garage, semi-detached houses, police station, retail kiosks, and partial demolition of a wall and erection of a new mixed use retail-led development comprising 14,376 sq.m (GIA) flexible units to be occupied for A1 (retail), A2 (financial and professional services), A3 (restaurants and cafes), A4 (drinking establishments) and A5 (hot food takeaway) purposes, 2,070 sq.m (GIA) cinema (use class D2), 1,648 sq.m. (GIA) gym (use class D2), 81 apartments and 11 townhouses (use class C3) and relocated bus station and replacement multi-storey car park, together with associated landscaping, public realm, servicing, access and highways improvement works.

3.12 Various rights and easements exist on the title of the Friarsgate site. There is also the potential for claims that could be made in respect of title issues and covenants despite exhaustive checks. As the land is no longer required in its current use, the land can be appropriated for planning purposes under Section 122 of the Local Government Act 1972.

3.13 Section 237 of the Town and Country Planning Act 1990 will then apply in conjunction with the planning permission for the scheme, granted on 27th May 2016, to override those rights that exist on the site. Taken together with defective title insurance that the Council would be required to put in place as a matter of course, this will significantly reduce risk associated with the implementation of the development. Members are therefore being asked to formally authorise this appropriation of land.

3.14 Any dispute about financial matters relating to the overriding of rights would be referred to the Upper Tribunal (Lands Chamber) for decision if it is not possible to resolve the issues on a voluntary basis.

3.15 The Developer is responsible for the payment of compensation (if any) for the effect of the development upon the rights overridden.

BENEFITS OF THE SCHEME

3.16 The current use of the land is no longer required.

3.17 The Friarsgate Scheme will provide development as detailed at paragraph 3.11 of this report. The appropriation of the land will facilitate the carrying out of the redevelopment of the land within the Authority's area which will result in the promotion or improvement of the economic, social and environmental wellbeing of their area.

Alternative Options	1. That the council does not authorise the appropriation of the land for planning purposes. This could increase the likelihood of a person or persons to make excessive claims or frustrate the progress of the development.
Consultation	1. A public consultation event was held in July 2015 attracting over 1500 members of the public to view the plans. Further public consultation has

	taken place through the planning process.
Financial Implications	1. Legal costs for the appropriation of the land.
Contribution to the Delivery of the Strategic Plan	1. A key target for the council is the implementation of the Friarsgate scheme.
Equality, Diversity and Human Rights Implications	1. The appropriation of the land does not diminish any rights under the Human Rights Act 1998 but in the event that it did, compensation would be payable.
Crime & Safety Issues	1. None identified

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	A potential claim is made in regard to rights over the land	The appropriation of the land will ensure that any claims do not frustrate or hamper the development. The appropriate insurances have also been put in place.	Y

Background documents: Planning permission granted under reference 13/01365/FULM

Relevant web links: None

Proposed Revised Charges for Street Naming and Numbering.

Councillor Christopher Spruce - Cabinet Member for Finance & Democracy

Date: 14 June 2016

Agenda Item: 12

Contact Officer: Gareth Thomas

Tel Number: 01543 308131

Email: Gareth.Thomas@lichfieldddc.gov.uk

Key Decision? YES

Local Ward Members No

Lichfield
district council
www.lichfielddc.gov.uk

CABINET

1. Executive Summary

- 1.1 The naming of streets and houses is a statutory function as set out in sections 17 to 19 of the Public Health Act 1925 and the Staffordshire Act 1983 Part II Section 4. The current charging scheme was approved by the Executive in 2009 and this report presents the recommendations to revise the charging scheme and the delegation of the revision of these charges in future years.

2. Recommendations

- 2.1 The revision of charges in accordance with the table set out in the financial implications section of this report.
- 2.2 Delegate the setting of Street Naming and Numbering fees to the Cabinet Member for Finance and Democracy in consultation with the Director of Finance, Revenues and Benefits.

3. Background

- 3.1 When a new road or property is built the developer is required under the Public Health Act 1925 to make an application to the local authority for the road or property to be given a name or number. This is to ensure that any proposed names do not create confusion in the local area and that there is an official national register of properties and roads that can be used by organisations such as the Royal Mail, utility companies, emergency services and insurance companies.
- 3.3 The current level of fees was set in 2009 and a review of the costs of processing applications has been undertaken. The new revised charges are set out in the financial implications section of this report and incorporates feedback from developers with the intention of providing a clearer set of charges.

