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11 January 2016

Dear Sir/Madam

COMMUNITY HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE

A meeting of the above mentioned Committee has been arranged to take place on **WEDNESDAY 20 JANUARY 2016** at **6.00 p.m.** in the **COMMITTEE ROOM**, District Council House, Lichfield to consider the following business.

Yours faithfully



Strategic Director

To: **Members of Community Housing and Health (Overview and Scrutiny) Committee:**

Councillors Leytham (Chairman), Rayner (Vice-Chairman), Mrs. Allsopp, Mrs. Baker, Bamborough, Mrs Banevicius, Mrs Boyle, Mrs Constable, Mrs. Evans, O'Hagan, Salter and Warfield.



AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the minutes of the Meeting held on the 7th September 2015 (copy attached)
4. Standing Items
 - a) Burntwood Health Centres (*Wayne Mortiboys from Staffordshire County Council will be attending the meeting*) (verbal report)
 - b) South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group - Planning for 2016/17 and Beyond (letter attached)
 - c) Staffordshire Health Select Committee (copy attached)
 - d) CCTV Members Task Group (verbal report)
5. Mid Year Performance Report – One Year Action Plan 15/16 for the Community, Housing and Health Directorate (copy attached)
6. Directorate Top Ten – 16/17 (copy attached)
7. Empty Property Policy (copy attached)
8. Fit for the Future Review – Community Transport Service (copy attached)
9. Work Programme and Forward Plan (copy attached)

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972"

IN PRIVATE

10. To approve as a correct record the confidential minutes of the Meeting held on the 7th September 2015 (copy attached)

Briefing Papers

Feedback from the Police and Crime Panel
Equality Statement
Housing Allocation Policy

**COMMUNITY, HOUSING AND HEALTH
(OVERVIEW AND SCRUTINY) COMMITTEE**

7 SEPTEMBER 2015

PRESENT:

Councillors Leytham (Chairman), Rayner (Vice Chairman), Mrs Allsopp, Mrs Baker, Bamborough, Mrs Banevicius, Mrs Bland, Mrs Boyle, Mrs Constable, Mrs Evans, O'Hagan, Salter and Warfield.

No apologies for absence were received as all members of the Committee were in attendance

(In accordance with Council Procedure No. 17 Councillors Greatorex and Pullen also attended the meeting.)

County Councillor David Smith also attended the meeting to as the County Council's representative from the Healthy Staffordshire Select Committee

DECLARATIONS OF INTEREST

There were no declarations of interests

MINUTES

The Minutes of the Meeting held on 3rd June 2015 were taken as read, and approved as a correct record and signed by the Chairman.

RESOLVED: That the Minutes of the Meeting held on 3rd June 2015 be approved as a correct record

STANDING ITEMS

STAFFORDSHIRE HEALTH SELECT COMMITTEE

The Committee received a report on issues discussed at meetings of the Healthy Staffordshire Select Committee (HSSC) since the last meeting of the Community Housing and Health O&S Committee. County Councillor Smith reported that there would be more to report at the next meeting on matters relating to the Lichfield District area.

It was then reported that, through the HSSC, Accountability Sessions would be taking place with senior officers from each of the Health Trusts that served residents of Staffordshire. Members were asked to indicate which session they would like to attend.

RESOLVED: That the information received be noted.

BURNTWOOD HEALTH CENTRES

Members received a verbal update and it was noted that there was nothing further to report since the last meeting.

HOUSING SERVICE REVIEW

The Committee received a report on the progress and findings of the Fit for the Future Phase 2 review of the Council's housing services. It was reported that although the Council did not have any housing stock, there was still a requirement through legislation to provide services including supporting homeless households and meeting housing needs.

The Committee noted the findings of the review and the officers who had made up the review team involved including a representative from Bromford Housing.

Members agreed and supported the review findings that reserves of £82k be returned to the Council's general reserve and that revenue savings be reinvested in supporting temporary accommodation (subject of a report to the June meeting of the Committee) and in additional officer capacity which is required to meet the identified future challenges and pressures. It was reported and noted that overall, the review had identified a revenue saving of £6k per year.

Members asked how empty properties were identified and it was reported that the Council Tax database is used for this purpose. However, following changes and payment of Council Tax being required sooner on empty properties, this had become more difficult and an empty property policy would be developed.

RESOLVED: That the key proposals and recommendations of the Review be endorsed.

COMMISSIONING THE COMMUNITY AND VOLUNTARY SECTOR – MEMBER TASK GROUP

The Committee received a report updating them on locality commissioning and requesting endorsement of the investment priorities for District Council funding which had not been allocated during the first round of commissioning (autumn 2014). A Member Task Group had been convened for this purpose and a number of options had been considered.

Members noted an Addendum Report which outlined the options which had been discussed at the Task Group's meeting on the 1st September. The Task Group had recommended that the unallocated funding should be distributed to the autumn 2014 successful organisations in the same proportions as their original winning bids.

Councillor Mrs Evans, who was a member of the Task Group confirmed this recommendation and reported that the Task Group felt that this approach was more efficient, fair and prevented a further bidding process and associated strain on resources.

RESOLVED: That the proposal of the Task Group to allocate £33k per year during 2016/17 and 2017/18 to the organisations as listed in Appendix B of the addendum of the report in the proportions as indicated be endorsed.

COUNCILLOR MRS EVANS DECLARED A PERSONAL INTEREST AS A TRUSTEE OF THE CITIZEN'S ADVICE BUREAU

CCTV

CLOSED CIRCUIT TELEVISION (CCTV) - MEMBER TASK GROUP

Members received a report on the outcome of the Member Task Group looking at the current Partnership Agreement with Orchard Street Investment Management Company and the procurement of the security monitoring of the CCTV system.

Councillor Rayner, Chairman of the Task Group, reported that Members had visited the CCTV control room and were given the opportunity to speak to Orchard Street Investment Management Company, who owns the Three Spires Shopping Centre. The Task Group has also met separately with a number of other stakeholders including the police.

It was reported that due to the Friarsgate development and its CCTV requirements, it would be advantageous for the Task Group to continue and investigate these opportunities further.

It was also reported that the current contract for the monitoring of the CCTV would be coming to an end in October 2015 and there would be a need to extend this contract in order to maintain the service. Members were advised that a report to the October meeting of the Cabinet was in preparation which would recommend an ongoing contribution to the contract be made by the District Council.

RESOLVED: That the time period of the Task Group be extended to October 2016 to enable the implications for the Friarsgate development to be taken into consideration together with future funding options.

LICHFIELD DISTRICT COUNCIL CCTV ANNUAL REPORT 2014/15 AND CODE OF PRACTICE

The Committee received a report on the Lichfield District CCTV Annual Report 2014/15 and the Code of Practice for the operation of the system.

It was reported that overall, incidents were down and arrests were up from the previous year showing the effectiveness of the CCTV system. It was also reported that no complaints had been received over the year.

Members were pleased to the positive figures and noted all statutory requirements were being met.

RESOLVED: That the CCTV Annual Report 2014/15 and Code of Practice for the Operation of Lichfield District CCTV be approved.

PEST CONTROL SERVICE

The Committee received a report on the current Pest Control Contract which is due to expire on the 30th April 2016. Members' views were sought on whether the Pest Control Service should continue in its current format and what charges should be levied on users. It was reported that currently, a contractor carries out the service on behalf of the Council with no cost to the Council. It was also reported that the service was paid for by charges levied on the service user with concession discounts for rat treatment being met by standard charges.

It was noted that there was not a legislative requirement for the Council to provide pest control however the Committee agreed that the District Council should continue to hold a contract so residents could access a good, safe and trustworthy service.

Some Members had concerns that by allowing contractors to decide their own price, it could become too unaffordable for some residents and force them to use less reputable companies. However it was noted that it would not be in the contractors best interests to price themselves 'out of the market'.

The Committee agreed that the current specification should be retained and contractors invited to propose their own schedule of charging that would result in a zero charge to the Council. It was also agreed that concessions should remain for rat treatments.

RESOLVED: That option 4 of the report for the current specification to be retained and contractors invited to propose their own schedule of charging that would result in a zero charge to the Council along with concessions for rat treatments be endorsed.

WORK PROGRAMME AND FORWARD PLAN

Members considered the Work Programme and Forward Plan and it was noted that at a meeting of the Overview & Scrutiny Coordinating Group it was agreed that following the LGA Peer Review, a number of changes would be introduced to aid effective scrutiny. It was reported that these included fewer items on the work programme and for Committees to only consider items that required significant O&S input with other 'for information' items being sent as briefing papers. It was also reported that O&S Chairmen/Vice-Chairmen would have triangulation meetings with Cabinet Members to discuss forthcoming areas of work.

The Committee agreed to add the CCTV Task Group as a standing item and it was noted that the item on the Impact of Homes Direct would be considered again in January 2016.

RESOLVED: That the Work Programme and Forward Plan be noted and amended where necessary.

(The Meeting Closed at 8.12pm)

CHAIRMAN



First Floor
Staffordshire Place 2
Stafford
ST16 2LP

Tel: 01785 356944

2nd December 2015

Letter to all Providers commissioned by Stafford and Surrounds, Cannock Chase and South East Staffordshire and Seisdon Peninsula CCGs

Dear Colleague

Re: - Planning for 2016/17 and beyond

In advance of the forthcoming planning round, I felt it would be useful to write to you all setting out the context in which the three Clinical Commissioning Groups, for which I am the Accountable Officer, find themselves in for the 2016/17 financial year. I thought it would also be helpful to set out how the three CCGs are going to approach delivering against the challenges set for them, whilst continuing to maintain relationships and work in partnership with you to ensure the effect of any commissioning decisions do not have an unintended consequence, particularly for patients. Quality and Safety remains paramount to the CCGs and therefore any actions need to be seen within this context.

The three CCGs in 2015/16 will end the year with deficits of £7.2m (Stafford and Surrounds), £6.3m (Cannock Chase) and £17.994m (South East Staffordshire and Seisdon Peninsula) and, although the figures in Stafford and Cannock are an improvement on previous years, there is more to do. This means that across the three CCGs there is a total in-year deficit of circa £31m. The cumulative deficit which has to be repaid across the three CCGs is circa £85m. In this year, as in previous years, the CCGs have worked hard to manage and control expenditure, but the reality is that the three organisations are living beyond their allocated resources and is not sustainable. The good news is that this resource has been fully spent on patient care for the populations the CCG serves.

The CCGs have submitted indicative Medium Term Financial Plans that deliver the NHSE business requirements i.e. that Stafford and Surrounds and Cannock Chase CCGs will achieve financial balance by 31st March 2017. South East Staffordshire and Seisdon Peninsula have an agreed deficit in 2016/17 of £7.4m and then to achieve balance in 2017/18. These control totals, which have been signed off by NHS England, will necessitate an efficiency target for the three CCGs in 2016/17 of between 5%-8%.

The above needs to take account of the recently announced spending review and although it signals more resource for the NHS, which is good news, we do not yet know how that resource will be allocated. Therefore, subject to any further changes, the principle of delivering a high percentage level of QIPP still stands.

On the basis of the above, more of the same is not clinically or financially sustainable. The Transformation Programme across Staffordshire will yield financial and other benefits to the local health economy, but this will understandably take time. The CCGs therefore need to set out their approach to all organisations they work with as to how they will deliver the requisite changes in 2016/17, so mature debates can commence on how we continue to commission a sustainable set of services with providers, which also ensures provider sustainability within the allocated resources. To this end, I thought it would be useful to set out the CCGs initial thinking about how we deliver against the above.

In approaching the above, the CCG has set out a number of criteria by which it will test any proposals. This list is not confirmed and isn't exhaustive but, from a provider perspective, may help you understand our thinking in our future discussions/negotiations.

Draft Criteria

- Would Quality and Safety of Patient Care be compromised by the proposals?
- Will the proposal remove duplication of service provision?
- Is Public consultation required?
- Could the solution provide a Win / Win for both Commissioners and Providers?
- Does the solution align to creating an environment to transform?

