

Your ref  
Our ref  
Ask for Christine Lewis  
email christine.lewis@lichfielddc.gov.uk

**District Council House, Frog Lane  
Lichfield WS13 6YU**

Switchboard +44 (0) 1543 308000  
Fax +44 (0) 1543 309899  
Direct Line +44 (0) 1543 308065  
☎ Minicom only +44 (0) 1543 308078

2<sup>nd</sup> September 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 **MONDAY 12<sup>th</sup> SEPTEMBER 2016 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), Mrs Boyle (Vice-Chairman), Mrs Banevicius, Mrs Barnett, Constable, Mrs Constable, Mrs Evans, Humphreys, O'Hagan, Ray, Rayner, Miss Shepherd and Mrs Tranter



## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the minutes of the Meeting held on the 8<sup>th</sup> June 2016 (copy attached)
4. Work Programme and Forward Plan (copy attached)
5. Bromford's Strategic Investment and Asset Management Plan for Lichfield District (copy attached)  
*Sharon Wooldridge; Chris Holland; Darrin Gamble from Bromford Housing will be in attendance*
6. Standing Items
  - a) Burntwood Health Centres (verbal report)
  - b) Staffordshire Health Select Committee (copy attached)
  - c) CCTV Members Task Group (verbal report)
7. CCTV Annual Report 15/16 and Code of Practice (copy attached)
8. Fit for the Future – Community Transport Review (including feedback from Member Task Group) (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 item 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

9. To approve as a correct record the confidential minutes of the Meeting held on the 8<sup>th</sup> June 2016 (copy attached)

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

**8 JUNE 2016**

**PRESENT:**

Councillors Leytham (Chairman), Mrs Boyle (Vice Chairman), Mrs Banevicius, Mrs Barnett, Constable, Mrs Constable, Mrs Evans, Humphreys, O'Hagan, Ray and Mrs Tranter.

Apologies for absence were received from Councillors Rayner and Miss Shepherd. Apologies from County Councillor Smith were also received.

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

Also Present: Nick Cummins and Carole Clark from Bromford Housing

**DECLARATIONS OF INTEREST**

Councillor Mrs Evans declared a non-pecuniary interest as her son was currently employed by the Southern Staffordshire and Shropshire Mental Health Service.

Councillor Mrs Banevicius declared a non-pecuniary interest as her business deals with the Clinical Commissioning Group and Bromford Housing

**MINUTES**

The Minutes of the Meeting held on 22<sup>nd</sup> March 2016 were taken as read, and approved as a correct record and signed by the Chairman.

**RESOLVED:** That the Minutes of the Meeting held on 22<sup>nd</sup> March 2016 be approved as a correct record

**WORK PROGRAMME AND FORWARD PLAN**

Members considered the Work Programme and Forward Plan and it was noted that it was the first version for the 2016/17 Municipal year. Clarification was given that the item on the Forward Plan regarding Policy H2 on the Provision of Affordable Housing came under the remit of the Economic Growth, Environment and Development (Overview & Scrutiny) Committee.

**RESOLVED:** That the Work Programme and Forward Plan be noted

## **TERMS OF REFERENCE**

Members were reminded of the Terms of Reference for the Community, Housing and Health (Overview & Scrutiny) Committee.

**RESOLVED:** That the Terms of Reference be noted.

## **WELFARE REFORM**

The Committee received a report on changes to the welfare benefits system that would be coming into effect over the next few months. This was in response to a question raised at Full Council in February. The Committee welcomed Nick Cummins and Carole Clark from Bromford Housing who gave a presentation on Welfare Reform and Affordability including practical examples on how welfare reform would be likely to affect customers and what was being done to mitigate the challenges arising.

It was reported that the most affected groups of people would be a) single people aged 18 to 21 as automatic housing support is to stop for certain groups of young people and b) families of three or more children (as the benefit cap is likely to reduce from £26k to £20k per year in the autumn). It is estimated that approximately 75 families in Lichfield District will be affected by the benefit cap changes. Bromford will be assessing affordability of new tenancies before they are offered in future and will also start considering how individual applicants under 35 can be teamed together to share accommodation.

It was then reported by Bromford that whilst working through scenarios, it became clear that the financial situations for affected customers were much improved when the customer(s) became employed; helping people into work has been identified as key issue for mitigating the impact of the reforms and during recent years, Bromford have been pursuing various initiatives to get people into or back into work. It was also reported that whilst seeking work, affected customers may need access to a short term subsidy towards their housing costs for example through the Discretionary Housing Payments (DHP) which are administered by the District Council. The DHP policy is currently under review.

Bromford reported that they would be reviewing the impact of the welfare changes over the next 12 months and working with Lichfield District Council to minimise adverse outcomes for local people.

Bromford Housing were then asked if customers had been welcoming or resistant to help, especially with finding employment. It was reported that the reaction had been mixed and that Bromford will continue to communicate the changes in a timely and clear way so that tenants understand the likely impact. This was being achieved through letters, the website and door to door. It was reported that there were neighbourhood coaches who were also helping and a dedicated money advice team.

The Cabinet Member was asked if the Council had enough officer resources to deal with the reforms and he reported that he was confident that the level was adequate enough to manage the changes.

Nick Cummins and Carole Clarke from Bromford Housing were thanked for their attendance and input into the item.

**RESOLVED:** That the information received be noted.

## **DELIVERY OF DISABLED FACILITIES GRANTS (DFG'S)**

Members received a report on the delivery of DGFs as requested at Full Council when concerns had been expressed at the unsatisfactory performance of the service provider Revival Home Improvement Agency (HIA). It was noted that the HIA had been consulted regarding the content of the report.

It was reported that the contract was between Revival and Staffordshire County Council with the District Councils including Lichfield having Participation Agreements. The contract has a duration of 2 ½ years ending in March 2017. It was also reported that a HIA Steering Group, Chaired by the District Council's Housing Manager, monitors performance against the contract.

It was recognised that performance from Revival had not been satisfactory; this could be attributed to a number of reasons including staff vacancies, high demand and staff performance issues.

In attempting to resolve these issues, Revival had increased resources to deal with the backlog of applications and was working with Councils and other partners to streamline processes and become more efficient. It was noted by the Committee that performance had already improved in the current quarter compared to previous ones.

Members asked if the service could be provided another way. Members were reminded that it is a statutory duty to deliver DFGs and there are several partners involved including the Staffordshire Partnership Trust (who employ the Occupational Therapists). There are few HIAs in the market and although the service could be taken back in house (ie. by direct employment of a Technical Officer) this would be costly to deliver and less resilient than the arrangement with the HIA. However, discussions are ongoing regarding the future of the current contractual arrangement.

It was then asked if the contract was viable and delivering value for money. It was reported that the cost to the council of delivering the adaptations had been £29k in 2015/16 (a fee of 9%) which was considered to be good value. It was also reported that as the contract is due to finish in 9 months, it could be difficult to fully implement changes to working practices. An extension to the contract with Revival would provide more time to make improvements but would require agreement from the County Council.

Members then asked if equipment that was no longer required was reused. Members were advised that where possible equipment was reused and where possible, Bromford would allocate houses with adaptations to people needing the same support.

**RESOLVED:** (1) That the challenges that Revival have encountered be noted along with the measures they are taking to improve performance; and

(2) That the high demand for the service and volume of cases be noted.

## **END OF YEAR PERFORMANCE OVERVIEW 2015/16 FOR THE COMMUNITY, HOUSING AND HEALTH DIRECTORATE**

The Committee received a report on the progress against the relevant activities and projects set out in the District Council's One Year Action Plan for 15/16. Targets for proposed activity and performance indicators for 2016/17 were also reported.

Members congratulated Officers as most actions were on target.

The Committee was pleased that training on Child Sexual Exploitation was now a target as it helped highlight its importance. It was noted that all safeguarding training had to be recognised and approved by the Staffordshire Safeguarding Board. The Leader had written to those Members who had not received any training in the last three years and asked them to confirm that they had read the Council's Safeguarding Policy. It was also noted that refresher training would be provided for Members during the autumn to help develop a culture in recognising and reporting signs of abuse and neglect.

An update on business continuity was requested and it was reported that the Business Continuity Plan relating to the Council House being out of action had not been completed as the responsible Officer had retired and the work would now be carried out by Kier Group PLC.

When asked, it was noted that the Revenue and Benefits Service Review would be considered by the Strategic (Overview & Scrutiny) Committee.

**RESOLVED:** That the report and comments made be noted.

### **STANDING ITEMS**

#### **BURNTWOOD HEALTH CENTRES**

Mrs Titterton, Strategic Director for Community, Housing and Health gave a verbal update on the health centres to the Committee She circulated a note to the Committee Members reporting that a business case had been jointly prepared by Staffordshire County Council and NHS England supporting an application for the full capital cost of building a new health centre at the Greenwood House site. It was also reported that talks had commenced with London and Cambridge Properties regarding a possible second health centre in Burntwood but discussions were at a very early stage.

Members emphasised that it was vital to have a second health centre as new housing planned for Burntwood would significantly increase the pressure on primary care services.

**RESOLVED:** That the information received be noted.

#### **STAFFORDSHIRE HEALTH SELECT COMMITTEE**

Minutes from the recent meetings of the Healthy Staffordshire Select Committee were circulated to the Committee and the Chairman gave a verbal update of the outcomes.

**RESOLVED:** That the information received be noted.

## **CCTV MEMBERS TASK GROUP**

The Committee noted that Councillor Mrs Boyle was now the Chairman of this task group. She reported that the Licence Agreement (for the monitoring of the CCTV) was currently being updated. A consultant had been appointed to assist with identifying the CCTV requirements for the Friarsgate development and the options for monitoring the new cameras.

It was then noted that due to changes in Committee membership, there were vacancies on the Task Group. Councillor Constable agreed to join the Task Group

**RESOLVED:** That the information received be noted and Councillor Constable join the Task Group.

## **LICHFIELD DISTRICT COMMUNITY SAFETY PARTNERSHIP PREVENT DELIVERY PLAN 2016-18**

Members received a report on the PREVENT Delivery Plan which had been produced in conjunction with the Council's partners who comprise the Lichfield District Safer Community Partnership. It was reported that following the Counter Terrorism and Security Act 2015, a new general duty was placed on Local Authorities to have due regard to the need to prevent people being drawn into terrorism.

It was reported that since the Committee considered the draft policy at their last meeting, more specific actions had been included making it more meaningful and practical.

The Committee agreed with the Cabinet Member that the policy should be proportionate and not increase fear but still not ignore the risk.

Members were also reassured that schools had been included in the policy.

**RESOLVED:** That the draft PREVENT Delivery Plan be endorsed.

(The Meeting Closed at 8.20pm)

CHAIRMAN

**COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2016-17 (Version 3)**

<b>Item</b>	<b>8 Jun</b>	<b>12 Sep</b>	<b>18 Jan</b>	<b>14 Mar</b>	<b>Details</b>	<b>Link to 2016/17 CHH Top 10</b>	<b>Officer</b>	<b>Member Lead</b>
<b>Policy Development</b>								
Terms of reference	✓				To remind the Committee of the terms of reference and suggest any amendments		HT	N/A
Burntwood Health Centres (standing item)	✓	✓	✓	✓	To update Members on developments	N/A	HT	CG
CCTV (standing item)	✓	✓	✓	✓	Member Task Group to support the procurement of a CCTV monitoring service	Links to Corporate Annual Action Plan and delivery of the Friarsgate scheme	JC	DP
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 / Committee	N/A	HT	DL / DS
Performance monitoring	✓		✓		To consider the performance of the CHH Directorate against the 15/16 Directorate Action Plan (June meeting ) and the 16/17 Directorate Action Plan top 10 for CHH (January meeting)	N/A	HT	CG/DP
Fit for the Future – Community Transport	✓				To receive a final report on the Review of the Community Transport Service prior to consideration by Cabinet	N/A	CG	DP
PREVENT Strategy	✓				To receive a draft Strategy prior to consideration by Cabinet	<i>Deliver and implement a Strategy for Prevent (anti terrorism) is a Directorate top 10 priority</i>	JC	DP



**COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2016-17 (Version 3)**

<b>Item</b>	<b>8 Jun</b>	<b>12 Sep</b>	<b>18 Jan</b>	<b>14 Mar</b>	<b>Details</b>	<b>Link to 2016/17 CHH Top 10</b>	<b>Officer</b>	<b>Member Lead</b>
Disabled Facilities Grants	✓				Delivery of DFGs is a key Directorate and Corporate priority. The need for DFGs is rising as the population ages and the government is making more funding available. However, recent performance of the Council's contractor to deliver DFGs has been disappointing and consequently Councillor Mrs Evans called for a special report on this issue during Full Council in March 2016	<i>'Deliver a programme of disabled facilities grants to help people remain living safely at home'</i> is a Directorate top 10 priority	CGi	CG
Welfare reform + Discretionary Housing Policy	✓				Raised through a question to the Leader at Full Council in February 2016, proposed changes to housing benefit (to reduce it to Local Housing Allowance levels) put the viability of supported accommodation at risk. This includes the temporary accommodation which LDC relies upon to fulfil its homelessness duties. As assessment needs to be made of the risks to the Council and the options for responding to the situation  Di Middleton (Bromford) too attend the meeting	<i>'Prevent homelessness and rehouse eligible households who become homeless'</i> is a Directorate top 10 priority	CGi	CG
Asset Management Strategy, Bromford Housing		✓			Raised through local press interest in a sale of a property in North Lichfield; Councillor Mrs Evans requested a report to the Committee regarding Bromford's policy on property disposals  A representative from Bromford to be invited to attend the meeting	N/A	CGi	CG
Efficiency Plan: Mill Lane Link			✓		Consider the future options for this asset	N/A	CGi	DP
Efficiency Plan: grant funding to community and voluntary organisations			✓		Consider future investment in the community and voluntary sector	N/A	CGi / HT	DP

**COMMUNITY, HOUSING AND HEALTH (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2016-17 (Version 3)**

<b>Item</b>	<b>8 Jun</b>	<b>12 Sep</b>	<b>18 Jan</b>	<b>14 Mar</b>	<b>Details</b>	<b>Link to 2016/17 CHH Top 10</b>	<b>Officer</b>	<b>Member Lead</b>
Private sector housing stock condition				✓	To consider the outcome of a modelling exercise undertaken in partnership with Tamworth Borough Council	<i>Make our residents' homes safer and healthier – Stock Condition Survey completed</i> is a Directorate top 10 priority	CGi/GD	CG
Community Safety Local Delivery Plan				✓	To consider the Community Safety Profile 2016, local priorities for action and proposed budget for 16 /17	Statutory duty	JC	

<b>Items for Newsletter / Blog</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Housing Allocation Policy – Annual report	✓			
Police and Crime Commissioner (election in May)	✓			
Empty Property Policy – Annual report			✓	
Safeguarding Policy - Annual report		✓		
Feedback from the Police and Crime Panel	✓	✓	✓	✓
Equality Statement 2016		✓		

# LICHFIELD DISTRICT COUNCIL

## FORWARD PLAN

Updated: 26.08.2016

Effective for the Period 01.09.2016 – 31.12.2016

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) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Fit for the Future Review of Community Transport	No	To approve recommendations arising from the F4F review	Cabinet 06/09/2016	Report to Community, Housing and Health O&S Committee in June 2016	F4F report	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor D Pullen (01532) 300075

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Shenstone Neighbourhood Plan – Referral to Referendum	No	Approval to proceed the Neighbourhood Plan to referendum	Cabinet 06/09/2016	The Decision Statement has not been reported to Overview and Scrutiny. Progress with all Neighbourhood Plans has however been continually reported as part of a regular Local Plan update item.	<ol style="list-style-type: none"> <li>1. Neighbourhood Planning (General) Regulations 2012</li> <li>2. DCLG letter to Chief Planners 'Update on financial support for Neighbourhood Planning in 2016/17' 9<sup>th</sup> March 2016</li> <li>3. Local Plan Strategy (Adopted February 17 2015).</li> <li>4. Shenstone Neighbourhood Plan Independent Examination Final Report.</li> </ol>	<p><b>OFFICERS:</b> Mr C Jordan (01543) 308202 Ms V Morgan (01543) 308148</p> <p><b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232</p>

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Local Development Scheme	No	Adoption of updated Local Development Scheme	Cabinet 06/09/2016	Local Plan Site Allocations options considered by Economic Growth, Environment and Development (Overview and Scrutiny) Committee in June 2016	Local Development Scheme	<b>OFFICER:</b> Mr A Baldwin (01543) 308147  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*Money Matters 2015/16: Review of Financial Performance against the Financial Strategy	No		Cabinet 06/09/2016  Council 27/09/2016	Strategic (O&S) Committee 07/09/2016		<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
*Money Matters 2016/17: Review of Financial Performance against the Financial Strategy – April to June 2016	No		Cabinet 06/09/2016  Council 27/09/2016	Strategic (O&S) Committee 07/09/2016		<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Amendments to the Constitution regarding the dismissal of Statutory Officers	No		Council 27/09/2016	Full Council		<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
*Statement of Accounts 2015/16	No		Council 27/09/2016	Strategic (O&S) Committee on 07/09/2016		<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor C J Spruce (01543) 258120
*Revised Housing Assistance Policy	No	Approve minor amendments to the Housing Assistance Policy	Cabinet Member Decision by 30/09/2016		Revised Housing Assistance Policy	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Acceptance of External Funds – Better Care Fund	No	To accept funding to support expenditure on Disabled Facilities Grants and amend the capital programme accordingly.	Cabinet 04/10/2016	None	Notification of funding allocation	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677
Contribution towards a housing redevelopment scheme	No	To agree a financial contribution to Bromford towards the redevelopment of defective housing stock which will deliver additional affordable housing units in the District	Cabinet 04/10/2016	Consultation has taken place with Bromford which owns the defective stock		<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*To accept the offer of grant funding of £2.4 million from GBSLEP towards the Friarsgate scheme and approve the legal documentation to allow the Council to receive the funding	No	To accept the offer of grant funding and agree the grant agreement between Birmingham City Council and Lichfield District Council	Cabinet 04/10/2016			<b>OFFICER:</b> Sarah Woffenden (01543) 308116 Mob 07710 554 817  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*To accept the offer of grant funding of £2.66 million from SSLEP towards the Friarsgate Scheme and approve the legal documentation to allow the Council to receive the funding.	No	To accept the offer of grant funding and agree the grant agreement between Staffordshire County Council and Lichfield District Council	Cabinet 04/10/2016			<b>OFFICER:</b> Sarah Woffenden (01543) 308116 Mob 07710 554 817  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232

