

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

District Council House, Frog Lane
Lichfield WS13 6YU

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

10th June 2014

Dear Sir/Madam

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY)
COMMITTEE**

A meeting of the above mentioned Committee has been arranged to take place on
WEDNESDAY 18th JUNE 2014 at 6.00 p.m. at the **COMMITTEE ROOM**, District Council
House, Lichfield to consider the following business.

Yours faithfully



Strategic Director

To: **Members of Leisure, Parks and Waste Management (Overview and Scrutiny)
Committee:**

Councillors Mrs Tranter (Chairman), Mynott, (Vice Chairman), Tittley (Vice Chairman),
Awty, Bacon, Mrs Boyle, Mrs Evans, Mrs Constable, Mrs. Hancocks, Isaacs, Mosson,
Pearce, Yeates.



AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Meeting held on 5th March 2014 (copy attached)
4. Terms of Reference (copy attached)
5. End of Year Performance Overview 2013/14 (copy attached)
6. Complaints and Compliments 2013/14 (copy attached)
7. Update on the changes to the Organic Waste Collection Service due in October 2014 (copy attached)
8. Dog Control in the Parks (copy attached)
9. Managing Anti-Social Behaviour At Burntwood Leisure Centre (copy attached)
10. Fit for the Future Service Review – Leisure Services (copy attached)
11. Fit for the Future Service Review Update – Parks, Ground Maintenance & Countryside (copy attached)
12. Work Programme and Forward Plan (copy attached)

Briefing Papers to be issued separately:

*Briefing Papers were introduced after the Overview and Scrutiny Committee Co-ordinating Group requested that the length and volume of agendas be addressed. Briefing papers, which are intended to provide Members with information on relevant issues, are an alternative to placing items on the Agenda. If Members wish a paper to be discussed it can be included on the Work Programme and scheduled for a future meeting.



**LEISURE, PARKS AND WASTE MANAGEMENT
(OVERVIEW AND SCRUTINY) COMMITTEE**

5th MARCH 2014

PRESENT:

Councillors Mrs Tranter (Chairman), Pullen (Vice-Chairman), Mrs Constable, Mrs Hancocks, Pearce, Willis-Croft, Walker and Yeates.

APOLOGIES FOR ABSENCE: were received from Councillor Awty, Bacon and Isaacs (Vice-Chairman)

(In accordance with Council Procedure No. 17 Councillors I. Eadie and A. Smith also attended the meeting.)

Also Present

Andrew Barratt, Director Assets and Environment – Tamworth Borough Council
Nigel Harris, Waste & Environmental Protection Manager – Joint Waste Service

DECLARATIONS OF INTEREST

There were no declarations of interest.

MINUTES

The Minutes of the Meeting held on 9th January 2014 and were taken as read, approved as a correct record and signed by the Chairman.

RESOLVED: That the Minutes of the Meeting held on 9th January 2014 be approved as a correct record

CHANGES TO THE ORGANIC WASTE SERVICE

The Committee received a report on potential changes to the Organic Waste Service. It was reported that currently waste from black bins currently went for incineration at a County Council facility at four Ashes rather than being disposed of at landfill. It was then reported that currently brown bin waste, including food, was currently disposed of by an In Vessel Composter which was more costly as it was housed indoors for environmental health reasons due to that food waste.

It was then reported that there was an opportunity to change the organic waste element of the service as the contract with the County Council was due to expire in October 2014. It was noted that if a change was not done by this date, the current arrangement would be retendered and would commit both Lichfield District Council and Tamworth Borough Council for the next 7 to 10 years.

It was reported that it was proposed to request that residents put their food waste into the black bins instead of the brown bins. This would then mean that the food waste was incinerated along with the other residual waste. This in turn would mean that a large saving could be achieved with the garden waste as could be disposed of

at a Windrow composting facility with a much lower gate fee and was closer so would be cheaper in fuel and resources.

Members asked if the compost produced by the garden waste was available for sale to the public and it was reported that it was for the operator of the facility to sell as they wished. It was noted that the Joint Waste Service did still encourage home composting and would continue to do so.