Alternative Options

1. The fees remain at the current level. This has been discounted as the Local Government Act 2003 permits a local authority to recoup the cost of providing the service and the current level of fees and charges do not recoup the costs

Consultation

1. The Internal Business Support Service and Leadership Team have been consulted in the preparation of the revised fees.
2. Feedback from developers who have previously submitted applications.

Financial Implications

- The Local Government Act 2003 requires that the fees cover the cost of service provision only. The fees cover the cost of Officers working hours, overheads, resources utilised in correspondence with relevant authorities and officiated bodies, advertising in local newspapers, production of plans and integration of naming and numbering into the Council's Geographical Information Systems. The actual expenditure and income for the last three years together with the Approved Budget for 2016/17 is shown in the table below:

	Actual			Budget
	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Direct Costs	5,171	5,412	5,938	5,160
Grant Income		(2,000)		
Fee Income	(16,589)	(13,723)	(21,651)	(6,800)
Contribution to Management Costs	(11,418)	(10,311)	(15,713)	(1,640)
Management Costs	16,723	42,166	33,707	44,980
(Surplus) / Deficit on the Activity	5,305	31,855	17,994	43,340

- These figures show that whilst a contribution is being made to management costs it is not at the level needed to recover the full cost of providing the service. The costs of providing this service were reassessed in 2014/15 and this, together with an increase in demand for the service, resulted in the significant increase in that year and thereafter.
- The increase in activity has necessitated a detailed study of what it costs to provide the service and review of the activity including the calculation of management costs and the level of fees charged. Management cost budgets have previously been calculated based on a standard level of activity and moving forward will need to be more reflective of the actual level of activity undertaken and income received.
- The proposed fees (Value Added Tax is not charged) are set out below and are commensurate with other council's schedules of charges and now take into account the full cost of delivering the activity.
- The proposed fees take account of feedback from developers and implements a single approach of a per plot charge, this ensures that small scale developments are charged using the same method as larger scale developments.

Current chargeable service description	Current Fee	New chargeable service description	Proposed new fee
Single Residential dwelling or commercial property on existing street.	£150	Numbering or naming of a single residential or commercial property.	£150
2-5 new commercial or residential developments on existing street.	£310	Numbering or naming of 2 or more residential or commercial property.	£150 plus £50 per additional plot
6-25 new commercial or residential developments on existing street.	£155 plus £15 per plot	No longer applicable.	
25+ new commercial or residential developments on existing street.	£310 plus £10 per plot	No longer applicable.	
Change of development layout after notification per plot.	£25	Change of development layout after notification per plot.	£50

Street Naming (new road and or walkway).	£500	Street or walkway naming per public notice (Up to 20 names)	£600 (includes advertising in local media)
Commercial property naming and or numbering.	£77.25	No longer applicable.	
Adding or changing the name or number of property.	£50	Changing of existing address.	£50
Renaming a Street.	£310 plus £20 per plot	Renaming of existing street.	£600 (includes advertising in local media)
Renumbering of properties.	£205	No longer applicable.	
Converting single dwelling into multiple addresses.	£310	No longer applicable.	
Research into archives	£155	No longer applicable and will be treated as a Freedom of Information request	
Confirmation of postal addresses solicitors / conveyancers / consultees.	£25	Confirmation of postal addresses (commercial enquiries) per property.	£50
Photo stat of any legal street naming or numbering order.	£25	No longer applicable.	£0

6. It is very difficult to project the level of income from the activity because income is subject to when residential and commercial development is delivered. An analysis of Planning Applications where permission has been granted or is awaited has been undertaken to estimate the level of income. This information is shown in the table below by the year of the Planning Application:

Stage	Granted	
	Income using the Current Fees	Income using the Proposed Fees
Year		
2014	8,440	16,500
2015	11,129	16,650
2016	300	300
Grand Total	£19,869	£33,450

Stage	Awaited
	Income using the Proposed Fees
Year	
2012	23,800
2014	56,900
2015	48,600
2016	28,550
Grand Total	£157,850

7. The application of the proposed fees in this report, would see an increase in fee income where Planning Permission has been granted by **£13,581 (+68%)**.
8. The level and volatility of income is the main financial risk and income modelling must therefore take account of:
- The Planning Permission stage. Income from applications where planning consent has been granted is projected to be **£33,450 (17%)** and where it is still awaited is projected to be **£157,850 (83%)**. We have applied a higher probability of receipt to those fees where Planning Permission has been granted.