The three CCGs initial focus is about setting a framework where leaders across the system can have no illusions about the three CCGs financial challenges in 2016/17 (and beyond), and what is required to be achieved. The CCGs do not yet have an indication of their individual funding allocations (these are expected in late December) but understand that longer-term allocations will be given to CCGs. Therefore, any proposals put forward will be in the context of a three year settlement, although there will be an urgent need to "front load" the delivery of significant savings in 2016/17. This, therefore, requires the identification and agreement of major changes within a very challenging timescale.

The CCGs present proposal build on previous years' work with some notable exceptions. The following sets out the initial thinking on how the CCGs will approach delivering a 5%-8% QIPP requirement.

1. There will be no growth applied to any of the CCGs expenditure, including CCGs internal expenditure. The present growth predicted is 1.70%. In addition, we will also be looking for a 10% reduction in our running costs.
2. The CCGs will extend significantly procedures of limited clinical value (POLCV) where the evidence is clear that based on certain factors patients gain no demonstrable benefit from a particular procedure. This agreed extension will be added to our POLCV policy.
3. The CCGs will continue to support the delivery of the NHS Constitution standards but will not expect providers to go further than meeting the standards.
4. Services where duplication exists will be decommissioned in conjunction with Providers to enable Providers to realign their infrastructure and achieve internal savings. It maybe that to achieve this change we need to invest some of the savings in other services and we will continue to do this. However, the majority of the savings will need to be cash releasing.
5. The CCGs initial starting point is that working with Providers the CCGs need to realise a cost reduction of up to 8%. For some Providers this will be a basic cost reduction exercise. With others it will be more complex because in asking for these efficiencies provider infrastructure will need to change alongside the reduction in commissioning income.
6. We anticipate that some services will be decommissioned but this will require public consultation. We envisage commencing that consultation late January 2016, subject to NHS England sign-off.

All the above have to be signed off by the Governing Bodies of the three CCGs and are subject to discussion and debate. In addition to our other QIPP plans and running costs efficiencies, the measures outlined above, will contribute to an overall savings target of £30m in 2016/17. To enable our Governing Bodies to discuss a range of options and to determine relative priorities (as well as providing for a level of contingency against non-delivery), we will need to identify a total savings package of some £40m.

As I have detailed above, the three CCGs have been living beyond their means since April 2013, and we have now reached a point where we must address the imbalance between our funding allocation and the actual amount of expenditure that we incur. Given the significant financial challenges facing the NHS generally, and our local health economy specifically, this situation is not unique to the three CCG's; if providers and commissioners can achieve the above by working together there may be significant opportunities for us all to achieve our own organisational objectives, and to ensure we continue to provide safe, high quality services to the patients we serve.

I am very happy to meet with you and colleagues from your organisation to explore the opportunities together on the changes we propose. Please contact Gill Hackett on:

gill.hackett@staffordsurroundsccg.nhs.uk .

Warm regards



Andrew Donald
Chief Officer

**Summary of the main agenda items from the
 Healthy Staffordshire Select Committee meeting –Monday 30 November 2015**
<http://modern.gov.staffordshire.gov.uk/ieListDocuments.aspx?CId=871&MIId=6200&Ver=4>

Agenda Item	Of particular interest to ...
<p>The Healthy Staffordshire Select Committee, together with District/Borough Council Members, held an Accountability Session with the Burton Hospitals NHS Foundation Trust. The Trust Chief Executive presented their Self-Assessment Report detailing key issues contained within. Members raised questions in respect of a number of issues that included patient safety, quality of care, infection prevention and control, finance, ambulance waiting times, complaints and the Trusts performance measured against national targets. Also in respect of the trust were asked for detail around categorisation of complaints and to be kept informed in relation to developments concerning the availability of parking.</p>	All
<p>Trust updates. None on this occasion</p>	

**Summary of the main agenda items from the
Healthy Staffordshire Select Committee meeting –Friday 4 December 2015**
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=871&MIId=5721&Ver=4>

Agenda Item	Of particular interest to ...
<p>The Healthy Staffordshire Select Committee met on Friday 4 December 2015, the Cabinet Member for Health, Care and Wellbeing presented his report, All Age Disability & Independent Futures Update. The update followed a request by the Committee following a review of the proposals at the meeting of 24 March 2015. Members were advised of considerable progress during the last 6-9 months, of improved delivery of service, improved staff morale, improved of sickness levels more staff, a drive to bring more staff to the point of delivery and of a better control of the budget. Members questioned the Cabinet Member on a wide range of issues that included Community First, the direct payment scheme, care in the community, sickness levels, finance, complaints and transition. Resolved, that the Committee note the future direction of Social Care and the all age disability approach, provide the challenge and support to ensure its delivery and review the delivery of the All Age Disability strategy within 6 months.</p>	All
<p>Report of the Scrutiny and Support Manager :- The Scrutiny and Support Manager introduced the Work Programme for the Healthy Staffordshire Select Committee 2015-16 members discussed prioritised and appended additional .</p>	All
<p>Trust updates. None on this occasion</p>	

**Summary of the main agenda items from the
Healthy Staffordshire Select Committee meeting –Wednesday 16 December 2015**
<http://modern.gov.staffordshire.gov.uk/ieListDocuments.aspx?CId=871&MIId=6202&Ver=4>

Agenda Item	Of particular interest to ...
<p>The Healthy Staffordshire Select Committee met on Wednesday 16 December 2015 to hold the South Staffordshire & Shropshire Healthcare NHS Foundation Trust to account. The Chief Executive of the Trust and colleagues presented the Trusts Self-Assessment Report. Members were informed that the Trust provided mental health, learning disability and specialist's services across South Staffordshire and mental health and learning disabilities across Shropshire, Telford and Wrekin and other services on a regional and national basis. The Trusts Strategic Overview and philosophy to put the people at the centre of everything was explained and overall the Trust was performing well against a background of financial constraints. Members questioned the Chief Executive on a wide range of issues that included ,support for the military, persons with mental health issues taken into police, early intervention, support in schools , patient and carer support following discharge, dementia strategy ,mortality rates, transition between young person and adult care , patient care pathways and finance.</p>	All
<p>Trust updates. None on this occasion</p>	

**SUBMISSION TO COMMUNITY, HOUSING AND HEALTH OVERVIEW AND SCRUTINY
COMMITTEE**

Date : 20TH JANUARY 2016

Agenda item: 5

Contact officer : Helen Titterton

Telephone : 01543 308700

Local Ward Members: Not applicable

REPORT OF THE CABINET MEMBERS FOR COMMUNITY, HOUSING AND HEALTH

**MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 15/16 FOR THE COMMUNITY,
HOUSING AND HEALTH DIRECTORATE**

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the Directorate's One Year Action Plan for 15/16 as considered by this Committee in January 2015. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative report and the related statistics reflect performance as at 30th September 2015.
- 1.2 Members are invited to raise questions and comment.

2. BACKGROUND AND RATIONALE

- 2.1 During autumn 2014, Members and officers developed Service Plans setting out the priorities and budget allocations for the following financial year for each of the teams which make up the totality of Council services. Approximately 14 separate Service Plans were produced and they were all reviewed via the overview and scrutiny process.
- 2.2 A 'Top 10' was developed for each Directorate / Cabinet Member as a result of this exercise and these were reported to and endorsed by the relevant Overview and Scrutiny Committee in January 2015. The most significant and critical issues from the Directorate Top 10s were collated to form the Corporate Top 10 or Annual Action Plan which was approved by Full Council in February 2015.
- 2.3 The mid year performance against the One Year Action Plan 15/16 which relates to this Committee is attached at **Appendix A**. Some of the Actions set out were deemed to be so significant corporately that they were included in the Corporate Top 10 / Annual Action Plan for 15/16; these are indicated by the shaded rows. Progress on the corporate top ten actions was reported to Cabinet in December 2015. The key performance indicators are attached at **Appendix B**.

3. PERFORMANCE HIGHLIGHTS

- 3.1 A copy of the six month performance report for the Community, Housing and Health portfolios is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the Community, Housing and Health Top Ten including:
 - Considered the findings from the Review of Temporary Accommodation at the June meeting of the Committee; this led to additional investment to support vulnerable, homeless people living in temporary accommodation and will bring about a revised agency agreement with Bromford Housing.

- Received and endorsed the report from the Fit for the Future Housing Services Review at the meeting in September; this is leading to additional resource investment in the housing
 - Established a Member Task Group which met in September 2015 to consider the options for investing £33k of funding from LDC into the community and voluntary sector. The recommendations from the Task Group were received and endorsed at the September meeting of the Committee. Members also received an update on locality commissioning progress at the same meeting
 - Received a briefing paper on safeguarding in September
 - Received regular progress reports on the development of a health centre for Burntwood (standing item)
- 3.2 Service Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators is attached at **Appendix B**. Some data is collected monthly, others quarterly.

4. RECOMMENDATION

- 4.1 Members are requested to consider and comment on the mid year performance report for 15 / 16 which is attached at **Appendix A** and the statistical analysis attached at **Appendix B**

5. FINANCIAL IMPLICATIONS

- 5.1 None arising directly from this report. A more detailed report on the Council's performance against the financial strategy was considered by Cabinet in December 2015 (the Money Matters report). At the six month point, the Directorate had a favourable variance of £57k.

6. COMMUNITY BENEFITS

- 6.1 The effective scrutiny of performance reports and data drives performance improvement leading to direct benefits for the community through improved services and value for money based on achieving key priorities.

7. EQUALITY & DIVERSITY IMPLICATIONS

- 7.1 Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate.

8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

- 8.1 The report identifies some of the key areas of achievement so far during 15 / 16.
- 8.2 Since April 2015, the Fit for the Future programme has impacted on the Community, Housing and Health directorate in the following ways:
- The Fit for the Future Housing Services review has been completed and various recommendations were endorsed by this Committee regarding service improvement and development, alternative provision and service delivery and financial savings and investment. Savings of £82k (one off) and £6k (ongoing) were identified. Other revenue savings are to be reinvested back into additional officer capacity which will contribute towards the development of new affordable housing including the investment of section 106 and commuted sums. This capacity will also enable a greater focus on our empty property strategy, respond to issues around the health agenda and work jointly with partners on homelessness prevention

- The Director and Customer Services Manager have been contributing to the service review of Revenues and Benefits; the Connects team provides the customer interface on revenues and benefits enquiries and therefore this has been integral to a review of the service
- Officers have continued to work on ways to improve the cost effectiveness of the community transport service. A Fit for the Future review of the service has commenced and will be reported in due course to this Committee.

9. CRIME AND COMMUNITY SAFETY ISSUES

9.1 This Committee has considered the following issues associated with crime and safety:

- Standing item on feedback from the Police and Crime Panel
- Established a Member Panel on CCTV at the June meeting and received an update report at the September meeting
- Received the CCTV Annual Report 2014/15 and the Code of practice at the September meeting

10. RISK MANAGEMENT ISSUES

Risk Description	Likelihood / Impact	Status	Risk Category	Countermeasures
Information provided to Members is too 'high level' and inadequate for robust scrutiny	Medium / medium	Material	Reputation	The Cabinet Members, Director and Service Managers are in attendance at the O&S meeting and can elaborate on the content of the report Members can request further details or a separate report on any item referred to in the report

Community, Housing & Health Directorate

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

Operate within the Directorate’s budget and implement Fit for the Future (Phase 2) Service Reviews

Actions	Due Date	On Target?	Progress Update
Operate within the Directorate budget for 2015/16	31-Mar-16	=	Position at September The Directorate is operating within the approved budgets. Details reported in the Money Matters 2015/16 Review of Financial Performance considered by Cabinet in December 2015.
Complete Housing Service Review & report to O&S Committee in June and Cabinet in July (Councillor Greateorex)	O&S 30-Jun-15 Cabinet 31-Jul-15	✓	Position at June 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 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. On target for a report to CHH O&S in September and Cabinet in October. Position at September The final report of the Housing Service Review was considered by CHH O&S in September and approved by Cabinet in October 2015
Contribute to Revenues & Benefits Service Review (Councillor Pullen)	31-Mar-16	✓	Position at June Two officers of the Connects Team are members of the Project Team. The Connects team is involved with this review because they provide the customer interface / ‘front end’ to the revenues and benefits service. Peopletoo were appointed as project managers to carry out the review on behalf of the Council. They have provided an update to the Project Team with a summary of findings and recommendations prior to a report being finalised and presented to the Project Executive and Challenge Director. Position at September The draft report produced by Peopletoo 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 (keep in house, partly outsource, fully outsource). Next steps will include undertaking a business process reengineering 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.