\* DENOTES KEY DECISION



MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Coach Parking; to agree the proposed lease terms for land at Staffordshire University & the financial implications of this.	No	To accept the agreement to lease terms between LDC & South Staffordshire College/Staffordshire University & associated financial implications	Cabinet 04/10/2016			<b>OFFICER:</b> Sarah Woffenden (01543) 308116 Mob 07710 554 817  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*To accept the proposed Governance structure for the implementation of Friarsgate development project.	No	To agree the Governance structure for Friarsgate project.	Cabinet 04/10/2016			<b>OFFICER:</b> Sarah Woffenden (01543) 308116 Mob 07710 554 817  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
To approve the Council's Efficiency Plan	No	To approved the Council's Efficiency Plan for submission to Government by 14 October 2016	Cabinet 04/10/2016	Leadership Team	Efficiency Plan  Top Tips from the Local Government Sector on preparing and submitting an efficiency plan	<b>OFFICERS:</b> Ms D Tilley (01543) 308001 Mr A Thomas (01543) 308102  <b>CABINET MEMBER:</b> Councillor M Wilcox (01543) 543289
Community Infrastructure Levy 12 List consultation.	No	Endorse the Community Infrastructure Levy 12 list for a four week consultation period	Cabinet 04/10/2017	Community Infrastructure Levy 123 List consultation considered by Economic Growth, Environment and Development (Overview and Scrutiny) Committee in September 2016	Community Infrastructure Levy 123 List consultation	<b>OFFICER:</b> Ms A Richards (01543) 308152  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472232
*Revenues and Benefits IT System	No	Award of Contract	Cabinet 04/10.2016		Contract documents	<b>OFFICER:</b> Mrs P Leybourne (01543) 308921  <b>CABINET MEMBER:</b> Councillor C Spruce (01543) 258120

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Mid Year Performance Report – Annual Action Plan 2016/17	No	To approve the report	Cabinet 01/11/2016	A mid year performance report for the Directorate Top 10s will be considered by Strategic O&S in November and the other three O&S Committees in January 2017	Mid year Performance Outturn report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER</b> Leader – Mike Wilcox (01543) 543289 Councillor D Pullen (01532) 300075
*Leisure Outsourcing Procurement	Yes	To agree the evaluation criteria and the specification for the leisure services tender documents	Cabinet 01/11/2016	With the Project Board, Leisure Parks and Waste Manager (O&S) Committee	Project documents	<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor A F Smith (01543) 410685

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Revised eligibility criteria and award threshold of the Discretionary Housing Payment (DHP) Policy.	No	To agree an amended DHP policy with revised eligibility criteria and award thresholds.	Cabinet Member Decision by 30/11/2016	Consultation with major Registered Providers and the Strategic Housing Partnership has been undertaken.	Revised DHP Policy	<b>OFFICERS:</b> Mrs P Leybourne (01543) 308921 Mr C Gibbins (01543) 308702  <b>CABINET MEMBERS:</b> Councillor C Greatorex (01543) 416677 Councillor C J Spruce (01543) 258120
*Revised Homeless Prevention and Assistance Policy	No	Approve amendments to the Homeless Prevention and Assistance Policy	Cabinet Member Decision by 30/11/2016		Revised Homeless Prevention and Assistance Policy	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C. Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Fees and Charges	Yes	To consider fees and charges of core activities in Leisure Centres and Parks in 2017	Cabinet Member Decision November 2016	Leisure, Parks and Waste Management (O&S) Committee October 2016	Report to O&S Committee and reaction Report to Cabinet	<b>OFFICER:</b> Mr R King (01543) 308060 <b>CABINET MEMBER:</b> Councillor A F Smith (01543) 410685
Annual Action Plan 2017/18	No	To approve the Annual Action Plan	Cabinet 07/02/2017 Council 21/02/2017	The AAP is comprised from the Directorate Top 10s for 2017/18; these will be considered during the January 2017 round of O&S Committees	Annual Action Plan	<b>OFFICER:</b> Mrs H Titterton (01543) 308700 <b>CABINET MEMBER</b> Leader – Mike Wilcox (01543) 543289 Councillor D Pullen (01532) 300075

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

\* 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

Allsopp, Mrs J A  
Awty, R J  
Bacon, Mrs N.  
Baker, Mrs D F  
Bamborough, R. A. J.  
Banevicius, Mrs S W  
Barnett, Mrs S A  
Boyle, Mrs M G  
Constable, Mrs B L  
Constable, D H J  
Cox, R E  
Drinkwater, E N  
Eadie, I M

Eagland, Mrs J M  
Evans, Mrs C D  
Fisher, Miss B  
Fisher, Mrs H E  
Greatorex, C  
Hassall, Miss E A  
Humphreys, K P  
Leytham, D J  
Marshall, T  
Matthews, T R  
Mills, J  
Mosson, R C  
O'Hagan, J P  
Powell, J J R

Pritchard, I M P  
Pullen, D R  
Pullen, Mrs N I  
Ray, P  
Rayner, B L  
Salter, D F  
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

# Bromford's Strategic Investment and Asset Management Plan For Lichfield District

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



Date:	12 <sup>th</sup> September 2016
Agenda Item:	5
Contact Officer:	Clive Gibbins/Lucy Robinson
Tel Number:	01543 308702/308710
Email:	<a href="mailto:clive.gibbins@lichfielddc.gov.uk">clive.gibbins@lichfielddc.gov.uk</a> <a href="mailto:lucy.robinson@lichfielddc.gov.uk">lucy.robinson@lichfielddc.gov.uk</a>
Key Decision?	NO
Local Ward Members	All, as applies to the whole of Lichfield district.

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

## 1. Executive Summary

- 1.1 In the last four years Bromford has disposed of 46 rented homes in the district which has caused concern for the council, elected Members and local people due to the high demand<sup>1</sup> for affordable housing in the District.
- 1.2 In response to these concerns, Bromford has developed a Strategic Investment and Asset Management Plan for Lichfield District which sets out the background to their investment, asset management and property disposals over the last four years. It also outlines how Bromford intend to deliver, through a regularly reported Plan, a transparent way of tracking disposals / demolitions and future investment and re-investment within Lichfield District.
- 1.3 The purpose of this report is to share the Strategic Investment and Asset Management Plan with elected Members, which is attached at **Appendix A** and invite their comments.

## 2. Recommendations

- 2.1 Members are requested to comment on Bromford's Strategic Investment and Asset Management Plan for Lichfield District.

## 3. Background

- 3.1 With stock of 4,644 rented homes Bromford is the largest social landlord in Lichfield District. Over the last 4 years a total of 46 homes have been sold when they became vacant and 54 tenants have exercised the right to buy<sup>2</sup> their properties. Although housing associations have limited control on

<sup>1</sup> At 1.8.16 there were 1182 households on the Homes Direct Housing register in need of a social rented home.

<sup>2</sup> The Right to Buy (RTB) is a statutory scheme which enables customers to purchase the home they rent from a council or housing association with the benefit of a discount off the purchase price. Discounts are linked to the number of years of tenancy held and can be up to a maximum of £79,000 off the value of the property. A minimum of 3 years tenancy is required and eligibility is subject to the customer having a secure tenancy. Very few Housing Association customers still hold secure tenancies and in this district, only secure council tenants that were living in their home at the time their property transferred from the council to Bromford may be eligible for the Preserved Right to Buy (PRTB). Bromford estimate that c1169 tenants Lichfield District may have the PRTB. The same discounts apply for PRTB as RTB. There are some restrictions on which properties may be sold under this scheme – e.g. housing which is particularly suitable for disabled people on part of a scheme where additional services are provided may not be purchased.

RTB, affordable homes are a very important asset and it is important to understand the background to and the reasons for the sale of homes. Over the same period 69 new affordable rented homes and 6 homes for shared ownership have been built.

- 3.2 In recent years, housing associations such as Bromford has been subject to a number of financial constraints which include reduced income from government imposed rent reductions, limited capital subsidy from the Homes and Communities Agency (HCA) for new affordable homes and the challenges of welfare reform (shared with the Committee at the June 2016 meeting).
- 3.3 In light of these financial pressures, it is challenging for housing associations to maintain and increase investment levels in building new homes. The introduction of affordable rents<sup>3</sup> in 2011 has helped to increase revenue through rental income. However, most housing associations including Bromford has been required to dispose of some existing homes in order to realise sufficient funding for new homes.
- 3.4 The purpose of the Strategic Investment and Asset Management Plan attached at **Appendix A** is to set out Bromford's plans for the sale of 15-20 homes per annum over the next 5 years to fund their planned investment. It outlines how Bromford intend to deliver, through a regularly reported Plan, a transparent way of tracking disposals/ demolition and future investment and re-investment within Lichfield District. It will capture activity over the medium term as disposals/ demolitions and re-investment are not likely to happen simultaneously.

This activity is summarised in the table below:

Parish	No of disposals 2012-16	No of RTB's 2012-16	Planned new development	Planned Stock Regeneration/Redevelopment
<b>NON RURAL PARISHES over 3000 population</b>				
Lichfield City	12	18	29	
Burntwood (Town)	8	13	55	1 <sup>4</sup>
Fazeley (Town)	7	6		
Armitage with Handsacre	3	7		
Shenstone	2	1		
Fradley and Streethay	1			
Hammerwich		2		
<b>Sub total</b>	<b>33</b>	<b>47</b>	<b>84</b>	<b>1</b>
<b>RURAL PARISHES under 3000 population</b>				
Edingale	5			
Wigginton and Hopwas	3			
Longdon	1			
Hints	1	1		
Farwell and Chorley	1			
Mavesyn Ridware	1	1		
Kings Bromley	1			
Alrewas		3		36 <sup>5</sup>
Clifton Campville		1		28 <sup>5</sup>
Swinfen and Packington		1		24 <sup>5</sup>
<b>Sub total</b>	<b>13</b>	<b>7</b>	<b>0</b>	<b>88</b>
<b>Total</b>	<b>46</b>	<b>54</b>	<b>84</b>	<b>89</b>

<sup>3</sup> Affordable rent is 80% of market rent and is higher than social rent.

<sup>4</sup> 304 Chase Road, an empty property previously discussed by the Committee

<sup>5</sup> Note that these figures are provisional



- 3.5 The Plan contains a Home's Disposal Plan which provides details of how homes are considered for sale when they become vacant based on their condition and suitability of location. A home will be selected for disposal if it is poorly performing/energy inefficient and may require a large amount of work / investment to bring it up to the required standard, may be in an unpopular location or be situated a significant distance away from the other properties they own.
- 3.5 Bromford is participating in the Voluntary Right to Buy (VRTB) and as part of the Plan Bromford will report on sales through both. The VRTB is a non-statutory scheme which was enacted through the Housing and Planning Act 2016 and requires all housing associations to provide a home ownership offer to their tenants and gives powers to the government to compensate registered providers for the cost of the discount. The agreement between the government and the housing sector was based on four key principles:
- Housing association tenants will have the right to the same level of discounts funded by government as under the statutory scheme
  - Housing associations will develop their own policies and have the final decision about whether to sell an individual property.
  - Housing associations will get the full market value of the property sold with the value of discount funded by government
  - There will be flexible one for one replacement through new supply nationally; not all housing associations will be able to build at a ratio of 1 for 1 replacement but this is a national target.
- 3.6 Bromford is currently in the process of developing their VRTB Policy and aims to have this approved by their board of management at the end of November 2016. Bromford has noted Members' concerns over sales of homes in rural areas and have proposed to exclude rural areas with a population less than 3,000 in their policy. We are working with Bromford to develop criteria for this including stock availability and type together with housing need and demand.
- 3.7 Bromford are committed to track and report regularly on all elements of the Plan which will be reviewed by Lichfield DC and Bromford up to three times a year through the joint Member/Officer Strategic Forum we have established.

Alternative Options	None identified
Consultation	Local Members are informed of all homes that identified for disposal and invited to make comments.
Financial Implications	Agreeing to Bromford's Strategic Investment and Asset Management Plan will not have any financial implications for the council.
Contribution to the Delivery of the Strategic Plan	The Strategic Plan 2016-2020 sets out what we want to achieve in four main themes. Maintaining and investing in affordable homes will contribute to the theme of 'Clean, green and welcoming places to live' where "we want to 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	None identified.

Crime & Safety Issues	None identified
-----------------------	-----------------

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	More disposals occur than planned	The plan will be monitored by the Member/Officer Strategic Forum up to 3 times a year.	Green
B	New supply opportunities cannot be secured	All elements of the Plan including new supply opportunities will be monitored by officers from the council and Bromford	Green

Background documents - None

Relevant web links - None

**Bromford's Strategic Investment and Asset Management Plan For  
Lichfield District**

**Wider Operating Context**

Bromford's business strategy over the coming years is premised on being an organisation that through having the right existing homes, the right supply of new homes and the right relationship, provides customers with the springboard to realise their potential.

Over the next five years our plans for Lichfield District include increasing our investment levels in:

- New homes supply – up to £20m of direct investment, including regeneration/redevelopment of existing homes
- Planned Maintenance – up to £21m
- A more intensive relationship with all of our customers – up to £500k pa in additional neighbourhood based housing colleagues

We have committed to these objectives even though we have reduced income from government imposed rent reductions across our existing stock for the next four years; there is limited capital subsidy from the HCA (and where available is focussed on affordable sales programmes) and the challenges that further welfare reform brings.

This operating context does require us to realise an element of funding for our new homes development programme from the disposal sales of some existing homes. This amounts across the whole of Bromford to circa £8m per annum over the next 3-5 years, which equates to around 60-70 sales a year across our stock. We expect to be delivering up to 600 new homes each year across the Bromford group.

This paper sets out background to our investment, asset management and property disposals over the last four years. It goes onto outline how we intend to deliver, through a regularly reported Plan, a transparent way of tracking disposals/ demolition and future investment and re-investment within Lichfield District. Effectively we will be establishing a way of sharing information to capture our activity over the medium term - as disposal/ demolition and re-investment are not likely to happen simultaneously. Once established this Plan will be reviewed by Lichfield DC and Bromford up to three times a year through the joint Member/Officer Forum we have established.

**Reviewing Recent Activity Levels**

As a starting position we have summarised both our **investment levels** in Lichfield District for new homes and maintenance over the period since 2012 and the **volume of receipts**

generated from Disposal sales and Right to Buy (where the majority of RTB receipt is returned to the Council).

These are attached as **Diagram 1 & 2**

These diagrams demonstrate the ongoing impact of preserved Right to Buy on stock numbers. **54** sales. Most sales proceeds are returned to the Council, in total receipts to the Council of **£1.7m**.

In addition, Bromford has disposed of **46** other existing homes that have generated a total of **£5.6m** in receipts. We are aware of the level of Members interest in these disposals and so have provided a breakdown by Parish location at **Table 1** below.

**TABLE 1 – DISPOSALS BY PARISH 2012-16**

Parish	No of disposals	
<b>NON RURAL PARISHES over 3000 population</b>		
Lichfield City	12	
Burntwood (Town)	8	
Fazeley (Town)	7	
Armitage with Handsacre	3	
Shenstone	2	
Fradley and Streethay	1	
<b>Sub total</b>		<b>33</b>
<b>RURAL PARISHES under 3000 population</b>		
Edingale	5	
Wigginton and Hopwas	3	
Longdon	1	
Hints	1	
Farwell and Chorley	1	
Mavesyn Ridware	1	
Kings Bromley	1	
<b>Sub total</b>		<b>13</b>
<b>TOTAL</b>		<b>46</b>

The diagrams show that Bromford's new developments in Lichfield District in this period have supplied **69 rented homes and 6 shared ownership homes**.

## **Key Elements of Bromford's Plans moving forward.**

### **New Development and Regeneration**

Bromford remains highly committed to extend the supply of new homes within the District. We have three broad areas of intended investment as follows:

#### **1. Section 106 Development**

We will continue to seek viable s106 opportunities to invest in. We have recently approved an investment of £6m at **Milestone Way** to deliver 55 homes. We have contracted with Taylor Wimpey on 26 of these homes and anticipate contracting on the remaining 29 homes in August/September 2016.

#### **2. Land Led Bromford and RCGF Funded Development**

Our New Homes Strategy increasingly seeks to move to a land led programme. We have secured Recycled Capital Grant Funding of £859k in addition to Bromford's investment of £4.7m to assist delivery of 29 new homes planned for **Scotch Orchard**, nr Wissage Lane and **Hawthorn Close** off Burton Old Road West. These schemes are with Planning.

We are also examining all our land holdings in the district for other potential sites including all our garage sites.

#### **3. Stock Regeneration/Redevelopment**

As indicated above we are working now to vacate and regenerate some schemes that are no longer of an acceptable standard. Planning of these new projects at **Levett Road, Clifton Campville and Anson Road, Alrewas** remains at a very early stage, but would potentially see up to 90 new homes replacing unsatisfactory Airey Homes.

**Sandford Gate** site redevelopment will deliver 33 new apartments for sale with start on site planned for autumn this year.

### **Asset Management and Disposals**

#### **Stock Profile**

Bromford owns and manages 4,644 rented homes within the District. The majority of these homes meet our 'springboard' definition. However, we do have a number of homes where the construction type means it is very difficult to improve them to an acceptable standard – these are homes with non- traditional construction such as Airey homes. Some of these are now identified for our Regeneration programme above, where we will vacate homes and redevelop sites.

Our emphasis will continue to be on maintaining and improving the quality of the vast majority of our homes investing around £4m per annum in planned maintenance.

## **Principles of the Homes Disposal Plan**

One of the fundamental aims of our business strategy is to provide customers with the right home - one that meets their needs and is affordable. We believe that this can be a springboard to help them achieve their aspirations.