	<ul style="list-style-type: none"> • Implementation timescales. The Strategic Housing Land Availability Assessment (SHLAA) assumes that for residential developments of 10+ dwellings delivery of the development, and hence demand for this service will be within 2 years for sites with Planning Permission and 3 years where it is awaited. • The size of the fee. Larger fees (in excess of £4,000) have a significant impact on the income budget. The majority of those sites where a larger fee is projected are still awaiting Planning Permission. <p>9. The modelling has identified that the fee income base budget (excluding major fees where Planning Permission is still awaited) should increase to £17,000 (compared to the current budget of £6,800).</p> <p>10. Fees received in excess of the fee income base budget such as major fees awaiting Planning Permission will be reported as additional fee income in the relevant year's Money Matters Reports.</p> <p>11. Management costs are based on the time needed in processing the applications as there is a correlation between fee income and time needed in processing the applications.</p>
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Contribution to the Delivery of the Strategic Plan	1. The proposals ensure appropriate fee income contributing to the medium term financial strategy enabling the service to be fit for the future and ensures the service contributes to a Clean & welcoming place to live.
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Equality, Diversity and Human Rights Implications	1. None
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Crime & Safety Issues	1. None
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Costs of providing service are not recovered	We maintain process flows of the service and changes to elements of cost can be factored in through the review process	Green

Background documents
None

Relevant web links
www.lichfielddc.gov.uk/Street-naming-numbering

Broadband connections

Councillor D Pullen, Cabinet Member for Community

Date: 5 July 2016

Agenda Item: 13

Contact Officer: Kevin Sleeman

Tel Number: 01543 308120

Email: kevin.sleeman@lichfieldddc.gov.uk

Key Decision? YES

Local Ward Members No



CABINET

1. Executive Summary

- 1.1 Lichfield District Council (LDC) has a number of IT network connections that link the different sites together and also connect the Council to the internet. These connections are currently provided by Staffordshire County Council (SCC). The existing contract has ended and SCC have recently awarded a contract for the next five years. As part of the new contract LDC is being asked to sign an agreement to continue to utilise these connections.

2. Recommendations

That Cabinet approve:

- 2.1 The agreement for Staffordshire County Council to continue to provide broadband connections to Lichfield District Council for an initial period of 3 years with the option of a further 2 year extension.
- 2.2 An update to the Medium Term Financial Strategy 2016-20 (MTFS 2016-20) for the net additional costs of **£29,960** for this agreement. The estimated total value of the agreement over its entire life is **£195,800**.

3. Background

- 3.1 LDC has for many years utilised the buying power of SCC to provide broadband connections that link the IT networks between the different Council buildings, other Staffordshire authorities and the internet. Since 2013 this has included telephone calls and the contact centre and more recently the links to the building that holds the backup IT servers for LDC.
- 3.2 The contract SCC had with their existing supplier ended and after running a competitive tendering process SCC have put in place a new five-year contract. LDC is being asked to reconfirm a commitment to the SCC network and to sign a back-to-back agreement to continue to access the connections.
- 3.3. The agreement sets out the terms and conditions of using the network services and also the level of service that SCC will provide LDC. The agreement is a flexible agreement and means that LDC can add or remove services as the portfolio of sites changes. It also does not prevent LDC from purchasing broadband connections from other suppliers should the need arise.
- 3.4 SCC have reviewed how they currently provide the broadband connections and the links from the Depot and Burntwood Leisure Centre will be changed to an alternative link. This has led to the costs of links changing at different sites and will lead to budgets being re-profiled to balance the costs.
- 3.5 SCC are still evaluating the costs of the telephony and contact centre options and these will be reported in a future paper.

Alternative Options	1. To seek an alternative supplier for broadband connections. This has been discounted as there would be significant cost in moving telephone and contact centre connections, along with maintaining access to the backup IT servers.
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Consultation	1. None
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Financial Implications

1. The costs of the broadband connections, along with the internet capacity and the ability for staff to access the IT systems for the previous two financial years are shown in the table below:

	2014/15	2015/16
Frog Lane	9,370	13,930
Friary Grange Leisure	1,850	1,850
King Edward VI Leisure Centre	1,850	1,850
Burntwood Leisure Centre	3,320	3,320
Plant Lane Depot	3,320	3,320
Beacon Park	1,850	1,850
Internet capacity	8,000	8,000
Incoming VPN connection	1,500	1,500
Total Cost	£31,060	£35,620

2. The costs of the Frog Lane broadband connection increased due to the IT project and a faster link being needed. The 2015/16 cost represents 3 months of the slower link and 9 months of the faster link. The forecasted cost of the link for a full year would be £15,450.