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 2015 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>Performance manage new contracts (let in April 2015) (Councillor Pullen)</p>	<p>31-Mar-16</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 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 The performance management system 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</p>

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
			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.
Account to Members for LDC investment in community and voluntary sector; report to O&S Committee in January 2016 (Councillor Pullen)	31-Jan-16	✓	<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 concluded to allocate the funding available between the organisations which had already been successful in the round 1 process for years 2 and 3.</p>

Review and update safeguarding policy and procedures

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 2015 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 2015 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</p>

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
			<p>considered by CHH O & S in September. The Safeguarding Policy and an Annual Report will be considered by Cabinet in December.</p> <p>In July, Regulatory & Licensing Committee approved 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>Officers are now in the process of implementing these measures (revising taxi license condition & fees etc.) so all these measures will be in place by 31-Mar- 2016. Officers are also working with colleagues across the County to ensure a consistent approach.</p>
Implement recommendations from internal audit report (Councillor Pullen)	31-Mar-16	✓	<p>Position at June 2015 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 2015 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>
Review governance arrangements on safeguarding (Councillor Pullen)	31-Mar-16	✓	<p>Position at June 2015 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</p>

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
			College not being transferred on 1 April 2015 as planned and the ongoing additional work to support the proposed transfer. Position at September 2015 The Annual report was produced by September and a briefing paper produced for Members. The revised Policy and Procedures will include the governance arrangements.
Offer training to all elected Members by October (Councillor Pullen)	31-Mar-16	✓	June 2015 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. September 2015 15 Members attended the accredited Safeguarding training in September.
Provide training to all staff who come into contact with children and vulnerable adults (Councillor Pullen)	31-Mar-16	✓	Position at June 2015 All staff have been offered training either by 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 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. Position at September 2015 CSE awareness raising sessions have also 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.

Improve cost effectiveness of Community Transport Service

Actions	Due Date	On Target?	Progress Update
Implement action plan in order to reduce % of Council subsidy in the service (Councillor Pullen)	31-Mar-16	✓	There are currently 61 organisations who are members of the Community Transport Scheme, with 12 new memberships in this financial year (6 groups who had never previously used the service). Recruiting volunteer drivers remains a challenge for the service. There are currently 9 volunteers who are regularly available for driving, with on average 60 trips a month. A survey is underway with both existing and potential members of the scheme to establish awareness of the service, potential for greater use and to gain feedback about the service. This will give a clearer picture of demand and how the service can be improved.

Classification: UNCLASSIFIED

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
			Two briefing sessions have taken place with the new Cabinet member for Community. It has been agreed to take an option paper to Community, Health and Housing Overview and Scrutiny Committee in March 2016. The options appraisal will look at options to develop the service, deliver the service differently and the impact of ending the service. This recognises that in the medium to long term the current service is not sustainable due to ageing of the minibus fleet.

Continue to review the impact of Supporting People Cuts

Actions	Due Date	On Target?	Progress Update
Complete and implement review of temporary accommodation with Bromford; report to O&S Committee in June and Cabinet in July (Councillor Greatorex)	O&S 30-Jun-15 Cabinet 31-Jul-15	✓	Review completed and considered by CHH O&S in June and approved by Cabinet in July. Consequent amendments to the legal agreement are being finalised with Bromford and are planned to be completed by November 2015 Meetings with main providers of supported accommodation have been held to try and understand the potential impact of Supporting People funding ending in March 2016 and the impact is being monitored.

Support the implementation of the Better Care Fund

Actions	Due Date	On Target?	Progress Update
Consider options for future delivery of DFGs in partnership with the County Council and Districts and Boroughs (Councillor Greatorex)	31-Mar-16	✓	A Major Adaptations Toolkit has been developed by the County Council and the 8 District Councils, which aims to detail a best practice approach that can be adopted across all Districts to achieve consistency and fairness. The Toolkit is planned to be finalised by December 2015. The Countywide Home Improvement Agency Steering Group has identified a number of other initiatives to improve the delivery of major adaptations e.g. reviewing purchasing arrangements for stairlifts including the potential to lease and fast track installations which will be included in future revisions of the Toolkit.
Review capital expenditure on DFGs within the context of BCF (Councillor Greatorex)	31-Mar-16	✓	The new arrangement with Revival HIA continues to present several challenges to service delivery, in particular completion of DFGs with only 15% of the budget being spent at the end of September which will mean that an element of this year's budget will need to be transferred to later financial years. A

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Actions	Due Date	On Target?	Progress Update
			further 37% of the budget is committed to grants that have already been approved and there continues to be very high demand for DFGs in the district with 109 cases currently pending where works have been determined as necessary for adaptations to be completed.

Deliver the Anti Social Behaviour and Policing Act

Actions	Due Date	On Target?	Progress Update
Develop relevant policies and procedures to support implementation of the Act (Councillor Pullen)	31-Mar-16	✓	We have a draft Policy and Procedures document and we are in the process of consulting with Environmental Health and the Police.
Review local impact of the Act and the newly adopted powers (Councillor Pullen)	31-Mar-16	✓	So far we have only had involvement in one Community Trigger which we are currently in the process of investigating with the Police and Bromford. We do not believe that it meets the criteria for the Community Trigger Process because at every stage of the complaint at least one of the organisations involved acted upon the information given and acted appropriately.

Prepare a new Corporate Plan 2016 - 20

Actions	Due Date	On Target?	Progress Update
Develop evidence base (Councillor Pullen)	31-Apr-15	✓	The final evidence base – A Focus on Lichfield – was published in October. This provides a comprehensive picture of what it is like growing up, growing older, working in and living in Lichfield District. The evidence is being used during Focus Groups with Members, officers and residents and to test out the emerging priorities for the Council around People, Place and Business. Managers have been briefed and Cabinet is considering the how the evidence, manifesto pledges and resource availability are to be brought together.

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Actions	Due Date	On Target?	Progress Update
Facilitate engagement in the process by members, staff and partners during summer / autumn (Councillor Pullen)	30-Nov-15	✓	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. Officers have also met with a group of young people to discuss their priorities for the future of the District. An article has been produced for the autumn edition of Intouch to engage with the wider community.
Final Draft Plan available (Councillor Pullen)	31-Dec-15	✓	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. A further progress report will be considered by Strategic O&S in November.
Plan approved by Council (Councillor Pullen)	29-Feb-16	✓	On track as per above

Embed Lagan CRM and seek opportunities to channel shift

Actions	Due Date	On Target?	Progress Update
CRM to be adopted by commercial team for reactive complaints by Spring (Councillor Pullen)	01-Jul-15	✓	This action was completed Spring 2015, Commercial Team are now using Lagan CRM for their processes, however there is still a piece of work to be carried out to include food inspections.
Explore other opportunities to expand use of the CRM including housing options (phase 2 reporting), safeguarding and community transport (Councillor Pullen)	31-Mar-16	✓	The Housing Team are reviewing this piece of work and in the process of identifying a resource to carry out process mapping and providing expertise when configuring Lagan CRM.
Explore the development of a single customer portal; proof of concept completed by spring (Councillor Pullen)	01-Jul-15	✓	Underway with Staffordshire partners, scoping meeting is set up for November 2015 when partners will decide which of the partners will be taking up the option so that work can start.

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Improve resilience of LDC to emergency situations

Actions	Due Date	On Target?	Progress Update
Develop Rest Centre Plan (Councillor Greatorex)	31-Dec-15 31 March 16	=	The plan is currently being developed and should be completed by the end of the financial year.
Develop Transportation Plan (Councillor Greatorex)	31-Dec-15	✓	A draft plan has been prepared and will be published shortly once agreed by Leadership Team.
Deliver training to 50 employees (Councillor Greatorex)	31-Mar-16	✓	<p>This has been delivered with 96 training events taken place so far between April to October 2015. Including training in the following areas:</p> <ul style="list-style-type: none"> • Loggist • Map Reading • Satellite Telephone • Rest Centre • Incident Management Centre initial training • Incident Management Centre follow-on training <p>If all who have agreed to attend training attend an anticipated 136 training events will be accomplished by 31st March 2016.</p>
Carry out exercises to test emergency response plans (Councillor Greatorex)	31-Mar-16	✓	<p>Council staff have been involved in a number of exercises this year so far. These were:</p> <ul style="list-style-type: none"> • Exercise MERCURY (21 May 15): A Pan Staffordshire resilient communications exercise involving 2 members of staff. • Exercise CALAMITY (27 May 15): An internal Tactical Management Team 1-2-1 coaching exercise involving 1 member of staff. • Exercise CALLISTO (09 Jun 15): A live play Rest Centre exercise involving 14 members of staff, also working with external partners. • Exercise RAVEN (Tactical) (17 Jun 15): A multi-agency Tactical Coordinating Group exercise based at Police HQ involving 2 members of staff. • Exercise CALAMITY (23 Jun 15): An internal Tactical Management Team 1-2-1 coaching exercise involving 2 members of staff. • Exercise IVOR (Strategic) (15 Jul 15): A Strategic Management Team 1-2-1 coaching exercise involving 1 member of staff. • Exercise FOWL PLAY (15 Sep 15): A Strategic Management Team 1-2-1 coaching exercise involving 2 members of staff.

Actions	Due Date	On Target?	Progress Update
			<ul style="list-style-type: none"> • Exercise NONEX (16 Sep 15): A no notice table top exercise (with an element of live deployment) testing the council's ability to respond to a given scenario within Council Boundary involving 16 members of staff, also working with external partners. • Exercise MERCURY (01 Oct 15): A Pan Staffordshire resilient communications exercise located at Police Headquarters, our Incident Management Centre and a Forward Control Point involving 6 members of staff. • Exercise CALAMITY (20 Oct 15): An internal Tactical Management Team 1-2-1 coaching exercise involving 2 members of staff. • Exercise RAVEN (Tactical) (20 Oct 15): A multi-agency Tactical Coordinating Group exercise based at Police HQ involving 1 member of staff. <p>All exercises necessitated the use of internal and multi-agency plans and guides. Further exercises are still to be delivered this financial year.</p>
Develop business continuity plans (phase 2) (Councillor Greatorex)	31-Mar-16	✓	There are 13 plans in Phase 2. 1 plan has been completed and It is anticipated the remainder will all be completed by the end of November. Chasers have been forwarded to all plan owners encouraging them to complete their plans. The 2 Plans still outstanding from Phase 1 have been advised to complete their plans in line with Phase 2 schedules.

Community, Housing and Health Directorate Performance and Activity Indicators 2015/16: mid year report

Performance Indicator	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance
Revenue spend as a % of net revenue budget	98.3%	79.3%	94%	58.5%	84.4%	84.4%
a) No. of new cases of ASB reported to LDC community safety team	15	15	a) 46	12	10	22
b) % of these new cases satisfied with service	Not Available for quarters	Not Available for quarters	b) 90%	Not Available for quarters	Not Available for quarters	63%
a) Total number of customer visits in person for revenues and benefits service	3,476	3,316	13,509	3,360	3,154	6,514
b) Average waiting (minutes) to deal with face to face enquiries for the revenues and benefits service	11.67	14.5	12	12.00	14.67	13.33
Percentage of phone calls not answered by the Connects Team	6.64%	7.37%	6.82%	10.48%	10.60%	10.54%
No of food establishments inspected in the reporting period that met the required standards (% of all inspected in last reporting period)	67 94.55%	77 94.08%	408 94%	113 94.83%	98 94.94%	211 94.9%
a) No of new food premises start up during the period	26	23	110	20	17	37
b) % of these start ups which have been provided with regulatory advice and which achieve 4* or above	88.7%	80.5%	78%	83%	55%	66.4%
Number of households contacting the council who will be homeless within the next 28 days	145	175	506	100	112	212
Number of households accepted as statutory homeless	11	14	54	14	21	35
Number of homelessness prevention cases likely to be successful for 6 months	35	59	150	34	28	62

Performance Indicator	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance
Number of families with children who are placed in bed and breakfast	2	1	5	2	1	3
a) Spend as % of capital budget for Disabled Facilities Grants	8.8%	27.5%	57%	3.8%	15.8%	15.8%
b) No. of grants made	7	14	35	3	25	25
Level/% of LDC subsidy in Community Transport Service	£9,077	£3,688	£11,070	£7,048	£6,700	£13,748
	68.5%	29.4%	22.9%	60.2%	45.6%	52.1%

* Figures previously supplied included all cases recorded within the District, in order to more accurately show work done only by the Community Safety Team figures as of April 2014 are for the team at LDC only.