The vast majority of our homes are energy efficient and of a high quality, however, when certain homes become vacant we may consider them for disposal. This can be because the home may require a large amount of work to bring it up to the standard we expect our homes to be in, or it may be in an unpopular location, or be situated a significant distance away from the other properties we own.

To assess sustainability, and thus identification of homes for disposal, we forecast the current and 30 year Net Present Value (NPV). The NPV calculation takes into consideration several factors including rental income, void loss, management costs, day to day repairs, planned maintenance, immediate repair costs and likely costs to bring the property up to 2018 energy efficiency standards. NPV performance below an acceptable benchmark we have set will result in consideration for disposal. We clearly also consider the current market value as part of the decision matrix and how a sale would affect local housing need before we decide to sell a property.

Bromford is also looking at the feasibility of upgrading several hundred energy inefficient E and F rated properties to a D rate or better. This work will be complete later in 2016 and we will share the outcome of this with the Council.

Other poorly performing homes from an asset perspective will be reviewed when they become void using the NPV criteria outlined above. Until now there is no active programme of 'voiding' properties and disposal has therefore been driven by the pace that our current customers decide to move on.

In practice, only a very small proportion of homes that become empty are sold. It is possible that up to circa 15-20 homes per annum could be disposed of over the next five years. Given the scale of new homes development outlined, the receipts from disposals will contribute towards new supply in the district.

As part of developing this Plan officers of both our organisations are going to consider the potential around;

- Incentivising customers to transfer out of homes we would ideally wish to dispose of
- Consider the feasibility of starting to sell flatted stock rather than just houses (which are easier to market)
- Further shared definition of 'rural' designated stock that will be a factor in determining exclusions from disposal

Diagram 1

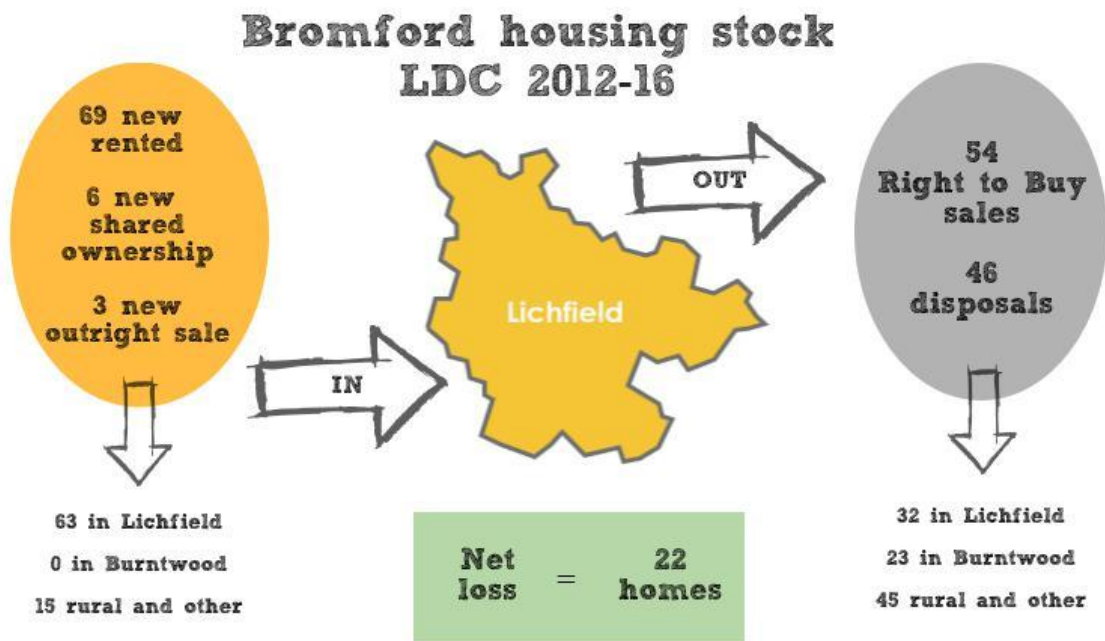
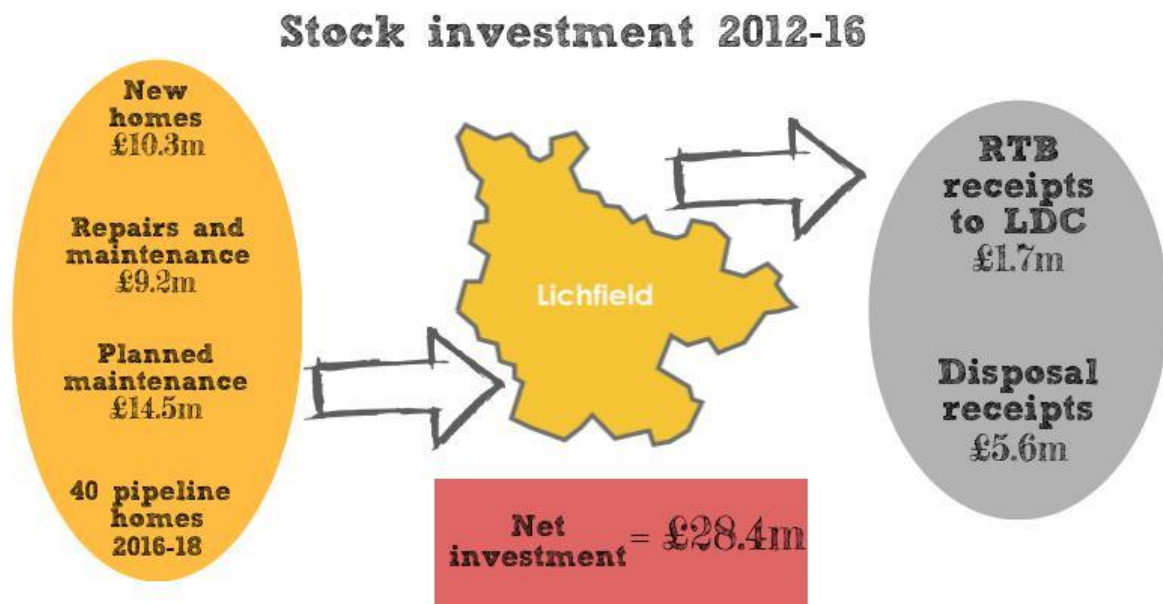


Diagram 2



**Summary of the main agenda items from the  
 Healthy Staffordshire Select Committee meeting –Tuesday 5 July 2016**  
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=871&MId=6765&Ver=4>

Agenda Item	Of particular interest to
<p><b>The Healthy Staffordshire Select Committee met on Tuesday 5 July 2016.</b> The Committee received the <b>Healthwatch Report</b> of the Cabinet Member for Health, Care and Wellbeing and a presentation from Chief Executive Healthwatch Staffordshire. Members were informed of the work undertaken with various groups, advocacy services, the budget, numbers of enter and view visits, public engagement, strategic relationships and Healthwatch priorities. Members raised questions in respect of a number of issues that included, the variation in service county wide, cross border responsibility, the budget, value for money, duplication of services and influence on controversial issues concerning the provision of hearing aids in North Staffordshire and A&amp;E waiting times. The Committee decided that the shadowing by members during Enter and View visits be considered, that Healthwatch bring their future quarterly reports the Committee and that the Healthwatch contract with the County Council be reviewed by the Committee.</p> <p><b>The Committee received the report of the Cabinet Member for Health, Care and Wellbeing, Staffordshire’s Child Health and Wellbeing Programme (0-5) years Update now 0-19 years.</b> He advised that the report be considered with the previous report presented to the Committee in June. The first report had outlined the integration of commissioning for children 0-5 years. He explained that since the report had been presented that the scope for the tender had been expanded to include the provision of services for 5-19 year olds. This report was to make the Committee aware of the change, to consider the proposal, make comment ahead the matter being returned to Cabinet in July. Members raised questions in relation to a number of issues that included, the rational of the decision, funding, school nurses, children centres, health visiting and Child and Adolescent Mental Health Services. The Cabinet member acknowledged the views of the Committee and agreed to take them before Cabinet in July.</p>	All
<p><b>Trust updates.</b>       None on this occasion</p>	



**Summary of the main agenda items from the  
 Healthy Staffordshire Select Committee meeting –Monday 8 August 2016**  
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=871&MIId=6811&Ver=4>

Agenda Item	Of particular interest to ...
<p><b>The Healthy Staffordshire Select Committee met on Monday 8 August 2016</b>, it was a single item agenda. The Cabinet Members for Health, Care and Wellbeing and Children and Young People, presented their report, <b>All Age Disability-Independent Futures</b> .Members were advised of a reconfiguration of services necessary to meet a change in legislation that separated children and adult social care roles. <b>The Cabinet Member Health, Care and Wellbeing</b> would be responsible for adult care and the <b>Cabinet Member for Children and Young People</b> would be responsible for children. It was explained as the report would be presented to Cabinet on 17 August members would be invited to note and comment on the proposals prior to any cabinet decision. Questions were asked on a number of issues that included, the impact of changes in leadership, effectiveness of the strategy to date, finances, commissioning of services, role of social workers, assessment/review of care packages and the provision of care during transition from child to adulthood. <b>Agreed</b> that and the Cabinet Members note the comment of the Committee ahead of Cabinet.</p>	<p>All</p>
<p><b>Trust updates.</b>      None on this occasion</p>	

# CCTV ANNUAL REPORT & CODE OF PRACTICE

Cabinet Member for Community

Date: 12<sup>th</sup> September 2016  
Agenda Item: 7  
Contact Officer: Jenni Coleman  
Tel Number: 01543 308005  
Email: jenni.colemn@lichfielddc.gov.uk  
Key Decision? ~~YES~~ NO  
Local Ward Members Of interest to all ward Members



COMMUNITY, HOUSING  
& HEALTH (OVERVIEW  
AND SCRUTINY)  
COMMITTEE

## 1. Executive Summary

- 1.1 The District Council's Public Static Camera Scheme is run in partnership with Three Spires Shopping Centre and the operational staff who monitor the CCTV is provided under contract by G4S. The Control Room also work closely with the Police, the StoreNet and NiteNet radio systems and members of the public.
- 1.2 In response to the requirements of the Code of Practice for Lichfield District Council's Public Static Camera Scheme, an Annual Report 2015/16 has been prepared and can be found attached as **Appendix 1** to this report together with an updated Code of Practice attached as **Appendix 2**.

## 2. Recommendations

- 2.1 To consider and endorse the Annual Report 2015/16 and the revised Code of Practice for the Operation of the Public Static Camera Scheme.

## 3. Background

- 3.1 In June 2013 the Secretary of State introduced the Surveillance Camera Code of Practice pursuant to the Protection of Freedoms Act 2012 incorporated elements of the Data Protection Act 1998, Human Rights Act 1998 and Regulation of Investigative Powers Act 2000. It provides guidance on the appropriate and effective use of surveillance camera systems and contains the following 12 guiding principles:
  - (1) Use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
  - (2) The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.
  - (3) There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.
  - (4) There must be clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.
  - (5) Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.

(6) No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once their purposes have been discharged.

(7) Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.

(8) Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.

(9) Surveillance camera system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.

(10) There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.

(11) When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.

(12) Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date

3.2 The Lichfield District Council's Code of Practice for the Public Static Camera Scheme is built upon these guiding principles to ensure the system fulfils its functions effectively and is compliant with the relevant government guidance and legislation. Accordingly, during 2016/17 the Operations / Procedures Manual for the Control Room is to be reviewed and updated which may in turn require amendments to be made to the local Code of Practice.

Alternative Options	There are no alternative options to publishing the Annual Report; it is a requirement of the Code of Practice (7.1).
Financial Implications	The total direct cost to the Council of running the CCTV system in 2015/16 was £143,093 including a £89,019 contribution towards the monitoring of the cameras (which is 51% of the cost) and £9,965 for maintenance of our cameras.
Contribution to the Delivery of the Strategic Plan	The purpose of the CCTV scheme is to make the district a safer and welcoming place at any time of day or night, giving residents and visitors the opportunity to live their lives fully and without fear. This commitment is reflected in our Strategic Plan (2016-2020) which sets out to ensure the district has: <ul style="list-style-type: none"><li>• A vibrant and prosperous economy encouraging more visitors and businesses.</li><li>• Healthy and safe communities where people feel safer and less worried about crime and anti-social behaviour.</li><li>• Clean, green and welcoming places which are accessible and safe.</li></ul>

<b>Equality, Diversity and Human Rights Implications</b>	The Code of Practice ensures the scheme is operated in accordance with all relevant legislation and guidance that have equality, diversity and human rights implications.
<b>Crime &amp; Safety Issues</b>	The CCTV controllers and system work in partnership with Staffordshire Police Area Communications Room and the Local Policing Team. Operators are responsive to real time surveillance requests during incidents and are vigilant to monitoring and pro-active reporting of suspicious occurrences. During 2015/16 there were 1,537 incidents and 185 arrests through the CCTV interventions.

	<b>Risk Description</b>	<b>How We Manage It</b>	<b>Severity of Risk (RYG)</b>
<b>A</b>	That the Council operates CCTV in contravention of the Surveillance Camera Code of Practice pursuant to the Protection of Freedoms Act 2012, the Data Protection Act 1998, Human Rights Act 1998 and Regulation of Investigative Powers Act 2000.	Utilisation of the Code of Practice for the operation of the Council's Public CCTV Static Camera Scheme. Close working relationship with the Control Room based at the Three Spires Management Suite.	Green
<b>B</b>			

## Lichfield District Council Partnership CCTV System

### Annual Report 2015/2016

#### 1. Introduction

This Annual Report is published by Lichfield District Council in accordance with the CCTV Static Camera Scheme Code of Practice for the operation and management of the system.

Lichfield District Council system is run in partnership with Three Spires Shopping Centre and the operational staff are provided under contract by G4S. For enquires please contact in the first instance Nicky Haycock, Lichfield District Council, Email: [nicky.haycock@lichfielddc.gov.uk](mailto:nicky.haycock@lichfielddc.gov.uk).

At the 31<sup>st</sup> March 2016 the CCTV system comprised 128 cameras in total, 21 cameras installed and maintained by Three Spires Shopping Centre, and 107 Cameras installed and maintained by Lichfield District Council. There are 10 cameras in Burntwood/Chasetown, 2 in the Dimbles area of Lichfield, and the remaining cameras are in the city centre and the city car parks. The cameras are all overt, that is visible and signed to the public.

#### 2. Purpose and key objectives of the scheme

The key objectives are set out in the Code of Practice and they are:

- Protecting areas and premises used by the public;
- Deterring and detecting crime;
- Assisting in the identification of offenders leading to their arrest and successful prosecution;
- Reducing anti-social behavior and aggressive begging;
- Increase public reassurance;
- Encouraging better use of city facilities and attractions;
- Maintaining and enhancing the commercial viability of the city and encouraging continued investment.

The performance of the system against these objectives is considered in section 4 below.

#### 3. Changes to the Code of Practice

During the latter part of 2013, the Code of Practice was substantially re written to ensure the scheme complied with the government guidance for CCTV. The revised Code of Practice was considered by the District Council's Overview and Scrutiny Committee. Since then subsequent amendments have been made to the Code of Practice and additional annual reports produced and made available on the District Council website.

#### 4. Performance of the System

The numbers of incidents recorded have reduced over the last year by 2.04% however the numbers of arrest have increased by 2.78%. The numbers of nighttime incidents recorded have fallen by 4.29% over the same period.

	2013/14	Year on year	2014/15	Year on Year	2015/16	Year on Year
Incidents	1623	+2%	1569	-3.45%	1537	-2.04%
Arrests	157	-38%	180	+14.65%	185	2.78
Incidents that were between 12:00pm and 6:00 am	487	-7.1%	420	-13.76%	402	-4.29%

The types of incidents recorded in 2015/2016 compared to 2013/2014 and 2014/15 are set out below.

	2013/14	2014/15	Year on Year %	2015/16	Year on Year %
Alarm Activation	37	28	-24.32	21	-25.00
Alcohol Related Offence	18	11	-38.89	8	-27.27
Anti Social Behaviour	223	253	13.45	224	-11.46
Auto crime	9	8	-11.11	4	-50.00
Bail Conditions				6	-100.00
Burglary	11	11	0.00	6	-45.45
Concern for a MoP	55	106		109	2.83
Counterfeit Money	5	5	0.00	2	-60.00
Criminal Damage	30	27	-10.00	32	18.52
Deception	5	2	-60.00	4	100.00
Disturbance	136	128	-5.88	135	5.47
Domestic	38	48	26.32	31	-35.42
Drugs	49	53	8.16	40	-24.53
Drunk in Charge	36	48	33.33	23	-52.08
Drunkenness	109	99	-9.17	162	63.64
Excluded Person Obs	14	12	-14.29	15	25.00
Missing Person	112	115	2.68	46	-60.00
Robbery	12	3	-75.00	7	133.33
Sexual Offence	7	4	-42.86	3	-25.00
Stolen Vehicle	2				
Suspicious Behaviour	309	271	-12.30	281	3.69
Theft	176	156	-11.36	168	7.69
Traffic	90	68	-24.44	76	11.76
Under Age Drinking	16	25	56.25	16	-36.00
Violence/Assault	93	65	-30.11	83	27.69
Wanted Persons	16	14	-12.50	26	85.71
Weapons	15	9	-40.00	9	0.00

## 5. Staffing Issues and Achievements

During the last 12 months of operation of the service G4S report that the scheme has been fully staffed by trained and qualified personnel. All staff are licensed by the Security Industry Authority (SIA) and have been trained to the relevant standards to safeguard the citizens and visitors to the Lichfield District.

There is a total of eight Security personnel, with a line management structure consisting of 1 x Security Supervisor 1 x Deputy Supervisor and 6 x Security Officers. The security personnel are contract staff provided by G4S and are therefore subject to the G4S employment regulations and management support. In addition, the Centre Manager of the shopping centre provides day-to-day management of

the team and has a duty manager mobile and is therefore contactable 24 hours. The shopping centre maintains an Emergency Plan and associated procedures with a contact cascade.

Where applicable, First Aid refresher training has been provided – all Officers are First Aid trained.