3. The budgeted costs for the broadband connections are shown in the table below:

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Frog Lane	9,060	9,060	9,060	9,060	9,060	£45,300
Friary Grange Leisure	2,230	2,230	2,230	2,230	2,230	£11,150
King Edward VI Leisure Centre ¹	1,880	1,880	1,880	1,880	1,880	£9,400
Burntwood Leisure Centre	3,670	3,670	3,670	3,670	3,670	£18,350
Plant Lane Depot	3,390	3,390	3,390	3,390	3,390	£16,950
Beacon Park	1,880	1,880	1,880	1,880	1,880	£9,400
Internet capacity	8,000	8,000	8,000	8,000	8,000	£40,000
Incoming VPN connection	1,560	1,560	1,560	1,560	1,560	£7,800
Total budget	£31,670	£31,670	£31,670	£31,670	£31,670	£158,350

4. The costs of each broadband connection is made up of three elements:

- a. The cost of the broadband connection from the telephone exchange to the site. This cost can vary on a year by year basis as Ofcom have targeted BT with a future yearly price increase cap of the Consumer Prices Index less 3.5% and may result in an overall reduction in costs.
- b. The annual cost of supporting the equipment that connects the broadband connection to the site. SCC have fixed this cost for the life of the agreement.
- c. A contribution to the SCC running costs for the network and linking the sites together. While SCC have fixed throughout the agreement it would be subject to review if LDC disconnected 2 or more sites in any one year.

¹ The budgeted cost for the entire agreement has been included although notice has been given to withdraw from this site.

5. The breakdown of these costs for the new agreement are:

	Connection cost	Equipment cost	Core costs	Total
Frog Lane	3,240	400	10,400	£14,040
Friary Grange Leisure	1,000	90	1,720	£2,810
King Edward VI Leisure Centre	720	90	1,720	£2,530
Burntwood Leisure Centre	950	80	1,720	£2,750
Plant Lane Depot	3,310	30	1,720	£5,060
Beacon Park	660	90	1,720	£2,470
Estimated costs	£9,880	£780	£19,000	£29,660

6. The estimated costs of the new links are shown in the table below:

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Frog Lane	14,040	14,040	14,040	14,040	14,040	£70,200
Friary Grange Leisure	2,810	2,810	2,810	2,810	2,810	£14,050
King Edward VI Leisure Centre	2,530	2,530	2,530	2,530	2,530	£12,650
Burntwood Leisure Centre	2,750	2,750	2,750	2,750	2,750	£13,750
Plant Lane Depot	5,060	5,060	5,060	5,060	5,060	£25,300
Beacon Park	2,470	2,470	2,470	2,470	2,470	£12,350
Internet capacity	8,000	8,000	8,000	8,000	8,000	£40,000
Incoming VPN connection	1,500	1,500	1,500	1,500	1,500	£7,500
Estimated costs	£39,160	£39,160	£39,160	£39,160	£39,160	£195,800

7. The net additional cost of the broadband connections is shown in the table below:

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Approved budget	£31,670	£31,670	£31,670	£31,670	£31,670	£158,350
Estimated costs	£39,160	£39,160	£39,160	£39,160	£39,160	£195,800
Net Additional Cost	£7,490	£7,490	£7,490	£7,490	£7,490	£37,450

8. In 2016/17 the net cost increase of **£7,490** will need to be funded from General Reserves, In later years, the cost increase will form part of the revision of the MTFS.

Contribution to the Delivery of the Strategic Plan

1. This supports the theme of 'A Council that is fit for the future' by ensuring that technology is used to aid in the delivery of services.

Equality, Diversity and Human Rights Implications

1. None

Crime & Safety Issues

1. None

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Costs exceed estimates	We will monitor the connections and other factors such as the Consumer Prices Index.	Green

Background documents: None

Relevant web links: None

MINUTES



LICHFIELD DISTRICT BOARD

Held at 4 pm on 21 March 2016 at the Council House, Frog Lane, Lichfield

Present

Elected Members:

Councillor Mike Wilcox, Lichfield District Council
 Councillor Alan White, Staffordshire County Council
 Councillor Caroline Wood, Staffordshire Fire and Rescue Authority

Representatives from Partner Organisations:

