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18<sup>th</sup> March 2014

Dear Sir/Madam

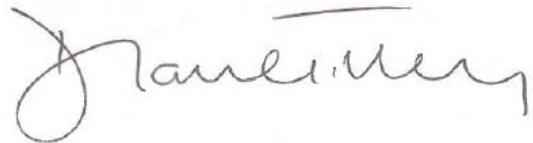
### **DISTRICT BOARD**

The meeting will take place on **Tuesday, 25th March 2014 at 4.00pm** in the **Committee Room, Lichfield District Council**.

Yours faithfully



Cllr Mike Wilcox  
**Leader of the Council**



Diane Tilley  
**Chief Executive**

To: **Elected Members:**  
Councillors Mike Wilcox and Colin Greatorex Lichfield District Council  
Councillor Terry Finn, Staffordshire Fire Authority  
Councillor Alan White, Staffordshire County Council

**Representatives from External Organisations:**  
Nicky Burns, Lichfield and District Community and Voluntary Sector Support (CVS)  
Tim Hyde, Staffordshire Fire and Rescue Service  
Mick Boyle, Staffordshire Police  
Kate McConnell, Staffordshire Probation  
Jon Topham, Public Health Staffordshire  
Graham Morley, South Staffordshire College  
Debbie Baker, Business and Economic Partnership  
Rita Symons, South East Staffs & Seisdon Peninsula Clinical Commissioning Group  
Julie Walker, Strategic Housing Partnership

**In attendance:**  
Diane Tilley, Helen Spearey and Susan Bamford, Lichfield District Council  
Wayne Mortiboys, District Commissioning Lead, Staffordshire County Council

cc. **Agenda for information only:**  
Councillors Iain Eadie, Ian Pritchard, Andrew Smith and Christopher Spruce, Lichfield District Council  
Richard King, Jane Kitchen and Neil Turner, Lichfield District Council

## AGENDA

### 1. WELCOME AND APOLOGIES

Introductions - Susan Bamford, Partnerships and Policy Manager and Superintendent Mick Boyle

### 2. ACTION NOTES FROM THE PREVIOUS MEETING, 19<sup>TH</sup> NOVEMBER 2014

To agree the action notes as an accurate record - *attachment*

### 3. MATTERS ARISING

To consider any matters arising not covered elsewhere on the agenda

## ITEMS FOR DISCUSSION

### 4. COMMUNITY SAFETY DELIVERY PLAN 2014-17(20 mins)

To receive a report from Jenni Coleman, Community Safety Manager - *attachment*

#### Decision needed by partners:

- a) To approve the Community Safety Delivery Plan and spending priorities for 14/15.
- b) To delegate authority to the Community Safety Working and Performance Group to adjust the spending priorities where deemed appropriate.

### 5. SUPPORTING FAMILIES IN LICHFIELD DISTRICT (10 mins)

To receive a report from Wayne Mortiboys, District Commissioning Lead- *attachment*

#### Decision needed by partners:

- a) Note the progress being made across Lichfield District working with families with multiple issues as part of the County Council's Building Resilient Families & Communities project.
- b) Note the amount of reward grant that has been received through the Payment by Results mechanism where positive progress has been made with families.
- c) Approve the investment of approximately 50% of the Payment by Results reward grant secured to date, £7,500, back into local initiatives that are helping young people and vulnerable adults with learning difficulties into employment.
- d) Delegate the detailed commissioning of the £7,500 reward grant to the District Commissioning Lead.

### 6. FOOD POVERTY AND HEALTH GRANTS SCHEME (10 mins)

To receive a report from Jon Topham, Locality Public Health Partnerships and Commissioning Lead - *attachment*

#### Decision needed by partners:

- a) That the District Board notes the funding opportunity and the actions taken by the Health and Wellbeing Group so far.
- b) That the District Board delegate authority to the Health and Wellbeing Group to decide how the funding should be allocated.
- c) That the District Board receives progress reports i) to advise on the successful applications at the next meeting of the Board and ii) to update on delivery outcomes by March 2015.

**7. PUBLIC HEALTH COMMISSIONING PROSPECTUS 2014/15 (10 mins)**

To receive a report from Jon Topham, Locality Public Health Partnerships and Commissioning Lead - *attachment*

**Decision needed by partners:**

- a) That the District Board notes the funding opportunity offered by the Public Health Commissioning Prospectus.
- b) That the District Board delegate authority to the Health and Wellbeing Group to decide how the funding should be allocated.
- c) That the District Board receives progress reports i) to advise on the successful applications at the next meeting of the Board and ii) to update on delivery outcomes by March 2015.
- d) That the District Board consider wider governance issues implicit in this report (separate agenda item).

**8. LOCALITY COMMISSIONING (15 mins)**

To receive a report from Jon Topham, Locality Public Health Partnerships and Commissioning Lead on behalf of the Health and Wellbeing Group - *attachment*

**Decision needed by partners:**

- a) That the District Board consider the proposals within this paper.
- b) That the District Board authorizes the Health and Wellbeing Group to further develop a model for locality commissioning in Lichfield District.

**9. TRANSFORMING REHABILITATION (10 mins)**

Kate McConnell, Deputy Head Staffordshire LDU, to introduce briefing paper- *attachment*

**Decision needed by partners**

- a) To note the plans to change the way probation services are organised.

**10. LICHFIELD DISTRICT LOCAL PLAN :STRATEGY (10 mins)**

To receive an update report from Clare Eggington, Principle Development Plans Officer- *attachment*

**Decision needed by partners**

- a) To note the progress being made to adopt a new Local Plan for Lichfield District.

**11. SLA MONITORING REPORT – LICHFIELD4BUSINESS (10 mins)**

Debbie Baker, Chair of the Tamworth and Lichfield Business and Economic Partnership (BEP) to give an update on Lichfield4Business - *attachment*

**Decision needed by partners**

- a) To note the key services delivered and outcomes achieved.

**12. BUSINESS IMPROVEMENT DISTRICT (15 mins)**

Elizabeth Thatcher, Communications and Tourism Manager to brief the Board on proposals to establish a BID in Lichfield City Centre

**Decision needed by partners**

- a) To note the proposals.

**13. COMMUNITY CONSULTATION EXERCISE (LDC)(10 mins)**

To receive a report from Helen Spearey, Strategic Director, Community, Health and Housing - *attachment*

**Decision needed by partners:**

- a) To note the report and the questionnaire survey.  
b) To consider whether there are opportunities to publicise the Survey through partner networks and encourage uptake by employees, customers etc.

**14. UPDATE REPORTS (20 mins)**

- Work Clubs - Julie Walker and Nicky Burns
- Let's Work Together - Nicky Burns and Jon Topham
- County Council Change Programme – Wayne Mortiboys
- Lichfield District Health and Well Being Group - *notes of last meeting for information*

**15. ANY OTHER BUSINESS**

**16. FUTURE MEETING DATES**

Monday 23 June 2014 at 4 pm - Chasewater Innovation Centre

Monday 10 November 2014

*Note: Lichfield District Council welcomes offers from partners to host meetings of the District Board. Accommodation at District Council House is held as a contingency.*

# MINUTES



## LICHFIELD DISTRICT BOARD

Held at 4.00 pm on 19 November 2013 at Lichfield District Council, District Council House, Frog Lane, Lichfield

**Present:**

**Elected Members:**  
 Councillor Colin Greatorex (In the Chair), Lichfield District Council  
 Councillor Terry Finn, Staffordshire Fire Authority  
 Councillor Alan White, Staffordshire County Council

**Representatives from Partner Organisations:**  
 Sergeant Caroline Bailey representing Superintendent Simon Tweats Staffordshire Police  
 Nicky Burns representing Lichfield and District Community and Voluntary Sector Support (CVS)  
 Andy Kinsman representing Tim Hyde Staffordshire Fire and Rescue Service  
 Rita Symons South East Staffs and Seisdon Peninsular Clinical Commissioning Group  
 Julie Walker representing Strategic Housing Partnership.

**In attendance:** Lesley Bovington, John Brown, Jenni Coleman, Pat Leybourne, Helen Spearey and Diane Tilley of Lichfield District Council and Wayne Mortiboys the District Commissioning Lead of Staffordshire County Council

Minute Number	Minutes	Action
1	<p><b>Welcome</b></p> <p>Councillor Colin Greatorex welcomed everybody to the meeting particularly Sergeant Caroline Bailey, Jenni Coleman and Pat Leybourne.</p> <p>Apologies for absence were received from Tim Hyde of Staffordshire Fire and Rescue Service, Kate McConnell of Staffordshire Probation, Jon Topham of Public Health Staffordshire, Superintendent Simon Tweats of Staffordshire Police and Councillor Mike Wilcox of Lichfield District Council.</p>	
2	<p><b>Action Notes from Previous Meeting - 25 July 2013</b></p> <p>The Minutes of the previous meeting held on 25 July 2013 were agreed and the action points carried out noted.</p>	
3	<p><b>Impact of Welfare Reform</b></p> <p>Pat Leybourne and Julie Walker submitted a report prepared which highlighted partnership activity to mitigate the impact of Welfare Reform in the District of Lichfield. The Board was informed that additional money was available to assist people with the reforms through the Discretionary Housing Payments Scheme but demand had been lower than expected. Julie Walker reported that there had been a significant impact to tenants in Bromford Housing properties with an anticipated additional £90,000 in rent arrears by year end and Pat Leybourne advised that the number of telephone calls received by Lichfield Connects to the Revenues and Benefits Service had trebled if the figures for April 2012 were compared</p>	

Minute Number	Minutes	Action
	<p>to April 2013.</p> <p>Councillor Alan White asked if there had been an impact on police activity and mental health issues as a result of the Welfare Reforms and was informed that whilst there did not seem to be an increase in crime activities it was considered that some families were adversely affected and thus issues of domestic violence and financial strain together with mental health repercussions were occurring. It was considered whether or not the costs might ultimately outweigh the benefits of reform.</p> <p>The effect of Universal Credit which was intended to replace a number of benefits including Housing Benefit with one single monthly payment were detailed and the potential effect identified through pilot schemes noted. The Board were informed that an increase in the number of reminders for the payment of Council Tax had been issued and that this was linked to those who had previously not been required to pay Council Tax not responding to the first demand. Councillor Alan White highlighted the Crisis Support Scheme which Staffordshire County Council had set up to help those people with food services and/or goods in emergency situations and informed the Board that only £26,000 from a total of £1.4 million had yet been claimed.</p> <p>Rita Symons offered to share a report that Lucy Heath is producing for the public health service on the impact of welfare reform.</p> <p>The conclusion was that whilst services were available there was a lack of awareness by those in need and this needed to be promoted.</p> <p><b>Decision:</b> That the report be noted.</p>	RS
4	<p><b>Supporting Vulnerable Young People and Adults into Employment</b></p> <p>Wayne Mortiboys submitted a report to inform the Board of the difficulties vulnerable young people and adults faced when seeking employment and to ask for support to allow those people to become work ready. It was highlighted that in Staffordshire the percentage of young people who were looked after age 16 and were not in education, employment or training at age 19 was 54% which was significantly worse than the national statistic of 34% (regionally 31%). Councillor Terry Finn referred to the work done to promote the activities of those with disabilities and mentioned that COGS had been invited by the Minister for Disabilities to share a platform which would be able to highlight their scheme. Councillor Alan White stated that Staffordshire County Council were trying to change the emphasis to identify what those with disabilities could do rather than what they could not do and examples were given of schemes where this had been successful.</p> <p><b>Decisions:</b></p> <ol style="list-style-type: none"> <li>1) That an undertaking be given to offer appropriate work placements where the needs of the individual could be met by a Partner Organisation.</li> <li>2) That a short piece of work to consolidate the existing local offer for vulnerable young people and adults who are out of work be supported working with the Lichfield District In To Work Group.</li> <li>3) That the Partner Organisations reflect on what they could do to</li> </ol>	All  WM

Minute Number	Minutes	Action
	improve the employment opportunities for vulnerable young people and adults and to feed any information into the work referred to in 2 above.	All
5	<p><b>Talent Match</b></p> <p>Nicky Burns informed the Board that Lichfield and District CVS had now been confirmed as the Lead Body for the Staffordshire Talent Match Programme which was due to be delivered over the next five years in Cannock, Lichfield and Newcastle under Lyme. It was noted that the Multi Agency Project would deliver creative ways to help people to find work or start their own enterprise and would support young adults (18-24 years) to refer this away from the labour market.</p> <p><b>Decision</b></p> <p>That the report be noted together with the embargo on public dissemination.</p>	
6	<p><b>Intermediate Care Services for Local Residents</b></p> <p>Rita Symons presented a report referring to those older people for whom advancing age brought frailty and highlighted the efforts being made to keep people out of hospital by providing support in the community at home. It was noted that services in the local area are disproportionately bed based compared to others and highlighted the work being undertaken with East Staffordshire CCG and Staffordshire County Council. It was noted that there was a need for more community based facilities and reported that following consultation from 27 November to 4 December 2013 decisions were due to be made in January 2014.</p> <p>Councillor Alan White highlighted that the financial situation meant that there would be consequences for the way social care is delivered in Staffordshire and more self responsibility for health had to be taken. It was appreciated that the National Health Service were not going to be able to provide the same sort of safety net as they could have done before and people would have to take more responsibility for themselves with support from the voluntary sector.</p> <p>The important role of the Planning function of the District Council on the wellbeing of all ages was noted.</p> <p><b>Decisions:</b></p> <ol style="list-style-type: none"> <li>1) That the proposed new model of care be supported by the Board.</li> <li>2) That the comments made about potential consequences of the proposals be noted.</li> </ol>	
7	<p><b>Community Safety</b></p> <p>Sergeant Caroline Bailey submitted a presentation identifying statistical information on performance by Staffordshire Police in Lichfield District and provided the context to these. Areas of success and areas of challenge were identify and discussed.</p> <p>Councillor Colin Greatorex submitted a report on the progress made against the Lichfield District Safer Community Partnership Plan 2013/2014.</p> <p>Jenni Coleman submitted a report to update the Board on proposed funding arrangements for Community Safety and highlighted additional</p>	