## **6. Equipment**

There have been a number of faults in the system during the year; these have been at a level which would be considered to be usual for a system of this type and size. All were relatively minor in nature and were resolved relatively quickly. During 2016 we again explored the possibility of being part of the Eastern Shires Purchasing Organisation Framework (used by the County Council) to achieve more cost effective maintenance, but it proved to be too expensive as routine preventative servicing was required as a precursor to responsive maintenance at the advertised rates. Consequently during spring 2016, we sought quotes from three potential suppliers of CCTV maintenance and ADT Security was selected to continue to maintain the system. The system currently operates on a call out only when there is a problem.

All of the system is digital including the 21 Three Spires Shopping Centre owned cameras which were updated in 2014. In all other respects the partnership continues to work well with both partners valuing the service, its performance and its efficiency.

## **7. Data Protection**

The scheme is registered under the Data Protection Act 1998 and Lichfield District Council undertakes to cooperate with the Data Commissioner in all matters involving the Commissioner Act. Data is stored and held only for the purposes set out in the Code of Practice and in accordance with its provisions.

## **8. Communications**

A number of communications are used at the Control Room, including Staffordshire Police Airwave Radio System, StoreNet and NightNet radio which also links to Three Spires patrol staff and landline telephone lines.

## **9. Partnership**

The system is operated in partnership with Three Spires under a formally approved partnership Agreement established in 1996. In October 2015, the District Council's Cabinet approved the extension of the contract for the administration and monitoring of CCTV up to a maximum of two years in order to provide time for the Council and its partners to assess, redesign and implement future CCTV arrangements taking account of the Friarsgate scheme.

During 2016, a new Agreement, or Licence, was drawn up in respect of security services at the Three Spires Shopping Centre. The new Licence is between Lichfield District Council and Railway Pension Nominees, who purchased Three Spires Shopping Centre from St Martin's Property Investment in June 2011, was signed off by the relevant Cabinet Members in July 2016.

## **10. Friarsgate Development**

Consideration is being given to the impact the new Friarsgate development will have on the CCTV system, in particular regarding the control room and coverage of the bus station. CCTV requirements are not currently sufficiently developed at this stage to confirm the final number of extra cameras required or where the new camera controls will be accommodated. Professional advice on this matter is being provided by RJH Technical Consultancy Ltd.

## 11. Staffordshire Police Comment

The CCTV Control operators and system continue to work well in partnership with Staffordshire Police Area Communications Room and the Lichfield District Local Policing Team. The excellent service they provide continues to be effective, the operators remain responsive to real time surveillance requests for spontaneous incidents, are vigilant to monitoring and pro-active reporting of suspicious occurrences. They also provide timely responses to requests for evidence to be made available utilising the appropriate paper work to create the required audit trail.

## 12. Complaints

Lichfield District Council operates a complaints procedure that is used in connection with operation of the system and compliance with the Code of Practice. Details of the Complaint Procedure is available on the Council website.

During 2015/16 no complaints were received in relation to CCTV.

## 13. Finance

The total direct cost of running the CCTV system in 2015/16 was £143,093 including a £89,019 contribution towards the monitoring of the cameras (which is 51% of the cost) and the remaining 49% of the monitoring costs are met by Three Spires Shopping centre. The total costs taking into account central support services and depreciation of equipment amount to approximately £189K.

The cost effectiveness of the system can be assessed by looking at the following indicators for the 2015/16:

Cost per member of the population per annum £1.86  
Benchmark Highest £4.49 Average £2.16 Lowest £0.30

Cost per incident £123.23  
Benchmark Highest £953 Average £163 Lowest £16

Cost per hour of operation £21.68  
Benchmark Highest £91.32 Average £38.32 Lowest £4.26

Cost per arrest £1,023.79  
Benchmark Highest £1000 Average £464 Lowest £65

## 14. Limitations of the System

Clearly the location of the cameras has a substantial impact on the effectiveness of the CCTV system: locations are to a certain extent determined by logistics for example the position of power lines and access. The camera position will also have an effect: in the monitor position the camera is zoomed out to observe a much larger area. In the recognise position the camera is zoomed in and will produce a much better quality picture but it significantly reduces the amount of area you can observe. Skilled CCTV camera operators who are able identify incidents sometimes before they start, zoom in the cameras and record the incidents are vital to an efficient system.

With regards the quality of the pictures we now have a digital system that has greatly enhanced the quality of the pictures which are much sharper. The actual picture quality is determined by a number of factors including the time of year, for example in the winter when the leaves fall off the trees it is possible to observe bigger areas but in the summer it has the opposite effect with trees restricting the areas that can be covered with the CCTV cameras.

Light conditions are also a major factor on image quality with low light producing poorer quality pictures which is at times beyond our control. At night the picture quality drops dramatically due to the low light



levels as the street lighting comes into effect but the main areas are covered with quite good lighting and so it has not been a real issue in the past. To improve the lighting, or use infra-red cameras, would increase costs dramatically and residents may complain about lights being too bright.

The cameras are never proactively switched off. When a fault occurs it is picked up straight away by the operators and reported to the Council. There is a 24 hour response call out agreement (during the working week) with ADT who usually come out on the same day. During 2015/16 ADT were called out 32 times.

## **15. Audit**

In accordance with 4.2 in the Code of Practice G4S review the entire camera system six monthly and G4S randomly select 20 discs to review procedurally.

In accordance with the 2016/17 Internal Audit Plan an audit of the CCTV scheme was undertaken in the spring of 2016. The report highlighted the areas assessed and made recommendations for improvements where control weaknesses were identified. The audit covered the time period from June 2015 to June 2016 and was conducted in accordance with the Public Sector Internal Audit Standards.

The audit concluded that the Public Static Camera Scheme operated in line with the Surveillance Code of Practice and received a rating of 'Substantial'. There are 5 levels: Excellent, Substantial, Adequate, Limited and Poor. The previous audit carried out in 2012 was 'Adequate'. Substantial means *'Key controls exist but there may be some inconsistency in application. Compensatory controls are operating effectively. Assurance can be given that the system, process or activity should achieve its objectives safely whilst achieving value for money (VFM). There is some risk of loss (all asset types), fraud, impropriety, or damage to reputation.'*

The key recommendation was to carry out Privacy Impact Assessments (PIAs) on the new Friary Outer car park cameras which had not been carried out on installation which is being dealt with as a matter of urgency. Other recommendations were medium or low risk and included updating the Council's website which has been completed.

## **16. Conclusion**

In countless high profile cases, CCTV has proven to be an invaluable aid to a successful investigation. The enquiry into the Jean Charles de Menezes shooting on the London Underground was greatly assisted by CCTV evidence; similarly evidence of the period immediately preceding terrorist bombings was of fundamental importance to the Police investigation.

Crime and the causes of crime are far too complicated an issue to have one simple solution. So all we can do is develop a 'tool box' of measures which ranges from legislation, designing out crime, improving street lighting, education and activities for young people. CCTV is just one of the tools that plays an important role in preventing and detecting crime and anti-social-behaviour, it also helps us to protect vulnerable people and make people feel safer.

# A CODE OF PRACTICE FOR LICHFIELD DISTRICT COUNCIL'S PUBLIC CCTV STATIC CAMERA SCHEME

---

This Code of Practice reflects the Council's adoption of and compliance with the Surveillance Code of Practice published by the Home Office June 2013 and the principles of surveillance by consent which are set out within that code.

For all enquiries about the Code of Practice, please telephone Jenni Coleman, Community Safety Manager, Lichfield District Council, on (01543) 308005.

## CODE OF PRACTICE INTRODUCTION

The Lichfield District CCTV System was developed in response to the growth of crime and fear of crime across the district. The sole purpose of the CCTV System is to make the district a safer and more welcoming place at any time of the day or night, allowing all citizens and visitors, regardless of age, gender or race, the opportunity to live their lives fully and without fear.

Three Spires Shopping Centre operate the CCTV cameras in partnership with Lichfield District Council and are jointly responsible for the fair and effective operation of all aspects of the CCTV service. Insurance of the control room and its equipment is arranged by Three Spires, and insurance of district council cameras is arranged by the District Council. This is in accordance with the Licence between the two parties to operate the service.

The Code is also supported by an Operational Manual for staff operating the system. Only CCTV staff, the Three Spires Manager, G4S (the operator company) and the relevant Lichfield District Council Manager has authorised routine access to the CCTV Control Centre. G4S as the operating contractor have the responsibility for complying with all legislation and Health and Safety requirements for their staff working from the control room.

The System comprises of a number of colour and monochrome cameras and is operated from a Control Room located at the Three Spires Shopping Centre, Gresley Row, Lichfield. The images from these cameras are recorded and monitored 24 hours a day, 365 days a year. All recorded material is the property of Lichfield District Council, which retains copyright.

This Code of Practice sets out the aims of the CCTV system and how it will be used. The system will not be used for any other purpose than those set out in this document. The operation of the System will be made accountable to the citizens of Lichfield via Lichfield District Council's relevant Overview and Scrutiny Committee, which will monitor its performance and review its effectiveness. The day-to-day management of the system will be the responsibility of the CCTV Supervisor at Three Spires.

The Surveillance Code of Practice (2013) provides a set of principles on the appropriate and effective use of surveillance camera systems. The relevant principle, or principles, are highlighted in bold at the beginning of each relevant section of this Code of Practice for Lichfield District Council's Public CCTV Static Camera Scheme.

**Principle 1 : Use of a surveillance cameras system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.**

## 1. PURPOSE STATEMENT

- 1.1 It is important that all those who will be affected by the Lichfield CCTV Scheme and all those charged with operating the service understand exactly why the system has been introduced and what it will and will not be used for. The key objectives of the Lichfield District CCTV System are:

Protecting areas and premises used by the public;

Deterring and detecting crime;

Assisting in the identification of offenders leading to their arrest and successful prosecution;

Reducing anti-social behavior and aggressive begging;

Increasing public reassurance;

Encouraging better use of city facilities and attractions;

Maintaining and enhancing the commercial viability of the city and encouraging continued investment.

**Principle 2 : The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.**

1.2 Privacy

We respect and support the individual's entitlement to go about their lawful business and this is a primary consideration in the operation of the System. Although there is inevitably some loss of privacy when CCTV cameras are installed, cameras will not be used to monitor the progress of individuals in the ordinary course of lawful business in the areas under surveillance. Individuals will only be monitored if there is reasonable cause to suspect that an offence has been or may be about to be committed, as defined by the Operational Manual given to staff.

The Control Centre Operators must only use the cameras to view public areas and not to look into the interior of any private premises or any other area where an infringement of privacy of individuals may occur. The only exceptions to this rule are first, if an authorised operation is mounted under the Regulation of Investigatory Powers Act (see paragraph 1.6) or an immediate response to a police or other enforcement agencies' request for assistance following a crime being committed, or if an Operator, whilst operating the cameras in accordance with this Code of Practice, nevertheless happens to observe something which she/he believes indicates that a serious crime is being, or is about to be committed in a non-public area. Any event where an Operator takes a decision positively to view or continue viewing a private area must be entered into the Incident Log. The details must include location, time, date, camera number and the reason for the observation. Operators will be required to justify their actions. Any breach of this condition of employment will result in disciplinary proceedings and may lead to the dismissal of the Operator.

A privacy impact assessment for each camera in the system will be undertaken.

**Principle 5 : Clear rules, policies, and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.**

**Principle 8 : Surveillance camera operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.**

1.3 Cameras

All cameras are sited so that they are clearly visible, although some are mounted within protective domes. No hidden cameras will be used, nor will the Scheme utilise any non-functioning or 'dummy cameras'.

Publicity will be given to the system by clear signing within the monitored area. This will ensure that both the maximum deterrent value is achieved and that the public are clearly aware when they are in a monitored area. The system will not record sound in public places.

If any re-deployable CCTV cameras are used these are normally mounted on posts and send their images back to the CCTV Control Room via an encrypted radio signal. The use of these cameras is governed in exactly the same way as the fixed position cameras and they will be operated in accordance with this Code of Practice.

#### 1.4 Provision of Evidence

Arrangements will be made to provide recorded images to the Police and other enforcement agencies including local authority departments. These images may be used to conduct investigations into potential criminal offences. Images will only be released in connection with law enforcement processes.

#### 1.5 Breaches of the Code

Any breach of the Code of Practice is a serious matter. Officers or Control Centre staff who are in breach of the Code will be dealt with according to the relevant disciplinary procedures, a process that could ultimately result in their dismissal. If an employee/contractor were to misuse the images to make a profit for him/herself, the Council would take all possible steps to recover the profit made.

The responsibility for guaranteeing the security of the System will rest with the relevant Lichfield District Council Manager and Three Spires Shopping Centre, who will in the first instance investigate all breaches or allegations of breaches of security and report findings.

In the event of a serious breach Lichfield District Council will request that a person with relevant professional qualifications, who is independent of the Scheme, undertake an investigation and make recommendations to the Council on how the breach can be remedied.

#### 1.6 Legislation

The CCTV Scheme has been registered with the Information Commissioner's Office and will follow the guidelines of the Data Protection Act 1998 and the principles of good practice identified by the Information Commissioner (address on last page of this document).

In addition, the CCTV system will comply with the Human Rights Act 1998, the Freedom of Information Act 2000, the Regulation of Investigatory Powers Act 2000 and the Protection of Freedoms Act 2012.

The Regulation of Investigatory Powers Act (RIPA) is to ensure that investigatory powers of the intelligence services, the police and other enforcement agencies are used in accordance with the Human Rights Act and Lichfield District Council will ensure that all requests for assistance from the Council's CCTV system under this Act are examined in detail to ensure that they are proportionate, legal, appropriate and necessary. Where any doubts exist, legal advice or advice from the Surveillance Commissioner's Office (address on last page of this document) will be sought before the Council agrees to undertake action under this Act.

#### 1.7 Changes to the Code

Revision and change to the Code of Practice will inevitably occur during the life of the CCTV Scheme, due to evaluation of the Code and developments in the technology used in the Scheme. Any changes to the Code will be referenced in the Annual Report

## 2. ACCOUNTABILITY

There is a need for a well-defined structure of responsibility to the public to maintain public support and confidence in the CCTV System. The CCTV Scheme will address this issue in the following way:

- Copies of the Code of Practice as agreed will be made available for public inspection on the District Council's Website;
- The Council's formal complaints procedure covers complaints concerning the operation of CCTV.

## 3. EVALUATION

Lichfield District Council will be responsible for the evaluation of the Scheme, which will be conducted in

partnership with Police, Three Spires G4S (the operator company) and Council staff. The following areas will be examined as part of the evaluation process:

- Assessment of the impact on crime
- Operation of the Code of Practice

#### 4. CONTROL CENTRE OPERATION AND ADMINISTRATION

##### 4.1 Staff

The Control Centre will be operated on a 24-hour basis. Staff are employed under contract by G4S “the employer” and are appointed subject to approved vetting procedures, to ensure their suitability for the work.

The employer will require that the operator company (currently G4S) ensure that all Operators are trained to a proficient level and are licensed by the Security Industry Authority before they are allowed to take up an operational position in the Control Room. Training will include:

- Use of equipment;
- Observation techniques;
- Council procedures and record keeping;
- Report procedures and action on incidents;
- Evidence handling;
- Actions in the event of an emergency;
- Legislation and crime prevention;
- Operational exercises.

A suitably qualified member of the CCTV staff or G4S will supervise all training at all times. The Employer will also ensure that all Control Room Operators are provided with annual “Refresher Training” to ensure that the highest operating and management standards are maintained. The Employer will ensure that training records are maintained for each member of staff employed in the Control Centre. The conditions of employment will require a “Confidentiality Clause” which prohibits public and private disclosure of information obtained during monitoring. This clause will be effective both during and after staff service on the scheme.

The Employer (Three Spires Shopping Centre), the operator company (G4S) and the Council all reserve the right to exclude permanently from the Control Centre, and/or require the dismissal of, any Operator who is in breach of this Code. Staff will be required to provide the Police from time to time with statements required for evidential purposes.

#### **Principle 9 : Surveillance system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.**

##### 4.2. Operating Efficiency

The Control Centre Duty Operators will confirm daily the operational efficiency of the system and the link to the Police. Any defects will be reported to the Council. They will be logged and remedial action will be taken as quickly as possible.

All use of the cameras shall accord with the purposes and key objectives of the Scheme as developed in training and specific operating instructions to staff, and shall comply with the Code of Practice.

Images and records will be reviewed periodically, and without prior notice to staff, by the Employer and audited by the Council to ensure that this is happening. Staff will be aware that they will be subject to this audit of their recordings and will be required to justify their interest in a member of the public or particular premises. In the event of an emergency requiring evacuation of the Control Centre, procedures will be put into operation to ensure the continued operation and security of the system.

### 4.3 Access

The Control Centre door has an access control system and will remain secured at all times. Routine access to the Control Centre will be limited to:

- Duty CCTV staff;
- Designated officers of the Council;
- Designated police officers;
- Police officers who have been authorised by the Police Duty Officer and by prior arrangement with the CCTV Manager or duty CCTV staff;
- Particular arrangements will apply to visitors and contractors as outlined in 4.4 and 4.5 below.

### 4.4 Visitors

Organised visits for viewing the operation of the system will be arranged from time to time, but these may be subject to change or termination at short notice to meet operational requirements. Operation of equipment will only be carried out by the duty staff. All other persons wishing to visit the Control Centre must make their request to the relevant Lichfield District Council Manager. Visitors may be asked to make their request in writing specifying the reasons for that request.

It is important that operations are managed with the minimum of disruption. Casual visits will not be permitted. All visitors will sign a log detailing their name, company, organisation, and their arrival times. This log will be subject to regular audit and assessed to ensure compliance with the Code of Practice and operating procedures.

A Visitor Log will be maintained in the Control Centre, which all visitors will be required to complete. The entry will show the time, duration, date and intended purpose of the visit.

### 4.5 Contractors

Access for contractors will be necessary from time to time for the purpose of maintaining the Control Centre and its equipment. This will be limited to that strictly necessary for the work. At no time will contractors be left unattended in the Control Centre. All contractors' visits will be logged.

### 4.6 Police

The Police should not require access to the Control Centre unless specifically designated or authorised. Police officers attending unexpectedly shall only be admitted after the purpose of the visit has been approved by contact with the Police Duty Officer or the CCTV Supervisor. Their attendance will be logged.