Ian Coxhead and Rob Neeson representing Staffordshire Police
 Tim Hollingworth representing Staffordshire Fire and Rescue Service
 Eleanor Wood representing South East Staffs and Seisdon Peninsular Clinical Commissioning Group
 Darrin Gamble representing Strategic Housing Partnership
 Sandra Payne representing Support Staffordshire (Lichfield and District)

In attendance: Susan Bamford, Jenni Coleman, Helen Titterton of Lichfield District Council, and Wayne Mortiboys, the District Commissioning Lead, Staffordshire County Council

Agenda Item	Minutes	Action
1	<p>Welcome</p> <p>Cllr Mike Wilcox welcomed partners to the meeting and Cllr Caroline Wood and Eleanor Wood to their first meeting of the District Board. Apologies had been received from Councillor Doug Pullen, Diane Tilley and Jonathan Topham.</p>	
2	<p>Minutes of the Meeting on 9 November 2015</p> <p>The minutes were agreed.</p>	
3.1	<p>Matters Arising</p> <p>Cllr Mike Wilcox fed back the key findings of the Tamworth & Lichfield for Business survey that took place last Autumn. In terms of business success, the overall tone was positive, with more than half those responding seeing an increase in turnover last year, a trend expected to continue in 2016.</p>	

	<p>Schemes are being developed to help meet growth plans, including Tamworth & Lichfield for Business. However, the survey found that businesses struggle to know where to turn when they are looking for support, which is important to help meet growth plans. Cllr Wilcox advised the District Board that a full report of the findings would be brought to the next meeting of the District Board.</p>	<p>SB (agenda)</p>
<p>4</p>	<p>Community Safety Delivery Plan 2016-2019</p> <p>Jenni Coleman, Community Safety Manager, advised that as the designated Responsible Authorities Group for the District, the District Board is required to sign off the three year local Community Safety Delivery Plan, which is a statutory requirement, reviewed annually, as part of the Police and Justice Act 2006.</p> <p>The District Board was advised that the Staffordshire Observatory has produced information which has been used to inform the Lichfield District Community Safety Delivery Plan (2016-2019). The Plan is also influenced by national and local legislative and policy changes, for example, the new duty to have due regard to preventing people from being drawn into terrorism under the Counter-Terrorism & Security Act 2015 and Modern Slavery Act 2015 which aims to reduce the prevalence of modern slavery within the UK.</p> <p>The Plan includes a section on funding, including the £72k allocated to the Community Safety Partnership for 2015/16 by the Police and Crime Commissioner (PCC), the majority of which was used to contribute to the Locality Commissioning process except for £6.5K which was allocated to the Small Project Fund, used to enable the Partnership to tackle issues as they arise throughout the year through the Joint Operations Group.</p> <p>Community safety projects funded by the Locality Commissioning Board include the Pathway Project, Positive Futures, the ASB Victim's Champion and 'Let's Get Involved' which aims to work with communities identifying and addressing community safety issues. In 2015/16 the Small Projects Fund was used to support twelve projects including the No Cold Calling initiative, the Walk A Mile event highlighting domestic abuse, purse thefts, and safety over Christmas/New Year, early intervention activities for young people and resources for the Late Night Listeners.</p> <p>The new Delivery Plan identifies progress over the last twelve months and future challenges, with the priorities from 2015/16 retained. Jenni confirmed that the following priorities have been agreed:</p> <ul style="list-style-type: none"> • Increase the feelings of safety, particularly after dark, in order to improve the quality of life for residents. • Continue to identify and support members of the community who are perceived to be vulnerable and most at risk of becoming a victim, including victims of hate crime. • Target high crime areas and understand the underlying causes. • Consider the influence of alcohol in its broadest sense rather than focusing on young people binge drinking in public places which has seen a considerable reduction. • Identify and support families to be included as part of the Building Resilient Families and Communities programme. 	<p>JC</p>