Minute Number	Minutes	Action
	<p>monies that would be available to the Police and Crime Commissioners in the future. The funding to Lichfield District Safer Community Partnership will be from the Local Deal Fund, Local Policing Fund and People Power Fund. It was agreed that particular consideration should be given to promoting the Family Justice Centre as a prime project proposal.</p> <p><b>Decision:</b></p> <ol style="list-style-type: none"> <li>1) That the reports presented be noted.</li> <li>2) That further reports be submitted in accordance with the District Board's role as Responsible Authorities Group for Lichfield District.</li> </ol>	JC
8	<p><b>Staffordshire Compact</b></p> <p>Nicky Burns submitted a report on proposals to develop a new Compact for Staffordshire and highlighted the key principles that the Voluntary Sector had identified for inclusion. Some concern was expressed about the minimum notice period of one month to be provided at the end of a contract and it was agreed that this be looked at further. Nicky Burns took note of all feedback given and undertook to ensure that this was taken into consideration by the Staffordshire Compact Steering Group.</p> <p><b>Decision:</b></p> <ol style="list-style-type: none"> <li>1) That the key principles of the proposed new Compact for Staffordshire be endorsed.</li> <li>2) That further consideration be given to the detail of the key principles.</li> </ol>	NB
9	<p><b>Lets Work Together</b></p> <p>Nicky Burns submitted a report on progress made on Lets Work together and informed the Board that the e-learning modules were currently being tested with the intention that the scheme would be ready to be activated by February 2014.</p> <p><b>Decision:</b></p> <p>That the report submitted be noted.</p>	
10	<p><b>Supporting Families in Lichfield District</b></p> <p>Wayne Mortiboys submitted a verbal report on the Supporting Families in Lichfield District Scheme and highlighted that good progress was being made with the 31 families referred to in the minutes of the Board of 25 July 2013 with all families now having a Lead Agency and Key Worker. Significant progress was being made in educational attendance and a further payment by results claim had been submitted.</p> <p>It was noted that 38 households relating to Looked After Children and those in Safeguarding were involved. An update was also given on the Innovation Fund, Accredited Providers List, Family Justice Centre and future cohorts and intentions. A detailed report will be made to the next meeting of the District Board in March 2014.</p> <p><b>Decision:</b></p> <p>That the report be noted.</p>	



Minute Number	Minutes	Action
11	<p><b>Lichfield District Health and Wellbeing Group</b></p> <p>Helen Spearey submitted a report giving details of the Lichfield District Partnership – Health and Wellbeing Board Meeting held on 5 November 2013 and informed the Board that it was intended to focus on reducing sedentary behaviour, aging well (keeping well at home) proposals, the affect of alcohol, the health aspect of housing and the health aspect of planning.</p> <p><b>Decision:</b></p> <p>That the report be noted.</p>	
12	<p><b>Transforming Rehabilitation: A Strategy for Reform</b></p> <p>Diane Tilley circulated a letter received from the Ministry of Justice which gave details of proposed Transforming Rehabilitation reforms.</p> <p><b>Decision:</b></p> <p>That the report be noted.</p>	
13	<p><b>Lesley Bovington</b></p> <p>The Chairman informed the Board that this would be the last meeting to be attended by Lesley Bovington before she left the employment of the District Council. The Chairman highlighted the considerable amount of work done by Lesley Bovington in coordinating the activities of the Board.</p> <p><b>Decision:</b></p> <p>That the thanks of the Board to Lesley Bovington for the work done be recorded.</p>	
14	<p><b>Future Agenda Items</b></p> <p>Consideration was given to future agenda items.</p> <p><b>Decision:</b></p> <p>That reports on the following items be submitted to the March 2014 meeting:-</p> <ol style="list-style-type: none"> <li>1) Local Plan</li> <li>2) Supporting Families in Lichfield District.</li> <li>3) Business Support Programme Update</li> <li>4) Work Clubs</li> </ol>	
15	<p><b>Date and time of Future Meetings</b></p> <p>It was noted that the next meeting of the Board was due to be held on Tuesday 25 March 2014 at 4.00 pm. It was agreed that the meeting would take place at the Offices of Bromford Housing if that accommodation was available. It was also agreed that the meeting following would be held at Chasewater.</p>	
	<p>(The Meeting closed at 6.00 pm)</p>	



## Lichfield District Board

25<sup>th</sup> March 2014

# COMMUNITY SAFETY DELIVERY PLAN 2014-17

## INTRODUCTION

The Lichfield District Safer Community Partnership (CSP) was set up as a result of the Crime and Disorder Act in 1998. Under the legislation, responsible authorities (Police, Local Authorities, Fire and Rescue, Probation and Clinical Commissioning Groups) are required to work together with partners to protect their local communities from crime and anti-social behaviour. Within Lichfield, the Community Safety Partnership (CSP) reports to the District Board and the Board is the designated Responsible Authorities Group for Lichfield District which signs off the local Delivery Plan and Budget.

Legislation places a duty on each CSP to assess local needs in relation to crime and disorder and produce a District Profile, supported by a Delivery Plan which must describe how the identified needs will be met. The latest Lichfield District Community Safety Profile was completed by Staffordshire Observatory in January 2014 (available from [http://www.lichfielddc.gov.uk/downloads/file/5605/lichfield\\_district\\_community\\_safety\\_profile\\_2014](http://www.lichfielddc.gov.uk/downloads/file/5605/lichfield_district_community_safety_profile_2014)). The Profile provides an overview of community safety across the district for 12/13, identifies any patterns and trends and makes recommendations for future priorities. This information is then used to develop the Lichfield District Safer Community Partnership Delivery Plan.

The Local Delivery Plan is also influenced by national and local legislative and policy changes. For example, the new Anti-Social Behaviour, Crime and Policing Bill which is currently going through Parliament, aims to streamline and replace some of the existing framework for tackling anti-social behaviour (ASB) and environmental nuisance. The main change proposed is to replace Anti-Social Behaviour Orders (ASBOs) with Injunctions to Prevent Nuisance and Disorder which for the first time local authorities, including district councils, will be able to apply for; previously it was only the Police, British Transport Police and registered social landlords that could apply for an ASBO.

## LICHFIELD DISTRICT COMMUNITY SAFETY PROFILE 2014

The new Profile shows that Lichfield District is becoming a safer place to live, work and socialise. The number of crimes recorded in the District reduced by 13% in 2012/13 compared to the previous year, and by 35% over the past 6 years. Likewise, ASB reduced by 3% in 2012/13, and by 52% over the past 6 years. There have been reductions in serious acquisitive crime (domestic burglary, vehicle crime and robbery) and violence in 2012/13 (of 6% and 13% respectively), whilst domestic burglary reduced by 28% in 2012/13. Vehicle crime has also reduced, however, we have experienced a higher rate than Staffordshire overall for theft of and from motor vehicles which has been targeted by the police and is currently reducing.

As part of the review residents told us they generally feel safe. However, crime is still viewed as a priority by residents and a proportion of residents are fearful of crime (13%) especially after dark. Despite reductions in crime and disorder, there has been little or no change in residents' feelings of safety or perceptions of crime.

The Headline Findings from the Community Safety Profile and Recommendations for Priorities can be found at **Appendix A** and a breakdown of crime trends can be found at **Appendix B**.

Since April 2013, there has been a 6.3% decrease in crime within Lichfield District. Within this there has been a 10% increase in the amount of ASB with Burntwood being a hotspot. However the police are working closely with partners to tackle this issue with positive results and reports of ASB declining. It is important to note that Lichfield Police Force has the highest customer satisfaction rating for dealing with ASB (93%) out of all the forces in Staffordshire.

Other notable areas of crime that have declined are arson (-5.9%), burglary other (-7.4%), business robberies (-20%), personal robberies (-36.8%) and theft from and of motor vehicles (-26.5% and -14.9%). There has been a small increase (2.6%) in burglary from dwellings over the year and it is currently a concern with an increase in thefts over the last few months. Recently there has also been an increase in the number of car key thefts but a decrease across the year. These offences are occurring mainly in south Lichfield, in particular Shenstone and Stonnall.

### PARTNER ENGAGEMENT

In order to ensure the priorities identified in the Community Safety Profile 2014 continue to be valid, a partnership event was held in February 2014 and attended by 20 representatives of both statutory and voluntary agencies; the priorities for action in Lichfield District were discussed and agreed as follows:

- Increase the feelings of safety, particularly after dark thereby improving the quality of life for residents.
- Continue to provide support to members of the community who are most at risk such as victims of serious acquisitive crimes, victims of violence including young people and older residents at risk from social isolation.
- Target areas of crime, including business crime, and understand the underlying causes.
- Target the misuse of alcohol and other substances across the district.
- Support the work of the Integrated Offender Management (IOM) framework
- Identify families that may be included as part of the Building Resilient Families and Communities programme.

### POLICE AND CRIME PLAN

There is a mutual duty on Police and Crime Commissioners and CSPs, under the Police Reform and Social Responsibility Act, to take into account each others priorities when drawing up the Police and Crime Plan (in the case of the PCC) and Community Safety Partnership Delivery Plans (in the case of CSPs). The four priority areas set out in the Commissioner's 'Safer, Fairer, United Communities for Staffordshire' Strategy for 2013 - 2018 include:

- Early intervention - tackling root causes before they become a problem
- Supporting victims and witnesses - making it easier for victims and witnesses to receive the support they need
- Managing offenders - preventing offending in the first place and reducing the likelihood of offending
- Public confidence - making sure everything that happens contributes to individuals and communities feeling safer and reassured

### COMMUNITY SAFETY LOCAL DELIVERY PLAN

Community Safety Partnerships remain statutory bodies and are still required to formulate a strategy to reduce crime and disorder, combat substance misuse and reduce re-offending in the local area. CSPs are seen as clear routes to delivering against agreed priorities, co-ordinating resources, achieving efficiencies and value for money.

Research has shown CSPs are at their most effective when they are able to focus on implementing locally devised solutions and to achieve this, CSPs develop year on year action plans to support their strategic priorities. The draft Local Delivery Plan is at **Appendix C (TO FOLLOW)**

## COMMUNITY SAFETY FUNDING

Funding for community safety priorities has historically come through a number of routes, most of which have been managed and administered in different ways including the Home Office, Proceeds of Crime Act and the Police Authority. The legislative changes that have led to the creation of Police and Crime Commissioners (PCCs) have significantly changed this funding environment with PCCs now holding the majority of community safety funding streams.

Across Staffordshire the funding available in 2013/14 totalled £1.3 million. This was made up of the previous Community Safety Fund of £1.05m and Proceeds of Crime Act £250K. This figure has risen to an estimated £2.5m in 2014/15 as a result of the PCC identifying a number of additional budgets that were available to him. This new 'Commissioner's Community Fund' is to support locally driven community safety and reassurance activities and will be made available through three funding streams from 1<sup>st</sup> April 2014:

- **Locality Deal Fund (£1.75m)** – the largest funding stream allocated to local CSPs, County District Commissioning Leads (£1.102m). This funding stream (£648k) will also be used for specific commissioned services across Staffordshire including Drug Intervention, Youth Offending and Substance & Alcohol projects
- **Proceeds of Crime Fund (£250k)** – replacing the Local Policing Fund
- **People Power Fund (£500k)** – empowering local community groups

A breakdown of the funding is set out on the Ready Reckoner at **Appendix D**; additional information can be found at [www.staffordshire-pcc.gov.uk/fund](http://www.staffordshire-pcc.gov.uk/fund)

## COMMUNITY SAFETY FUNDING FOR LICHFIELD DISTRICT

Since 2001, CSPs have been allocated Home Office funding to enable them to deliver their priorities. This peaked during 2004 to 2007 when the LDSCP received £139K per year to the lowest amount during 2012/13 and 2013/14 when we received £22k per year. Positive Futures received additional funding of £35k from the PCC in 13/14 and a further £10k was made available by the District Council for small projects. In total, the CSP allocated £67k in 14/15. A breakdown of this spend is at **Appendix E**.

The PCC has allocated to Lichfield District Safer Community Partnership £72k for the financial year 2014-15 using a matrix based on geographical need. 80% of this fund (£58k) will be provided by 14<sup>th</sup> April with a requirement to submit an evaluation of activity undertaken using this fund by 1<sup>st</sup> October. Subject to success achieved, the remaining 20% will be made available during October. A further evaluation of activity undertaken will be required by 1<sup>st</sup> April 2015. It is therefore essential our local plan contains achievable milestones aligned to key priorities in our area.

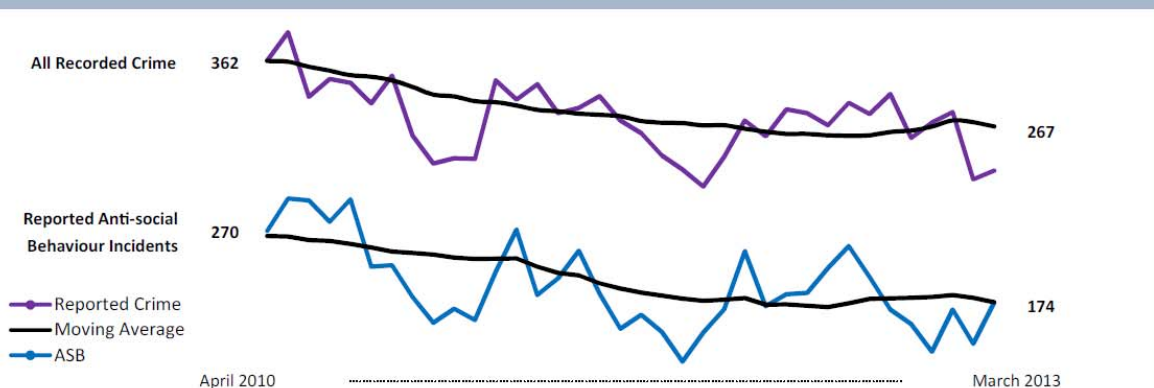
The proposed Community Safety budget is at **Appendix F (TO FOLLOW)**

## RECOMMENDATION

- a) To approve the Community Safety Delivery Plan and spending priorities for 14/15
- b) To delegate authority to the Community Safety Working and Performance Group to adjust the spending priorities where deemed appropriate (eg. if it becomes apparent that tangible outcomes will not be achieved within the available timescale)

## LICHFIELD DISTRICT HEADLINE FINDINGS

### TRENDS IN CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB) BY MONTH: APRIL 2010 - MARCH 2013



Lichfield District is becoming a safer place to live, work and socialise. The number of crimes recorded in the District reduced by 13% in 2012/13 compared to the previous year, and by 35% over the past 6 years. Likewise, ASB reduced by 3% in 2012/13, and by 52% over the past 6 years. There have been reductions in 'serious acquisitive crime' (domestic burglary, vehicle crime and robbery) and violence in 2012/13 (of 6% and 13% respectively), whilst domestic burglary reduced by 28% in 2012/13. Vehicle crime has also reduced, however Lichfield has experienced a higher rate than Staffordshire overall for 'theft of a motor vehicle' and 'theft from a motor vehicle'.