DIRECTORATE TOP 10 – 2016/17

Report of the Cabinet Members for Community and Housing and Health

Date: 20th January 2016

Agenda Item: 6

Contact Officer: Helen Titterton

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Email: Helen.titterton@lichfielddc.gov.uk

Key Decision? NO

Local Ward Members Relevant to all wards.



**COMMUNITY, HOUSING
AND HEALTH OVERVIEW
AND SCRUTINY
COMMITTEE**

1. Executive Summary

- 1.1 The Strategic Plan for 2016-20 is close to completion and will be considered by Cabinet and Council for approval in February. The Plan sets out a long term direction of travel for the Council for the next four years. In order to achieve the Council's strategic ambitions, we need to ensure that we have clear plans and targets for each financial year and that the budget is aligned accordingly.
- 1.2 This report describes the top 10 issues that the Community, Housing and Health Directorate will be focusing on during the 2016/17 financial year in support of the Strategic Plan. These are set out at **Appendix A**. Members are requested to consider whether they believe the most appropriate and relevant issues have been selected, that there is a 'good fit' with the Strategic Plan and that the expected outcomes are sufficiently ambitious and measurable.
- 1.3 Of course, there are a range of other services which are delivered by the Directorate which are not specifically referenced in the Top 10; these will continue to be provided and Members will be able to monitor progress as a result of the performance indicators which are presented to the Committee at mid year and end of year meetings.
- 1.4 Once agreed, the Top Ten issues will be worked up in more detail through the Service Plans which will be produced during the spring and will ultimately inform the performance targets for individual officers.

2. Recommendations

- 2.1 Members are requested to consider and comment on the top 10 issues for the Community, Housing and Health Directorate which are attached at **Appendix A**

3. Background

- 3.1 The Strategic Plan has been developed having regard to:
 - Evidence base (developed by the Staffordshire Intelligence Hub)
 - Manifesto commitments of the new administration
 - Consultation feedback
 - Resource availability

Details are set out in the reports to Strategic Overview and Scrutiny Committee of June and November 2015.

- 3.2 A corporate Annual Action Plan has been drafted which identifies what the District Council will be prioritising during 2016/17 and this is comprised in part from the Directorate Top 10s for the same period. Having regard to the Council's four strategic priorities, the CHH Directorate has identified the Top ten issues as set out at **Appendix 1**. The reasons why these issues have been selected is as follows:

Reference	Issue / Task	Reason for inclusion
CHH1	Street trading	New policy currently out for consultation; if approved, will bring many more traders within the Council's regulation, mainly through one off Special Events such as the Christmas Market
CHH2	Help people remain living safely at home	Contributes to health and well being of people with disabilities and their carers; continues to be a focus at a national level within the context of the Better Care Fund
CHH3	Prevent homelessness	A service targeting the most vulnerable members of the community plus additional issue of Syrian refugees this year; the evidence base indicates that a relatively high number of households live in temporary accommodation
CHH4	Prevent (anti terrorism) strategy	A new legal duty on the Council introduced by the Counter Terrorism and Security Act 2015; we must have 'due regard to the need to prevent people from being drawn into terrorism'
CHH5	Deliver affordable housing	Accessing housing, especially for those on low income, is an ongoing challenge and an important issue for local residents. The evidence base indicates that it is expensive to rent privately
CHH6	Quality of housing	Although much of the housing stock in the District is in good condition, the evidence base indicates that a third of private homes need repairs, maintenance or improved insulation
CHH7	HS2	A major issue for residents who will be affected by the construction and implementation of HS2
CHH8	Environmental crime	The appearance of the District is important to how residents feel about the District.
CHH9	Balancing the budget	It is essential to control the available budget so that we can assure Members and the public that we are delivering value for money
CHH10	Customer service on line	There is an increasing expectation that customers can conduct their business with the Council on line; better and more convenient for customers and offers opportunities to improve the efficiency of service delivery

3.3 Some of the issues / tasks above are of such significance that they are also included in the draft Annual Action Plan. These are indicated in **bold type** above

Alternative Options	The top 10 were identified through discussions with the CHH Management Team and then with the respective Cabinet Members. There was a high degree of consensus on the most important issues. However, Members of the O&S Committee may wish to suggest amendments / make alternative proposals
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Consultation	The selection of the top 10 has had regard to the outcome of consultation (with Members, partner organisations, residents and staff) which has been conducted as part of the development of the new Strategic Plan.
Financial Implications	There are no financial implications arising directly from this report. However, Members and officers need to be mindful of ensuring that the distribution of resources and capacity is adequate to progress the items listed
Contribution to the Delivery of the Strategic Plan	The Top 10 as set at Appendix A have been categorised according to the Council's four strategic priorities. The Directorate has identified at least one issue in support of each priority area <ul style="list-style-type: none"> • Vibrant and prosperous economy – 1 issue • Healthy and safe – 3 issues • Clean, green and welcoming – 3 issues • Strong and flexible Council – 3 issues
Equality, Diversity and Human Rights Implications	The equality, diversity and human rights implications of the top 10 issues will be considered in more detail as work is progressed on each one and equality impact assessments undertaken where needed. Overall, it is anticipated that there will be a positive impact on people with protected characteristics
Crime & Safety Issues	It is anticipated that the top 10 issues will impact positively on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988). This is particularly the case with the Prevent Strategy which is one of the top 10 issues for the Directorate and for the Council as a whole. It is also anticipated that the new street trading policy (once approved) will have a positive impact on public safety.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	An issue which should be included in the Top 10 has been overlooked	The process of identifying the Top 10 is rigorous and gives the opportunity for elected Members and officers to contribute. However, if another issue arises or escalates, the Top 10 may need to be reviewed and rescheduled	Yellow
B	A new priority emerges which could potentially be a Top 10 matter	Any new issue would need to be considered and amendments made to the existing Top 10 (with appropriate Member approvals)	Yellow
C	The Council has insufficient financial or staffing capacity to deliver all of the Top 10	Regular progress monitoring will be undertaken including biannual reports to this Committee	Yellow
d			

Background documents
Draft Strategic Plan 2016 – 2020
Reports to Strategic Overview and Scrutiny Committee, June and November 2015

Relevant web links

ANNUAL ACTION PLAN 2016 / 17

Top Ten Issues – Community, Housing and Health Directorate

Reference no	Issue / task	What will success look like? All timescales are by March 2017 unless specified	Lead Cabinet member	Governance (O&S)
Achieving a vibrant and prosperous economy				
CHH1	Implement new street trading policy ¹	All known street trading undertaken on a legal basis (250 applications received, 100% determined)	Cllr Greatorex	CHH O&S
Making our communities healthier and safer				
CHH2	Deliver a programme of disabled facilities grants to help people remain living safely at home	100% of budget for disabled facilities grants spent	Cllr Greatorex	CHH O&S
CHH3	Prevent homelessness and rehouse eligible households who become homeless	At least 200 homelessness preventions Homes identified within the District for up to 5 refugee families	Cllr Greatorex	CHH O&S
CHH4	Develop and implement a strategy for Prevent (anti terrorism)	Strategy approved by June 2016	Cllr Pullen	CHH O&S and District Board
Enjoying clean, green and welcoming places				
CHH 5	Make our residents' homes safer and healthier	32 units of affordable housing delivered Stock Condition Survey completed in partnership with TBC	Cllr Greatorex	CHH O&S

¹ The draft Street Trading policy was approved for consultation by Regulatory and Licensing Committee on 25th November. Subject to it being approved, the number of street trading applications will increase significantly as the new policy will require all traders at Special Events to be consented

Reference no	Issue / task	What will success look like? All timescales are by March 2017 unless specified	Lead Cabinet member	Governance (O&S)
		Identify and take the appropriate enforcement action for 100% category 1 hazards ²		
CHH6	Minimize environmental impact of the scheme to construct and operate HS2	All opportunities to negotiate and challenge HS2 proposals pursued in order to safeguard interests of local residents	Cllr Greatorex	CHH O&S
CHH 7	Lead on an internal review of the current arrangements for tackling environmental crime	Environmental Crime Strategy approved by March 2017	Cllr Greatorex	Reg and Licensing Committee
Being a strong and flexible council				
CHH8	Deliver balanced budget	Outturn to be +/- £20k at 31 st March 2017	Cllr Greatorex and Cllr Pullen	CHH O&S
CHH9	Implement outcomes of the Corporate Council Review	Customer Promise launched by May 2016	Cllr Pullen	CHH O&S
CHH10	Develop and implement a Strategy to encourage and enable customers to meet their service requests on line	At least 4 new services to be accessible to customers via the mobile app Increased downloads of mobile app by Lichfield residents from 459 (@ December 2015) to 3000	Councillor Pullen	Strategic O&S

² As defined in the Housing Act 2004

Empty Homes Policy

Report of Councillor Colin Greatorex, Cabinet Member for Housing and Health



Date: 20th January 2016
Agenda Item: 7
Contact Officer: Clive Gibbins/Lucy Robinson
Tel Number: 01543 308702/308710
Email: Clive.gibbins@lichfielddc.gov.uk
lucy.robinson@lichfielddc.gov.uk
Key Decision? YES
Local Ward Members All, as applies to the whole of Lichfield district.

Community, Housing
and Health
(Overview &
Scrutiny) Committee

1. Executive Summary

- 1.1 The Empty Homes Policy sets out the key priorities and issues concerning empty homes in Lichfield district and provides a framework for officers to try and bring long term empty homes back into use.
- 1.2 The majority of empty homes in the district have been empty for less than six months and to make the best use of limited resources, it is proposed that the council take a risk based approach to dealing with empties and use a risk assessment tool for targeting action and resources.

2. Recommendations

- 2.1 That Members consider and comment on the draft policy attached at **Appendix 1**, with particular consideration given to:
 - the options to bring empty homes back into use
 - the use of the risk assessment tool (at **Annex A/ B** of the draft policy) in establishing action
 - the reasonableness of scores attributed to the various elements of the risk assessment
- 2.2 That Members endorse and recommend the policy to Cabinet for approval.

3. Background

- 3.1 Lichfield District Council's Housing Strategy 2013-17 contains an aim to ensure that best use is made of the housing stock in the district. The strategy includes an action to work to minimise the number of long term empty homes and increase the number brought back into use.
- 3.2 In Lichfield district there are approximately 985 empty homes¹, however a third of these are exempt² from council tax as they belong to people with often complex reasons for owning a property that they do not live in, for example, they are owned by deceased persons pending probate. As it is unlikely that we will be able to bring any of these back into use in the short term, our efforts will be concentrated on the remaining 669 empty homes liable for council tax. The majority of these homes have been empty for under 6 months and are only expected to be empty for a brief period as they are in the process of being sold or re-let³. Homes that are left empty for longer periods however can be a magnet for vandals, arsonists and other anti-social behaviour which can cause deterioration to the property and the community in which it's located and it is these longer term empty homes that are the main focus of our policy.

¹ 985 homes were empty according to council tax records at October 2015 (Source: Form CTB) of which 316 were empty but exempt from council tax meaning that 669 empty homes were liable for council tax. Of the 669 homes, 386 were empty for under 6 months. 283 had been empty for longer than 6 months, of which 100 had been empty over two years.

² See <https://www.lichfielddc.gov.uk/Residents/Council-tax/Council-tax-discounts-and-exemptions.aspx> for a list of all empty home exemptions and discounts.

³ These are known as transactional empties and will generally be empty for around 6 months.