	<p>As part of the assessment process, significant intelligence gaps were identified in some of the emerging or ‘non-traditional’ priority areas. These include Child Sexual Exploitation, Serious Organised Crime, Cybercrime, Modern Slavery and Preventing Extremism which make the scale of these issues difficult to quantify. The Partnership will work together with the Observatory to bridge the intelligence gaps and develop a co-ordinated response across the District.</p> <p>The District Board was also advised that a separate Prevent Plan is being prepared, which will be brought back to the District Board.</p> <p>Chief Inspector Ian Coxhead advised the Board that there is a move from property based crime to people based crime – e.g. Child Sexual Exploitation, modern day slavery, human trafficking, and cybercrime. He highlighted the fact that there are no borders to these criminal activities, with people operating across different boundaries and within different legal frameworks. However Ian also emphasised that this wasn’t to say that the police were losing sight of property based issues.</p> <p>Issues around the fear of crime being greater than the actuality were discussed. Ian Coxhead confirmed that these perceptions were fed by the national media. Cllr Caroline Wood suggested that community groups such as the North Lichfield Initiative and Curborough Community Centre could be used to promote perceptions of safer communities. The role of District Board Members, as community leaders, to challenge perceptions was also raised.</p> <p>Decision: Members endorsed the Delivery Plan and agreed to receive further reports as appropriate including the mid-year progress report in the autumn.</p>	<p>SB (agenda)</p> <p>JC</p>
<p>5</p>	<p>Pilot Policing Model</p> <p>Chief Inspector Ian Coxhead advised the Board of a pilot policing model being developed in Cannock. He stated that as a force they recognised that service delivery is not as effective as it could be, and this along with the threat of cuts, means that they need to ensure that services are efficient and effective and better outcomes achieved.</p> <p>He described the ‘as is’ position with a huge amount of processes and a lack of staff ownership. So it was recognised that there is a need to reshape and look at how they deliver with the community and with partners. For example, there are 55 PCs and 24 PCSOs within Lichfield District and scope to look at how best to utilise this resource.</p> <p>The District Board was advised that pilot policing model project in Cannock has been looking at how policing operates, with a view to improving processes and response times, identifying gaps and how to get partnership working better. The prototype has identified inefficiencies within systems, in particular, a large number of incidents (around 30%) reported to the police which are not their responsibility, which would be better directed elsewhere. The scope</p>	<p>IC</p>

to share information better across partners has also been highlighted. Of the remaining 70%, the police are not necessarily the best people to deal with the issue but it ends up with them simply because they are 24/7 – e.g. the mental health triage team.

The Chief Constable is committed to change to the eleven policing areas and looking at 5 levels

- National
- Regional
- Force
- Local
- Place (Partnership)

There is scope to look at where resources are needed and whether they are the best resources, including shared resources on community safety and the use of PCSOs.

Cannock is developing a partnership model and there are options to look at the best fit for Lichfield, including options to look at what part of the police organisation should sit within the community safety hub. The benefits of identifying where the shared opportunities are and getting over ‘silo finances’ were reiterated, plus the fact that we are all dealing with the same people and need to be preventing demand. It was also recognised that there is a need for a regional perspective on certain issues – e.g. firearms teams.

Ian Coxhead invited councillors and local authorities to get involved in the discussions, which he emphasised are at early stages.

Cllr Alan White raised the social care/ mental health demands and the fact that there is not enough money for a creaking service. He also suggested asking what the world will look like in 2026 and designing a model to reflect that.

Cllr Alan White also highlighted the issue about sharing information - e.g. Data Protection Act and being clear what we can share and the need to look at different organisational accountability structures.

Sandra Payne highlighted opportunities to use initiatives such as Let’s Work Together and the RAFT referral system and pick up the police involvement and make better use of PCSOs .Co- location was also discussed but Ian emphasised there this needs to be real time and not just on a Thursday morning.

Board members were keen to know how this could be moved forward. Ian Coxhead highlighted the need to consolidate where we are and identify opportunities for working more coherently in partnership, look at vulnerabilities and pull ideas together with an ambition to make better use of the police contact centre as a communication gateway and have one call delivering a service.

Decision:

District Board members noted the report and expressed an interest in helping take this forward.

6

Locality Commissioning Update

Helen Titterton, Strategic Director, Lichfield DC gave the District Board an update on the work which has been undertaken by the Locality Commissioning Board (LCB) since November 2015. Board members were advised that overall, the performance of the round 1 organisations was good and most had adopted the Upshot performance management tool to evidence the progress they had made. However, concerns were raised regarding the performance of three organisations:

- Beacon CIC – quarter 4 payment initially withheld
- Staffordshire Wildlife Trust – quarter 4 payment not made
- BDS – quarter 4 payment delayed because of lower number of referrals being received than anticipated. The mid year performance was used to inform the Board’s decision about which round 1 organisations to continue to fund into 2016/17; see below.

The District Board was advised that Lot Leads will carry out an end of year performance assessment in April and the outcome of this will be reported to LCB in May. Provider organisations are being asked to identify:

- Headline summary from Upshot
- Top three successes
- Case studies setting out what has been achieved
- Photographs

The Lot Leads will also undertake a half year performance review of the round 2 organisations so that the Board can decide whether to continue funding them beyond 31st October 2016.