### HOW SAFE DO RESIDENTS FEEL?

Feelings of Safety from the 'Feeling The Difference' Surveys:



Lichfield District's residents tell us they generally feel safe, however crime is still viewed as a priority by residents and a proportion of residents are fearful of crime, especially after dark.

Despite reductions in crime and disorder, there has been little or no change in residents' feelings of safety or perceptions of crime.

#### VULNERABILITY

The elderly tend to be some of the most vulnerable people in society, however analysis of victims of crime in Lichfield District shows that the risk to the elderly becoming a victim of crime is relatively low

Males & Females aged **40-49** are most at risk

**81%** of victims of domestic violence are female

**Males** are most at risk of acquisitive crime

#### REDUCING ANTI-SOCIAL BEHAVIOUR

Stowe and Chasetown Wards are priority wards for tackling anti-social behaviour, with 307 and 245 incidents reported respectively in 2012/13.

These wards are also the hotspot wards in

**21%** of residents cite anti-social behaviour as the biggest problem in their area

**6%** of reported anti-social behaviour related to nuisance vehicles in 2012/13

#### REDUCING UNDERAGE DRINKING

**24%** of residents cite people drinking alcohol as the biggest problem in their area

**70%** of young people in Lichfield feel well informed about alcohol ([C&YP Survey 2013](#))

Alcohol related violent crime reduced by 16% in 2012/13, and accounts for a quarter of all violent crime.

**37%** of domestic violence offences are alcohol related

Responses to the [Feeling the Difference Survey](#) suggest that the fear of crime far exceeds the actual likelihood of becoming a victim of crime



## 8. RECOMMENDATIONS FOR PRIORITIES

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Low levels of crime is considered to be the second most important factor in making somewhere a good place to live in Lichfield District, and despite reductions in the levels of crime and disorder, there has been little or no change in perceptions of these issues. It is recommended that the partnership continue work to increase feelings of safety, particularly after dark, thereby improving quality of life for residents.

It is recommended that the partnership continue to provide support to members of the community who are most at-risk and need the most support, particularly victims of violent and serious acquisitive crimes. Vulnerability takes many forms, and while different groups are more susceptible to different type of issue than others, it is recommended that activity should include positive support for older residents, particularly people suffering from age related illnesses, and victims and families of domestic abuse.

It is further recommended that support is provided for communities at risk of social isolation, and to deter doorstep callers, thereby increasing feelings of safety.

Overall reductions in crime and disorder can mask emerging community safety problems and can have a disproportionate impact on communities. It is therefore important to note variations in different types of issues at a local level.

It is therefore recommended that the partnership continues to target high crime areas (Stowe, Chasetown, Fazeley, Chadsmead, Mease and Tame, Shenstone, Stonnall, Curborough and Bourne Vale wards) but also works to understand the underlying causes of location specific issues, particularly in areas where overall rates of crime/disorder are comparatively low.

It is recommended that work takes place locally alongside partners (such as Trading Standards, the Safer Schools Partnership and Staffordshire Police) to reduce the impact of the misuse of alcohol, particularly among young people. This should consist of a combination of education and enforcement activities, aimed at reducing alcohol related crime and disorder. This is particularly important in terms of the night time economy. Such measures will contribute towards making Lichfield District a safe, healthy and prosperous place to live, work and socialise.

Reducing re-offending is recognised as fundamental to reducing crime in local communities. In order to reduce the impact of offending behaviour and reduce re-offending, it is recommended that Lichfield District continue to support and work with partner agencies within the Integrated Offender Management (IOM) framework, to tackle the causes of offending behaviour and break the destructive cycle of crime, with the aim of reducing crime and improving residents feelings of safety.

In order to maximise the impact of 'Building Resilient Families and Communities' it is recommended that work takes place locally with partners (such as housing associations, Staffordshire Police etc.) and with the Insight Team at Staffordshire County Council to identify families that may be included as part of BRFC under a local discretionary measure. This approach would make maximum use of the local knowledge of partners whose priorities include successful outcomes resulting from early intervention and prevention.

APPENDIX: DATA SCANNING MATRIX

Issue/Problem	2007/08		2008/09		2009/10		2010/11		2011/12		2012/13		Rate Per 1,000 Population		County Comparison
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08	2012/13	
All Recorded Crime	5,756	5,688	4,829	4,615	4,326	3,770	-	556	-12.8%	▼	34.5%	56.89	37.26	45.03	Below
Anti-Social Behaviour	3,646	3,678	3,140	2,262	1,807	1,754	-	53	-2.9%	▼	-51.9%	36.03	17.33	23.22	Below
Violent Crime	1,189	1,159	1,138	887	906	793	-	113	-12.5%	▼	-33.3%	11.75	7.84	11.37	Below
Violence With Injury (4 Year Change)	-	550	529	414	374	453	-	79	21.1%	▲	-17.6%	5.44	4.48	4.89	Below
Alcohol Related Violence (3 Year Change)	-	-	212	173	231	194	-	37	-16.0%	▼	-8.5%	1.92	2.72	2.72	Below
Domestic Violence (4 Year Change)	-	219	207	262	216	198	-	18	-8.3%	▼	-9.6%	2.16	1.96	3.08	Below
Sexual Violence	77	64	63	67	54	68	-	14	25.9%	▲	-11.7%	0.76	0.67	0.75	Below
Serious Acquisitive Crime	1,102	1,084	831	937	717	660	-	57	-7.9%	▼	-40.1%	10.89	6.52	6.10	Above
Theft Of Motor Vehicle	199	186	115	145	101	87	-	14	-13.9%	▼	-56.3%	1.97	0.86	0.81	Above
Theft From Motor Vehicle	493	551	381	388	325	317	-	8	-2.5%	▼	-35.7%	4.87	3.13	2.77	Above
Burglary Of Dwellings (Rate Per Households)	344	280	296	359	259	234	-	25	-9.7%	▼	-32.0%	8.88	6.04	5.67	Above
Robbery Personal	46	44	37	33	26	22	-	4	-15.4%	▼	-52.2%	0.45	0.22	0.28	Below
Burglary Other Buildings	527	500	342	324	355	311	-	44	-12.4%	▼	-41.0%	5.21	3.07	3.36	Below
Shoplifting	225	276	255	276	319	304	-	15	-4.7%	▼	35.1%	2.22	3.00	3.43	Below
Theft Of Pedal Cycle	78	81	72	56	66	81	-	15	22.7%	▲	3.8%	0.77	0.80	0.81	Below
Theft From Person	82	79	67	40	38	27	-	11	-28.9%	▼	-67.1%	0.81	0.27	0.27	Above
Other Theft	620	593	598	574	678	594	-	84	-12.4%	▼	-4.2%	6.13	5.87	6.45	Below
Business Crime	866	864	490	545	612	510	-	102	-16.7%	▼	-41.1%	8.56	5.04	5.40	Below
Hate Crime	53	49	36	31	32	38	-	6	18.8%	▲	-28.3%	0.52	0.38	0.64	Below
Drug Offences	177	181	148	154	216	189	-	27	-12.5%	▼	6.8%	1.75	1.87	2.20	Below
Criminal Damage	1,216	1,126	886	786	758	577	-	181	-23.9%	▼	-52.5%	12.02	5.70	7.59	Below
Arson	34	44	28	31	26	14	-	12	-46.2%	▼	-58.8%	0.34	0.14	0.28	Below
Deliberate Ignitions	183	143	121	125	164	20	-	144	-87.8%	▼	-89.1%	1.81	0.20	0.28	Below
False Alarm Malicious Calls	17	10	6	18	21	20	-	1	-4.8%	▼	17.6%	0.17	0.20	0.26	Below
Dwelling Fires No Smoke Alarm	25	17	16	11	4	3	-	1	-25.0%	▼	-88.0%	0.25	0.03	0.07	Below
Adult Safeguarding Referrals	-	-	-	-	215	346	-	131	60.9%	▲	60.9%	2.12	3.42	4.49	Below
<b>Re-Offending Rates</b>	<b>Oct-08</b>	<b>Oct-09</b>	<b>Oct-10</b>	<b>Oct-11</b>	<b>Oct-12</b>	<b>Oct-13</b>	<b>Annual Change (Percentage Points)</b>		<b>Direction of Travel</b>		<b>6 Year Change</b>		<b>County Comparison</b>		
Adult Re-Offending Rate (%)	20.7	19.1	16.9	17.8	16.0	17.7	1.6		1.6		-3.0		21.5		
Juvenile Re-Offending Rate (%)	30.9	27.4	34.9	42.1	32.0	32.3	0.3		0.3		1.4		37.9		
<b>Road Safety</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Annual Change</b>		<b>Direction of Travel</b>		<b>6 Year Change</b>		<b>County Comparison</b>		
Casualties Killed Or Seriously Injured	29	25	26	25	16	25	9		56.3%		-13.8%		0.29		
Children Killed Or Seriously Injured	-	3	1	2	2	1	1		-		-		0.00		
Motorcycle Casualties	29	38	43	30	28	37	9		32.1%		27.6%		0.29		
Casualties Young People 16-25 Years	157	110	100	135	120	117	-3		-2.5%		-25.5%		1.55		
<b>Percentage Of People (From Feeling The Difference):</b>	<b>7 - 10</b>	<b>8 - 11</b>	<b>9 - 12</b>	<b>10 - 13</b>	<b>11 - 14</b>	<b>12 - 15</b>	<b>Change</b>		<b>Direction of Travel</b>		<b>6 Wave Change</b>		<b>County Comparison</b>		
Who Feel Safe During The Day	98.1%	98.2%	98.5%	99.2%	99.7%	99.5%	-0.2%		▼		1.4%		98.9%		
Who Feel Safe After Dark	75.1%	76.5%	78.0%	80.2%	81.9%	81.9%	0.0%		▼		6.8%		81.2%		
Who Have Been Victim/Witnessed A Crime	7.0%	5.6%	6.7%	8.8%	9.1%	10.8%	1.7%		▲		3.8%		8.7%		

**ITEM 4**

**POLICE AND CRIME COMMISSIONER'S COMMUNITY FUND - 'READY RECKONER'**

**APPENDIX D**

<b>Name of Fund</b>	<b>Amount Available</b>	<b>Who can apply?</b>	<b>What is it for?</b>	<b>Application Period</b>	<b>Who decides?</b>	<b>When will funding be released?</b>	<b>Notes</b>
<b>Locality Deal Fund - CSP</b>	£1.102m countywide for CSPs £71,885 for Lichfield CSP (per annum for three years subject to satisfactory performance)	Budget likely to be allocated via commissioning approach rather than by application	To address local issues  Opportunity to offer sustainability for longer term projects	Discretion of CSP but delivery will need to commence promptly to ensure outcomes are achieved	Lichfield District Board	80% @ April 20% @ October	CSP Delivery Plan to be on LDC website  20% released in Oct subject to satisfactory performance  Local CSP led
<b>Locality Deal Fund - District Commissioning Leads</b>	£60k countywide per year	Unclear but probably from DCLs	To develop strategic collaboration and to enhance partnership working	First quarter of the financial year preferred (April - June)	Bids to carry collective support of DCLs (x8)  OPCC has final decision	Not specified	
<b>Proceeds of Crime Fund</b>	£250k countywide for 14/15  Bids of £3k - £15k, 2 bidding rounds	Key partner agencies aligned to Local Policing and CSP  Can be single area (CSP) or submitted by 2+ areas	Community based 'one off' initiatives that will improve community safety and reduce crime and disorder	1 <sup>st</sup> - 14 <sup>th</sup> April (round 1)  1 <sup>st</sup> - 14 <sup>th</sup> Sept (round 2)	Bids need to be supported by police and CSP  Multi area / CSP bids to be supported by a policing Superintendent  OPCC has final decision	1 <sup>st</sup> July (round 1)  1 <sup>st</sup> December (round 2)	Local Policing Team and CSP Lead must support the bids
<b>People Power Fund</b>	£500k countywide for 14/15  Bids of £100 - £3k Recommended that each CSP limits their proposed bids to £40k per year	Community based organisations either solely or in collaboration with others	Community based 'one off' initiatives that will improve community safety and reduce crime and disorder	1 <sup>st</sup> - 14 <sup>th</sup> April (round 1)  1 <sup>st</sup> - 14 <sup>th</sup> Sept (round 2)	3 stage process, Pre assessment (SCF)  Bids to be supported by CSP  OPCC has final decision	18 <sup>th</sup> July (round 1)  19 <sup>th</sup> December (round 2)	Bids will be screened through the Staffordshire Community Foundation before being considered by local CSP



## APPENDIX E

## SAFER AND STRONGER COMMUNITIES BUDGET 13/14

Project	Sum allocated	Purpose	Outcomes
Independent Sexual Violence Advisor (ISVA)	£2,000	A one off payment to ensure the service continued during 2013/14 after which time it will be included in the commissioning framework of the Staffordshire Sexual Assault Centre (SARC). Each of the CSPs in Staffordshire contributed. An ISVA is trained to look after victims needs to offer support and help them understand how the criminal justice system works.	Referrals average 5 each month and most of the service users are seeking help for historic abuse. The age groups reporting are largely in the younger age brackets, most aged between 16-20, followed by 21-25. As ages go up the referrals drop significantly. There is also a higher percentage of people with learning difficulties and mental health issues than you would normally expect in that number of people.
ASB Champion	£6,720 <i>pro-rata to end of March</i>	The ASB Champion works with vulnerable victims of high level anti-social behaviour offering them independent support, encouraging them to engage with and stay engaged within the civil justice process.	The ASB Champion is currently working with 17 people in the district and has worked with approximately 50 since she started. Victims are helped to come forward and are supported when giving evidence in court both civil and criminal.
Positive Futures	£6,500 CSP + £35,000 PCC direct	A diversionary project targeting young people that are most at risk or are currently involved in anti-social behaviour.	A reduction in ASB and local young people provided with positive activities to promote healthy lifestyles and social inclusion.
Small projects fund	£7,188 + £10,000 LDC contribution	Detailed in table below	Detailed in table below
<b>TOTAL</b>	<b>£67,408</b>		

### SMALL PROJECTS FUND 13/14

The Small Project Fund (SPF) enables partners to bid for funding to help the CSP tackle issues that arise throughout the year many of which require only small amount of money. The allocation of the SPF is overseen by the Joint Operations Group which ensures there is a direct relevance of all projects approved and the best value for money, including alternative funding sources, is considered.