### 4.7 Control Centre Operation

An Incident Log will be maintained on the basis of date and time of day throughout operation. It will give brief details of all incidents monitored and show all relevant actions taken by Operators.

**Principle 6 : No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once their purposes have been discharged.**

**Principle 11 : When the use of a surveillance camera system is in pursuit a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.**

## 5. DIRECTION AND CONTROL OF THE SYSTEM

### 5.1 Direction

The system is directed towards providing a safer environment for the community. The Council will use the

system for:

- Day to day monitoring of the surveillance areas;
- The security of Council premises, land and street furniture;
- Monitoring premises using cameras and alarms owned by third parties under appropriate agreements.

## 5.2 Police Role

The control of the cameras and monitoring is in the hands of the Control Centre staff only. The Police may request assistance in order to:

- Assist with the deployment of resources;
- Monitor potential public disorder or other major security situations;
- Assist in the detection of crime;
- Facilitate the apprehension and prosecution of offenders in relation to crime and public order;
- Assist with the detection of moving traffic offences where it is considered that the public safety is at risk.

Such requests will usually arise after the Police have been contacted by the CCTV Duty Operator. In these circumstances the Police Duty Operator may request the CCTV Duty Operator to take further action. In circumstances when problems are anticipated, arrangements may be made for a Police Officer to be present within the CCTV Control Centre for liaison purposes. This will normally apply for the duration of the incident and will be subject to the arrangements made by the Police Duty Officer. On each occasion a record must be made in the Incident Log.

## 5.3 Major Incidents

Use of the CCTV System will be integrated into the Council's Emergency Planning Procedures during major civil emergencies. If required, the Chief Executive or their designated deputy will authorise the deployment of a Liaison Officer from the major civil emergencies team into the CCTV Control Centre.

The Duty Operator(s) will give assistance and technical advice as required in all matters concerning the deployment and use of the facilities within the CCTV Control Centre.

## 5.4 Third Party Equipment

The Council may monitor pictures from cameras installed by third parties subject to the making of the necessary formal agreements and the acceptance by third parties of this Code of Practice. Designated persons will have access to the Control Centre by prior appointment only and such visits will be strictly for the purpose of reviewing the operation of their own equipment. Attendance will be closely supervised at all times and equipment will continue to be operated by the Duty Operators. Access to images is detailed in the following section.

# 6. CONTROL OF IMAGE and RECORDING MEDIA

## 6.1 DVD/CD Recording

Recorded materials may need to be submitted as evidence in criminal proceedings and therefore must be of good quality, and be accurate in content. All such material will be treated in accordance with strictly defined procedures to provide continuity of evidence and to avoid contamination of the evidence. The Control Centre system is supported by permanent digital recording for all cameras. Recorded material will not be sold or used for commercial purposes or the provision of entertainment.

The showing of recorded material to the public will only be allowed in accordance with the law; either in compliance with the needs of Police in connection with the investigation of a crime, which will be conducted in accordance with the provisions of this Code of Practice, or in any other circumstances provided by law.

The Digital Recording System is configured to keep video recordings for a minimum of 31 days. Recordings will remain on the system up until the time that they are automatically erased to make space for new recordings. Details of all reviewing of images will be recorded in the Third Party Viewing Log.

The Council retains copyright of all images and would use this to restrain unauthorised use of them. This would remain the case even if the monitoring were being carried out by contractors.

**Principle 7 : Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.**

## 6.2 Control of DVD/CD Media

All images reproduced on any media will remain the property of the Council. Each new downloaded recording must be clearly and uniquely marked before it is brought into operation.

At each use the identification number of the media, date, time of insertion and time of removal shall be noted in the Media Movement Log.

Except for evidential, training and demonstration purposes media containing recordings must not be removed from the Control Centre under any circumstances. All media will be erased prior to disposal.

## 6.3 Access to Images

The principal external source of requests for access to images is expected to be from the Police or other enforcement agencies. The Duty Operators may deal with these requests. Other requests for access, such as for monitoring traffic flows, must be made in writing to the relevant Lichfield District Council Manager, specifying the reasons for the request. Such reviewing may be refused and if allowed must be directly supervised at all times.

Access to images by third parties will not normally be allowed except where a formal agreement is in force relating to monitoring of third party cameras. There may be circumstances in which the Council is subject to a court order to release images in connection with civil disputes. These cases are likely to be unusual, but the Council would be unable to refuse to release material in these circumstances. Access to disc containing the images or video print image evidence for lawyers acting for defendants or victims in connection with criminal proceedings will be provided under the Disclosure of Evidence Act by the Police, Crown Prosecution Service or enforcement agency dealing with the case.

There may be a request under the Data Protection Act or the Freedom of Information Act to allow

No other access will be allowed unless approved by the relevant Lichfield District Council Manager and approval would only be given if the request falls within the purposes and objectives of the Scheme and in accordance with the Code of Practice.

**Principle 4 : There must be clear responsibility and accountability for all surveillance camera activities including images and information collected, held and used.**

## 6.4 Images from Third Party Cameras

Where a formal agreement for third party monitoring is in force, routine access to images will not be allowed. Applications to review images must be made in writing to the relevant Lichfield District Council Manager specifying the reasons for the request. Third party viewings and production of recordings will be dealt with in the same way as all other agencies.

## 6.5 Copying of Images

Except for training, demonstration and evidential purposes images may not be copied in whole or in part.

## 6.6 Evidential Media



Media required for evidence will be dealt with in accordance with The Police and Criminal Evidence Act 1984 (PACE). A record will be made in the Third Party Viewing Log of the production of the relevant media discs and its release to the Police or to other authorised agencies. Only an authorised officer may remove these media recordings from the Control Centre to a secure store.

Media containing images provided to the Police or other agencies shall at no time be used for anything other than the purposes for which they were originally released.

## 6.7 Photographs

The use of photographs for briefing camera operators should be conducted strictly in accordance with advice from the Police to avoid contamination of evidence. Unless otherwise advised by the Police, photographs:

- Should not be on display to the public;
- Should only be retained if provided by the Police for this purpose;
- Should be seen only by individuals stipulated by the Police.

**Principle 10: There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.**

## 7. REVIEW AND EVALUATION

### 7.1 Review

CCTV Operations will be subject to regular review against the objectives of the Scheme. A core set of criteria has been agreed, and information will be collected at regular intervals measuring progress against them. Improvements to operating procedures will be made as soon as they are identified. The system will be subject to regular independent audit and reports will be considered as part of the Councils Overview and Scrutiny process.

**Principle 3 : There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.**

## 8. COMMENTS AND COMPLAINTS

### 8.1 Comments

Comments on the scheme may be addressed to the relevant Lichfield District Council Manager who has operational responsibility for the scheme.

### 8.2 Complaints

Formal complaints about the operation of the system should be addressed to the relevant Lichfield District Council Manager (address is on the last page of this document) as soon as possible after the incident or the CCTV action causing the complaint. They will be dealt with in accordance with the Council's formal complaints procedure.

### 8.3 Addresses

Contact addresses are:  
Jenni Coleman  
Community Safety Manager  
Lichfield District Council  
Frog Lane  
Lichfield  
Telephone: 01543 308005

Email: [jenni.coleman@lichfielddc.gov.uk](mailto:jenni.coleman@lichfielddc.gov.uk)

Inspector Rob Neeson  
LPT Commander Lichfield and District  
Staffordshire Police  
Telephone: 101  
Email: Robert.Neeson@staffordshire.pnn.police.uk

Information Commissioner  
Wycliffe House  
Water Lane  
1ZU Cheshire SK9 5AF  
Tel: 01625 545700  
Fax: 01625 524510

Surveillance Commissioner  
PO Box 29105  
London Wilmslow SW1V  
Tel: 0171 825 3421  
Fax: 0171 828 3434

Lisa Prokopiou  
Centre Manager  
Three Spires Shopping Centre  
12 Gresley Row  
Lichfield  
Telephone: 01543 417413  
Email:  
[lisa.prokopiou@threespireslichfield.uk.com](mailto:lisa.prokopiou@threespireslichfield.uk.com)

THIS CODE WAS LAST REVISED in August 2016

# FIT FOR THE FUTURE - COMMUNITY TRANSPORT REVIEW

Report of the Cabinet Member for Community



Date: 12<sup>th</sup> September 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? YES  
Local Ward Members Applicable to all Wards.

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

## 1. Executive Summary

- 1.1 A Service Review of Community Transport has been undertaken under the Fit 4 the Future Programme; the project Initiation document and a report setting out early findings have been received by the January and June 2016 meetings of this Committee respectively. The final conclusions and recommendations were considered by a Community, Housing and Health Overview & Scrutiny Member Task Group on 11<sup>th</sup> August 2016 and the issues discussed are set out later in this report (see Consultation section below).
- 1.2 The Final Report attached at **Appendix A** sets out the process and findings of this Review. Cabinet considered this report at their meeting on 6th September 2016 and the decision notice will be circulated to Members prior to the Overview and Scrutiny Committee Meeting.
- 1.3 The Review has considered in detail the current service provision including usage by registered member groups and individual users, expenditure and income, gaps in service, processes and procedures and risks and resilience. It has also assessed the customer benefits, the opportunities for service improvement, alternative service delivery options and the impact of stopping the Service.
- 1.4 The key findings are that:
  - The majority of the Service is providing community transport to a relatively small number of member groups and users.
  - The member groups and individual users value the Service which provides opportunities for social interaction and helps reduce isolation for vulnerable people.
  - The current service is unsustainable without substantial further investment of capital funding and other resources to improve the Service.
  - The two other community transport providers based in the District limits opportunities to expand the District Council's Service.
  - Existing providers both based in and outside of the District have indicated that they have capacity and are interested in offering services to our member groups and other residents.

## 2. Recommendations

- 2.1 That Committee endorse the following recommendations of the Review as set out on page 16 of the Report:
- the Council stopping providing a Community Transport Service from 31st December 2016, giving Group Members time to make alternative arrangements
  - taking a range of steps to mitigate impacts on users and volunteer drivers

## 3. Background

- 3.1 The Fit for the Future Phase 1 budget reduction programme in 2013 included proposals for the cessation of Community Transport but following representations received, Cabinet acknowledged the concerns raised by the service users and partners and removed Community Transport from the proposals. Since then officers have looked at options to reduce the cost to the council of running the Service, with a view to becoming cost neutral. This hasn't proved possible and is very unlikely to be achieved under the current operating model.
- 3.2 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 Community Transport Scheme is delivering value for money to local tax payers and is using its resources in the best way possible.
- 3.3 It was therefore decided to carry out a Fit for the Future Review of the Service. The main objectives of the Review are to better understand the needs of current member groups 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. The Project Initiation Document for the Community Transport Review was endorsed by the Community, Housing and Health Overview and Scrutiny Committee in January 2016.
- 3.4 The Project Steering Group has met five times and considered the following work streams:
1. Current service provision
  2. Opportunities to improve existing service provision
  3. Other service delivery options

The key findings of this work is detailed in the attached report and summarised below.

### **Current Service Provision**

#### 3.5 **User Needs**

A review of the member groups and users of the Service was undertaken for 2014/15 and 2015/16 which identified that 13 groups (which were using the Service more than 10 times a year) accounted for 86% of all trips. The use by the top 13 user groups was analysed in detail and consultation carried out with these Member Groups and Individual Users. The detailed findings can be found Appendix 2 of the Review Report.

#### 3.6 **Value for money**

To assess whether the Service is delivering value for money, processes and procedures were documented and reviewed and how it is resourced evaluated. The income and expenditure budgets and outturn for Community Transport in 2015/16 compared with the outturn in 2014/15 was also considered, together with an analysis of mileage, costs and income by top user groups and for those groups using the Service less than 10 times a year. Finally, service risks and resilience were assessed.

3.7 This showed that the Service has operated with minimal resources and some of the key processes – e.g. taking bookings and invoicing are inefficient. It also highlighted the heavy reliance on the Community Transport Manager and the volunteer community transport drivers and the age of the three minibuses. The value for money assessment also demonstrated the extent of the council subsidy by users and the fact that 76% of income from charges is from the top 13 user groups. Further details can be found at Appendix 3 of the Review Report.

**3.8 Improving and growing the current Service**

The potential for service improvements was identified and associated costs estimated, along with an assessment of the scope to recover the cost of any investment. This concluded that whilst there are a range of options to improve the operation and efficiency of the Service, there is no evidence that income would increase to a level to justify the level of investment required particularly as there are other providers operating within and adjacent to the District . The service improvements and estimated additional costs are set out in Appendix 4 of the Review Report.

**Other Service Delivery Options**

3.9 Most community transport services are delivered by community interest companies or social enterprises. Options were explored and it was identified that working with existing providers was the most viable option. Of the other providers operating within and adjacent to the District, four out of five have indicated that they have spare capacity and would be interested in providing community transport services to residents of Lichfield District. This could help mitigate the impact on users if the Service no longer continues to operate. The options considered are set out in Appendix 5 of the Review Report.

Alternative Options	The Review of Community Transport includes the assessment of alternative options for the future of the Service. In summary, the options are either to increase the investment in the Service to bring it up to an appropriate standard or exit from in house delivery of a community transport service. ‘Do nothing’ is not a viable option.
Consultation	<p>As part of the Review, Community Transport Scheme member groups, users and volunteers have been surveyed to identify how and when they use the Service and the benefits of the Service to them.</p> <p>The Community, Housing &amp; Health Overview &amp; Scrutiny Committee considered key findings and early conclusions of the Review at its meeting in June and agreed to consider the final report at a Member Task Group in August</p> <p>The Task Group (Councillors Mrs Tranter, Mrs Evans and Leytham who Chaired the meeting) met on 11th August and commented as follows:</p> <ul style="list-style-type: none"> <li>• That community transport is not an essential public service but rather a discretionary service provided by the Council; nonetheless it is greatly valued by those who use it. Very few other Councils provide a similar service</li> <li>• The current minibuses are old and poor quality; they would not meet standards to be registered if they were used to provide a private hire service</li> <li>• The cost of replacing the minibuses is prohibitive, especially given other demands on the capital programme; however, were the minibuses to be replaced, charges would need to be increased and there is no guarantee that the current member groups would continue to use the service (especially as other local providers do not charge in the same way)</li> </ul>

- Other local providers can cross subsidise their costs through the regular contracts they have eg. transporting children to school; this option (of pursuing external contracts) is not open to the community transport service
- Prices charged by other providers look high in comparison with LDC charges; however, if taking account of the level of LDC subsidy in all the trips provided, the charges are more comparable. There may also be scope for negotiation with other providers regarding their charging regime
- Despite only charging £2 per trip, Burntwood Town Council's Ring and Ride Service attracted very few passengers; a clear need for the service was not demonstrated
- Having one member of paid staff is not sufficiently resilient; absences of this employee can be difficult to cover. The employee is obliged to spend time driving the minibuses which detracts from his ability to manage and develop the service
- If Cabinet decide to cease the service, steps should be taken to support and assist the employee in accordance with the Council's redundancy policy
- Mitigation for the member groups would need to be considered on a case by case basis; short term grant funding would be one option to ease the transition

The Task Group were satisfied that the Terms of reference of the Group had been fully met.

Although not a palatable decision to make, the Task Group concluded that the service cannot continue in its present form, would need significant investment to be sustainable and therefore should cease, subject to steps being taken to support the top users of the service and the employee who manages the service through the period of transition.

It was noted that this matter would be considered by Cabinet on 6th September and the final report of the F4F Review will be provided to the full Community, Housing and Health O&S Committee at their 12th September meeting.

The Task Group agreed to have a follow up meeting in November to consider the impact of the cessation of the service and the necessary mitigation which was being explored with member groups (assuming that Cabinet makes the decision to cease the service).

Volunteer drivers were informed at a meeting on 26 August 2015 to let them know the outcome of the Review and its recommendations. Letters have also been sent to all member groups registered with the Community Transport scheme advising them that this report was to be considered by Cabinet.

## Financial Implications

The 2016/17 approved budget for the Community Transport Service is a net expenditure of £25,000 (excluding on costs). Stopping the service will realise savings.

The main costs of stopping the service are redundancy cost and potential costs to mitigate impacts on users. Details of redundancy costs can be found in the confidential appendix.

	<p>The current capital programme includes a sum of £90,000 to replace two of the three minibuses. If the service stops, this capital will be released for other projects.</p> <p>The existing Minibuses have an estimated value of £9,600.</p>
--	--

<b>Contribution to the Delivery of the Strategic Plan</b>	The Community Transport Scheme supports the strategic priority of Healthy and Safe Communities by helping people to be active and continue to live independently and be involved in volunteering.
---	---

<b>Equality, Diversity and Human Rights Implications</b>	An equality impact assessment has been carried out on the recommendations of the Review. This identified that there could be a negative impact on some groups with protected characteristics , namely older people, young people and people with disabilities. However if other community transport providers are able to meet the needs of these groups then the negative impact will be mitigated.
--	--

<b>Crime &amp; Safety Issues</b>	The Community Transport Scheme provides a service to a range of non-profit making groups, some of whom provide positive activities for those who have experienced domestic abuse.
----------------------------------	---

	<b>Risk Description</b>	<b>How We Manage It</b>	<b>Severity of Risk (RYG)</b>
A	Reputational risk to the council through adverse publicity	Through the development of actions to mitigate impacts on users	Green
B	Short term risk of service delivery failure pending closure of the service up to December 31 <sup>st</sup> (eg. through loss of drivers)	Communications and engagement with key stakeholders and close monitoring of actions to mitigate impacts on users	Green
C	Impact on Member Group activities	Develop and implement an action plan to mitigate impacts on users	Yellow
D			
E			

**Background documents**

**Relevant web links**

fit for the **future**

---

preparing us for the future

## **FIT FOR THE FUTURE**

### **COMMUNITY TRANSPORT REVIEW**

#### **FINAL REPORT**

**JULY 2016**

DRAFT



# fit for the **future**

preparing us for the future

## 1. Introduction

### Fit for the Future

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

### Background and scope of the Review

In January 2016, the Project Initiation Document (PID) for the Community Transport Review was endorsed by the Community, Housing and Health Overview & Scrutiny Committee.