Helen referred to discussions at the last meeting when there had been considerable uncertainty about the continuing availability of funding. Whilst overall funding had been reduced, the available funding was more than had been expected back in December. On this basis it is anticipated that the following sums will be received by the District Council (as the Accountable Body) during spring 2016:

- A confirmed sum of £20,000 from the County Commissioner for Older People and Market Development, Staffordshire County Council
- A confirmed sum of £62,148 from Public Health, Staffordshire County Council
- A confirmed sum of £177k from Lichfield District Council
- An indicative sum of £69,000 from South East Staffordshire and Seisdon Clinical Commissioning Group
- An indicative sum of £71,885 from the Police and Crime Commissioner for Staffordshire. This totals **£400,033** to invest in local community and voluntary organisations in 2016/17.

District Board members were advised that the County Council has indicated that this will be the final sum that they will make available for locality commissioning. Pressure on NHS funding could also impact on funding availability for 2017/18 and the election for the post of Police and Crime Commissioner may result in changes so there are no guarantees about funding in the medium term.

	<p>The District Board was also advised of the eight round 1 organisations with whom the LCB has agreed to enter into a SLA for a second year:</p> <ul style="list-style-type: none"> • SESCAB • Staffordshire Cares Farming • GB Pro Health • Live at Home • Pathway • LDC Leisure Services • Lichfield Arts Partnership • Support Staffordshire <p>Councillor Alan White confirmed that the county council is having to make 6.2% in year cuts and as a result difficult policy decisions are having to be made. He also recognised that other organisations, in particular, CCG/NHS are also struggling to balance budgets.</p> <p>Decision:</p> <p>District Board members noted the report.</p>	
<p>7</p>	<p>Children’s Young People’s and Families’ Transformation</p> <p>Wayne Mortiboys advised the District Board that the current children’s social care system is financially unsustainable. Demand for children’s services is rising at the same time as budgets are being reduced, with over 960 children in care and a further 650 children subject to a child protection plan. A pilot project to lower the number of children going into care was carried out last year to help address this issue. Wayne also reiterated poor outcomes for children in care, namely educational attainment, teenage pregnancy rates, poor mental health and health inequalities. To this end it is recognised that there is a need to intervene earlier, address identified needs and prevent needs escalating to a level that require specialist services. Multi-agency work and early intervention is key to improving outcomes.</p> <p>It was recognised that there was an opportunity to look at what is working well in Lichfield district and the opportunities that had arisen as a result of the closure of children’s centres. The pilot in the Burntwood area was an opportunity to test and learn from community organisations supporting families with young children who displayed “risk factors” but who were not yet being supported by statutory services. Working with a new community interest company, Spark (Burntwood) CIC, who had taken over the lease arrangements at the former children’s centres at Boney Hay and Springhill primary schools has identified that families who might need support are coming forward now that the centre is no longer run by social services.</p> <p>The District Board was also advised of a successful bid to the Local Government Association and the Design Council which will develop the pilot “Brighter beginnings for families through community support. It is proposed to hold a further partnership event hosted in Burntwood during May / June as part of this pilot work. Partners were asked to consider how their organisations can help achieve the local vision and to participate fully in the partnership event.</p>	

	<p>Cllr Alan White informed the Board that they were recommissioning health visitors to fit in with the pilots. He also reiterated that if the pilot is not working it will be dropped.</p> <p>Cllr Caroline Wood raised concerns that the Spark project is very much dependent on 4 mums and therefore there are concerns about its sustainability. Sandra Payne stated that support Staffordshire is working with Spark to help them get more volunteers and funding.</p> <p>Decision:</p> <p>Members of the District Board noted:</p> <ul style="list-style-type: none"> • The findings of the countywide conversations that have led to the emerging codesigned Operating Model for the Children’s Young People’s and Families’ transformation as shown at Appendix 1 • The success of the application by the Supporting Families in Lichfield District working group to receive 5 days of challenge and design support in developing the Burntwood pilot • Considered how their respective organisations can contribute to the development of the Burntwood pilot and encourage participation in the forthcoming partnership event 	
<p>8</p>	<p>Syrian Refugees Update</p> <p>Wayne Mortiboys gave District Board Members an update on the Syrian refugees. He confirmed that county wide the first refugees will be arriving in Staffordshire in March, with a total of 50 refugees arriving this calendar year. The refugee families are being supported by Refugee Action.</p> <p>He also explained that there is an eight weeks lead in regarding the family needs so that there is an opportunity to assess if the health and support needs cannot be met. It is likely to be next year when the first refugees will arrive in Lichfield District.</p> <p>The importance of having positive communications was discussed and it was recognised that by the time refugees arrive in Lichfield there will have been opportunities to learn from any lessons arising from those already arrived.</p> <p>Decision:</p> <p>District Board members noted the update.</p>	
<p>9</p>	<p>VCSE Contract</p> <p>Sandra Payne left the meeting at this point as Support Staffordshire have bid for the VCSE contract.</p> <p>Wayne Mortiboys explained that 2 contracts for Voluntary and Community and Social Enterprise support were currently being scored. These contracts are currently held by SCYVS and VAST. The new contract for £380k will be an all age contract, starting on 1/8/16. A decision will be made by 22/4/16 and will be in the public domain after the end of the 10 day challenge period.</p> <p>Decision:</p> <p>District Board members noted the update.</p>	