In addition Lichfield District Council contributed £10K to the CSP to be used for legal measures that might arise including Domestic Homicide Reviews; there is a legal requirement on CSPs to carry out a serious case review following any death linked to domestic violence.

Project	Sum allocated	Purpose	Outcomes
<b>Prison Me No Way</b>	<b>£500</b>	Delivering a project in Nether Stowe School by the prison service to year 9 and 10 pupils. The aim being to show pupils the potential outcomes and consequences of causing anti social behaviour and other more serious offences within the local community. The project includes facing up to prison life, making better choices and to help them have a greater understanding of what the Police, Fire Service and Prison Service do within the community.	A reduction in ASB and crime with young people having a greater understanding of the role of the police etc and an understanding of the consequences of their actions.
<b>Safer Nights Initiative</b>	<b>£600</b>	To provide a coherent approach to enhancing safety within the city centre. This includes promoting the StoreNet radio system, the local business exclusion scheme, Pub Watch etc.	Operation Safer Nights takes place every Friday and Saturday night in the city centre involving extra police patrolling the city centre. Safer Nights plus is held over the Christmas period where more officers patrol the city centre. These operations help to maintain low crime levels in the city and target officers in areas where there is most need.
<b>Operation Steel</b>	<b>£910</b>	A campaign carried out at busy times of the year, for example at Christmas, focusing on thefts from handbags (purse dipping) which is a seasonal problem.	During November and December the police had a high profile within the city with increased numbers of officers and PCSO's. The stores thought this had a very positive impact on the city and were very pleased with how the operation went. Using promotional materials and deterrents such as purse bells and bag cables can result in a reduction in purse thefts and increased feeling of safety.

Project	Sum allocated	Purpose	Outcomes
<b>Lives Released</b>	<b>£840</b>	A project to provide a community chaplaincy mentoring and supporting ex-offenders on their release into the community.	Since the start of 'Lives Released Ltd' in August 2012, fifteen clients have been referred to us. The needs of the individual have been highlighted and discussion has centred around what sort of support the Volunteer Mentor could offer. Lives Released have also tried to build relations with local Probation, Police, Prisons, as well as forging links with the Voluntary Sector. They attend JOG and are in contact with members of the District Council.
<b>'Walk a mile in their shoes'</b>	<b>£175</b>	To support the governments violence against women and girls strategy and raise awareness of local help available for victims and their families.	Raised awareness including press coverage and the local MP mentioning in Parliament. Increased contacts from victims to Pathways. Anecdotally there were 766 likes for comments and photos on Facebook and twitter to the event. £1100 was raised for Pathway.
<b>Officers on Bikes'</b>	<b>£2,000</b>	To provide cycles for the newly appointed PCSO's across the district. Available for other partners to use if required.	Increased visibility and public contact with the community including rural areas. 8 bikes have been purchased for the new PCSO's. 7 have been funded by JOG and one from the Townsafe Partnership.
<b>'Rural Burglaries'</b>	<b>£1,600</b>	To assist in tackling the increased number of rural burglaries mainly small holdings and farms. The Smartwater initiative will assist the victims and help identify the perpetrators.	Since April 2013 Neighbourhood Watch has sold Smartwater to 92 residential addresses across the district. They have also provided around 35 Smartwater Smallholding kits so far, free of charge, to appropriate premises following funding from JOG
<b>'Ill Be Des' campaign</b>	<b>£470</b>	Christmas campaign run by licensed premises to provide free of charge non alcoholic drinks to designated drivers as part of the Drink Drive Campaign.	A reduction in the number of alcohol related road incidents and deaths and a healthy, vibrant and safe night time economy. 12 venues in the city centre subscribed to the scheme

Project	Sum allocated	Purpose	Outcomes
<b>Laptop Computer</b>	<b>£500</b>	Purchasing a replacement laptop computer for Townsafe/Pub watch to be used delivering intelligence briefings to Daytime & Nightlife partnerships.	This has simplified the process of delivering professional briefings on business crime trends for the city and it helps to produce meaningful statistical information for business/shop partnership members. Increased usage during 2014 as the database is populated is expected. It is and will be a valuable addition to the Townsafe assets.
<b>Letterbox Fire Protection Staffordshire Fire Service</b>	<b>£250</b>	Letterbox protection for identified vulnerable households as part of the Home Fire Risk Protection. Provides protection for residents while they make good their escape in case of fire.	Since April 2013 the Fire Service has installed letterbox protection at 6 households. This has resulted in improved safety of those identified at risk of arson attacks for example victims of domestic abuse.
<b>Sexting &amp; Social Media For young People</b>	<b>£1,600</b>	Staffordshire Buddies are undertaking Sex & Relationship education in a number of High schools across the LDC area. Sexting relates to inappropriate use of mobile phones with youths including blackmailing, cyber bullying, grooming and sexual exploitation.	The project will be launched in the Friary School at the end of March / beginning of April.
<b>Rubber Rumble Strips Lichfield District Council – Operational Services</b>	<b>£525</b>	Residents being pestered in the New Friary sheltered housing scheme by skateboarders using the car park ramps. Rubber rumble strips are a proven method to discourage skateboarders. This is linked to Community Safety campaign to deter inappropriate skateboarding.	Since the installation of the rumble strips there have been no reports of ASB increasing feelings of safety by the local residents.
<b>Restoring Rycroft Shopping Parade Lighting</b>	<b>£2,700</b>	To provide lighting and support a project being delivered by LDC to enhance the locality which historically has been subject to ASB.	Work has commenced on site and it is expected to be completed by the end of April 2014.
<b>Mile Oak Recreation Ground</b>	<b>£450</b>	To provide fencing at the recreation centre replacing the older and ineffective metal boundary fencing.	There has been a reduction in incidents of ASB and criminal damage since the fencing was erected.
<b>Website update for Lichfield District Crime Prevention Panel</b>	<b>£250</b>	Updating the existing website to a more modern version to make it more accessible and informative to members of the public.	Enhanced information and community safety advice available to local residents. Increased feelings of safety.

<b>Project</b>	<b>Sum allocated</b>	<b>Purpose</b>	<b>Outcomes</b>
<b>ECINs</b>	<b>£2,750</b>	Installation ECINs which is a case management system to be rolled out across Staffordshire which will enhance partnership working around victims and perpetrators of ASB.	ECINs has been installed and there will be training for the Community Safety Team and partners in Spring. The Community Safety Team is in the process of the uploading information on to the system. A reduction in the number of multi-agency meetings required.
<b>'It's Never ok'</b>	<b>£300</b>	As part of a national domestic violence campaign a local St Valentines day initiative to raise awareness of local support.	Lichfield and Tamworth Community Safety Partnerships, and Domestic Abuse Forum, ran a campaign on Valentine's Day highlighting the threat of domestic abuse in relationships. Cards and posters were distributed around various shops and outlets and we had stands to hand out information.
<b>Citizen Watch Scheme</b>	<b>£368</b>	A Mencap scheme to protect vulnerable and elderly residents in the city centre where shops display a prominent Citizen Watch logo in their windows so they can be easily identified as a safe place where staff will be able to contact the police, a carer or family member.	An enhanced feeling of safety for those most vulnerable in our community and reassurance for their family.
<b>TOTAL</b>	<b>£17,188</b>		



## Lichfield District Board

25<sup>th</sup> March 2014

# SUPPORTING FAMILIES IN LICHFIELD DISTRICT

## INTRODUCTION

This report seeks to update District Board members on the progress being made across Lichfield District working with families with multiple issues as part of the County Council's Building Resilient Families & Communities project.

The report will update partners on the amount of reward grant that has been received through the Payment by Results mechanism where positive progress has been made with families.

Furthermore, the report seeks approval to invest 50% of the Payment by Results reward grant back into local initiatives that are helping young people and vulnerable adults with learning difficulties into employment.

## BACKGROUND

In June 2012 the District Board were made aware of the Government's national Troubled Families programme and how Staffordshire's partners were preparing to respond to the challenge set to make positive progress with families who had multiple issues with unemployment, poor school attendance and/or behaviour and who were involved in crime or anti-social behaviour.

The project is strategically led locally by Staffordshire County Council through the District Commissioning Lead and has functioned through a working group of local partners since October 2012 when the first cohort of 31 families was identified. A further cohort of 44 families was identified in October 2013 and a final cohort, quantity unknown, is due to be identified by the end of March 2014.

A Payment by Results mechanism is in place to reward positive progress in a number of identified areas. These relate to moving into paid employment, or onto a structured work programme, for a continuous period of three months, improved school attendance, above 85% attendance over the previous three school terms or a reduction in crime or anti-social behaviour, 66% reduction over a six month period. Different combinations of success release payment by results awards ranging between £100 and £800.

## PROGRESS UPDATE

In September 2013 a Family Intervention Programme team were introduced in each of the eight County districts, consisting of seconded staff members from Staffordshire Police, SCC Local Support Team and Staffordshire Young People's Service. In October 2013 a member of Lichfield DC's community development team was seconded into the FIP team to add further capacity and strength, particularly local intelligence in the North Lichfield area which had been identified as one of the top three countywide "hot spots".

The local human resources made available to the project have been further strengthened by active engagement of many local partners from the public and voluntary sectors, with particularly strong support from Bromford and Entrust, who provide the Careers and Participation Service.

In August 2013 a countywide Innovation Fund was launched to generate new ways of working. Nether Stowe High School, in conjunction with Loxley Hall Special School, were successful in receiving £14,995 to enable them to fund a part time family support worker for 12 months. The family support worker, who took post after the February 2014 half term, will work with pupils and their families when staff identify at an early stage that additional support will improve their behaviour within school. Over the 12 months of the trial 40 pupils who live within the wards of Curborough or Chadsmead, regardless of which school they attend, will benefit from this initiative. This early intervention aims to improve behaviour, reduce fixed term exclusions and reduce the number of pupils being expelled and needing to be transferred to the Pupil Referral Unit at The Bridge. If successful, alternative funding is available to continue the initiative.

As the number of families participating in the Supporting Families programme increases there is an acknowledgement that resources will need to be used in different ways. The resources within the Family Intervention Programme (FIP) are fixed unless additional agencies are prepared to second staff into the team. Therefore, an element of “churn” will be required so that those FIP team members with the highest levels of expertise are always working with the most intensive families. This will require intensive families who have made good progress to be de-escalated but it is also acknowledged that a lower intensity of support will be necessary over a longer period to maintain that positive behaviour / progress. A robust transition stage for families will be managed by the FIP team to ensure no adverse effects occur due to a change of key worker.

In order to provide additional resource for the lower intensity activity, an Accredited Providers Framework has recently been launched countywide via the voluntary sector. Successful organisations will receive additional training support before they begin to support some of the families and will become part of the holistic approach to the project. The Pathway Project has been successful in achieving accredited status and following initial training will soon start working in this way in the Lichfield District.

The table below highlights the positive progress that has been made with families and the payment by results which have been achieved.

Date of claim	Number of families achieving required progress	Payment by results reward grant
July 2013	10	£5,833
October 2013	17	£8,583
February 2014 (provisional)	35	£20,000

It should be noted that the February 2014 claim is yet to be signed off by DCLG but is indicative of the recent positive progress made since the Family Intervention Programme was initiated which has boosted the activity with the most intensive families.

### **PROPOSAL TO ALLOCATE PAYMENT BY RESULT REWARD GRANT**

Members of the District Board will remember that at their last meeting in November 2013 they supported a short piece of work by the Lichfield District In To Work Group to consolidate the existing local offer for vulnerable young people who are Not in Education, Employment or Training (NEET) and adults who are out of work.

In addition, the local Supporting Families in Lichfield District working group agreed a motion at its meeting in January 2014, subject to District Board approval today, to invest 50% of payment by results reward monies (£7,500 secured to date with more to follow) into further strengthening the local offer by the voluntary sector to support residents into employment where gaps in provision existed.

The In to Work Group met in February 2014 to map out existing provision of support into employment across the District and identified a few gaps where they recommend additional investment from the reward grant is spent in a targeted way to further support those vulnerable members of society who struggle to take advantage of the universal offers in place.

The gaps identified for further investment were to support young people, over the age of 18 who are now obliged by legislation to either be in education, employment or training, in their quest to find first time employment. It should be noted that the TalentMatch project, funded by BIG lottery, can only support young people who have been out of work for more than 12 months. This cohort contains a number of teenage parents who will have missed out on vital education years and who are now ready to access employment but are currently NEET.

The second area identified is people with a level of learning difficulties below the intervention level for Social Care & Health services and support but who will need additional support and encouragement to find work, or to progress towards becoming work ready.