Members felt that education and communications to residents on the changes would be important and it was reported that it had been budgeted for. It was suggested that a dedicated phone line and up to date bin collection diaries be produced. Members were concerned that having bin inspectors would create negative feelings with residents and it was reported that even with a communications plan, some residents may not know of the change and contaminated bins would be cost to the Joint Waste Service and having people go out inspecting would mitigate this.

It was noted that there would be other changes forthcoming in the future regarding recycling including a focus on the quality of the materials recycled and not just the quantity and so a sustained education policy would be produced. It was noted that a report would be submitted when these changes were known.

Overall, the Committee accepted the proposed changes.

RESOLVED: That the views of the Committee be submitted to Cabinet and the Joint Waste Service Committee.

REVIEW OF THE LICHFIELD DISTRICT'S 2013 FESTIVALS AND EVENTS PROGRAMME AND PREVIEW OF 2014 PROGRAMME

The Committee received a report on the extent and successes of the Lichfield District 2013 Festivals and Events Programme and outlining the proposed 2014 programme. It was reported that the highlights of the 2013 programme was Royal Visit to beacon Park by the Princess Royal and the World's Shortest Fun Run. It was noted that this fun run attracted global media coverage due to friendly banter with Portland, Oregon in the United States of America who also claimed to have the smallest park.

It was noted that the Economic Growth, Environment and Development (Overview & Scrutiny) Committee had the remit for tourism and so would also be considering this report this year and then on solely in subsequent years. It was requested by the Chairman that it may help that Committee to have more detailed budget and resource implications for the 2014 programme.

Members asked if there were any new events planned for 2014 and it was reported that so far, the only additional event planned was the Dig It Gardening Festival which was still in the early planning stage and was being organised by the Lichfield Town Team. It was noted that Burntwood Business Crew were considering doing a similar event.

It was reported that the skatepark had been handed to the District Council by the contractors and there would be a special skating competition on the 5th April 2014.

Members then asked for the net cost to run the Lichfield Proms in Beacon Park event and it was reported that it was approximately £4k but will always push for sponsorship and sale of gazebos and other promotional items. It was noted that

although weather was a risk to the event, it had only been rained off once in recent times and luckily, the Garrick Theatre hosted it indoors. Members asked what steps were being taken to make the event cost neutral and it was reported that each year the event gets bigger and better which helped close the gap but it should be considered that there were other non direct benefits from the event including business uplift with more people in the City Centre. When asked, it was agreed to produce an economic impact assessment for this event and send it to the Committee.

COUNCILLOR YEATES DECLARED A PERSONAL INTEREST AS A THEATRE PROMOTER.

RESOLVED: That the report be noted.

FIT FOR THE FUTURE – PUBLIC TOILET PROVISION

The Committee received a report on the outcome of a review into the practicality of introducing charging for access to the Council's public toilets. It was reported that there had been a proposal under the Fit for the Future programme (F4F) to generate a net surplus by introducing a 20p charge for admission to use the Council's public toilets.

It was then reported that since the service had moved to another Directorate, this proposal had been investigated and a number of developments had arisen. It was reported that the first development was the accuracy of the usage of the facilities as it was realised that the light beams used to calculate the number of users counted people in as well as out of the toilets and it was noted that the actual usage was around half that of what was estimated. It was then reported that there had been an expression of interest from a bowls club to acquire the facility at Chasetown High Street. It was reported that resulting from the review, there was also a greater understanding of the cash collection costs and practicalities of locking the toilets associated with the original proposals.

It was then reported that as £38k saving had been calculated as part of F4F, this still needed to be found and this gap could be filled by a set of alternative proposals. These proposals included the incorporation of some toilets into the parks management team and one into the street cleansing team, the transfer of the Chasetown facility to a bowls club and the closure of the facility at Swan Island at Burntwood due to the low levels of usage along with other suggestions. It was also suggested that a Community Public Toilet Scheme could be introduced where private, public and voluntary organisations were encouraged to allow members of the public to use their facilities without charge and without the expectation of a purchase. It was noted that participating premises could receive an annual payment of providing clean, safe, hygienic and easily accessible facilities.