Partner Update

- **Staffordshire County Council (including public health)** – Wayne Mortiboys advised that the work to the public realm around market square has been completed 4 weeks ahead of schedule. He also updated district Board members on the proposal to move the library from the priory to St Marys and confirmed that a petition had been received.
- **Clinical Commissioning Group** – Eleanor Wood advised of a public grading event Equality and Diversity workshop taking place on 18th April in Tamworth. The event will look at fair access to healthcare. The District Board was also advised that the Lichfield and Burntwood network of practices are starting to work together to look at the challenges facing the NHS and opportunities to share services.
- **Police** – Rob Neeson advised the District Board that they need to be out of the police headquarters by 31/10/16 and the new building is not likely to be ready until January 2017 so alternative options are currently being explored.
- **FARS** – Tim Hollingworth confirmed that the Fire Service had now moved into their new building although the official opening is not until November. He also advised that Lichfield is now the hub for East Staffordshire and Prevent responsibility is also based there.
- **Bromford** - Darrin Gamble confirmed that the next meeting of the Strategic Housing Partnership will take place in May when they will be looking at affordability, in particular, the Housing Benefit cap for under 35s.
- **Support Staffordshire** – Sandra Payne advised the District Board that 4 consultative events had taken place to look at what is needed from Support Staffordshire to inform their future offer. She will bring the results back to the June meeting.

Support Staffordshire have been looking at the state of the sector and what is currently being done and will report in the summer.

Voluntary voice meetings will be taking place in June, September and March next year which are a good platform for contacting and consulting with voluntary services.

- **District Council** – Mike Wilcox advised District Board Members that the Council's Strategic Plan had now been agreed and is available on the Council's website <https://www.lichfielddc.gov.uk/Council/Performance/Our-Strategic-Plan-2016-2020.aspx> . It identifies what the council will do, how the community, voluntary and business sectors can help and how the council will work with a range of partners to deliver achievable outcomes.

The planning application for Friarsgate has been received and is due to be decided in spring 2016 with work due to start on site early in

	<p>2017. Preliminary discussions are also taking place about developments to the retail offer in Burntwood.</p> <p>Improvements are also being made to Lichfield City and Trent Valley Stations.</p> <p>District Board Members were also given an update on the closure of the Foyer, with 5 individuals' still needing housing. Of these 4 will be put in temporary accommodation and 1 is making temporary arrangements. Cllr Alan White asked about the cost of finding alternative accommodation. Helen Titterton confirmed that at the moment there is no additional cost but that due to the shortage of single accommodation it is likely to take some time to find suitable accommodation which may mean that due to the lack of availability of temporary accommodation others may need to go into bed and breakfast which will incur costs to the council.</p> <p>A discussion also took place about the impact of the benefits cap, expected to affect between 150-200 families in Lichfield District and the position re council tax arrears. It was agreed to bring a snapshot report of council tax arrears to the next meeting.</p>	
11	<p>Any other business</p> <p>None</p>	
12	<p>Items for next Meeting</p> <ul style="list-style-type: none"> • Area Based Community Development Pilot • Prevent Delivery Plan • Business Survey • Support Staffordshire – outcome of consultation • South Staffordshire College – area review • Welfare reform and Council Tax arrears 	
13	<p>FUTURE MEETING DATES</p> <p>21 June 2016- Lichfield Fire Station</p> <p>14 November 2016</p> <p>21 March 2017</p>	
	<p>The meeting closed at 18 05</p>	