## **RECOMMENDATIONS**

It is recommended that the District Board;

- note the progress being made across Lichfield District working with families with multiple issues as part of the County Council's Building Resilient Families & Communities project.
- note the amount of reward grant that has been received through the Payment by Results mechanism where positive progress has been made with families.
- approve the investment of 50% of the Payment by Results reward grant back into local initiatives that are helping young people and vulnerable adults with learning difficulties into employment.
- delegate the detailed commissioning of the 50% reward grant to the District Commissioning Lead

### **Author**

**Wayne Mortiboys**

**District Commissioning Lead (Lichfield)**





## Lichfield District Board

25<sup>th</sup> March 2014

# FOOD POVERTY AND HEALTH GRANTS SCHEME

## PURPOSE OF THIS PAPER

To seek delegated authority from the Board to enable the Health and Wellbeing Group to allocate grant funding in order to address Food Poverty and Health in Lichfield District

## BACKGROUND

A small amount of resource has been made available to Lichfield District Strategic Partnership to develop schemes that improve access to healthy, affordable food. The money has come from Staffordshire County Council, through Public Health. The amount of money available is £7, 624 which is expected to fund projects starting in March / April 2014/15.

This resource is intended to be used to promote initiatives that support the following elements:

- Development of healthy cooking skills
- Budgeting
- Food Cooperatives
- Community Growing Schemes
- Sustainable food provision and supply
- Increased local volunteering opportunities
- Supermarket / local food market tours
- Reducing social isolation

At the Lichfield District Health and Wellbeing Group meeting on 14 January, it was agreed that a small group be formed to take responsibility for developing a process to allocate this resource. Owing to the timescales involved, it was necessary to take prompt action to ensure that the resources are utilised to enable projects to come online early in the 2014/15 financial year.

## PROGRESS

A sub group of the Health and Wellbeing Group was convened to progress this. The people involved are: Sandra Payne (Support Staffordshire), Debbie Nash (SCC), Jenni Coleman, Lucy Robinson (LDC) and Jon Topham (SCC). The following has been agreed and implemented:

1. Use similar application pack to the one developed in Tamworth
2. Applications to be advertised via Support Staffordshire and LDC, with Support Staffordshire managing that part of the process
3. Budget devolved to Lichfield District Council
4. Closing date 28 March
5. Scoring of bids w/b 31 March

6. Notification letter sent w/b 7 April
7. Projects expected to start by end of April

### **RECOMMENDATIONS**

- That the District Board notes the funding opportunity and the actions taken by the Health and Wellbeing Group so far.
- That the District Board delegate authority to the Health and Wellbeing Group to decide how the funding should be allocated
- That the District Board receives progress reports a) to advise on the successful applications at the next meeting of the Board and b) to update on delivery outcomes by March 2015

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## Lichfield District Board

25<sup>th</sup> March 2014

# PUBLIC HEALTH COMMISSIONING PROSPECTUS 2014/15

## BACKGROUND

This paper describes the upcoming Public Health Commissioning Prospectus (PHCP), which has been devolved to District level as part of an ongoing process within Public Health to develop the “Local action Central support” methodology. This paper relates particularly to the Third Sector funding previously allocated using a funding prospectus at County level.

## EVIDENCE AND GOOD PRACTICE

- In 2013/14 a number of Public Health third sector funding streams were pulled together to develop a Commissioning Prospectus. In total 12 third sector organisations were awarded funding for one year.
- The Young Foundation independent evaluation of the Public Health Commissioning Prospectus (PHCP) provides valuable learning, evidence of effectiveness, robust processes, good practice, return on investment and improved outcomes for Staffordshire people.
- The Young Foundation report supports the need to continue to develop the PHCP approaches to build community capacity and community level prevention to improve public health outcomes for individuals and communities in Staffordshire.

## THE PUBLIC HEALTH COMMISSIONING PROSPECTUS 2014/15

- Projects funded through the existing PHCP 2013/14 are due to expire **June 2014**.
- The decision has been made to continue with a PHCP for third sector funding. This funding will be allocated on a **locality** basis.
- There may be some adjustments to budgets but the expected amount available to Lichfield District is **£60,000**.
- The recent locality approach to the Community Nutrition Funding (see separate agenda item on Food Poverty and Health) has enabled discussions to take place within partnerships around governance and management of joint funding/commissioning arrangements. Staffordshire County Council will seek assurance that the partnership is able to administer the decision making process on their behalf
- It is anticipated that the PHCP for 14/15 will build on these discussions and further strengthen
  - Governance and assurance arrangements
  - The potential for local partnerships to align priorities and resources
  - Performance and contract management
- The recommended priorities identified by the central Public Health team are as follows
  - To provide more opportunities for people to become more physically active (focus around volunteering, walking, cycling, physical activity for older people, active play, outdoor activity e.g. gardening)

- To provide better opportunities for people to eat well (focus around improving good nutrition, growing schemes, building sustainable and resilient approaches to healthy eating)
- To reduce preventable accidental injury
- Alcohol prevention (this will be dependent on funding available)
- To improve public mental health and wellbeing
- Based on the Joint Strategic Needs Assessment and other local data and profiles, the Locality Public Health leads and District Public Health Development Officer will be able to localise the above priorities.
- In addition LSPs and other partners may wish to align further resources to support the priorities

### HOW WILL IT WORK?

- Public Health are working with VAST to communicate and engage with third sector providers and wider stakeholders to co-produce outcomes. This will be done via three workshops, across the County, which will be run on a locality basis and will also include the Staffordshire Community Fund developments (Phase 1 Social Isolation and Loneliness). The workshop for Lichfield District also includes Tamworth and East Staffordshire and will be on 7 April in Whittington.
- Lichfield District Health and Wellbeing Group, with support from the Central Public Health Team will administer the grant scheme and SCC will devolve resources to Lichfield District Council for this purpose. We expect that may require a formal agreement such as an SLA and the LDC Cabinet will need to formally accept the funding.
- SCC support to the local partnerships will be provided from VAST, the Locality Public Health Lead (Jon Topham), the District Public Health Development Officer (currently Lucy Robinson) and a member of the Public Health central support team (Health Improvement team) as appropriate
- We will develop this process through the Health and Wellbeing Group and this will include, process and awarding of grants, performance management and contract management of successful bids. We will have the opportunity to draw on support from the Public Health Central Team as required

### MOVING FORWARD TO 2015

- Evaluation and a review of the PHCP through a local partnership approach model will be undertaken. The findings of this review will determine further devolvement of PH prevention resources.
- Following the re-design of existing Public Health Commissioned services we expect that further resources will be released to support a locality public health preventative approach, in future.
- This work will need to be mindful of the Health and Wellbeing Strategy and County Council vision around locality working

### RECOMMENDATIONS

- a) that the District Board notes the funding opportunity offered by the Public Health Commissioning Prospectus
- b) that the District Board delegate authority to the Health and Wellbeing Group to decide how the funding should be allocated
- c) that the District Board receives progress reports i) to advise on the successful applications at the next meeting of the Board and ii) to update on delivery outcomes by March 2015
- d) That the District Board consider wider governance issues implicit in this report (separate agenda item)

## Appendix A - Public Health Commissioning Prospectus Project Plan

	What	Who	Timescale	Comment
Clarification of 2014/15 PHCP Budget	<ul style="list-style-type: none"> <li>- Business cases have been developed for the continuation of some of the existing (2013/14) PHCP projects. These projects have been identified as business critical and recommended for continuation for 2014/15</li> <li>- Clarification of the 2014/15 PHCP budget and the allocation per District</li> </ul>	<p>Central Team</p> <p>Locality Leads</p>	Feb 2014	£63,899
Outcomes	<ul style="list-style-type: none"> <li>- The coproduction of outcomes with 3<sup>rd</sup> sector organisations and locality partners</li> <li>- This will form part of each Local PHCP template (x8)</li> <li>- Outcomes monitoring processes will need to be developed</li> </ul>	<p>Central Team</p> <p>Locality Leads</p>	March 2014	Work on the Lichfield District prospectus has started
Local Needs & Priorities	<ul style="list-style-type: none"> <li>- Local needs and priorities to be identified and will form part of each Local PHCP template (x8)</li> </ul>	Locality Leads	March 2014	Commissioning prospectus document
Evidence Base & Best Practice	<ul style="list-style-type: none"> <li>- The identification of the local evidence base and best practice to be identified and will form part of each Local PHCP template (x8)</li> </ul>	<p>Central team</p> <p>Locality Leads</p>	March 2014	Support from Central Team
The Development of Local PHCP Processes	<ul style="list-style-type: none"> <li>- Development of local application, governance and decision making processes:</li> <li>- Local Funding Surgeries</li> <li>- Local Evaluation Panels</li> <li>- Awarding of Contracts</li> <li>- Performance and Monitoring</li> <li>- Local processes will form the basis of each locally developed PHCP Template (x8)</li> </ul>	Locality Leads	March / April 2014	<p>This paper to Distict Board 25 March</p> <p>LDHWB meeting 11 March</p> <p>Expect to build on scoring system used for Food Grants</p>
VCO Engagement	<ul style="list-style-type: none"> <li>- Share the Learning and Independent Evaluations</li> </ul>	VAST	March 2014	

& Coproduction	<p>from the Young Foundation</p> <ul style="list-style-type: none"> <li>- Coproduction of local priorities, outcomes and PHCP processes with the 3<sup>rd</sup> Sector</li> <li>- Delivered through local workshops</li> </ul> <p>NB – the engagement activities will also include the Staffordshire Community Fund developments (Phase 1 Social Isolation and Loneliness)</p>	<p>Locality Leads</p> <p>Central Team</p>		7 April
Local PHCP Templates	<ul style="list-style-type: none"> <li>- Finalise Local PHCP Templates</li> <li>- Communicate Local PHCP Templates and open for applications from the 3<sup>rd</sup> Sector</li> </ul>	<p>Locality Leads</p> <p>Central Team</p> <p>VAST</p>	April 2014	By 14 April
Local Evaluation Panels	<ul style="list-style-type: none"> <li>- Locally developed evaluation processes and evaluation panels to be undertaken in each locality</li> <li>- Include Representation from PH Health Improvement team on Locality panels</li> <li>-</li> </ul>	<p>Locality Leads</p> <p>Central Team</p>	May / June 2014	<p>To be confirmed</p> <p>Panels to draw from HWB Group – DCL, PHDO, PHPCL, LDC, CCG</p>
Approval	<ul style="list-style-type: none"> <li>- Recommendations of successful applications to be approved by PHSLT</li> </ul>	PHSLT	June 2014	
Award	<ul style="list-style-type: none"> <li>- Award letters and communication of successful applications</li> </ul>	<p>Locality Leads</p> <p>Central Team</p>	June 2014	
Performance management/evaluation	<ul style="list-style-type: none"> <li>- Performance management/contract management arrangements developed at a locality level</li> <li>- Regular processes to be developed proportionate to the size of the contract</li> </ul>	<p>Locality Leads</p> <p>Central Team</p>	July 14 - March 2015	Through HWB
PHCP 2014/15 Service Delivery - July 2014				





## Lichfield District Board

25<sup>th</sup> March 2014

# LOCALITY COMMISSIONING – A DISCUSSION PAPER

## PURPOSE

To update the District Board on the strategic context around locality commissioning; it is already in place in some other LSPs in Staffordshire and is also gaining impetus at countywide level

To consider the principles underpinning a locality commissioning approach and seek comments

## BACKGROUND

It is generally acknowledged that because services are ultimately delivered at a local level to individuals, neighbourhoods and communities, these services are more appropriate and effective if they are developed with local needs and wishes in mind. Local Strategic Partnerships have evolved to ensure that a range of public and voluntary sector organizations and businesses can come together, share their knowledge of these needs and make plans which are mutually supportive and reinforcing. Many issues are cross cutting and are best considered from a range of perspectives rather than in isolation. Lichfield District Board has recently discussed the impact of residents with mental health issues on the police and housing services, how changes in the welfare benefit system increases risk of vulnerability and how the state of the local economy and the opportunities for employment underpins health and well being. The Board also agreed some shared ambitions in March 2013 including:

- mitigating the impact of welfare reform
- working better to improve outcomes for adults and children who are vulnerable
- supporting healthier, longer lives focusing on ageing well and reducing harm caused by alcohol
- supporting local business
- improving transport
- supporting the adoption of the Local Plan

Time and effort has been invested individually and collectively in making progress in these areas which has been evidenced through reports to the Board.

From time to time in previous years, the Board has commissioned specific services using one off funding available to it. £153k was allocated to the community and voluntary sector in November 2011 and other funding bids examples (housing and business) were approved in March 2012. Partners have come together to agree and deliver on multi agency projects, Let's Work Together being the most notable of these. However, these commissioning activities have tended to be one off as opportunities (usually financial) or needs arose. There is now a move to introduce locality commissioning as an ongoing principle of joint working



## DRIVERS FOR CHANGE

Over the past twelve months, we have seen:

- A review of the District Board – with strong support for maintaining the Board
- Changes within the public sector landscape including the establishment of the Police and Crime Commissioner, Clinical Commissioning Groups and the transfer of public health to local government
- The development of the Health and Wellbeing Group within Lichfield's LSP to complement the role of the Staffordshire Health and Wellbeing Board
- Uncertainty about the availability of partnership funding and pressure on budgets
- Reduced resources at the District Council as part of the Fit for the Future programme (including the cessation of the community development team)
- Pressure to reduce costs in County Council services and greater targeting of services towards the most vulnerable people
- Growing financial pressures for all public sector bodies and a growing consensus for the development of partnership solutions and partnership commissioning

Associated with these changes, there is a growing commitment to plan and commission services at locality level and a recognition that a shared approach to locality issues is important. System wide change is needed if our aspirations to improve the quality of life for local residents are to be achieved but this cannot be delivered solely by individual organisations working on their own. At a recent meeting, the Staffordshire Health and Wellbeing Board agreed that *'significant steps need to be taken towards a more integrated approach to commissioning, bringing partners together across the system at all levels of commissioning including:*

- *Strategic (Staffordshire wide)*
- *Sub county (one or more CCGs / two or more Districts and Boroughs)*
- *Local (individual District and Borough / LSP)'*

*The approach will also be required at all stages of the intervention spectrum. from universal actions designed to maintain good health and well being, through early intervention to targeted and specialist services'*

(Health and Wellbeing Board January 2014)

Consequently, the Health and Wellbeing Board has initiated a time limited piece of work (being led by the Chief Executive of Tamworth Borough Council) in order to articulate the District / Borough role in delivering the health and wellbeing strategy for Staffordshire including drawing out clear governance around local commissioning. Representatives from Lichfield District Board are involved in this piece of work, the outcomes from which will inform local decision making about any future locality commissioning model within Lichfield District including governance arrangements.