The scope of the review included all aspects of planning, managing and delivering the Community Transport Service, including opportunities for the Connects Customer services team to support the Service, and other options to improve management and administration.

The outcomes the project was seeking to achieve were:

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

### Methodology and Approach

A Review Team was established with representation from the Partnership & Policy Team and Finance. The Strategic Director for Community Housing and Health carried out the role of 'Challenge Director' (See **Appendix 1** for a list of Review Team Members).

The Review Team agreed the following objectives:

- 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

# fit for the **future**

preparing us for the future

- To consider alternative options for the delivery of Community Transport, including:
  - Setting up a social enterprise
  - Developing a shared service with other community transport providers
  - Giving grant funding to another transport provider
  - Grant funding top users to enable them to source transport from a range of providers

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

- Current Service Provision
  - A piece of work to analyse passenger use
  - Income Expenditure
  - Benefits to users
  - How the Service operates including risks and resilience risk and resilience
- Alternative Service Provision
- Improved Service Provision
- Stopping Provision

## **2. Summary of key findings**

The review has given us a much greater understanding of who is using and benefitting from the Service and how these needs could be met in future. The detailed analysis of usage has highlighted the fact that there are a small number of member groups (13) who are regularly using the Service. Despite the relatively small numbers of users involved, the Service undoubtedly regularly provides a very valuable service to these users.

The review has also highlighted the need to incur significant expenditure and reconfigure the Service if it is to continue. Without this, there is a risk in the medium term that the Service would not be deliverable. Given the resource commitment required and the ongoing cost to the council of running the Service, it is difficult to see how the council could continue providing the Service.

Other providers of community transport operate both within the district and in adjoining areas and there are options to work with these providers to identify how the needs of the top user groups could continue to be met.

# fit for the **future**

preparing us for the future

## **2 Current Service Provision**

### **2.1 Background**

Lichfield District Community Transport Scheme is operated by Lichfield District Council under a Section 19 permit issued by the Department of Transport. This 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.

Section 19 permit vehicles cannot be used to carry members of the general public. 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 PCV 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 currently operates with one full time manager post and 11 volunteer drivers; the number of volunteer drivers is central to the success of the Service but their availability is also key.

Each volunteer receives MIDAS training and is reimbursed for any out of pocket expenses. Volunteers are normally between the ages of 25 – 70 and are subject to DBS checks (Disclosure and Barring Service).

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. There are currently 71 organisations who are members of the scheme, however data analysis is based on 2015/16 when there were 63 Members. Membership is free.

### **2.2 User needs**

In order to gain an in depth understanding of needs, a comprehensive review of current service use was carried out, looking at:

- Who is using the Service and how often
- What they are using the Service for and where they are travelling to

# fit for the future

## preparing us for the future

- When the Service is being used
- The extent to which members are using the Service on a regular basis or for one off trips
- The difference the Service makes to users, volunteer drivers and Member Groups
- What other options exist for user needs to be met.

This involved a detailed analysis of passenger use over the last two years and surveys of member organisations, individual passengers and drivers and other data sources e.g. census data. Other community transport providers were also identified, both within the district and in neighbouring areas.

### Key findings

- Older people and those with support needs are the main beneficiaries of the scheme
- Only 13 Member Groups regularly use the Service, these top user groups primarily represent groups for older people and those with disabilities but also include groups for children with disabilities or support needs
- Whilst providing transport for rural communities is an objective of the scheme, only 12 member organisations are based in rural communities, none of these are regular users
- Individuals have to be a member of a group in order to benefit from the scheme
- Over the course of 2015/16 495 passenger journeys were made by members of the top user groups, many of whom were the same regular users
- There is some change across individual regular users due to ill health or no longer requiring the Service
- 86% of trips are made by 20% of all Member Groups
- The majority (73%) of trips made by the top users are to the same or similar destinations and take place at the same time on a Tuesday or Wednesday
- The primary purpose of travel for these groups is social interaction and also luncheon clubs
- Use of the minibuses also gives an opportunity for social interaction en route to the destination
- The average number of passengers for each top users trip is 10.6
- 7 of the top user groups have wheelchair users

# fit for the future

preparing us for the future

- The top user groups travel 74.6% of the total annual mileage
- The Service makes a big difference to the lives of users helping combat social isolation and some may not get out of their home without the Service
- Being able to do something worthwhile is really important for the volunteer drivers
- Overall, feedback from service users is positive, any negative feedback is generally about the condition of the minibuses
- A number of regular users reported that they also access other transport (other transport services and taxis) although many stated they only use this service
- Car ownership in Lichfield is high at 86.4% (2011 census), this is the second highest in Staffordshire (South Staffordshire 86.8% is the highest with, Newcastle at the lowest 77.9%)
- There are two other providers of community transport operating within the district and providers in adjoining areas. Both these providers operate within the voluntary and community sector
- Some voluntary and community sector organisations have their own minibuses.

For a detailed breakdown of the findings please see **Appendix 2**

## Conclusions

Community Transport provides a valuable service to a range of organisations, enabling their members to get out and about and have the opportunity for social interaction and for some, a cooked meal. However, the majority of members only use the Service less than 5 times a year, with 13 organisations making the most use of the Service. There are providers of community transport services operating within the district and in adjoining areas also able to offer services.

### 2.3 Current Service delivery – Value for money

In order to gain an in depth understanding of the extent to which the current service delivers value for money, a comprehensive review of current service provision was carried out, looking at:

- How the Service operates
- What the Service costs the council and how it is resourced
- What spare capacity there is to provide additional trips
- The Service risks and resilience

## fit for the future

preparing us for the future

This involved a mapping of all processes and procedures, a detailed analysis of income and expenditure, usage and skillsets. It also involved the identification of service risks and an assessment of service resilience.

Community Transport Income Expenditure and Budgets	2014/15	2015/16	2015/16
		Approved	
	Outturn	Budget	Total Spend
	£	£	£
<b>Employees</b>	36,178	36,700	36,490
<b>Transport</b>	14,134	14,980	14,244
<b>Supplies &amp; Services</b>	1,319	6,830	1,862
<b>TOTAL DIRECT EXPENDITURE</b>	<b>51,631</b>	<b>58,510</b>	<b>52,576</b>
<b>Central Support Services</b>	13,295	21,880	21,880
<b>Capital Financing Costs</b>	3,836	4000	4,000
<b>TOTAL EXPENDITURE</b>	<b>68,762</b>	<b>84,390</b>	<b>78,456</b>
<b>Contributions from local authorities</b>	-3000	-4,000	-3000
<b>Bus Service Operator Grant</b>	-1066	-1,000	-1,123
<b>Income from charges</b>	-33087	-28,920	-25,799
<b>TOTAL INCOME</b>	<b>-37245</b>	<b>-33,920</b>	<b>-29,945</b>
<b>TOTAL NET EXPENDITURE</b>	<b>31,517</b>	<b>50,470</b>	<b>48,511</b>

Capital financing costs is depreciation of the minibuses.

External income includes a grant from Burntwood Town Council, Bus Service Operator Grant and travel charge income.

The Capital Programme for 2016/17 includes £90,000 for the purpose of the purchase of 2 new minibuses.

Income has reduced compared to 2014/15, whilst there has been a slight increase in expenditure.



## fit for the future

preparing us for the future

The table below shows cost per top user group against fees charged compared with all users.

Top 13 User Groups	Number of Trips 2015-16	Average Number Users per trip	Number of Unique Users	Total Mileage	Cost	Fee Charged	Indicative Subsidy
Member Group 1	14	11.1		483	£2,273.32	£923.40	£1,349.92
Member Group 2	12	12.5		271	£1,555.27	£752.80	£802.47
Member Group 3	10	8.8	16	248	£798.56	£400.00	£398.56
Member Group 4	43	10.6		1163	£4,305.35	£1,376.00	£2,929.35
Member Group 5	44	9.5	23	2337	£2,234.54	£1,408.00	£826.54
Member Group 6	51	8.8		650	£2,998.77	£1,632.00	£1,366.77
Member Group 7	18	9.3		1654	£2,495.35	£980.15	£1,515.19
Member Group 8	40	13.1		894	£2,897.03	£1,784.90	£1,112.13
Member Group 9	70	10.3		1028	£7,034.85	£3,315.39	£3,719.46
Member Group 10	20	11.3	28	1432	£1,947.68	£1,190.86	£756.82
Member Group 11	41	11.1	35	797	£4,898.19	£2,126.25	£2,771.94
Member Group 12	44	11.6	14	1007	£3,103.48	£1,540.00	£1,563.48
Member Group 13	45	10.3	22	762	£2,657.59	£1,710.00	£947.59
<b>Top User Total</b>	<b>495</b>	<b>10.6</b>		<b>12,174</b>	<b>£39,199.97</b>	<b>£19,139.76</b>	<b>£20,060.21</b>
<b>All Users Total</b>	<b>579</b>	<b>12</b>		<b>16,313</b>	<b>£52,528.95</b>	<b>£25,191.92</b>	<b>£27,337.03</b>

### Key findings

- Volunteer drivers gave 1,682 volunteering hours in 2015/16
- The Service has operated with minimal resources and processes and procedures have not been systematically reviewed and updated for a number of years
- Some of the processes- e.g. taking bookings and invoicing are overly labour intensive and there is scope to make better use of IT
- Many of the tasks required to operate the Service are administrative, technical and physical, there is also some requirement for analytical and customer focus skills
- The Service is very heavily reliant on the Community Transport Manager and 11 volunteer drivers (3 of whom are over 70)
- The Community Transport Manager has to step in when volunteer drivers are not available and there is no other back up driving resource

# fit for the future

## preparing us for the future

- The vast majority of Community Transport Schemes are run by voluntary and community sector organisations, with only a small number run by district councils
- The oldest minibus (registered in 1998) is still used extensively. In the event of any major repairs being needed this vehicle may need to be scrapped
- All 3 minibuses are well maintained but look tired and are not a good advert for the council
- Marketing and promotion of the Service is limited
- 13 new organisations joined the scheme in 2015/16 and used the Service 17 times
- 76% of income from charges is from the top 13 user groups
- The average cost per trip for top users is £79.19 (£90.72 for all users) and the average trip by the top users is subsidised by £40.52 (£47.21 for all users) per trip
- The total net direct expenditure for 15/16 was £22,631
- The full time employee costs of £36,490 represent a significant proportion (69.4%) of the total direct expenditure (this does not include other staff time)
- The cost per mile of the Service for 2015/16 has been calculated at £3.22 per mile (based on total direct expenditure against total mileage). If central support costs are included this gives a cost per mile of £4.80
- Some Member Groups who are regular users of community transport also receive funding from LDC through locality commissioning and the small grants scheme
- There is significant spare capacity in the use of the minibuses, with limited use on Thursdays and Fridays
- Limited use is made of Lichfield Connects
- The fees and charges advertised are not necessarily what is charged due to fixed charges for regular trips and quotes honoured
- The key service risks are over reliance on a single member of staff, volunteer driver availability, the age of the minibuses and being overly dependent on a small number of Member Groups for the majority of income and the cost to the council of the Service

For a detailed breakdown of the findings please see **Appendix 3**

### Conclusion

The Community Transport Manager's and the volunteer drivers commitment to ensuring that trips take place has enabled the Service to continue on, however it is now at the point where it requires investment in at least 2 new minibuses in order to guarantee its future viability. It also requires service reconfiguration to improve customer access and achieve efficient use of resources. To achieve a cost neutral position, the Service would have to significantly increase usage and/or charges and



# fit for the future

## preparing us for the future

there is a risk that some of the existing users may find cheaper transport from other providers.

### 2.4 Improving and growing the current Service

To assess the potential to improve and grow the existing service the following areas were looked at:

- How the Service can be improved
- What investment is required in order to deliver the improvements required
- What scope is there to increase income and reduce expenditure

This involved a comparison of the existing service against the “ideal service” so as to produce a gap analysis, an assessment of the potential for increased usage and income and the identification of service reconfiguration and improvement options.

#### Key findings

- The Service could be improved by making better use of Lichfield Connects, investing in bespoke booking software, purchasing new minibuses and reconfiguring resources
- The Service doesn't have the right resource to match the skill set requirement. It needs more of an administrative and driving resource and some of the current vehicle management function could be transferred to the depot. This would address the issue of over reliance on one member of staff but would not achieve any savings and would still require ongoing management and co-ordination
- As a council run service, LDC community transport does not have access to funding sources that other community transport providers can access as charities – e.g. Department for Transport Community Transport Minibus Fund
- The purchase of 2 new minibuses would be around £90k which would represent a significant capital investment for the council
- The purchase of second hand minibuses (4-5 years old) would cost around £40k but would add to repair and maintenance costs in the medium term and bring forward the date for a further capital investment
- Investment in new minibuses should make it easier to market the Service and may help attract new volunteer drivers
- There are 2 other Community Transport Providers in Lichfield, Voluntary Transport for the Disabled and Kendall and Wall.

# fit for the future

## preparing us for the future

- Voluntary Transport for the Disabled are run entirely by volunteers and they ask users to make donations to cover their costs. This means they charge less than LDC. They also have newer minibuses, including a new minibus from the Community Transport Minibus Fund
- Kendall and Wall offer bespoke day trips for their members and are a non-profit making organisation
- Other community Transport providers operate Ring and Ride Services but this was piloted for 6 months with Burntwood Town Council in 2015 and take up was very limited so the pilot was not continued
- The option to grow the Service is limited by the existence of 2 other community transport providers operating in the district
- Feedback from current members suggests that there is limited potential to increase usage from the existing member base
- There is limited interest from non-member organisations in becoming members
- Community & Voluntary Sector Groups are also experiencing resource pressures which may impact on their ability to use community transport
- Any increase in charges may reduce demand

For a detailed breakdown of the findings please see **Appendix 4**

### Conclusion

There are a range of options to improve the operation and efficiency of the Service, including the purchase of replacement minibuses. To maximise the use of new minibuses the number of passenger journeys would need to increase significantly and there is no evidence of significant unmet demand. The reconfiguration of resources to match the skill set required would address the service resilience issue but would not achieve savings and the Service would require significant input to achieve this and ongoing management resource to coordinate service delivery.

### 3 Other Delivery Options

Community transport provides a valuable service in meeting the needs of those organisations who use it regularly. However, there are a range of options to deliver the Service, namely:

- Setting up a social enterprise to run community transport
- Setting up a shared service with existing providers

# fit for the future

## preparing us for the future

- Working with existing providers to gauge their capacity and interest in providing a service to some of the top 13 regular users

These options were explored by looking at practice elsewhere and contacting other community transport providers to gauge interest. Of the 8 providers contacted, 5 expressed an interest in meeting up. Two of these providers are based in the district and the others are based in adjoining areas. Meetings have taken place and 4 of the 5 organisations have provided indicative costings for some of our regular trips.

### Key findings

- The vast majority of Community Transport Schemes are run by Voluntary and Community Sector organisations. Other providers tend to rely on a core number of contracts (e.g. school transport) to bring in basic income and also employ some paid drivers
- Social enterprise is an option where there is a proactive interest in setting this up. Where staff have come forward wanting to set up a social enterprise from a council run service, other councils have offered staff support and start-up funding
- While expressions of interest in setting up a social enterprise could be sought from the wider voluntary and community sector, there are downsides to artificially stimulating such interest. In addition there are already two existing voluntary and community sector organisations providing community transport in Lichfield which could be a factor against setting up another organisation
- A social enterprise would have to recoup all expenditure and break even otherwise it would not be able to continue operating. The council has not been able to achieve this
- There are 2 other Community Transport providers already operating in Lichfield and adjoining areas also have their own Community Transport schemes operated by voluntary and community sector organisations/ community interest companies
- Existing providers have indicated that developing a shared service is not an option because they have to cover all of their costs and any such arrangement would not be able to cover our existing staffing costs where TUPE would apply
- Of the 5 Community Transport providers that the council has met up with, 4 have identified that they have spare capacity that could potentially meet the needs of those groups who currently make regular use of LDC's Community Transport service
- The fifth provider does not have any spare capacity on our busiest days, Tuesdays and Wednesdays and are not interested in expanding their service
- A number of private transport providers have minibuses available

# fit for the future

preparing us for the future

For a detailed breakdown of the findings please see **Appendix 5**

## Conclusion

Setting up a social enterprise is not considered to be a viable option taking into account the existing providers operating in the district. Existing providers are not interested in joining with the council to develop a shared service because of the way the Service is currently structured and operates. There is however potential for other providers to meet the needs of regular users.

## 4 Stopping the Service

Community Transport provides a valuable service to its members but the Service does not have to be provided by Lichfield District Council. There is therefore an option to look at stopping the Service in the knowledge that other providers may be able to meet user needs. The table below details the current charges and costs of regular trips made by the top users together with indicative charges from other providers.

Top 13 User Groups	Average Charge Per trip	Average Cost Per trip	Average Subsidy per Trip	Indicative Quote Provider 1	Indicative Quote Provider 2	Indicative Quote Provider 3	Indicative Quote Provider 4
Member Group 1	£66	£162	£96	£100			£67*
Member Group 2	£63	£130	£67	£90			**
Member Group 3	£40	£80	£40	£60	£170***		£55*
Member Group 4	£32	£50	£34		£170	£170-£226.5	£59*
Member Group 5	£32	£51	£19	£60	£130	£152-£175	£52*
Member Group 6	£32	£59	£27	£60			£53*
Member Group 7	£53	£139	£84	£135	£175		**
Member Group 8	£47	£72	£28	£60			**
Member Group 9	£47	£100	£53	£90	£125-£175		£60
Member Group 10	£52	£97	£38			£125	£61*
Member Group 11	£59	£119	£68	£90	£200****	£185-£237.5	£61*
Member Group 12	£35	£71	£36	£80			£54*
Member Group 13	£38	£59	£21	£90	£140	£155-£217.5	£53*

\* Provider 4 does not have the capacity at the moment, but would if given another bus & drivers

\*\* Provider 4 does not have the capacity at the moment, but would if given a second bus & drivers

\*\*\* Combined with Member Group 13

\*\*\*\* Combined with Member Group 5

Provider 3 has expressed an interest in one of the council's minibuses that could be parked in the district to save on travel time and costs.