- 3.3 Unless the owner qualifies for a discount or exemption full council tax will be payable on an empty home, and since April 2013 homes left empty for longer than two years will be charged a premium at 150% of the full charge. If a property is unoccupied and substantially unfurnished, the owner will receive a discount of 100% for up to 2 months and if the property is undergoing structural work a 50% discount will be given for up to 12 months.
- 3.4 To make the best use of limited resources, it is proposed that the council take a risk based approach to tackling empty homes. Advice and assistance will always be offered to the owners first, which in the vast majority of cases will be sufficient. However in more severe cases when owners are not cooperative, cannot be traced, or are unwilling to enter into a voluntary dialogue with us, the council will consider use of the enforcement powers available. For the small number of empty homes found to be at a high risk, the council may decide to take further enforcement action to bring the property back into use and occupation such as compulsory purchase and enforced sale.
- 3.4 Responsibility for taking action on empty properties falls across several council teams: housing strategy, environmental health, planning enforcement and revenues and benefits, with officers from each team forming an Empty Property Working Group (EPWG). As well as the ongoing dialogue between officers, the group meets regularly to ensure that appropriate coordinated action is being taken and will act as the monitoring group for this new policy.

Alternative Options	<ol style="list-style-type: none"> 1. Officers could continue to respond to queries about empty properties and take action on a case by case basis, however this does not demonstrate consistency or transparency in decision making. 2. A significantly more proactive approach could be considered that would include the employment of a dedicated Empty Property Officer, which would require additional resources.
Consultation	<p>The Empty Property Working Group met in November 2015 to consider the draft policy and officers from council tax, planning enforcement, private sector housing and housing strategy gave comments.</p> <p>A survey of owners of the 100 long term empty homes (vacant for over 2 years) is being carried out to assist in understanding the reasons why properties are left empty, what owners' intentions are and what barriers prevent owners from fulfilling their intentions; this will inform the new policy. Results from the survey are expected February 2016.</p>
Financial Implications	<ol style="list-style-type: none"> 1. Cases may arise where a high risk assessment score indicates the need to take formal enforcement action. The financial implications and resources required will need to be identified on a case by case basis. 2. Given the number of enquiries we have received in the past year (29) and the volume of long term empties, it is considered that extra work created by the new policy will be managed with the additional support that has been recommended for the Housing Strategy team following the Service Review of Housing. 3. Any change in the number of homes empty longer than 6 months will affect the calculation of New Homes Bonus. An annual reduction would generate additional income to the council⁴.
Contribution to the Delivery of the Strategic Plan	<p>The draft Strategic Plan 2016-2020 sets out what we want to achieve in four main themes. A reduction in the number of empty homes will contribute to the theme of 'Clean, green and welcoming places to live' where "we want to</p>

⁴ The current NHB scheme is in place until March 2017, however in the Comprehensive Spending Review November 2015, the government announced that there would be consultation on reforming the New Homes Bonus which will include proposals to reduce the length of payments from 6 to 4 years.

	create great communities where people want to live and can afford to live. We want a good balance of homes, including enough affordable homes.”									
Equality, Diversity and Human Rights Implications	A draft equalities impact assessment has been carried out and formal assessment by the Equality Impact Assessment working group will take place in February 2016.									
Crime & Safety Issues	The recommendation(s) will impact positively on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988) as returning empty homes to use and occupation reduces the risks of squatting and vandalism.									
<table border="1"> <thead> <tr> <th data-bbox="73 517 129 629"></th> <th data-bbox="129 517 408 629">Risk Description</th> <th data-bbox="408 517 1294 629">How We Manage It</th> <th data-bbox="1294 517 1503 629">Severity of Risk (RAG)</th> </tr> </thead> <tbody> <tr> <td data-bbox="73 629 129 909">A</td> <td data-bbox="129 629 408 909">Insufficient resources to deliver the actions in the policy (in terms of staff/budget).</td> <td data-bbox="408 629 1294 909">Approval of the policy may raise awareness, increase enquiries, and raise expectations around delivery, therefore promotion will be limited until additional staff resources are in place. The 100 empty homes that have been empty for two years or more are currently being surveyed and risk assessed to establish the potential levels of future action required. This will be repeated on an annual basis.</td> <td data-bbox="1294 629 1503 909">Amber</td> </tr> </tbody> </table>		Risk Description	How We Manage It	Severity of Risk (RAG)	A	Insufficient resources to deliver the actions in the policy (in terms of staff/budget).	Approval of the policy may raise awareness, increase enquiries, and raise expectations around delivery, therefore promotion will be limited until additional staff resources are in place. The 100 empty homes that have been empty for two years or more are currently being surveyed and risk assessed to establish the potential levels of future action required. This will be repeated on an annual basis.	Amber		
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Background documents: Cabinet report on 304 Chase Road CPO 10.3.15										
Relevant web links: Lichfield District Housing Strategy 2013-2017 Planning Enforcement Plan 2013										



Empty Homes Policy 2016

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1. Executive Summary

In Lichfield district there are approximately 985 empty homes¹, however a third of these are exempt from council tax as they belong to people with various specific and often complex reasons for owning a property that they do not live in, for example, those who have moved into permanent residential care or are owned by deceased persons pending probate. As it is unlikely that we will be able to bring any of these back into use in the short term, our efforts will be concentrated on the remaining 669 homes that are empty.

The majority of the 669 homes are only expected to be empty for a brief period as they are in the process of being sold or re-let². Homes that are left empty for longer periods however can be a magnet for vandals, arsonists and other anti-social behaviour which can cause deterioration to the property and the community in which they are located, and it is these longer term empty homes that are the main focus of our policy.

In the face of a growing population, a challenging housing market, homelessness and pressure on local authorities to make the best use of housing stock in their area, empty homes are a wasted resource and the overall purpose of this policy is therefore to provide a coordinated approach for the council to reduce the number of empty homes in the district.

Lichfield District Council will take a risk based approach to tackling empty homes and when dealing with empty property owners, a voluntary way forward will always be preferred to encourage the owner to improve the condition of the property and facilitate re-occupation. Advice and assistance will always be offered first, which in the vast majority of cases will be sufficient. However in more severe cases when owners are not cooperative, cannot be traced, or are unwilling to enter into a voluntary dialogue with us, the council will consider use of the enforcement powers available to us, such as compulsory purchase and enforced sale.

This policy sets out the key priorities and issues concerning empty homes in the district and provides a framework for council officers to follow to try to bring empty homes back into use.

2. Introduction

The council has developed this policy to try and reduce the number of long term empty homes in the district. By taking action and bringing empty homes back into use, the following can be achieved:

¹ 985 homes were empty according to council tax records at October 2015 (Source: Form CTB) of which 316 were empty but exempt from council tax (see <https://www.lichfielddc.gov.uk/Residents/Council-tax/Council-tax-discounts-and-exemptions.aspx> for a list of all empty home exemptions and discounts). This means that 669 empty homes were liable for council tax. Of the 669 homes, 283 were empty for over 6 months and a 100 of these were empty over two years.

² These are known as transactional empties and will generally be empty for up to 6 months. 386 homes were empty for less than 6 months at October 2015. (Source: Form CTB).

For the community: improving neighbourhoods, increasing property values and increasing the likelihood of investment in an area can contribute significantly to residents' pride of place. Reduced (opportunity for) crime and anti-social behaviour (vandalism, arson, fly-tipping, squatting), and reduced dangers to the public (from potentially dangerous buildings and vermin) can increase residents' feelings of community safety and wellbeing. Returning homes to residential use will also create opportunities to meet local housing needs and may reduce homelessness.

For the owners: Helping owners bring an empty property back into use can enable them to generate income (rental yield or capital), increase security on their property, reduce costs and unlock a wasted resource. In some cases, resolving the issue of an empty property can relieve significant stress and anxiety, this in turn would have a positive impact on their demand for health and wellbeing services.

For the local economy: To reduce demand on public services (police, fire, other council departments such as planning enforcement, environmental health, waste services). Returning properties to residential use could also increase opportunities for work and business for local builders and related trades.

Responsibility for taking action on empty properties falls across several council teams: housing strategy, environmental health, planning enforcement and revenues and benefits. As well as the ongoing dialogue between officers, an Empty Property Working Group meets regularly to ensure that appropriate coordinated action is being taken and will act as the monitoring group for this policy.

To be consistent and target resources effectively, the council will take a systematic approach to risk assessing and appraising options for empty properties when informal and voluntary measures are insufficient.

3. Why do we have empty homes?

Homes may be empty for a number of reasons. There will always be a certain number of properties which are unoccupied during a transactional process of sale or re-letting and these are generally not a cause for concern. Long term vacant and/or nuisance properties are the main subject of this policy and the most common reasons for their occurrence are:

- Lack of funds available to enable owners to do repairs or renovation works where the property requires modernisation
- Inheritance issues where new owners may be reluctant to let or sell an inherited property; lengthy probate or legal disputes
- Family/business disputes
- Repossession; repossessed properties can incur complex legal proceedings

- Planning developments; empty properties included in the catchment area of large sites earmarked for re-development often remain empty for the duration of the planning consultation period
- Lack of information, advice or assistance for owners where the owner may not know their options
- Housing market conditions make the property difficult to sell/let
- Land banking, investment/retirement purchases
- Lethargy/indifference: often including owners of multiple properties, where returning the property to use is not a priority
- Obstruction where owners simply refuse to bring their property back into use
- Owners have moved into residential/nursing care

4. National Context

The Department for Communities and Local Government (DCLG) classes “problematic vacancies” as those that are inactive in the housing market and have been empty for more than six months.

There have been several central government publications focused on the problem of empty homes, or that contained references to it. These include the 2003 publication ‘Empty property: Unlocking the Potential’, published by the Office of the Deputy Prime Minister and in 2006, a government White Paper encouraged local authorities to develop positive policies in regard to returning empty homes to use.

The government has placed considerable emphasis on the importance of returning empty homes to use and the 2011 Housing Strategy document, ‘Laying the Foundations’ stated: *‘We are committed to bringing empty homes back into use, as a sustainable way of increasing the overall supply of housing and reducing the negative impact that neglected empty homes can have on communities’.*

New homes bonus: DCLG introduced the New Homes Bonus (NHB) in February 2011 which is designed to create an effective fiscal incentive to encourage local authorities to facilitate housing growth. As well as providing a bonus for new affordable homes being built, the incentive recognises that empty properties returned to use also provide additional accommodation and the number of empty homes at the beginning of October each year is used in the calculation of NHB. The current scheme is in place until March 2017, however in the November 2015 Comprehensive Spending Review the government announced that there would be consultation on reforming the New Homes Bonus which will include proposals to reduce the length of payments from 6 to 4 years.

Planning policy: Paragraph 51 of the National Planning Policy Framework, published in March 2012 highlights the expectation that local authorities will address the empty homes issue locally: *‘Local planning authorities should identify and bring back into residential use empty housing and*

buildings in line with local housing and empty homes strategies and, where appropriate, acquire properties under compulsory purchase powers’.

Council Tax: The Local Government Act 2012 introduced technical reforms to council tax, enabling local authorities to determine local levels of discount for certain classes of dwelling. In January 2013, Lichfield District Council Cabinet decided to grant 50% discount on properties undergoing structural work for up to 12 months, 100% discount for up to 2 months on dwellings which are unoccupied and substantially unfurnished and to levy the maximum allowable premium on properties that have been unoccupied and unfurnished for two or more years. Since April 2013, council tax levels for properties empty for longer than two years has been set at 150%.

VAT: The VAT chargeable on renovation works has been reduced to 5% for properties empty for over two years and 0% on properties empty for over 10 years. The council can provide evidence that a property has been empty from council tax records to owners of an empty home to enable them to claim these VAT discounts.

5. Local and corporate context

As at October 2015, there were 985³ empty homes in Lichfield district, a third of which were exempt from council tax as they belong to people with various specific and often complex reasons for owning a property that they do not live in. For example, those who have moved into permanent residential care, members of the armed forces, properties owned by deceased persons pending probate, those owned by charities, plus a number of unoccupied annexes. As it is unlikely that we will be able to bring any of these back into use in the short term our efforts will be concentrated on the remaining 669 empty homes. Over half⁴ of these had been empty for less than 6 months and are considered transactional i.e. they are in the process of being sold or re-let and only 100 have been empty for longer than 2 years and were subject to the 150% council tax charge.

Between January 2014 and December 2015 there were 29 enquiries or complaints to the council about empty homes in the form of telephone calls, letters and emails from members of the public or their representative councilors. Complaints were mainly about properties being untidy and causing detriment to the amenity of the local area.