## OPPORTUNITIES

Lichfield District has already developed a strong understanding of local needs, as evidenced in the Enhanced Joint Strategic Needs Assessment (endorsed by the District Board in November 2012). The eJSNA focuses on the underlying determinants of health and includes statements of need, assets and feedback from the community. This Assessment could inform locality commissioning by providing the basis of future priority setting and decision making.

Locally the CCG is supportive of more joined up approaches and the County Council is exploring opportunities to develop locality working that build on the resources already available in localities (including officer roles such as the Public Health Locality Public Health Partnerships and Commissioning Leads, District Commissioning Leads, Children's Commissioners, Families First teams, Community Partnership Officers etc.)

An important catalyst for locality commissioning is the availability of funding streams. Several new opportunities have arisen, notably:

- **Community safety**

*“Raising the value and bringing together the majority of community safety resources supports my view that it’s commissioning at a local level, in partnership with communities and other partners, which will in most cases deliver best outcomes” Matthew Ellis, PCC, January 2014*

The PCC has established a Locality Deal Fund with a commitment of allocating £72k to Lichfield’s Community Safety Partnership for a three year period (subject to satisfactory performance). He has also established a People Power Fund; recommendations of bids that could be supported will be by local CSPs through a locally determined strategic forum which is able to meet the specified process deadlines.

- **Youth Service**

Depending on the outcomes of the current Youth Service consultation, there is the possibility of resources being made available at local level to build community capacity in each District to develop a response tailored to local needs (Cabinet to SCC Cabinet, March 2014).

- **Public health**

*‘Local action central support’*

The DPH is already making a small sum of funding (£8k) available to commission services to prevent / reduce food poverty. It is expected this is a precursor to more substantial sums being made available as funding is released from historic public health contracts. Indeed, proposals have been developed to delegate funding for local partnerships who would lead on allocating grants to the third sector in accordance with a locally produced Public Health Commissioning Prospectus. It is anticipated that approximately £60k will be made available to Lichfield District’s community and voluntary sector through this mechanism. Future investment in physical activity, healthy eating, accident prevention, public mental health and wellbeing and potentially alcohol misuse are likely to be priorities for a locality approach.

- **Building Resilient Families and Communities / Supporting Families in Lichfield District**

Lichfield has already been successful in working with ‘troubled families’ and has submitted claims for 27 families @ February 2014 giving a reward grant of £15k. It is anticipated that claims will be submitted for a further 35 families for the next tranche of reward grant.

- **Voluntary sector resources**

Several partners regularly invest in community and voluntary sector organizations and although there has been some effort to avoid duplication, this is not yet achieved in a systematic way.

- **District Board Residual Budget**

The District Council is the accountable body on behalf of the District Board and currently holds resources amounting to approximately £133k. These resources have originated from several sources including Local Public Sector Agreement Reward Grant and some residual amounts have remained in separate budgets for several years. Decisions need to be made about the most effective way of investing this funding for community benefit.

## LOCALITY COMMISSIONING MODEL FOR LICHFIELD LSP – UNDERLYING PRINCIPLES

In considering whether we should establish a locality commissioning approach within Lichfield District and if so, starting to consider what it might do and look like, the following principles have been suggested:

- Locality commissioning provides an opportunity to make **decisions which are better informed** because they can take account of local needs; nobody knows Lichfield District and its people like the organizations which make up our Local Strategic Partnership
- We would need to agree what changes / results we want to see as a consequence of a locality commissioning approach and agree some **crosscutting objectives** eg. better targeting of vulnerable people so that crisis situations (a fire, accident, homelessness) are avoided. These outcomes would need to be agreed by the District Board

- At the outset, locality commissioning is likely to be focused on **specific funding streams** (such as listed above) that are being delegated to locality level eg. public health funding. However, as the model matures, it may be possible to consider how we use mainstream resources more effectively
- We would need to identify which funding streams could be directed towards locality commissioning of services and draw up a **schedule** of when they will come on line, conditions of use etc
- We would need to consider the **practical tasks** that commissioning services involves and identify the capacity for carrying these out; although the process and procedures for commissioning and performance management would need to be as light touch as possible, they would still need to be auditable and robust
- Lichfield District Council would continue to be the **accountable body** for partnership monies and hold / allocate out funding in accordance with its financial rules. This currently means that any incoming funding above £50k is reported to the District Council's Cabinet. Sums below this are signed off by the Cabinet Member for Community, Housing and Health (who is a member of the District Board)
- Locality commissioning isn't just about being a conduit to allocate funding; it is also an opportunity to **develop shared thinking** around mainstream plans, funding and activities and to work out how these can be better joined up
- We would need to work out **governance arrangements** which vest overall leadership with the District Board (taking account of the democratic mandate of the District Council). Strategic decision making would rest with the District Board but we would also need to be fleet of foot by delegating certain functions and decisions as appropriate
- Developing a locality commissioning model could be an opportunity to **merge existing Groups** which are responsible for allocating funding eg. Health and Wellbeing Group, Working and Performance Group etc

Whilst Lichfield LSP has the basis of a solid partnership and governance structure for the developing partnership arena, we need to build on this and articulate and agree a way forward. In considering possible models, reference has been made to the experience of other LSPs, namely South Staffordshire and Tamworth (see **Appendix A**)

## RECOMMENDATIONS

- That the District Board consider the proposals within this paper
- That the District Board authorizes the Health and Wellbeing Group to further develop a model for locality commissioning in Lichfield District

*Jon Topham on behalf of the Health and Wellbeing Group*

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### How partnership commissioning works in other areas

South Staffordshire Council has been developing a Locality model since 2007. The model is now well established and has built on a commissioning model based on the Family First Service but now incorporating; health, housing, transport, community safety etc.

The concept was further developed around the interaction of the commissioning of services resulting in a new initiative called Locality Commissioning Partnerships (LCP). The LCP focus on local services being commissioned jointly utilising locality data sets. Embedded in this approach is the requirement to involve local groups to influence the delivery of local services.

The South Staffordshire structure is as follows

- **Visioning Group** - set priorities based on locality data (meets twice a year)
- **Locality Commissioning Group** – Commission Services
- **Advisory Group** – Partner Health check

The Visioning Group will determine the local priorities identified from the locality data profiles.

The Commissioning Group, who effectively will be the fund holders, will retain overall accountability for delivery and co-ordinate the commissioning process across a spectrum of priority areas.

The Advisory group will include a range of local partners from the third sector, schools, parishes, district and county members, GP practices and other appropriate groups.

Tamworth have a vibrant strategic partnership (TSP) which has recently shifted emphasis from a series of task and finish groups to a structure focused on the key areas of partnership activity:

- Health and Wellbeing
- LEP/ Economy
- Community Safety
- Education and Skill

The four groups are all at different stages, but are developing their priorities and plans. Currently the HWB has a focus on a healthy lifestyle programme (Healthy Tamworth) which includes Healthier Housing, obesity, physical activity, healthy eating, falls, ageing well. The education and skills group has looked at health, mental and emotional wellbeing, aspiration and skills

Currently there is a plan to develop a Commissioning Board that will, seek to coordinate and advise on commissioning plans within the partnership arena. It is expected that individual Boards will develop commissioning plans but the commissioning Board will bring these plans together to coordinate and combine thinking where possible. This is not yet a fully developed concept, although it has received partner support in principle



## Transforming Rehabilitation: Information for our Partners

Updated – 10<sup>th</sup> January 2014

On 9<sup>th</sup> May 2013, the government announced its plans to change the way probation services are organised in England and Wales.<sup>1</sup>

The government's aim is to *“transform the way we manage offenders in the community to achieve a reduction in the rate of re-offending whilst continuing to protect the public”*. This means that in the near future, the majority of offender services will be delivered by a range of contracted private and voluntary organisations, rather than, as now, being delivered through local Probation Trusts. Trusts will be abolished and Trust staff will transfer into either a new public sector National Probation Service or a private sector Community Rehabilitation Company (21 in total throughout England and Wales).

The new National Probation Service (NPS) will have seven regions throughout England and Wales. It will be responsible managing the most difficult and high-risk offenders, along with managing Probation hostels, Victim Liaison Units and will provide services to Courts.

Community Rehabilitation Companies (CRCs) will be responsible for low and medium risk offenders. They will also manage interventions within the community such as Unpaid Work and accredited programmes (with the exception of sex offender programmes).

### Main changes

The key aspects of the reforms are:

- A new public sector National Probation Service will be created.
- Every offender released from custody will receive statutory supervision and rehabilitation in the community.
- Legislation will extend this statutory supervision and rehabilitation to all 50,000 of the most prolific group of offenders – those sentenced to less than 12 months in custody. Previously these offenders had no statutory involvement with probation services after coming out of prison.
- A nationwide ‘through the prison gate’ resettlement service will be put in place, meaning most offenders are given continuous support by one provider from custody into the community. The government is going to reorganise the prison system so that most offenders are held in a prison designated to their area for at least three months before release.
- The market will be opened up to a diverse range of new rehabilitation providers - voluntary and private sectors, at the local as well as national level.
- New payment incentives for market providers will be introduced, giving providers flexibility to do what works and freedom from bureaucracy, but only paying them in full for real reductions in reoffending. This is known as Payment by Results (PbR).

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<sup>1</sup> <https://consult.justice.gov.uk/digital-communications/transforming-rehabilitation>

## **Timetable for change**

### ***August 2013 – March 2014***

Probation Trusts divide their caseloads and staff into two separate sections. These two sections will still be run by the Trust - this is in advance of staff and cases being transferred into either the NPS or CRC.

The Staffordshire and West Midlands Probation Trust have just under 1700 staff that will be affected by these changes. Some of the posts clearly fit within either the NPS or CRC and have been automatically assigned to those organisations as directed by the Ministry of Justice. Other posts, primarily within offender management casework, would be required within both the NPS and CRC – such post holders have been invited to submit an expression of interest as to working in either the NPS or CRC.

As of w/c 06/01/2014 the automatic assignment of staff to either the CRC or NPS has been completed, including the resolution of a small number of appeals. As a result, 419 members of staff have been automatically assigned to the NPS and 453 to the CRC across the Trust as a whole.

Of the staff who were asked to express an interest, final figures confirmed 712 expressed an interest in working in the NPS and 59 in the CRC. Staff who expressed an interest in the CRC have been assigned, whereas staff who expressed an interest in working for the NPS have been assigned to the NPS based on an eligibility process designed by the Ministry of Justice. Once the identified quota was met, the remainder of the staff were assigned to the CRC.

### ***April 2014***

The Ministry of Justice simultaneously creates 21 private companies and the National Probation Service. Staff and caseloads are transferred from Staffordshire and West Midlands Probation Trust into either one of these 21 companies or the National Probation Service. SWM Probation ceases to exist.

It is clear that in April 2014, the principal change will be the dissolution of the Probation Trust and the creation of the new organisations: the NPS and CRC. Staff will therefore transfer to their new employer on that date. Issues such as the split of the caseload, the new operating processes, associated IT changes etc will follow in subsequent months.

### ***30<sup>th</sup> June 2014***

Caseload transfer completed.

### ***Spring / Summer 2014***

Competition open to bidders for contracts to run CRCs.

### ***1<sup>st</sup> October 2014***

The Target Operating Model is put in place.

[www.justice.gov.uk/downloads/rehab-prog/competition/target-operating-model.pdf](http://www.justice.gov.uk/downloads/rehab-prog/competition/target-operating-model.pdf)

### ***2015***

CRC contracts awarded.

## How the caseload will be split

Staffordshire and West Midlands forms CRC, so one of the 21 companies created will exactly match its geographical boundaries and caseload.

The new National Probation Service will take on management and responsibility for:

- initial assessment of all cases
- all court work
- all breach work
- all recalls
- Parole reports
- responsibility for cases judged to be high or very high risk of harm
- all MAPPA cases
- Approved Premises
- victim liaison work

The CRCs will take on management and responsibility for:

- all cases judged to be low risk of harm or medium risk of harm
- delivery of Community Payback
- delivery of accredited programmes
- Integrated Offender Management (IOM)
- Delivery of all other interventions for low and medium risk offenders, including services for female offenders.

## Risk of harm

Risk of harm in Probation cases is defined as risk of serious harm - *a risk which is life-threatening and/or traumatic, and from which recovery, whether physical or psychological, can be expected to be difficult or impossible.*

Risk of serious harm in Probation cases is assessed as follows:

- **LOW:** No significant current indicators of risk of serious harm
- **MEDIUM:** There are identifiable indicators of risk of serious harm. The offender has the potential to cause harm but is unlikely to do so unless there is a change in circumstances, for example, failure to take medication, loss of accommodation, relationship breakdown, drug or alcohol misuse.
- **HIGH:** There are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious.
- **VERY HIGH:** There is an imminent risk of serious harm. The potential event is more likely than not to happen imminently and the impact would be serious.

The CRC will have management and responsibility for all offenders classified as being low and medium risk of harm. This group of offenders can include offenders guilty of domestic violence, drug-addicted offenders, offenders with mental health issues and prolific offenders.

## CRC providers

### Prime Providers

The Primes will bid to buy one of the 21 companies.

- Companies can bid to buy more than one of the 21 new private companies, but the amount of companies they can bid for will be limited; up to 25% of the market share to prevent a monopoly.
- The contracts will be 7-10 years long.
- The majority of the contract will be paid as fees for services provided.
- A minority percentage of the contract will be awarded as Payment by Results<sup>2</sup> measured on proven reduction in reoffending.
- To get onto the gateway to bid for one of the 21 companies, organisations will have to show evidence of turnover, capital, trading history etc.

The Primes will need a supply chain of smaller companies and organisations to do much of the work for them, e.g. drug treatment providers, and many have bid to be on a list of providers which the Primes can use. Being on the list does not guarantee services will be utilised by the primes.

On 19th December 2013, the government announced thirty bidders who have passed the first stage of the competition to win regional rehabilitation contracts. It is not clear at this stage which of these providers intend to bid for the Staffordshire and West Midlands CRC.