# fit for the **future**

preparing us for the future

## Key Findings

- The majority of councils do not deliver community transport
- Without investment in new minibuses, the Service would either have to reduce or stop at some point in the near future
- Across the membership, use of LDC Community Transport ranges considerably from once a year to weekly use. The majority of members do not make regular use of the Service
- There are a core number of 13 member groups users who make regular trips (more than 10 bookings per year), these groups would be most impacted upon if the Service stopped
- There are other providers of community transport who state they have the capacity to meet the needs of regular users
- Four out of the five providers that met with the council have given indicative charges for the regular trips made by top users
- Most of these indicative costs are for more than the council currently charges, however unless the council wishes to continue to subsidise the Service, the current charges would need to be increased which would then bring them closer to the indicative charges from the other providers
- There are options to mitigate the impact on regular users by exploring options with other providers, including grant funding and the transfer of assets to another provider
- Other providers are always in need of volunteer drivers so there would be opportunities for drivers to drive for other organisations should they wish to continue driving
- Stopping the Service would mean that the council would have to make the post of Community Transport Manager redundant and incur redundancy costs or identify redeployment options
- It would reduce the current cost to the council of running the Service (£22,631 in 2015/16) but there would no savings for capital financing costs and central support services
- The Service has 3 assets for disposal namely the minibuses, 2 of which are estimated to be only worth around £300 for scrap, with the other vehicle estimated to be worth around £9k
- There would need to be a minimum of 3 months' notice given to all Member Groups in order to enable them to put in place alternative transport arrangements

# fit for the **future**

preparing us for the future

## **Conclusion**

Stopping the Service would impact on those who make regular use of the Service, these include groups who use it on a weekly basis. However if the council decides it can no longer afford to run the Service or make the capital investment required, options should be explored to mitigate the impact on the regular user groups and help ensure they can continue to use community transport from another provider.

Indicative costings suggest that other providers would need to charge more than is currently charged by the Lichfield District Council Community Transport Scheme. However unless LDC wants to continue to subsidise the Service, our charges would need to be increased and this would bring them in line with some of the charges indicated by other providers.

## **5 Key conclusions and recommendations**

Community Transport provides a valuable service to member organisations and helps counter social isolation for older people and children and adults with support needs. Operating with minimal investment over a number of years, the Service has been able to meet the needs of its Member Groups however the council has been subsidising the cost of the transport by not recovering the costs of the Service through its charges. Providing community transport incurred costs to the council of £22,631 in 2015/16.

The Service is now at a point where significant investment is required to make the Service viable in the medium to long term, at the same time the council is having to identify financial savings. There is no evidence to suggest that investment in new minibuses will achieve the income levels required to operate the Service on full cost recovery basis.

There are other community transport providers with the capacity to meet the needs of those who use the Service more than 10 times a year. Stopping the Service would impact on member groups but there are options to mitigate the impact on regular users.



# fit for the **future**

preparing us for the future

## **Recommendations**

Based on the conclusions of this review, it is recommended that the Service is stopped but actions are taken to mitigate the impact on users, member groups and volunteer drivers.

Actions to mitigate the impact include:

- Implementing a communications plan to fully inform users, Member Groups, volunteer drivers and key stakeholders including elected Members
- Minimising any negative impact on top user groups
- Exploring options to work with the other Community Transport providers to identify how they can meet the needs of the top user groups, including the potential disposal of assets
- Identifying funding gaps and costs that top user groups may incur and consider the options to mitigate this including timescales
- Supporting volunteer drivers to find alternative volunteer driving opportunities
- Giving a minimum notice period of 3 months to allow organisations to make other transport arrangements

## **6 Impact assessment**

As part of the review the impact of the Service and any proposed changes on users, Member Groups, volunteer drivers and staff have been considered. In particular:

- The full analysis of Community Transport usage enables the different degrees of impact to be considered
- Ensuring the Steering Group includes all relevant staff involved in the Community Transport Service
- Identifying the availability of alternative Community Transport providers and their capacity and interest in meeting Community Transport needs in the Lichfield District
- The recommendations include carrying out actions to mitigate negative impacts
- An equality impact assessment has been carried out on the recommendations of the Review. This identified that there could be a negative impact on some groups with protected characteristics, namely older people, young people and people with disabilities. However if other community transport providers are able to meet the needs of these groups then the negative impact will be mitigated

# fit for the **future**

---

preparing us for the future

## Appendix 1

### **Members of the Review Team:**

Clive Gibbins - Housing, Partnerships and Policy Manager (Project Executive)

Susan Bamford - Partnerships and Policy Manager (Project Manager)

Helen Titterton - Strategic Director Community, Housing and Health (Challenge Director)

Shahzad Iqbal - Community Transport Manager

Colin Cooke - Performance and Efficiency Improvement Officer

Jane Irving - Senior Business Advisor

Alison Bowen - Performance Review Officer

DRAFT



**Community Transport  
Fit For the Future Review**

**Passenger Usage & Benefits Summary Report**

**Usage of Service**

An analysis of the use of the Community Transport Scheme has been carried out for the financial years 2014/15 and 2015/16.

At the end of March 2016 there were a total of 63 groups that had registered as Members since the scheme was reviewed in October 2014. Since April 2016 8 new groups have become members of the scheme. A total of 50 Members used the scheme in 2015/'16 which is a reduction of 10 compared to 2014/15.

The table below shows the usage of the scheme.

Group Usage	Number	Number of Bookings	Number of Passenger Journeys	Number	Number of Bookings	Number of Passenger Journeys
	<b>2014/15</b>			<b>2015/16</b>		
10 or More times	13 21.7%	571 80.5%	6,056 74%	13 26%	495 85.6%	5,197 75.3%
5 to 9 trips	10 16.6%	76 10.8%	1,358 16.6%	4 8%	27 4.6%	633 9.2%
Less than 5 trips	37 61.7%	62 8.7%	765 9.4%	33 66%	57 9.8%	1,074 15.5%
<b>Total</b>	<b>60</b>	<b>709</b>	<b>8,179</b>	<b>50</b>	<b>579</b>	<b>6904</b>

In 2015/16, 13 Members used the scheme for 10 or more times making 86% of all trips and over 75% of all of the passenger journeys made by the scheme which is broadly in line with usage in 2014/15. The term passenger journeys is used to describe the number of passengers carried on each journey.

The remaining 14% of trips were made by 75% of Members in 2015/16 for 9 times or less, making 25% of the passenger journeys. As the majority of use of the scheme is by 13 members a detailed analysis of their use has been carried out.

**Groups using the Scheme More than 10 times a year in 2014/15 & 2015/16**

<b>2014-15</b>	<b>Bookings</b>	<b>Passenger Journeys</b>	<b>2015-16</b>	<b>Bookings</b>	<b>Passenger Journeys</b>
Member Group 2	21	283	Member Group 1	14	156
Member Group 14	39	68	Member Group 2	12	150
Member Group 4*	92	1031	Member Group 3	10	88
Member Group 6	53	495	Member Group 4*	86	912
Member Group 7	24	271	Member Group 5	44	409
Member Group 8	18	237	Member Group 6	51	447
Member Group 9	74	764	Member Group 7	18	167
Member Group 10	24	274	Member Group 8	40	525
Member Group 11	47	566	Member Group 9	70	687
Member Group 12	48	612	Member Group 10	20	225
Member Group 13	45	544	Member Group 11	41	454
Member Group 15	73	753	Member Group 12	44	512
Member Group 16	13	158	Member Group 13	45	465
<b>Total</b>	<b>571</b>	<b>6056</b>	<b>Total</b>	<b>495</b>	<b>5197</b>

\* In the case of Member Group 4 the outward trip and return trip are counted individually as they are made by different buses with different drivers.

The table above shows the top user groups over the last 2 years to date which are broadly similar. The groups that no longer use the service in 2015/16 are Member Group 15 & 16 due to loss of funding. Member Group 5 has taken over the activity from Member Group 15 and Member Group 1 have increased their usage compared with the previous year.

Further analysis has therefore focussed on 2015/16.

**Total number of bookings by top user by day of the week**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>Total</b>
Member Group 1		2				8	4	<b>14</b>
Member Group 2	1		2	2	3	4		<b>12</b>
Member Group 3	10							<b>10</b>
Member Group 4		86						<b>86</b>
Member Group 5			44					<b>44</b>
Member Group 6		50			1			<b>51</b>
Member Group 7			7		11			<b>18</b>
Member Group 8	7	12	5	11	5			<b>40</b>
Member Group 9	4	3	44	12	2	2	3	<b>70</b>
Member Group 10			20					<b>20</b>
Member Group 11		41						<b>41</b>
Member Group 12			44					<b>44</b>
Member Group 13	45							<b>45</b>
<b>Total</b>	<b>67</b>	<b>194</b>	<b>166</b>	<b>25</b>	<b>22</b>	<b>14</b>	<b>7</b>	<b>495</b>
<b>All User Groups</b>	<b>84</b>	<b>201</b>	<b>185</b>	<b>40</b>	<b>35</b>	<b>25</b>	<b>9</b>	<b>579</b>
<b>%age use by top 13</b>	<b>79.8%</b>	<b>96.5%</b>	<b>89.7%</b>	<b>62.5%</b>	<b>62.8%</b>	<b>56%</b>	<b>77.8%</b>	<b>85.6%</b>

Tuesdays and Wednesdays are the most popular days for bookings with 73% of trips made by top users, with limited use on a Thursday and Friday and weekends. Most users have regular trips taking place on the same day and time each week.

### Booking Hours by Days of the Week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Member Group 1		15.0				35	15.0	65
Member Group 2	2.0		9.0	4.0	14.0	15.2		44.2
Member Group 3	23.8							23.8
Member Group 4		89.8						89.8
Member Group 5			122.1					122.1
Member Group 6		140.4			3.0			43.4
Member Group 7			30.8		31			61.8
Member Group 8	17.6	24.3	15.1	38.5	11.7			107.1
Member Group 9	13.0	7.5	81.0	53.4	6.8	5.5	9.3	176.4
Member Group 10			87.9					87.9
Member Group 11		105.5						105.5
Member Group 12			102					102
Member Group 13	134.3							134.3
<b>Grand Total</b>	<b>190.8</b>	<b>382.5</b>	<b>447.8</b>	<b>95.9</b>	<b>66.4</b>	<b>55.7</b>	<b>24.3</b>	<b>1263.4</b>
<b>All User Groups</b>	<b>279.3</b>	<b>411.3</b>	<b>522.8</b>	<b>159.7</b>	<b>116.1</b>	<b>115.4</b>	<b>32.8</b>	<b>1637.3</b>
<b>%age use by top 13</b>	<b>68.3%</b>	<b>93 %</b>	<b>85.6%</b>	<b>60%</b>	<b>57.2%</b>	<b>48.3%</b>	<b>74.0%</b>	<b>77.2%</b>

### Percentage of Booking Hours by days of the week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
<b>Overall Usage</b>	279.3	411.3	522.8	159.7	116.1	115.4	32.8	1637.3
<b>Total available hours</b>	375	375	375	375	375	375	375	2,625
<b>For 3 Minibuses</b>	1125	1125	1125	1125	1125	1125	1125	7875
<b>%age hours booked</b>	<b>24.8%</b>	<b>36.6%</b>	<b>46.5%</b>	<b>14.2%</b>	<b>10.3%</b>	<b>10.3%</b>	<b>2.9%</b>	<b>20.8%</b>

This is based on a 7 hour 30 minute day and 50 week year. It does not make allowances for pre-trip checks, refuelling and time taken to pump up the suspension on the oldest vehicle. Also a minibus may be booked for a period in the morning and afternoon making it only then available for a booking over lunch time. Time when the minibuses may not be available due to regular safety checks and routine maintenance also needs to be factored in, plus any breakdowns when a vehicle may be off the road.

### Hours booked by Minibus by days of the week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
<b>FJ08 PRX</b>	108.8	137.5	155.8	94.3	63.3	75.9	15.5	651.1
<b>LG02 ZTL</b>	33.7	89.7	110	43.7	9	19.5	17.3	322.8
<b>V947 FEN</b>	136.8	184.1	257	21.7	43.8	20	0	633.4
<b>Grand Total</b>	279.3	411.3	522.8	159.6	116.1	115.4	32.8	1637.3

This shows that the 1998 vehicle (V947 FEN) is still used significantly as it is wheelchair accessible. Due its age there is a greater risk of this minibus requiring significant and costly repairs. Without the replacement of this minibus in the future the scheme would be would only have 1 wheelchair accessible vehicle available.

### Average Number of Passengers by Top Users and days of the week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Member Group 1		13.5				10.8	10.8	<b>11.1</b>
Member Group 2	16.0		12.0	14.0	12.7	11.0		<b>12.5</b>
Member Group 3	8.8							<b>8.8</b>
Member Group 4		10.6						<b>10.6</b>
Member Group 5			9.5					<b>9.5</b>
Member Group 6		8.7			10.0			<b>8.7</b>
Member Group 7			11.9		7.6			<b>9.2</b>
Member Group 8	13	14.4	12.2	14.5	8.2			<b>13.1</b>
Member Group 9	13.0	15.5	9.0	14.0	12.0	4.3	8.3	<b>10.0</b>
Member Group 10			11.3					<b>11.3</b>
Member Group 11		11.1						<b>11.1</b>
Member Group 12			11.6					<b>11.6</b>
Member Group 13	10.3							<b>10.3</b>
<b>Grand Total</b>	<b>10.6</b>	<b>10.5</b>	<b>10.4</b>	<b>14.2</b>	<b>9</b>	<b>10.2</b>	<b>9.7</b>	<b>10.6</b>

Those passengers who are wheelchair users will not be able to use conventional transport. Other users including those who are blind or partially sighted, may also experience difficulties in using public transport.

#### Wheel chair usage by Top User Group

	Total Passengers	Average Number	Total Wheelchair Users	Wheelchair User Average
Member Group 1	156	111	0	0
Member Group 2	150	12.5	12	1
Member Group 3	88	8.8	0	0
Member Group 4	912	10.6	0	0
Member Group 5	409	9.5	23	0.5
Member Group 6	447	8.8	35	0.7
Member Group 7	167	9.3	20	1.1
Member Group 8	525	13.1	0	0
Member Group 9	687	10.3	1	0
Member Group 10	225	11.3	32	1.6
Member Group 11	454	11.1	0	0
Member Group 12	512	11.6	34	0.8
Member Group 13	465	10.3	56	1.2
<b>Grand Total</b>	<b>5197</b>	<b>10.6</b>	<b>213</b>	<b>0.4</b>

#### Miles Travelled and Charges by Top User Groups

	Trips	Miles	Average Miles	Total Charge	Average Charge	Total Cost	Average Cost
Member Group 1	14	706.0	50.4	£923.40	£65.96	£2,273.32	£162.38
Member Group 2	12	483.0	40.3	£752.80	£62.73	£1,555.26	£129.61
Member Group 3	10	248.0	24.8	£400.00	£40.00	£798.56	£79.86
Member Group 4	86	1337.1	15.5	£1,376.00	£16.00	£4,305.46	£50.06
Member Group 5	44	693.9	15.8	£1,408.00	£32.00	£2,234.36	£50.78
Member Group 6	51	931.3	18.3	£1,632.00	£32.00	£2,998.79	£58.80
Member Group 7	18	774.9	43.1	£980.15	£54.45	£2,495.18	£138.62
Member Group 8	40	899.7	22.5	£1,784.90	£44.62	£2,897.03	£72.43
Member Group 9	70	2184.7	31.2	£3,315.39	£47.36	£7,034.73	£100.50
Member Group 10	20	604.9	30.2	£1,190.86	£59.54	£1,947.78	£97.39
Member Group 11	41	1521.2	37.1	£2,126.25	£51.86	£4,898.19	£119.47
Member Group 12	44	963.8	21.9	£1,540.00	£35.00	£3,103.44	£70.53
Member Group 13	45	825.3	18.3	£1,710.00	£38.00	£2,657.47	£59.05
<b>Top User Total</b>	<b>495</b>	<b>12173.8</b>	<b>24.6</b>	<b>£19,139.76</b>	<b>£38.67</b>	<b>£39,199.57</b>	<b>£79.19</b>
<b>Total All Users</b>	<b>579</b>	<b>16313.34</b>	<b>28.2</b>	<b>£25,191.92</b>	<b>£43.51</b>	<b>£52,528.95</b>	<b>£90.72</b>

This shows that the average journey per top user group ranges from 15.5 miles to 50.4 miles with average charges ranging from £16 to £65.96.

Total costs column is based on a rate per mile calculated on the total mileage travelled by all groups (16,336) and the total direct costs incurred by the service (£52,576) which gives a cost per mile of £3.22.

When you compare charges made to actual costs incurred on a rate per mile basis the average shortfall in charges is 47% (ranging from 30% to 65%). This demonstrates that there is not full cost recovery resulting in a subsidy to all groups.

### Trip Activity types for Top Users

Top 13 User Groups	Number of Trips 2015-16	Average Number Users per trip	Number of Unique Users	Total Mileage	Primary Activity Type
Member Group 1	14	11.1		483	Social and leisure activities
Member Group 2	12	12.5		271	Primarily social activities
Member Group 3	10	8.8	16	248	Social Activities
Member Group 4	43	10.6		1163	Social Club, sometimes with lunch/ afternoon tea
Member Group 5	44	9.5	23	2337	Lunch club
Member Group 6	51	8.8		650	Shopping
Member Group 7	18	9.3		1654	Shopping and Lunch club
Member Group 8	40	13.1		894	Sporting activities
Member Group 9	70	10.3		1028	Social activities for vulnerable women and children
Member Group 10	20	11.3	28	1432	Lunch and social outing
Member Group 11	41	11.1	35	797	Health and wellbeing activities
Member Group 12	44	11.6	14	1007	Bingo & general social
Member Group 13	45	10.3	22	762	Lunch and social outing
<b>Total</b>	<b>495</b>	<b>10.6</b>		<b>12,174</b>	

This table shows how often the top users use the Service and how far they travel and the types of activities they are using the service for. The average number of people making these trips is shown and unique users (where available) refers to the number of individuals benefiting from the service in the year.