There is a significant need for affordable housing provision in Lichfield district; the number of households registered on the waiting list for social housing at 1st April 2015 was 1146. This housing need is not only reflected in the numbers on the housing register but also in property prices which are generally higher in the district compared to others in Staffordshire County and

³ Source: CTB form October 2015. On the CTB return 985 homes were empty, of which 316 were exempt from council tax leaving 669 empty homes liable for council tax.

⁴ Of the 669 homes, 386 were empty for under 6 months and 283 for over 6 months.

to the West Midlands Region as a whole. The average property price in Lichfield district is £268,248⁵ which is unaffordable for many, particularly first time buyers and there is also a smaller than average social housing sector (15%) and private rented sector (10%) which limits housing choice for many people. The relatively small private rented sector also has higher than average rents leading to affordability problems for many households.

A new Strategic Plan for 2016-2020 is currently being developed which contains an emerging priority to have 'clean, green and welcoming places', and minimising the number of empty homes will contribute towards this.

The [Lichfield District Housing Strategy 2013-2017](#) contains an aim "to ensure that best use is made of existing housing stock". To help achieve this the delivery plan contains an action to "work to minimise the number of long term empty homes in the district and increase the number back into use".

The Housing Strategy is supported by a number of other corporate strategies and policies:

- [Lichfield District Homelessness Strategy and Review 2013-2017](#)
- [Planning Enforcement Plan 2013](#)
- Revenues and Benefits Debt Recovery Policy for local taxation
- Environmental Health Enforcement Policy

6. Previous achievements

In September 2015 a company called Capacity Grid assisted the council to help review empty homes that were recorded on the council tax register. Capacity Grid wrote to homeowners asking if their property was occupied or not and where there was no response an inspection of the property was carried out. Capacity Grid found 124 properties which were previously thought to be empty, were in fact occupied and these have now been re-classified giving the opportunity for the council to obtain previously unknown council tax liability and payments.

In March 2015, the Cabinet gave approval for the use of Compulsory Purchase Powers to acquire a property in Burntwood under Part II, s17 of the Housing Act 1985 and bring it back into use after it had stood empty for 13 years. The property had been the subject of a complex legal situation where an owner could not be clearly identified and interested parties were unable to reach a solution independently. The council had made numerous attempts to intervene and officers from multiple departments responded to over 20 enquiries and complaints over 7 years, before it was considered that a compulsory purchase order (CPO) was the most suitable option.

⁵ Source: Hometrack August 2015

Planning enforcement, housing strategy and council tax recovery teams have also worked together previously to bring about the enforced sale of a long-term empty property which was a blight on the landscape, causing distress to local people and whose owner had accrued council tax debts. Pictured below are the before and after images of the house that was brought back into use through enforced sale.



Figure 1 BEFORE



Figure 2 AFTER

7. Our approach and the options available to bring empty homes back into use

Local authorities have a number of legal powers to ensure that empty homes are brought back into use, however there is no statutory duty to do so. We have limited resources available so we must focus our work and prioritise the properties that we target for action. With this in mind our approach will depend on the associated risks and severity of the impact that an empty home is having on those affected by it and the availability of resources to deal with it. The various stages of our approach are as follows:

a) Identification, evidence, awareness and review

Identifying empty properties will be an ongoing process, one that will depend upon the co-operation of the public. Members of the public can report an empty property to the council in various ways, details are available on our website⁶ and on receipt of the enquiry we will check whether the property is on the Empty Homes Register and consider the need for action.

The council will also use the information sources we have available internally, particularly council tax information and links with other services including planning enforcement and environmental health to identify and record evidence relating to empty properties. In planning enforcement, when complaints and enquiries are made relating to untidy sites, those that are found to be about empty homes will be categorised as such to make information sharing with other teams more

⁶ <https://www.lichfielddc.gov.uk/Residents/Housing/Housing-strategy/Empty-properties.aspx>

straightforward. We will establish ownership (where possible) and make contact with owners to decide on action needed and to update the Empty Homes Register accordingly.

Periodic surveys/questionnaires will also be conducted with owners of empty homes to establish reasons why properties are being left empty, to see if any help or advice can be given and encourage owners to bring them back into use.

b) Working with empty property owners

The council will try to give the homeowner every opportunity to bring their property back into use on a voluntary basis. The council will seek to work with the owner to identify the range of options available to them and to help meet their needs and preferences. This may include practical guidance on:

- letting/leasing/custodian schemes
- property valuation
- building regulations and planning
- financial assistance/support that may be available.

If the owner does not respond or implement any agreed option to bring the property back into use, the council will consider options for any enforcement action.

c) Assessing Risk

When we receive a complaint about an empty home we will refer to, or complete a risk assessment (see Annex A and B) which will determine the need for further action in accordance with the level of risk associated with the property. To ensure that the risk assessment is completed with full and current information, officers will undertake all necessary investigations, including obtaining information from the Empty Property Working Group and carrying out site visits.

The housing strategy team will also do a review or complete a risk assessment for all homes on the Empty Homes Register that have been empty for longer than two years and are subject to the 150% premium on an annual basis.

In accordance with the risk assessment, homes will be classified into bands (Low, Medium and High Risk) and action taken as follows:

Low Risk: advice and guidance.

Medium Risk: advice and guidance plus regular communication with the owner. This may include initial enforcement action.

High Risk: advice and guidance as above plus consideration of further enforcement action to bring the property back into use.

It is likely that empty homes, particularly those in the medium/high risk categories will be subject to the various enforcement policies in operation throughout the council, for example planning enforcement for untidy properties or revenues and benefits for recovery of unpaid council tax. The legislation to enable this is detailed in Annex C. Whilst these policies may encourage owners to take greater responsibility for their homes, it is recognised that initial or low level enforcement action will be unlikely to bring homes back into use. For empty homes found to be a high risk according to the risk assessment in this policy, subject to further scrutiny and availability of resources, the council may decide to take further enforcement action to bring the property back to use and occupation.

d) Options for further enforcement action include:

1) Enforced Sale

The Law of Property Act 1925 allows local authorities to recover charges through the sale of the property. Enforced sale is a procedure to recover debt, but can also serve as a way of bringing an empty property back into use. This will be instigated by the Recovery team in the Finance, Revenues and Benefits department at the council.

2) Compulsory Purchase Order (CPO)

Section 17 of the Housing Act 1985 allows for the service of a CPO on a single property. Multiple properties can be subject to a CPO under Section 226 (as amended by the Planning & Compulsory Purchase Act 2004) of the Town & Country Planning Act 1990, for the “provision of housing accommodation or to make a quantitative or qualitative improvement to existing housing for the promotion or improvement of the economic, social or environmental well-being of their area”.

3) Empty Dwelling Management Order (EDMOs)

EDMOs were introduced by the Housing Act 2004⁷ and empower local authorities to take control of the management of an empty property in order to secure its occupation. An application must be made to a Residential Property Tribunal which may authorise a local housing authority to make an interim EDMO in respect of a dwelling.

8. Monitoring and review of this policy

The policy will be monitored by the Empty Property Working Group and an annual summary will be produced which will consider the number of enquiries and complaints about empty homes, the number of empty homes recorded on the CTB annual return and the amount of enforcement action taken. Upon analysis of this, the housing strategy team will consider the need for any revisions to the policy on an annual basis.

⁷ Chapter 2 of Part 4 of the Housing Act 2004 deals with the making of interim and final empty dwelling management orders which may be made by local housing authorities in respect of dwellings which are wholly unoccupied.

9. Annex A: Risk Assessment - Levels of Risk

Band	Risk Assessment	Action
Low	16-30 points	Emphasis will be on advice and information to support and encourage the owner to take voluntary action to bring the property back into use.
Medium	30- 45 points	Regular written communication with the owners setting out advice to encourage the owner to bring the property back into use. This may include initial enforcement action to complete certain improvements but may not bring it back into use.
High	More than 45 points	Actions detailed in the Low and Medium categories above plus consideration of enforcement action, both formal and informal, in every case where appropriate (using a range of legislation available- please refer to Annex C).
Second/holiday homes and other homes empty less than 6 months	Less than 15 points	These properties may be second/holiday homes or homes that have only been empty for a short period of time and the owner will be actively bringing it back into use. No action.

10. Annex B: Risk Assessment – scoring method

1.	Length of time vacant	6 months – 2 years	1
		2- 3 years	2
		3- 5 years	3
		More than 5 years	5
2.	Appearance	Minor detriment to amenity	3
		Major detriment to amenity	5
3.	Dangerous structure	Likely with further deterioration	2
		Yes	5
4.	Nuisance	None	0
		Minor	3
		Significant	5
5.	Overgrown garden	Yes	3
6.	Appearance of surrounding properties	Good	5
		Fair	3
		Poor	2
7.	Marketability/habitability	Saleable in present condition	0
		Needs some improvement/repair	1
		Needs substantial renovation before occupation	3
		Not repairable at reasonable cost	5
8.	Decent home standard / presence of Category 1 Hazards	Meets Decent Home Standard	0
		One Category 1 hazard	3
		Two or more Category 1 hazards	5
9.	Ownership	Contactable and responsive	1
		Contactable but not responsive	3
		Not contactable/unable to trace	5
10.	Owners attitude	Non-compliant/uncooperative	5
		Some cooperation/compliance	3
		Willing and compliant	1
11.	Enforcement history	Some informal action previously	3
		Statutory notice/work in default	5
12.	Social impact	Incidents of arson/fire	5
		Incidents of fly tipping/vandalism	3
		Associated with ASB	5
		Infestation by vermin	3
		Incidents of squatters	3
13.	Housing Need for the property	High housing need	5
		Average housing need	3
		Low housing need	0
14.	Housing Need in relation to size	1 or 2 Bed property	5
		3 Bed property	2
		4 Bed property	2
15.	Number of unique complainants making a complaint within a 12 month period	1	1
		2-4	3
		5+	5
16.	Discretionary points	If there have been multiple incidents resulting in a social impact during a 12 month period or if by taking action, a positive outcome will ensure an identified specific housing need is met (i.e. a home for a disabled resident)	Up to 10

11. Annex C: Relevant Legislation

Housing Act 1985 and Housing Act 2004: The Act allows the local authority to take appropriate enforcement action to remove Category 1 (an implied duty) and Category 2 (a discretionary power) Hazards. This may be achieved by the service of:

- An Improvement Notice (Section 11),
- A Prohibition Order (Section 20),
- A Hazard Awareness Notice (Section 28),
- A Demolition Order (The Housing Act 1985 Section 265); or
- Declaration of a clearance area (The Housing Act 1985 Section 289)

Prevention of Damage by Pests Act 1949: Sections 2-7 allow the local authority to serve a notice requiring an owner to clear any land of vermin, remove waste/deposits/accumulations likely to attract vermin.

Local Government Miscellaneous Provisions Act 1982: Section 29 allows the local authority to undertake any works necessary to prevent unauthorised entry or to prevent the building from becoming a danger to public health.

Environmental Protection Act 1990: Section 80 notice to abate a statutory nuisance - allows the local authority to serve a notice to abate a statutory nuisance. Any accumulation or deposit that is prejudicial to health or a nuisance could be dealt with using this power.

Building Act 1984: Sections 77, 78 and 79 can be used to require the owner to make a ruinous or dilapidated property safe or to enable the local authority to board the property up. Section 59 of the Building Act 1984 enables the local authority to serve notice on the owner to make satisfactory provisions for drainage where not currently in place, includes sewers, drains and rain water pipes that are currently in disrepair or missing.

Town and Country Planning Act 1990: Section 215 allows the local authority to serve a notice requiring an owner to take steps to remedy unsightly land or the external appearance of a property. This can be a significant tool for dealing with vacant and occupied properties that are an eyesore. At the council this legislation is enforced by the Planning enforcement team.

Public Health Act 1936: Section 83 Filthy and Verminous Premises and Section 84 Cleansing or Destruction of Filthy and Verminous Articles enforcement measures are available to a local authority to deal with premises that are in a filthy and unwholesome condition to be prejudicial to health or verminous and also articles that are filthy and verminous respectively.

The Law of Property Act 1925: Provides the power to recover costs incurred through works in default by enabling the sale of a property to organisations committed to ensuring that it is improved and occupied.

Limitation Act 1980: Section 20 powers enabling enforced sale; service of statutory notices under these provisions are most likely to give rise to relevant debts to be pursued by enforced sale.