The providers through the first stage of the process are: A4E, ARCC Ltd, Aspire2 Change Ltd, Capita Plc, Chalk Ventures Ltd, Crime Reduction Initiatives Ltd, CRR Partnership Ltd, EOS Works Ltd, GEODelta, GMC Sodexo, Hampshire Rehabilitation Services, Home Group Ltd, Ingeus UK, Innovo (CLM) Ltd, Interserve Investments Ltd, Home Group and Mercia Community Action, Momentis and Home Group, MTC Amey, Northern Inclusion Consortium Ltd, Pertemps People Development Group, Prospects Services, Prospects Resolutions Ltd, Seetec Business Technology Centre Ltd, Sentinel Offender Services Ltd, Shaw Trust, Sodexo UK & Ireland.

Catherine Holland, the current Chief Executive for the Staffordshire and West Midlands Probation Trust, has been job-matched as into the role of Chief Executive for the Staffordshire and West Midlands CRC.

### The National Probation Service

England will be separated into six regions, each with a Deputy Director of Probation (listed below). Sarah Chand, current Head of Birmingham Probation, has been appointed as the Deputy Director for the Midlands region.

<b>The National Probation Service</b>	<b>Deputy Director</b>
North West	Roz Hamilton
North East	Lynda Marginson
South East	Sonia Crozier
South West	Angela Cossins
London	Sara Robinson
Midlands	Sarah Chand

<sup>2</sup> <http://www.justice.gov.uk/downloads/rehab-prog/payment-mechanism.pdf>



The Deputy Directors are answerable to a national Director of Probation, located in the NOMS senior management team in London. The deputy directors will **not** have any commissioning or contract management responsibilities. The National Probation Service will **not** have a delegated decision-making process.

Funding for interventions for offenders in the Public sector will be held in the National Probation Service and interventions for that group of offenders will almost certainly be commissioned nationally.

### Implications for our partner agencies

The Staffordshire and the West Midlands CRC covers two police force areas, two PCC responsibility areas and nine local authority areas.

It is now known that the organisations who are successful in bidding for the 21 new companies will have responsible authority status conferred upon them for Police and Crime Boards, alongside the NPS side, yet will be expected to take the lead on contributing to the work of the Boards.

It is not yet clear what the responsibility will be for the organisations who successfully buy the 21 new companies to contribute to Domestic Homicide Reviews/Safeguarding Case Reviews.

The NPS will supply staff to do probation work in prisons and Youth Offending Services.

### Further information

The landscape of Transforming Rehabilitation continues to evolve. For the very latest information on a national scale, you can access the Justice website at:

<http://www.justice.gov.uk/transforming-rehabilitation>

You can also contact the Staffordshire and West Midlands Probation Trust's *Change Management Unit*.

Telephone: 0121 634 1360 / 0121 634 1339

Email: [transforming.rehabilitation@swm.probation.gsi.gov.uk](mailto:transforming.rehabilitation@swm.probation.gsi.gov.uk)



## Lichfield District Board

Date: 25<sup>th</sup> March 2014

# Lichfield District Local Plan: Strategy

## INTRODUCTION

The Lichfield District Local Plan will plan, monitor and manage future growth and change in Lichfield District to 2029, covering a broad range of spatial issues that contribute towards the creation of sustainable communities, including the provision and management of new development, community infrastructure, environmental and heritage protection and measures to help reduce carbon emissions. The Local Plan has been influenced by the Plan for Lichfield District and the plans and strategies of our partners. It is the primary document against which planning applications will be considered, guiding the location and form of all development. It will replace an existing Local Plan adopted in June 1998.

The Local Plan is supported by an Infrastructure Delivery Plan (IDP) which will set out which infrastructure is required to support the function of our communities. It also defines the cost, delivery timescales and lead partners responsible for delivery. The IDP will help to guide developer contributions towards essential infrastructure projects and assist in securing other funding streams to aid delivery.

## BACKGROUND

The District Council has reached an advanced stage, with a draft Local Plan Strategy submitted for an Examination in Public in 2013. An independent inspector undertook a number of hearing sessions in July last year and reported his initial findings in September. The Inspector's initial findings confirmed the following:

- The District Council has co-operated constructively, actively and on an ongoing basis with relevant bodies on the strategic matters of housing and transportation. We have therefore discharged our Duty to Co-operate.
- The Sustainability Appraisal is a reliable piece of evidence.
- The proposed Strategic Development Allocations and the Broad Development Location identified in the submitted Plan are either deliverable or developable, they are viable and they are sustainable. They are the most appropriate having considered reasonable alternatives.

However, his initial findings concluded that:

- The Plan is not justified, and hence unsound, in that it does not make adequate provision for the objective assessment of need. This unsoundness would be remedied by identifying a site or sites for additional housing provision.

The Inspector considers that the Plan should identify the delivery of a further 1,330 homes over a plan period of 2008 to 2029 to rectify this 'unsoundness'. The Inspector identified a time period of 6 months to undertake further work to identify and consult on any additional site(s) to rectify this shortfall to address this unsoundness.

The District Council recently published a number of modifications to the submitted Local Plan Strategy, including increasing the overall housing requirement to 10,030, the identification of new strategic housing sites (Cricket Lane and Deans Slade Farm to the south of Lichfield City) and amendments to the Fradley allocation to assist in delivering this additional housing identified by the Inspector. The formal 6 week consultation closed on 20<sup>th</sup> March and representations are to be forwarded to our Inspector. The Inspector will consider how he wishes to proceed with the

current examination before issuing his final report. It is likely that he will hold further hearing sessions in the summer to explore any further issues raised through the consultation. His final report will recommend whether we are able to adopt the Local Plan Strategy.

The District Council is also in the process of consulting on a Preliminary Draft Charging Schedule that sets out the amount of money per sqm the District Council will charge developers on qualifying sites. These developer contributions will assist in delivering essential infrastructure to support the growth contained within the Local Plan Strategy. This regime is known as the Community Infrastructure Levy and the Council is seeking to adopt this Levy soon after the adoption of the Local Plan.

## OUTLINE PROPOSAL

The Local Plan Strategy sets out a vision for the District and a set of strategic priorities. A suite of policies seek to achieve these. The following key proposals are set out in the Plan:

**Sustainability:** Carbon reduction standards and renewable energy targets. Focusing development to our most sustainable locations, including Lichfield, Burntwood, Rugeley, Tamworth and our larger villages that support a range of services and facilities.

**Transport:** Delivery of improved sustainable transport infrastructure and services, including improvements to railway stations and increased bus services. Completion of the Lichfield Southern Bypass and junction improvements on the A38 and A5.

**Employment:** Delivery of between 7,130 and 9,000 additional jobs in the District to support inward investment and help reduce out commuting. A particular focus on high value jobs and identified growth sectors including health and tourism.

**Centres:** Delivery of an expanded town centre in Burntwood to include a range of town centre facilities. Further retail and office development focused towards Lichfield City Centre. Support for creating new or protecting existing rural and neighbourhood centres.

**Homes:** Delivery of 10,030 homes to assist in meeting the needs of southern Staffordshire. Rebalancing our housing stock to provide a greater proportion of smaller and supported homes to cater for our ageing population and to encourage young, economically active to remain in the District. Increasing the provision of affordable homes.

**Health:** Delivery of a new leisure centre to serve Lichfield City and its hinterland. Standards for the protection and delivery of new open spaces and playing pitches. Support for appropriate initiatives to address poor health indicators and antisocial behaviour issues.

**Natural Resources:** Protecting our countryside and safeguarding important habitats and species. Ensuring a net gain in biodiversity.

**Built Environment:** Protecting our natural and historic landscapes. Delivering high quality places.

## RECOMMENDATIONS

To note the progress being made to adopt a new Local Plan for Lichfield District.

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## Service Level Agreement: Monitoring Report – Updated March 2014

**Name of Organisation:** BDS

**Service:** Lichfield4 Business

**Contract period:** 15 months. Signed on 26/03/13

### **Key Services delivered**

Telephone Helpline Service: Telephone helpline fully established to provide signposting & advice to new business start-ups and existing SMEs in Lichfield  
See KPI's below

Awareness of service: Marketing and networking has gone well with strategic partners, Lichfield D.C. and the BEP and establishing good partnerships with a range of access points for the service to include: Job Centre Plus, Library, Work Clubs, Into Work Group, Chamber of Commerce networking events, Bromford Living, general networking with other providers and development of these support links in the Lichfield District by promotion of the service. See KPI's below

Business Awareness Training: The first series of Business Awareness Workshops for potential new business start-ups at venues across the district will commence shortly with the work clubs. Discussions taking place with BES and Bromford Living in relation to timing and venues to achieve the outcomes of the delivery plan. We expect this to lead to the inception of a number of new businesses in the District. See KPI's below

1:1 Advice Clinics: The "clinic" process has worked well. In the main this has become a bespoke 1:1 service for individuals providing business advice coaching and mentoring for Lichfield residents.

The numbers accessing the programme have been in line with expectations. See KPI's below.

Strategic Reviews: Diagnostic and strategic planning to identify growth potential and job opportunities. The take up here is satisfactory. We are looking to raise awareness again in the coming quarter. See KPI's below.

SME Advice visits have been successful with target achieved encompassing a wide range of advice and signposting. See KPI's below.

Post Start advice sessions; although behind target in terms of actual face to face visits we have received a number of enquiries from existing businesses that have been addressed by the telephone support element of the service and not requiring a visit.

Management Workshops covering finance / marketing / sales / business technology management / management of human resources have been designed and the schedule is in place for the delivery of the full package in accordance with the outputs agreed in the contract. It must be noted that whilst priority is given to Lichfield businesses the programme is open to Tamworth businesses and vice versa with a view to providing a wider spectrum of training across the BEP Partnership area.

The brokerage service is operating in line with plan and service users have been provided with appropriate information to cover their business need and in some cases direct introduction to other services has been achieved.

1:1 Meetings / Clinics / SME advice sessions and strategic reviews / management workshops / ERDF funding / grants / apprenticeship scheme and other formal training.

Majority of the 1:1 meetings have taken place at client premises with some at other locations as specified by individual clients for their convenience.

### **Outcomes achieved**

The Lichfield4Business service has filled the gap left by the demise of the Business Link service in 2011:

Lichfield business helpline was fully operational from day one and is receiving enquiries for the service. See KPI's below

The service is working smoothly with effective back office management to capture relevant data in line with service plan.

Management Workshops have been delivered at established venues and have been well attended.

Establishment of sound working practices and relationships with Partners across the District.

Strong feedback from clients accessing the support to suggest that the service is well received, helpful and required.

Evidence of business impact is limited at this stage but indications suggest that businesses are showing signs of more confidence in preserving and creating new jobs including new business starts.

Evidence of business impact over the last 7 months would suggest that businesses are showing signs of more confidence in preserving and creating new jobs including new business starts across the demographic profile.

The project has engaged with 28 Female and 35 Male existing entrepreneurs and 1 Female and 9 Males considering starting a new venture. In terms of sector spread it has been fairly broad, covering Charity, Creative Arts, Distribution, Education, Farming, Financial, Leisure, Manufacturing, Food Services, Professional, Recruitment, and Retail. See performance data below.

**Place(s) where Services have been provided, day and times available**

Awareness and Management Training Workshops have become established at Lichfield Library and The Old Mining College Burntwood. Start up Awareness sessions will commence shortly at the Work Clubs (Lichfield / Burntwood Library). These sessions are being delivered A.M. following our previous experience of delivery.

All services have been delivered during standard working hours (9.00:5.00). We have not yet encountered clients enquiring or requiring the service outside these hours, although, we remain flexible on this.

**How you have met Service Users' needs**

The feedback we have collected and received would suggest we have fully satisfied client need as shown in the statistics below.

We have referred users to a number of other local and regional services e.g. ERDF / Get Started Loan programme / National Apprenticeship Scheme / Banks and the other providers known to us with additional programmes and complimentary services available. In the main we are trying to utilise the services of local businesses where possible. We have received fantastic feedback from many users of the service so far (detail available as required).

To supplement our existing provision we have been accepted by IOEE (Institute of Enterprise and Entrepreneurship) as a supplier to enable us to deliver the new Government Initiative – “Get Started” for 18-30 year olds. A business loan (up to £10k per person) programme so that we can satisfy that need locally as opposed to referring to Prince’s Trust in Burton or Birmingham. We have so far successfully guided one individual to obtain the full loan available.

Report on key performance & management indicators						
Ref	Description	7 Month Target	Final target	Summary of Progress as at Nov 2013	Update of Progress as at March 2014	BDS Comments from Nov 2013
PI 1	No of enquiries from Lichfield Businesses	N/A	For info only	84 enquiries - 15 Start up 69 SMEs of which:- 7 ERDF Database total = 73	121 enquiries received: 18 Start –up 103 SMEs  <i>See below</i>	This element of the service is proceeding in line with expectation and has enabled the service proposition outcomes as outlined below
PI 2	No of Business Awareness Seminars held	2	4 (by May 2014)	NIL.	BDS have been asked about PIs 1 & 2, and inform us that there has not been sufficient demand for awareness seminars as other council commissioned services already have the monopoly over start up support (namely BES and Blue Orchid). In particular this has impacted on the number of referrals usually generated by the Job Centre. However, BDS states the service has picked up 18 referrals and achieved 4 business starts as result of their own networking efforts.	The target has not been achieved so far due to over provision from BES and Blue Orchid covering JCP and ERDF clients. However, this is expected to be remedied shortly by introduction of BAS at the Work Clubs where there is currently no provision. In addition it must be recognised that we have been able to satisfy client demand via the telephone advice service and 1:1 meetings so far.