### Benefits of the Service

Surveys of the 13 top user Member Groups and their passengers were carried out between January and May 2016, with 60 individual users directly surveyed. Their views included:

#### Group Member Views

- A lot of members only get out once a week, and there is no suitable public transport available to meet their needs
- Without the service children would not be able to go to the youth club as they are vulnerable
- trips for the vulnerable people would not take place
- It makes our services accessible, thus making our members lives more enjoyable
- A lot, many would not be able to go out. Taxis are too expensive
- Huge, for a lot of our members it is the only time they get out, although there are varied numbers at the moment

- An awful lot of difference, without the service a lot of our members would not get out

### Users Views

<p>Big difference, a lovely day out with friends,  <i>Makes</i> Big difference makes life better I live on my own and have difficulty with my balance.          I have arthritis and it gets me out of the house  <i>Means a</i> Hell of a lot limited mobility          "Gets me out of the house",          "Transport allows me to get out" "Wouldn't see anyone as it is very quiet where I live." I get to meet people          Livens me up as I get bored at home          wish I could do it every day otherwise I just stay in          Would not be able to get out without this service.          Enables me to meet people and I feel more sociable          Means A lot, meet a wider circle of people Means A lot because we can get to groups          without paying for taxis          It helps to give my wife a break          It's terrific because of my poor eyesight I cannot catch the bus, so I get to meet people in similar circumstances.</p>	<p>Means I get to meet people it's the only interaction I get out of school          Makes me move around more quickly knowing I am getting out          Easier to get to club otherwise buses          Sometimes it makes me feel happier A lot more confident about getting my shopping done I get a cooked meal          Brilliant I get to get out and am able to have a meal out.          If not for this trip would not have a lunch on Wednesday          Everything I only get out on Wednesdays A big difference to have lunch out wouldn't get out otherwise and its door to door          Big difference provides a social life at night as I don't like driving at night.          I have no car so it gives me company          Makes A big difference, social life and first class chat.          As I have no relatives in Lichfield and I am in the house so much it keeps me sane</p>
---	---





### VALUE FOR MONEY - COMMUNITY TRANSPORT EXPENDITURE AND INCOME ANALYSIS

Having looked at the usage of the service and benefits, a detailed analysis of income and expenditure over the last 2 years was undertaken to identify the extent to which the service is delivering value for money.

#### Community Transport Expenditure and Income 2015/16

		2014/15	2015/16	2015/16
			Approved	
Community Transport		Outturn	Budget	Total Spend
		£	£	£
Employees		36,178	36,700	36,490
Transport		14,134	14,980	14,244
Supplies & Services		1,319	6,830	1,862
<b>TOTAL DIRECT EXPENDITURE</b>		<b>51,631</b>	<b>58,510</b>	<b>52,576</b>
Central Support Services		13,295	21,880	21,880
Capital Financing Costs	Capital Charges - Depreciation	3,836	4000	4,000
<b>TOTAL EXPENDITURE</b>		<b>68,762</b>	<b>84,390</b>	<b>78,456</b>
External Income				
	Contributions from Local Authorities	-3000	-4,000	-3000
	Other Grants	-1066	-1,000	-1,123
	Other Income	-33087	-28,920	-25,799
<b>TOTAL INCOME</b>		<b>-37245</b>	<b>-33,920</b>	<b>-29,945</b>
<b>TOTAL NET EXPENDITURE</b>		<b>31,517</b>	<b>50,470</b>	<b>48,511</b>

The above table sets out income and expenditure budgets and outturn for Community Transport in 2015/16 compared with outturn in 2014/15. The net direct cost in 2015/16 was £22,631 compared to £14,386 in 2014/15. If total expenditure is used, including central support charges and capital depreciation, the total net expenditure in 2015/16 was £48,511 compared to £31,517. Expenditure on transport costs was £14,244 which represents 27% of all direct expenditure. Central support costs and capital depreciation charges total £25,880 which, together with the direct expenditure, gives a total expenditure of £78,456 and a net total expenditure of £48,511.

In 2015/16 there has been a reduction in income received of £7,300 compared to 2014/15, the majority of which is due to the pilot Burntwood Ring & Ride Scheme. Income in 2015/16 includes a £3,000 grant from Burntwood Town Council and other income is Bus Service Operators Grant of £1,123.

Using the total direct expenditure it is possible to calculate a direct cost per mile of the Community Transport scheme. The total mileage for the scheme during 2015/16 was 16,336, which with a total direct expenditure of £52,576 gives an overall cost per mile of £3.22.

If the total expenditure, including on costs is used this gives a cost per mile of £4.80.

## Analysis of User Groups by Mileage, Costs and Income

Groups with more than 10 trips	Mileage	Fee Charge	Fee Charge per Mile	Actual Charge	Actual Charge Per Mile	Cost (based £3.22)	Subsidy
Member Group 1	706.0	£992.90	£1.41	£923.40	£1.31	£2,273.32	£1,349.92
Member Group 2	483.0	£677.62	£1.40	£752.80	£1.56	£1,555.27	£802.47
Member Group 3	248.0	£354.28	£1.43	£400.00	£1.61	£798.56	£398.56
Member Group 4	1337.1	£1,697.44	£1.27	£1,376.00	£1.03	£4,305.35	£2,929.35
Member Group 5	694.0	£1,296.02	£1.87	£1,408.00	£2.03	£2,234.54	£826.54
Member Group 6	931.3	£1,626.96	£1.75	£1,632.00	£1.75	£2,998.77	£1,366.77
Member Group 7	775.0	£1,037.08	£1.34	£980.15	£1.26	£2,495.35	£1,515.19
Member Group 8	899.7	£1,479.00	£1.64	£1,784.90	£1.98	£2,897.03	£1,112.13
Member Group 9	2184.7	£2,936.55	£1.34	£3,315.39	£1.52	£7,034.85	£3,719.46
Member Group 10	604.9	£1,027.93	£1.70	£1,190.86	£1.97	£1,947.68	£756.82
Member Group 11	1521.2	£1,949.49	£1.28	£2,126.25	£1.40	£4,898.19	£2,771.94
Member Group 12	963.8	£1,428.43	£1.48	£1,540.00	£1.60	£3,103.48	£1,563.48
Member Group 13	825.3	£1,481.64	£1.80	£1,710.00	£2.07	£2,657.59	£947.59
<b>Sub Total</b>	<b>12173.9</b>	<b>£17,985.34</b>	<b>£1.48</b>	<b>£19,139.76</b>	<b>£1.57</b>	<b>£39,199.97</b>	<b>£20,060.21</b>
<b>Groups with 5 to 9 trips</b>	<b>1551.39</b>	<b>1997.12</b>	<b>£1.29</b>	<b>£1,920.96</b>	<b>£1.24</b>	<b>£4,995.46</b>	<b>£3,074.50</b>
<b>Groups with Less Than 5 Trips</b>	<b>2588.05</b>	<b>£3,811.41</b>	<b>£1.47</b>	<b>£4,131.20</b>	<b>£1.60</b>	<b>£8,333.51</b>	<b>£4,202.31</b>
<b>Total</b>	<b>16313.34</b>	<b>£23,793.87</b>	<b>£1.46</b>	<b>£25,191.92</b>	<b>£1.54</b>	<b>£52,528.95</b>	<b>£27,337.03</b>

This table shows a breakdown of mileage and costs and charges by Groups with more than 10 trips in detail and a summary for those Groups with between 5 to 9 trips and below 5 trips.

The Fee Charge column is the fee calculated based on the approved fee for Community Transport which is calculated at 90p per mile plus an hourly charge of £5.50 for Voluntary Groups and £6.25 for Statutory Organisations (e.g. Parish Councils and schools).

The actual charge column is the charge that was made to the relevant group. The approved charging scheme allows for regular users to agree a fee beforehand (as they have to work out what to charge their users) which is based on the charging scheme, or where fixed quotes have been made based on the charges. This may differ from the fee charge where actual mileage and time may differ slightly (these are used to calculate the fee charge).

### Appendix 3

The subsidy is the difference between the cost column and the actual charge column. The total subsidy is £27,337 and for the top users is £20,060 which, based on an estimated number of unique users of 200 to 300, is equivalent to £100.30 to £66.86 per unique user.

Please note that the total of the cost column (£52,528) differs slightly from the total expenditure shown on page 1 (£52,576) due to rounding of decimal points.

The table below shows a breakdown of mileage and costs and charges by categories of groups and the purpose of the group within that category.

	Trips	Mileage	Fee Charge	Actual Charge	Cost
<b>Adults with Disabilities</b>	<b>20</b>	<b>604.87</b>	<b>£1,027.93</b>	<b>£1,190.86</b>	<b>£1,808.56</b>
Social	20	604.87	£1,027.93	£1,190.86	£1,808.56
<b>Adults with support needs</b>	<b>58</b>	<b>2471.98</b>	<b>£3,174.17</b>	<b>£3,369.25</b>	<b>£7,391.21</b>
Health & Well Being	52	2290.98	£2,939.77	£3,141.25	£6,850.02
Social	6	181	£234.40	£228.00	£541.19
<b>General</b>	<b>34</b>	<b>2037.93</b>	<b>£2,757.99</b>	<b>£2,880.94</b>	<b>£6,093.39</b>
Arts & Craft	8	576.15	£747.70	£695.00	£1,722.69
Education & Development	1	115.51	£145.21	£150.00	£345.36
Health & Well Being	2	86	£131.90	£170.00	£257.14
Social	23	1260.27	£1,733.18	£1,865.94	£3,768.20
<b>Older People</b>	<b>332</b>	<b>6997.13</b>	<b>£10,852.65</b>	<b>£11,152.63</b>	<b>£20,921.43</b>
Arts & Craft	11	303	£436.78	£482.50	£905.97
Health & Well Being	114	2404.20	£3,971.91	£4,040.15	£7,188.56
Social	207	4289.93	£6,443.96	£6,629.97	£12,826.89
<b>Young People</b>	<b>50</b>	<b>1277.7</b>	<b>£2,009.49</b>	<b>£2,316.95</b>	<b>£3,820.32</b>
Education & Development	46	1153.7	£1,853.89	£2,156.95	£3,449.56
Sport	4	124	£155.60	£160.00	£370.76
<b>Young People with Disabilities</b>	<b>14</b>	<b>706</b>	<b>£992.90</b>	<b>£923.40</b>	<b>£2,110.94</b>
Health & Well Being	14	706	£992.90	£923.40	£2,110.94
<b>Young People with Support Needs</b>	<b>71</b>	<b>2217.73</b>	<b>£2,978.75</b>	<b>£3,357.89</b>	<b>£6,631.03</b>
Education & Development	1	33	£42.20	£42.50	£98.67
Health & Well Being	70	2184.73	£2,936.55	£3,315.39	£6,532.36
<b>Grand Total</b>	<b>579</b>	<b>16313.34</b>	<b>£23,793.87</b>	<b>£25,191.92</b>	<b>£48,776.88</b>

This table shows breakdown by %age of mileage and costs and charges by categories of groups only

	<b>Trips</b>	<b>Mileage</b>	<b>Fee Charge</b>	<b>Actual Charge</b>	<b>Cost</b>
<b>Arts &amp; Craft</b>	3.3%	5.4%	5%	4.7%	5.4%
<b>Education &amp; Development</b>	8.3%	8%	8.6%	9.3%	8%
<b>Health &amp; Well Being</b>	43.5%	47%	46.1%	46%	47%
<b>Social</b>	44.2%	38.8%	39.7%	39.4%	38.8%
<b>Sport</b>	0.7%	0.8%	0.6%	0.6%	0.8%
<b>Grand Total</b>	100%	100%	100%	100%	100%

**COMMUNITY TRANSPORT**  
**IMPROVING AND GROWING THE SERVICE**

To identify how the Service could be improved and potentially developed the following actions were undertaken:

- A survey of Member Groups where organisers were asked of any improvements we could make to the Service and what stops them using the Service more
- A surveys of individual members from the Top 13 users groups who were asked what improvements we could make to the Service and what they liked about the Service and what they disliked about the Service
- A survey of volunteer drivers who were asked how they felt we could improve the Service
- A survey of voluntary and community groups who might potentially use the Service who were asked if they would be interested in using the Service
- A gap analysis was undertaken. The analysis identified the ideal service against the current service and then assessed and identified the gap between current and ideal
- A skill set analysis was also undertaken to identify a breakdown of the skills currently being employed against those required
- Discussions took place with other Community Transport providers to identify good practice (in addition to their spare capacity)

From the above actions the improvements below were identified.

<b>Improvement</b>	<b>What is required?</b>	<b>Who</b>	<b>Risks</b>	<b>Estimated additional cost</b>
<b>Promoting the Service</b>	Rebranding and Vehicle Decals	Communications Team	Service Promotion does not result in additional income	£400
	Marketing Plan	Community Transport Resource		£600
	Production of Posters & Leaflets			
	Improved Web Pages			
	Setting up improved links with Voluntary Sector			Officer time - 20 hours @£15.47= £309
			<b>Estimated Sub Total</b>	<b>£1309</b>
<b>Enquiring about the Service</b>	Development of new processes, scripts and FAQs – link to website and new booking software	Community Transport Resource	Front/ back office split Information not clear to Customer Connects so wrong information given to the customer	Officer time - 30 hours@ £15.47 an hour= £464
	Staff training	Customer Connects Communications Team		

<b>Improvement</b>	<b>What is required?</b>	<b>Who</b>	<b>Risks</b>	<b>Estimated additional cost</b>
<b>Making a Booking</b>	New Booking software required Staff training IT links	Community Transport Resource IT support	Interface with other IT	Minimum £3k plus implementation Officer time – 15 hours @ £15.47 = £232
			<b>Estimated Sub Total</b>	<b>£3,232</b>
<b>Having the right resources to meet customer needs and provide a sustainable service</b>	Availability of back up or part time driver(s) Realignment of existing staff resources to better reflect work carried out Transfer of Vehicle Management to Depot	PT driver@ £8 50 per hour PT Manager /Co-ordinator Costs Customer Connects Costs Ongoing overall management costs	Availability/ flexibility of drivers Communication breakdowns by spreading resources across several individuals and service areas	2 driver @ 16 hours per week = £17,000 per annum (excluding on costs) PT Manager/co-ordinator @£20k (excluding on costs) plus other management costs of £7k per annum Ongoing customer connects time- 10 hours per week @ £10 = £5,200 per annum excluding on costs) Ongoing Vehicle Management costs £2k
			<b>Estimated Sub Total (additional staffing costs)</b>	<b>£18,100</b>
<b>Getting and looking after Volunteer Drivers</b>	More proactive approach needs to be adopted	Key priority of Manager/ co-coordinator	Competition for volunteers across the Voluntary and Community Sector could result in limited number of volunteers 3 of current volunteers are over 70 Fewer drivers available with D1 driving licence	No additional costs
<b>Providing Transport – the Minibuses</b>	Procurement of 2 new buses immediately There is an option to purchase second hand	Manager through tender process	Having better minibuses was the key improvement fed back by member groups,	£90k

<b>Improvement</b>	<b>What is required?</b>	<b>Who</b>	<b>Risks</b>	<b>Estimated additional cost</b>
	<p>minibuses (4-5 years old) would cost around £40k but this would add to repair and maintenance costs in the medium term and bring forward the date for a further capital investment</p> <p>Procurement of 3<sup>rd</sup> Bus in 2 years' time</p>		<p>individuals and volunteer drivers</p> <p>Cost of minibuses will add to service costs with no guarantee of increased income</p>	<p>Additional Depreciation costs (not included)</p> <p>£45K (not included)</p>
<b>Maximising Income</b>	<p>Set charges at level to recover expenditure</p> <p>Increase number of bookings through proactive contact with members and promotion of service to potential members</p> <p>Develop bespoke day out offer</p>	<p>Cabinet Member</p> <p>Community Transport Resource</p> <p>Community Transport Resource</p>	<p>Risk that some members will go to cheaper providers or reduce their usage</p> <p>Some member groups fed back that if we reduced our charges they would use us more</p> <p>Dependent on having enough volunteer drivers</p> <p>New buses should help increase income</p> <p>Impact of reduced voluntary sector funding</p> <p>Limited take up due to cost and similar offer from other providers</p>	No additional costs
<b>Making best use of IT</b>	<p>Streamlining of invoicing process</p> <p>Piloting of IPads for drivers to reduce paperwork and improve efficiency</p>	<p>Finance</p> <p>Community Transport Resource</p>	<p>Drivers reluctant to try new technology</p>	2 x £399
			<b>Total estimated additional costs</b>	<b>£113,439</b>



## OTHER DELIVERY OPTIONS

Option	Impact	Savings	Benefits to the Council	Benefits to users	Risks/ Unknowns
<b>Develop social enterprise model</b>	Stand-alone charity that could benefit from funding sources not open to council	Dependent on whether any pump priming support required	Assurance that service will continue in short to medium term but council no longer directly responsible	Alternative provider available with potential access to greater funding	Whether there is any interest in setting up a social enterprise Whether users and drivers would wish to continue under social enterpriser No guarantees that a new social enterprise will succeed
<b>Shared Service with existing providers</b>	Would spread the costs across 2 organisations and improve the service resilience. It would also give the service access to additional resources	In the short term to medium terms there would be no significant savings as TUPE would apply	Assurance that service will continue in short to medium term but council no longer solely responsible	Additional provider available with access to greater resources	No interest expressed in this option from other providers due to our service costs and age of minibuses
<b>Identify capacity and willingness of other providers to meet the needs of current top users</b>	Mitigates negative impact	Dependent on extent to which the council wants to mitigate the impact	Gives council assurance that needs of top users will be met Reputational/ damage limitation Option to dispose of assets (e.g. minibuses>)	Top users get their needs met by other providers and support in meeting any additional costs	Extent to which users would use other transport providers Extent to which current drivers would be willing to drive for another provider
<b>Signpost all current members to potential other community transport providers</b>	Mitigates negative impact	Dependent on extent to which the council wants to mitigate the impact	Gives council assurance that needs can potentially be met	Users can explore options of having needs met by other providers	May incur additional costs to users Willingness of users to use other providers