FIT FOR THE FUTURE – COMMUNITY TRANSPORT REVIEW

Report of the Cabinet Member for Community



Date: 20th January 2016
Agenda Item: 8
Contact Officer: Clive Gibbins \ Susan Bamford
Tel Number: 01543 308702 \ 01543 308170
Email: clive.gibbins@lichfielddc.gov.uk
susan.bamford@lichfielddc.gov.uk
Key Decision? NO
Local Ward Members Applicable to all Wards

**COMMUNITY
HOUSING & HEALTH
(OVERVIEW &
SCRUTINY)
COMMITTEE**

1. Executive Summary

- 1.1 A Service Review of Community Transport is to be undertaken under the Fit 4 Future Programme.
- 1.2 The main objectives of the review are to better understand the needs of current member organisations and the wider need for the service and assess whether the council is achieving value for money from the service and alternative options for delivery.
- 1.3 Within the context of renewed financial pressures on the Council (Local Government Finance Settlement announcement of December 2015) the Council needs to be satisfied that the Scheme is delivering value for money to local tax payers and is using its resources in the best way possible. Added to this, the current vehicle fleet is unsustainable (one of the vehicles, used for transporting vulnerable people, is 18 years old) and therefore the council needs to decide whether it wishes to invest capital into the service in order to update the fleet and consider whether it wishes to continue to run / subsidise the service.
- 1.4 Members are asked to comment on the Project Initiation Document which is attached at **Appendix A**.

2. Recommendations

- 2.1 That the Committee note the contents of the report and Members are asked to comment on the Project Initiation Document at **Appendix A**.

3. Background

- 3.1 The purpose of a service review is to consider what service is required, assess how we currently deliver it, compare, contrast and challenge those working practices and determine how it could be delivered differently in the future, either internally, as a shared service or externally and ensuring that efficiencies are delivered and the service improved.
- 3.2 The review of Community Transport will include all aspects of planning, managing and delivering the service, including opportunities for the Connects Customer services team to support the service, and other options to improve management and administration.
- 3.3 There are currently 3 minibuses, 2 of which are wheelchair accessible.
 - The oldest minibus was first registered in 1998 and the model is now obsolete and replacement parts are difficult to source and is now at the stage should any major repairs be required it will have to be scrapped.

- A smaller conventional minibus first registered in 2002 is not wheelchair accessible which limits the users and groups which can be carried and though mechanically fine for the time being, it is tired looking in terms of both the interior and exterior.
- The third minibus is wheelchair accessible and was first registered in 2008.

3.4 A Project Initiation Document has been prepared and this is attached at **Appendix A**. The outcomes the project is seeking to achieve are :-

- That the need for a Community Transport Scheme in Lichfield District together with the needs of member organisations and users is identified.
- That the role of the District Council in meeting these needs is determined
- That an appropriate delivery model to meet these needs is identified

Alternative Options	The review of Community Transport will include the assessment of alternative options of delivery.
Consultation	The review will include consultation with Community Transport Scheme Members, users and volunteers.
Financial Implications	There is a cost to the council in running Community Transport. In 2013/14 the council subsidised the service by £20,178. In 2014/15 this reduced to £14,286 but this was primarily due to a payment from Burntwood Town Council for Dial a Ride Scheme of £6k. A capital funding bid for £90,000 has been made to replace two of the three minibuses. This bid will be considered through the Medium Term Financial Strategy process and be dependent on the outcome of this review.
Contribution to the Delivery of the Strategic Plan	The Community Transport Scheme supports the following strategic priorities from A Plan for Lichfield District 2012-2016: <ul style="list-style-type: none"> • Working in partnership • Supporting people Could we link this into the new strategic plan rather than the outgoing one?
Equality, Diversity and Human Rights Implications	Equality and diversity implications will be taken into account at each stage of the review. An equality impact assessment will be carried out on the recommendations of the review.
Crime & Safety Issues	The scheme provides a service to a wide range of non profit making groups, some of whom provide positive activities and activities for those who have experienced domestic abuse.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Work to deliver the Service Review of Community Transport is delayed or impacts on other service delivery	Regular project meetings and project plan review	Green (tolerable)
B			
E			

Background documents

Relevant web links

Project Initiation Document

Document purpose

The Project Initiation Document (PID) is the collation of information that defines the project and how it will be managed.

The PID has three main purposes:

1. To ensure that Members and Leadership Team have all information necessary to assess the project
2. To be a baseline document that future progress and ongoing viability can be assessed against
3. To provide a single-source of reference about the project, enabling people to access the information needed to familiarise themselves with what the project is about and how it is being managed

Project details

Project Name	Community Transport Review
Project Executive	Clive Gibbins
Project Manager	Susan Bamford
Project Sponsor	Cllr Doug Pullen
Project Team	Clive Gibbins, Susan Bamford, Shahzad Iqbal, Colin Cooke, Jane Irving
Lead Councillor	Councillor Doug Pullen
Challenge Director	Helen Titterton

Document details

Version	6
Version date	8.1.16
Status	DRAFT
Source file location	

Project Initiation Document

PROJECT DEFINITION

1. Project description

The project will review all elements of the planning, management and delivery of the Community Transport service to better understand the need for the service and identify opportunities for improvements and/or changes to the service delivery model.

This project falls within the scope of the Council's Fit for the Future transformation programme

2. Project background and approach

Lichfield District Community Transport Scheme was set up in 2001 with the objective of overcoming physical and social isolation among residents in the Lichfield District by assisting them with transport so they can access key services including social and leisure activities. A part time driver / administrator post was deleted as part of the Expenditure Review in 2010 and the Scheme was subject to a Member Task Group Review in 2011. Members considered the possible closure of the Scheme as part of the Fit for the Future Phase 1 savings. However, the service was retained subject to further work being undertaken to reduce the LDC subsidy into the Scheme.

The Scheme is operated by Lichfield District Council under a Section 19 permit issued by the Department of Transport which allows organisations that provide transport on a 'not-for-profit' basis to operate transport services without holding either a public service vehicle operator's licence or a private hire vehicle licence.

The permits are for vehicles adapted to carry no more than 16 passengers (excluding the driver) and are granted to organisations such as the District Council in order to:

- a) transport their members, or
- b) transport people whom the organisation exists to help.

The permit was renewed in January 2014 and lasts for 5 years. The drivers of section 19 permit buses are exempt from the need to have Passenger Carrying Vehicle entitlement on their driving licence.

There are currently three 16-seater minibuses owned by LDC. Two of the minibuses, a 1998 registered LDV and a 2008 registered Iveco, are fully accessible. The third bus, a 2002 registered LDV, is a smaller conventional minibus.

The Scheme operates on a membership basis which is necessary to satisfy the conditions of not being available to the 'general public. Only non-profit making organisations and community and voluntary groups within Lichfield district can be members of the scheme. Following a review of the membership scheme in 2014 there are currently 63 groups registered as members 13 of whom use the Scheme at least monthly

The service is available weekdays, evenings and weekends, subject to minibus and driver availability.

There are, on average, 18 regular bookings (either weekly, fortnightly or monthly) but there is spare capacity in the use of the minibuses.

The Scheme currently operates with one full time manager post and 10 volunteer drivers; the number of volunteer drivers is central to the success of the service but their availability is also key.

There is a cost to the council in running Community Transport. In 2013/14, the council subsidised the service by £20,178 (excluding central support charges). In 2014/15, this reduced to £14,286 but this was primarily due to a one off payment from Burntwood Town Council (£6k) who used the CT Scheme to pilot a Dial a Ride service during autumn 2014 / spring 2015.

Within the context of renewed financial pressures on the Council (Local Government Finance Settlement announcement of December 2015) the Council needs to be satisfied that the Scheme is

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delivering value for money to local tax payers and is using its resources in the best way possible. Added to this, the current vehicle fleet is unsustainable (one of the vehicles, used for transporting vulnerable people, is 18 years old) and therefore the council needs to decide whether it wishes to invest capital into the service in order to update the fleet and consider whether it wishes to continue to run / subsidise the service.

The review will also look at recommendations from internal audit.

3. Project objectives

The objectives of the project are:-

- To better understand the needs of the member organisations who currently use the service and to identify options for meeting these needs
- To consider the extent to which there is latent need / demand for the service which so far has not been tapped and assess the potential for increasing the Scheme membership / income
- To consider whether the council is achieving value for money in delivering the Community Transport Service
- To consider the opportunities and costs of how the service can become more resilient and sustainable
- To consider alternative options for the delivery of Community Transport, including developing a social enterprise/ shared service with other community transport providers, develop a shared service with other community transport providers, grant fund another transport provider or grant fund main users to enable them to source transport from a range of providers
- To ensure the active engagement of key stakeholders, including the Cabinet Member for Community, Overview & Scrutiny Committee Members, the Director of Community, Housing and Health, volunteer drivers, member organisations of the Community Transport scheme, the Community Transport Manager, other providers of community based transport and other relevant members of staff in the project

4. Project outcomes

Overall Project Outcome

- That the need for a Community Transport Scheme in Lichfield District together with the needs of member organisations and users is identified.
- That the role of the District Council in meeting these needs is determined
- That an appropriate delivery model to meet these needs is identified

Sub Project Outcomes The need for Community Transport in Lichfield District together with the needs of member organisations and users is identified :

- There is a detailed understanding of who is using community transport, what for, where from and where to
- There is a detailed understanding of who could potentially use community transport, what for, where from and where to

That an appropriate delivery model to meet those needs is identified

- Options to deliver a value for money in house service are explored
- Options to develop a different delivery model, including social enterprise/ shared service with other community transport providers are explored
- Options to grant fund another transport provider are explored

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- Options to grant fund those membership organisations who are the most frequent users of community transport are explored
- Transport for community groups is in place whether in house or delivered by another provider

5. In scope

- All aspects of Community Transport planning, management and delivery.

6. Not in scope

- Central Support Services.

7. Constraints

- The timescale for the completion of the review by March 2016
- Officer capacity to complete the review within the set timescale
- Carrying out within existing resources (including staff time)

8. Assumptions

- The availability of the project team throughout the project

9. Dependencies

- A business case has been submitted for consideration within the District Council's capital programme. The success of this bid would be essential for the future sustainability of the scheme
- Engagement of key stakeholders as per section 3, **project objectives** above

SUMMARY BUSINESS CASE

10. Business Justification

The justification for the **current CT Scheme** is as follows:

The Scheme provides an economical way for membership organisations to transport their member from home or other locations to venues which:

- enables groups to take part in social, leisure and educational activities
- encourages independent living and a healthier lifestyle eg. improved mental health
- leads to individuals overcoming social isolation and loneliness

The scheme delivers a combination of regular trips and one-off bookings for a diverse set of membership organisations, including:

- Regular trips including shopping trips into Lichfield city centre and supermarket trips to one of the superstores in Lichfield for membership organisations that support older and vulnerable people to stay living in their own homes.
- Trips to luncheon clubs for older and vulnerable people organised by various organisations.
- Regular bookings to take groups to their social clubs, such as the Darby & Joan Club or the Social Club for the Blind or the Over 60's Club that meet in Burntwood every week.
- Transport for young children to youth activities organised by Pathway.
- Transport on a regular basis to take recovering mental health patients for vocational training at Beaudesert Park Farm as part of the Grow Well initiative.

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- One-off bookings made by local schools to take pupils for educational visits or to after school sports activities
- Transporting residents from care homes, groups based in sheltered housing schemes and those living at the retirement village around the District for day trips
- One-off trips and days out for groups such as the Women's Institutes, art and craft enthusiasts, social groups for the elderly, groups based within the leisure centres, groups recovering from serious health problems and youth groups. These can be to a destination or event that is specific to their interest or for general day trips for their group members. Garden centres, National Trust venues, stately homes and other popular places of interest (Black Country Museum, Bass Museum, Drayton Manor, Cadbury World etc) are regular destinations for our drivers.

For those with disabilities the service provides transport when alternative options may not be available and this can be a key factor in helping address social isolation. There are other voluntary transport providers within the district, these are registered charities and their focus is on meeting the needs of people with disabilities.