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PI 3	No of attendees at awareness seminars	10	5 per seminar	N/A none delivered (as per PI 2)		The needs of these clients were satisfied by the telephone advice service and / or a 1:1 meeting. See above
PI 4	No of 1:1 Post Start clinics at local venues	10	30 (by June 2014)	3	8	Whilst behind target, the level of referrals and / or new business starts has not been sufficient to satisfy this outcome to date. This is being remedied by further discussion with BES who will provide details of the business starts they have so far achieved.
PI 5	1:1 advice visits at company premises	25	60 (by June 2014)	29	37	The programme is going well and on target.
PI 6	No. of Strategic Reviews providing diagnostic and strategic growth planning for SMEs	4	15 (by June 2014)	5	BDS have also been asked about the lack of progress here and their response was that they are continuing to push hard to find these, however they have not seen much interest from the business sector	This programme is going well and on target
PI 7	Attend/present at a number of local bodies on business	4	8 (by April 2014)	8	14	The contract target has been completed within the first 7 months. We will continue to



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	formation and growth, including Chamber of Commerce, Board, Business Network Forums, South Staffs College and BEP meetings as relevant					promote the service with the partnership / network throughout the remainder of the contract to ensure continuity and awareness of the programme and to achieve remaining outcomes agreed.
PI 8	No of half day management workshops	2	6 (by May 2014)	1	4	The first workshop in June – Finance – “Cash is King” was under subscribed. The two businesses registered were dealt with via 1:1 visits. In addition see PI 9 below.
PI 9	No of attendees at half day workshops	6	6 for each workshop	16	46	The second workshop – “Smart Ways to Promote Your Business” was highly successful in terms of attendees and feedback. So despite the cancellation of the first workshop we have exceeded the number of attendees in relation to contract expectation to this juncture. To make to make up the shortfall in workshop numbers we propose to put in an

						additional offering in the second half of the contract.
PI0	No of new local jobs created as a result of the service	N/A	For info only		So far 9 jobs have been created in the following sectors either via start ups or via the development of an existing business: Consultancy, Agriculture, Media, Photography and Recruitment. These will be presented as case studies in the final report.	
PI11	No of jobs safeguarded as a result of the service	N/A	For info only		This figure will be reported on at the end of the contract.	

### Example case studies/soft outcomes

Soft outcomes are being strengthened as the programme moves forward:

- Additional availability of L4B resource to enhance the existing support services e.g. Job Centre Plus, Work Clubs, Library
- Synergy and closer focus of the various networks within the borough as in PI.7
- Tamworth BC led the way for business support provision following the demise of Business Link and has a recognised business model which Lichfield has adopted along with other local authorities which are looking to adopt e.g. Stafford, Stoke on Trent, East Staffs, South Derbyshire
- Enablement of user friendly 1:1 meetings which were not readily available through the businesslink.gov hub, but in demand
- The option to add on additional service provision, as it becomes available, through one central hub
- Dialogue created has enabled a forum to consider and review the support service available across the borough
- Identification of other areas of learning e.g. recognised qualifications
- More-positive image of Lichfield DC being developed with local businesses through direct links with business support funding and improved contact with Council departments to resolve issues. e.g. development land availability.
- Positive feedback from individuals accessing the service

- Those same entrepreneurs who via their experience of the programme are actively promoting it within their networks
- Cross fertilisation of services has enabled local businesses to benefit from increased referrals and turnover from within the group who have accessed the L4B service.

Case Study 1:

Distribution Company: Management training / budgeting / coaching / resource management has improved efficiency leading to an increase in turnover and an improvement in margins and profitability.

Case Study 2:

Marketing Consultant: Coaching and mentoring in Business Planning and Financial Forecasting enabling a successful application to raise working capital through the Get Started Loan Fund.

Case Study 3:

Retailer: Advice / Coaching and Business Planning enabling finance package to complete purchase of an existing business and safeguard jobs.

Case Study 4:

Farming: Advice/Coaching/ budgeting to set up piggery.

Case Study 5:

Water Treatment Company: Advice / Strategic Review / Management Training / Succession Planning

Case Study 6:

Retailer: Advice / Strategic Review / Management Training to understand sales targets and break- even to achieve profitability



## Lichfield District Board

25<sup>th</sup> March 2014

# COMMUNITY CONSULTATION EXERCISE (LDC)

## BACKGROUND

In common with most other organisations in the public and voluntary sector, the District Council continues to face a challenging budgetary position; in February, Full Council was advised that there is a budget shortfall of £3.143 million between 14/15 and 16/17 and more difficult decisions will be needed in order to ensure a balanced budget can be delivered in future years. Consequently, the Fit for the Future (F4F) programme will continue through specific Service Reviews (already underway) and new ideas for increasing income and identifying efficiencies and savings. We want to make sure that the proposals we develop as part of the next phases of F4F take into consideration the views of local people, councillors and partners; the preferred method identified for doing this is a questionnaire survey. A copy of the final draft questionnaire is attached at **Appendix A**. The questionnaire has been developed by a Working Group of elected Members and subject to approval by the Council's Cabinet and Council, is in its final form.

## UNDERLYING PRINCIPLES

The principles underlying the survey include:

- the survey is an opportunity to inform and educate the public in an open and honest way about the purpose and functions of the Council and the financial challenges which we continue to face
- the survey will make a distinction between those services we have to provide by law (statutory) and those we choose to provide (discretionary). Further to this it will ask people to let us know which services they value, which they feel we could cut back and which they feel we could stop.
- a symbolic indication of the costs of the services the council provides (both statutory and discretionary) will be included as part of the questionnaire (£ small budget - £££ large budget)
- a selection of possible saving/income generating ideas will be included in the questionnaire and respondents will be asked to tell us whether they do or don't support the ideas.
- the ideas will relate to proposals that the council could consider taking forward and could practically deliver on, however the inclusion of the ideas will not indicate that each idea will be taken forward and this will be made clear in the questionnaire.
- a balance needs to be struck between ensuring residents feel it is worthwhile to respond to the questionnaire without leading them to expect that all proposals which receive public support will be implemented. At this stage, the questionnaire will contain ideas, rather than formal plans and indeed, some may not actually be worthwhile when business cases are developed.
- the survey will not give 'the answer' to the District Council's financial challenge because other factors will also need to be taken into account, but it will help us to make informed decisions
- feedback will be provided to those who have taken part (where this is possible) and a report of findings made available to the public

## METHODOLOGY

In order to maximize take up of the Survey and ensure it is representative of the community, it is proposed that several methodologies are employed including:

- Electronic copies of the survey will be made available on line via the Voice It page of the District Council's website
- Hard copies of the survey will be placed at public outlets such as the Council House reception
- Paper copies of the survey will be given out by those elected Members who feel able to support the exercise; this will be an informal process whereby Members can use routine contacts with local residents (e.g. advice surgeries) as an opportunity to publicise the survey and encourage take up.
- InTouch Council Magazine; the questionnaire will be included in the spring/summer edition of InTouch which is circulated to the majority of households across the District. A freepost address will encourage returns.
- Face to face interviews to be administered by canvassers; 200 street interviews are proposed which will help to counteract the self selecting nature of other methods outlined above which could skew the results

## STAKEHOLDER INPUT

The District Council is keen to consider fully the role of partners in this exercise both in terms of their views as a recipient of a questionnaire and their assistance in promoting and enabling the consultation exercise.

In seeking to identify other opportunities to gather community views, arrangements have been made for the Cabinet Member Community, Housing and Health to attend the next meeting of Voluntary Voice (which is attended by representatives from a wide range of voluntary and community organisations which between them have extensive contact with local people, especially the hard to reach). This will be used as an opportunity to further disseminate the questionnaire.

## COMMUNICATION AND PUBLICITY

The District Council has developed a communication plan as it will be important to alert residents to the opportunity to complete the Survey; key points include:

- working closely with the Lichfield Mercury, the Lichfield Gazette and other local newspapers to publicise the survey and opportunities to get involved, as well as start the debate about what money we have, where we spend it, how we bring money in and how we can save money
- Publication of the survey in Intouch – the community newspaper which reaches about 70% of local households
- PR campaign targeted at radio and newspapers
- Partner promotion via Headlines
- Direct partner promotion via email campaign from key officers to partners

## TIMETABLE

The key next steps are as follows:

- Cabinet and Full Council to sign off the consultation approach and questionnaire by early April
- Advance publicity during first half of May
- Questionnaire Survey to 'go live' from 23<sup>rd</sup> May to 30<sup>th</sup> June
- Results to be analysed during July
- Draft report to be made available in late July
- Dissemination of the final report during the summer

## RECOMMENDATIONS

Members of the District Board are asked:

- i) To note the report and the questionnaire survey
- ii) To consider whether there are opportunities to publicise the Survey through partner networks and encourage uptake by employees, customers etc

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# District services Your view

Help to safeguard the local services that are most important to you

Every year, we spend over £x million to deliver a range of services, from leisure centres and planning, to emptying bins and supporting local businesses. We've been cutting costs for a number of years, including as part of Fit for the Future - our current savings programme - and have already saved £x million since 20xx. Due to further cuts in our government funding we need to save at least another £x million by xxx. To do this our councillors will face some difficult decisions about which services we should continue to provide, what we can cut or reduce, and which services we could charge for to raise more income.

We ask for your views every year, and the responses we've had to date have been used to shape the services we currently provide. However, because our financial position has become so much more pressured, we need to ask for your views again to help councillors make the right decisions. Your views will help shape the decisions councillors will make next year about our future budgets.

To give your views, send your completed questionnaire to Fit for the Future Questionnaire Returns, FREEPOST XXX, Lichfield District Council, District Council House, Frog Lane, Lichfield, WS13 6YY by 5pm on 30 June 2014.

You can also fill it in online at [www.lichfielddc.gov.uk/fitforthefuture](http://www.lichfielddc.gov.uk/fitforthefuture)

We have to deliver some services by law - this includes things like emptying bins and checking the cleanliness of local restaurants (these are called statutory services).

## Q1 Tell us about the services we **have** to provide

Is each service below **important and you use it, important but you don't use it or not important**. If you don't have a view, tick **don't know**.

	Net Budget	Important	Important, but don't use	Not important	?
We empty your black and blue bins and recycle your waste.	£££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We make sure local restaurants are clean and safe.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We investigate noise and pollution complaints.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We clear rubbish and fly tipping and take legal action to stop it.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We clean and litter pick areas including town centres and some verges.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We make sure events and businesses (including pubs and taxis) are safe and well managed by licensing them.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We organise elections – including local, general and European.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We give support to people in housing need and help homeless people.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We give grants (means tested) to people with disabilities to adapt their homes.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We give council tax discounts and benefits (means tested) to people in financial difficulty.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We make sure new buildings are approved and take action against those without planning permission.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We check new buildings and extensions to make sure they are safe and sound.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We also make sure developers invest in the local area – from street lighting, to schools and play areas.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We create plans for the future development of our district – such as where more housing or office buildings can be built.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We work with partners, including the police, to help make local areas safer and to reduce anti-social behaviour.	££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We provide a website so you can find out information, report problems, order services and more.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
We answer enquiries, complaints and freedom of information requests.	£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

We deliver a range of discretionary services because we think they make our district nicer and support businesses and jobs. We could choose to cut back or stop these services.

## Q2 Tell us about the services we choose to provide

Which services should we **protect**, **cut back** or **stop**. If you don't have a view, tick **don't know**.

Net Budget	Protect	Cut back	Stop	Don't know
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
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££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
££	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

## Q3 How often do you use Lichfield District Council facilities?

Please tell us approximately how often you use the following facilities we provide.

	Daily	Weekly	Monthly	Less Often	Never
Burntwood Leisure Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Friary Grange Leisure Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
King Edward VI Leisure Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Lichfield Garrick Theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Council run car parks in Lichfield City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Council run car parks in Chasetown	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Lichfield City public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
Burntwood public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

We've come up with some ideas that could save us money or generate income (which would mean we could cut fewer services). We have not taken any decisions, nor will the ideas necessarily happen, or indeed prove possible once further research has taken place. That said, we're keen to know if you support the ideas before we carry out further work.

## Q4 Ideas how to generate income

Do you **support**, **don't support** each idea below. If you don't have a view, tick **don't know**.

Income Generated (approx)	Support	Don't support	Don't know
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£30,000	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£X	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
£5,000	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>

Net budget Key: £ Small budget (up to £xxx) ££ Moderate budget (up to £xxx) £££ Large budget (up to £xxx)





## Q7 About you

This section will help us to get a picture of who took part in this survey. It will also help us to find out whether people from certain areas of the district, or from particular age-ranges, have different preferences. The information you give us will be held confidentially and will not be used to identify you, or passed to any third party.

What is your postcode?

This is used to help us analyse the results, and not to identify you.

Are you?  Male  Female

How old are you?

Under 18  18-24  25-34  35-54  
 55-64  65-74  75+

Do you have a longstanding disability, illness or infirmity?

Yes  No

To which of these groups do you consider you belong?

- White (British, Irish, any other White background)  
 Mixed (White and Black Caribbean, White and Black African, Asian, any other Mixed background)  
 Asian or Asian British (Indian, Pakistani, Bangladeshi, any other Asian background)  
 Black or Black British (Caribbean, African, or any other Black background)  
 Chinese  Other

If other, please specify:

Are you?

- Working full time  Working part time  
 Education/training  Unemployed looking for work  
 Long term sick or disabled  Retired  
 Not working  Other

If other, please specify:

## Q8 Want to get more involved?

Would you be interested in giving your views as part of future consultation activities run by Lichfield District Council?

Yes  Maybe  No

If you would please let us know how you would prefer to be contacted:

Your name:

Your preferred method of contact:  
(telephone number or email)

Your details will not be cross referenced against the views you have given as part of this questionnaire. They will also be stored securely and will not be passed to any third party organisation in accordance with the Data Protection Act.

## Thank you

Thank you for taking time to give us your views. To keep up to date on the next steps, look out for InTouch, our community newspaper which is issued twice a year, or visit [www.lichfielddc.gov.uk/fitforthefuture](http://www.lichfielddc.gov.uk/fitforthefuture). If you have any questions about this questionnaire, or would like a large print version, please call 01543 308000.

To give your views, send your completed questionnaire to Fit for the Future Questionnaire Returns, FREEPOST XXX, Lichfield District Council, District Council House, Frog Lane, Lichfield, WS13 6YY by 5pm on 30 June 2014. You can also fill it in online at [www.lichfielddc.gov.uk/fitforthefuture](http://www.lichfielddc.gov.uk/fitforthefuture)