The Review will enable the Council to consider whether the **business justification for the future of the CT Scheme** remains robust having regard to the number and needs of membership organisations and users, the cost of running the service and level of council subsidy and the need to invest in minibuses in order to secure the Scheme's medium to long term future.

It is recognised that there may be other ways of meeting the needs of service users and these will be explored. Lichfield District Council is one of a very small number of councils who run a Community Transport Scheme, the majority of other schemes are social enterprises or charities.

The review will identify how the needs of our residents is best met having regard to the need for capital expenditure and the impact of the Local Government Finance Settlement in December 2015

COMMUNICATIONS

11. Communication Management

Most communications will be by e-mail in addition to meetings of the project group

PROJECT CONTROLS

12. Project Controls

- The Project Executive and Lead Councillor will ensure the project is managed in an effective and efficient manner.
- A comprehensive project plan will be developed, monitored and updated throughout the project.
- Equality Impact Assessments will also be undertaken in reviewing any proposed changes to the Service in the future.

Appendices

Item	Page number
Project Plan	

Project Initiation Document

Amendment History

Document Owner:

Version Number	Date	Reason for Amendment

Approvals

Name	Signature	Title	Date	Version

COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16 (Version 8)

Item	Jun 3rd	Sep 7th	Jan 20th	Mar 22nd	Details	Link to 2015/16 CHH Top 10	Officer	Member Lead
Policy Development								
Terms of reference	✓				To remind the Committee of the terms of reference and suggest any amendments		HT	N/A
Impact of Homes Direct (Housing Allocation Policy)	✓				To consider the impact / outcomes of the policy and whether any amendments are required		CGi	CG
Temporary Accommodation Review	✓				To consider and comment on outcomes of the Review which has been conducted jointly with Bromford Housing.	Continue to review the impact of Supporting People cuts	CGi	CG
Commissioning Services from the Community and Voluntary Sector		✓			To decide how to invest unallocated budget (June)	Develop and embed locality commissioning	CGi	DP
Fit for the Future – Housing Service Review		✓			To receive final report from the Review (Sept)	Implement Fit for the Future	CGi	CG
Fit for the Future – Community Transport			✓		To receive an update on the Review of the Community Transport Service	Implement Fit for the Future	HT	DP
Burntwood Health Centres (standing item)	✓	✓	✓	✓	To update Members on developments	N/A	HT	N/A
Feedback from Staffordshire Health Select Committee (standing item)	✓	✓	✓	✓	The Chairman of the Committee is the LDC representative on the County Council’s Health Select Committee and will feed back on any items of relevance to Lichfield District residents. Councillor David Smith is the County Councillor representative on the Select Committee with a remit to feedback to the local Health Panel Code of Joint Working Arrangements considered at January 2015 meeting	N/A	HT	DL / DS
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group - Planning for 2016/17 and Beyond			✓		To discuss letter from CCG’s	N/A	HT	

COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16 (Version 8)

Item	Jun 3rd	Sep 7th	Jan 20th	Mar 22nd	Details	Link to 2015/16 CHH Top 10	Officer	Member Lead
Performance monitoring	✓		✓		To consider the performance of the CHH Directorate against the 14/15 Action Plan (June meeting) and the 15/16 Action Plan top 10 for CHH (January meeting)	N/A	HT	DP
CCTV (standing item)	✓	✓	✓	✓	To continue member Task Group to support the procurement of a CCTV monitoring service	Links to implement new legislation around anti social behaviour	JC	DP
Pest Control Contract		✓			To seek agreement for the specification for the pest control contract	N/A	GD	CG
Empty Property Policy			✓		To consider and comment on the draft policy		CGi	CG
Community Safety Local Delivery Plan				✓	To consider the Community safety Profile 2015, local priorities for action and proposed budget for 15/16	Statutory duty	JC	DP
Briefing Papers								
PREVENT		✓			To consider the implications for the District Council arising from the Counter-terrorism and Security Act	N/A	JC	DP
Safeguarding Policy <ul style="list-style-type: none"> • Annual report • Child sexual exploitation 		✓			Following on from the Louise Casey report which highlighted widespread child sexual exploitation in Rotherham, the Council has been working with partners to review risks in relation to CSE and has developed a training plan. Related to this work is a countywide review of the safeguarding policy	Review and update the safeguarding policy and procedures	CGi	DP
Feedback from the Police and Crime Panel (standing item)	✓	✓	✓	✓	The Cabinet Member for CHH is the LDC representative on the Police and Crime Panel and will feed back on any items of relevance to Lichfield District residents.	N/A	HT	CG
Equality Statement 2016			✓		To provide an update to Members in advance of the publication of the next Equality Statement by 31 st January 2016	Statutory duty	CGi	DP
Commissioning Services from the Community and Voluntary Sector				✓	To account to Members for LDC investment in community and voluntary sector	Develop and embed locality commissioning	CGi	DP

COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16 (Version 8)

Item	Jun 3rd	Sep 7th	Jan 20th	Mar 22nd	Details	Link to 2015/16 CHH Top 10	Officer	Member Lead
Impact of Homes Direct (Housing Allocation Policy)			✓		To outline the findings and conclusions following a detailed analysis of social housing lets during 2014/15		CGi	CG

LICHFIELD DISTRICT COUNCIL

FORWARD PLAN

Published: 11.01.2016

Effective for the Period 01.02.2016 – 31.05.2016

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made.

Copies of documents can also be obtained by contacting the relevant Officer.

Facsimile: 01543 309899; Telephone: 01543 308000

- Key decisions are:
1. A decision made in connection with setting the Council Tax
 2. Expenditure or savings if they exceed £50,000
 3. A decision which significantly affects the community in two or more wards

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Money Matters: Calculation of Business Rates: Non Domestic Rates 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	No	To report the calculation of Business Rates – NDR1 2016/17 and Council Tax Base 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	Cabinet 12/01/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Syrian Refugee Resettlement Programme	No	To consider options available and approve the most suitable option to accommodate 4-5 Syrian Refugee families.	12/01/2016	Consultation with the County Council and Staffordshire District Councils and the Community and Voluntary Sectors has taken place to develop a joint scheme.		OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
District Board Notes	No	To note the notes of the District Board Meeting which took place in November	Cabinet 12/01/2016	None	Notes of the meeting	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Approve the letting of the Highways Sweeping Contract through an EU-compliant tendering process	Yes	To approve the letting of the Highways Sweeping Contract and to delegate authority to the Cabinet Member for Waste Management to appoint the chosen contract following evaluation of the tender returns.	Cabinet 12/01/2016	No consultation with Overview and Scrutiny as this is a tender for the continuation of existing services currently supplied by external contractors.	Tender specification	OFFICER: Mr G Brownridge (01543) 687572 CABINET MEMBER: Councillor I Eadie 07916 139803
Risk Management Update	No		Audit Committee 26/01/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

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*Proposal for changes to the management structure of Lichfield District Council	No	Approval of proposals for formal consultation to restructure the top three tiers of management in Lichfield District Council	Cabinet 28/01/2016 Council 23/02/2016	Cabinet on 28 th January Employment Committee on 11 February		OFFICER: Diane Tilley (01543) 308001 CABINET MEMBER Leader – Mike Wilcox (01543) 309609
*Strategic Plan 2016-2020	No	To approve the Strategic Plan	Cabinet 09/02/2016 Council 23/02/2016	Consultation with Strategic O&S in November 2015 and January 2016	Final draft Strategic Plan	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542
*Money Matters Reports: Review of Financial Performance against the Financial Strategy – April to November 2015	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

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*Medium Term Strategy (Revenue and Capital 2016-19 (MTFS) (R&C) 2016-19	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*The approval of the proposed cinema operator as tenants of the cinema within the Friarsgate Development	Yes	To agree the proposed cinema operator based on the proposed letting terms	Cabinet 09/02/2016			OFFICER: Mrs H Bielby (01543) 308252 CABINET MEMBER: Councillor I Pritchard (01543) 472232
*Disposal of property acquired through compulsory Purchase	No	Agree to and method of disposal of the Property	Cabinet 09/02/2016			OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C. Greatorex (01543) 416677

* DENOTES KEY DECISION

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*Money Matters Reports: Medium Term Financial Strategy (Revenue and Capital) 2016-19 (MTFS) R&C) 2016-19	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Council Tax Resolution	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
Amendments to the Constitution regarding the dismissal of Statutory Officers	No		Council 23/02/2016	Full Council		OFFICER: Mr R King (01543) 308060 CABINET MEMBER: Councillor C J Spruce (01543) 258120

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
The Civic Function – proposals for change 2016/17	No	Proposals for changes to how the Civic Function is undertaken; events attended and held and transport provided to ensure it proactively supports the delivery of the strategic priorities of the Council. To be implemented in Civic year 2016/17	Council 23/02/2016	Strategic Overview and Scrutiny Task Group reported to Committee on 9 th September 2015	Strategic Overview and Scrutiny Committee report dated 9 th September 2015	OFFICERS: Ms D. Tilley and Mrs J. Jones (01543 308001/3) CABINET MEMBER: Councillor M. J. Wilcox (01283) 791761
*Re procurement of Planning, Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land Charges, Planning Portal Connector, National Land Information services connector	NO	To approve the decision of software provider and costs for the procurement of Planning , Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land Charges, Planning Portal Connector, National	Cabinet 08/03/2016	Evaluation of tender responses	ITT and Tender documents	OFFICERS: Mr G Thomas (01543) 308131 Mr K Sleeman (01543) 308120 CABINET MEMBER: Councillor D Pullen (01543) 300075

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
and Public Access for Planning		Land Information services connector and Public Access for Planning				
Empty Homes Policy	NO	Approval of an Empty Homes Policy 2016	Cabinet 08/03/2016	Consultation with Community Housing and Health Overview and Scrutiny Committee 20.1.16	Report to Community Housing and Health Overview and Scrutiny Committee 20.1.16	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
*Leisure Review: To review the current arrangement for the provision of leisure services in Lichfield District	Yes	To determine the future & shape of the Council's leisure services	Cabinet 08/03/2016	Leisure, Parks & Waste Management (O&S) Committee 14/1/16. Consultation with outside consultants, Stakeholders and Partners.	Options appraisal evidence base	OFFICER: Mr N Turner (01543) 308761 CABINET MEMBER: Councillor A Smith
Letting of Pest Control Contract *	Yes	Approve the recommended supplier	Cabinet 08/03/2016	Options report taken to Community Housing and Health O&S Committee 7 th September 2015		OFFICER: Mr Gareth Davies (01543) 308741 CABINET MEMBER: Councillor C Greatorex

1. The matter in respect of which the decision is to be made

* DENOTES KEY DECISION

2. What decision the Council will be asked to make
 3. A date on which, or period within which, the decision will be made
 4. What groups of people and/or organisations will be consulted before the decision is made and how the consultation will be carried out.
 5. What background documents will be available to the person or Committee making the decision
 6. Who will make the decision, i.e. the Cabinet, Council a Cabinet Member alone, an Officer under Delegated Powers
 7. The Officer or Member who should be contacted regarding the matter under consideration.
 8. Indicate whether the report will be confidential.
- * Denotes Key Decision

MEMBERS OF THE CABINET

Leader of Cabinet

Deputy Leader of Cabinet and

Cabinet Member for Economic Growth, Development and Environment

Cabinet Member for Leisure and Parks

Cabinet Member for Housing & Health

Cabinet Member for Waste Management

Cabinet Member for Finance and Democracy

Cabinet Member for Tourism and Communications

Cabinet Member for Community

Councillor M. J. Wilcox

Councillor I. M. P. Pritchard

Councillor A. F. Smith

Councillor C. Greatorex

Councillor I. M. Eadie

Councillor C. J. Spruce

Councillor Mrs H. E. Fisher

Councillor D. R. Pullen

MEMBERS OF THE COUNCIL

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Awty, R J

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Constable, D H J

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Fisher, Mrs H E

Greatorex, C

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Powell, J J R

Pritchard, I M P

Pullen, D.R.

Pullen, Mrs N I

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Shepherd, Miss O J

Smedley, D

Smith, A F

Spruce, C. J.

Stanhope MBE, Mrs M

Strachan, R W

Tittley, M C

Tranter, Mrs H

Warfield, M A

White, A. G.

Wilcox, M J

Woodward, Mrs S E

Yeates, A

Yeates, B W