Members asked is an introduction of a Community Public Toilet Scheme would be fazed to ensure the public knew where to go and it was reported that it would be along with a promotional materials like leaflets and widow stickers to promote participating premises.

Members then asked if local businesses would be asked to participate in a Community Public Toilet Scheme first to ensure they got the benefit and it was reported that this would be kept in mind however it would be best to have a mixture of small local companies and larger national ones as the larger stores would be open for longer hours.

Members felt that the Swan Island toilet attracted anti-social behaviour and agreed that its closure would be beneficial.

RESOLVED: That the charging proposals be dispensed with and the alternative proposals as reported be investigated further.

WORK PROGRAMME AND FORWARD PLAN

Consideration was given to the Committee's Work Programme and Council's Forward Plan. It was noted that forthcoming items for the next municipal year could include Leisure Services Fit for the Future Review, Fees and Charges, Restoration of Stowe fields and Pool along with various Waste Services items.

RESOLVED: That the Work Programme and Forward Plan be noted and amendments be made as agreed.

VOTE OF THANKS

It was proposed, duly seconded and

RESOLVED: That the sincere thanks of the Committee be recorded to all the Chairmen, Vice-Chairmen and Officers for their work during the past year.

(The Meeting Closed at 7.27 pm)

CHAIRMAN

13. LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

DELEGATED TO THE LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

- 13.1 To be responsible for the overview and scrutiny of the work of the Cabinet and the Council in relation to its policy objectives, strategies, performance targets and provisions relating to:
- a. Functions undertaken by Leisure and Parks (including the leisure centres, sports development, mobile leisure, play development, parks services including Beacon Park, green spaces strategy and policy development, grounds maintenance, street cleansing, public conveniences and shopmobility);
 - b. Functions undertaken by Waste Management (including refuse collection and recycling)
 - c. Climate Change and Carbon Reduction.
 - d. Culture and the Arts including the Lichfield Garrick
- 13.2 To consider the roles and decisions undertaken by the Leisure & Parks, and Waste Management Cabinet Members.
- 13.3 To exercise overall responsibility for the finances made available to the Committee.
- 13.4 To assist the Council and the Cabinet in the development of its budget and policy framework to align resources with the Council's priorities
- 13.5 To conduct research to support the analysis of policy issues and the identification and appraisal of possible options
- 13.6 To consider and comment on mechanisms to encourage and enhance community participation in the development of policy options
- 13.7 To question members of the Cabinet and/ or Committees and Chief Officers about their views on issues and proposals affecting the area and/or about their decisions and performance whether generally or in comparison with plans and

targets over a period of time or in relation to particular decisions, initiatives or projects

- 13.8 to liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- 13.9 To review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance
- 13.10 To set up Task Groups to support the Committee in the exercise of its functions.
- 13.11 To question and gather evidence from any person, with their consent
- 13.12 To oversee reviews relating to the Leisure & Parks and Waste Management Portfolios to receive reports from Project Boards and report the results of their reviews to Cabinet and Council
- 13.13 To report annually to Full Council on the work of the Committee and make recommendations for future work programmes and amended working methods if appropriate
- 13.14 To exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet relating to the Leisure & Parks, and Waste Management Portfolios and any other matters or decisions not dealt with by the other Overview and Scrutiny Committees
- 13.15 To make recommendations to the Cabinet or appropriate Committee and/or Council arising from the outcome of the scrutiny process.

REPORT OF THE CABINET MEMBERS FOR LEISURE & PARKS AND FOR WASTE MANAGEMENT

END OF YEAR PERFORMANCE OVERVIEW 2013/14

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the District Council's One Year Action Plan for 13/14 which are relevant to the terms of reference of this Committee. Both the narrative report and the related statistics reflect performance as at 31st March 2014.
- 1.2 Members are invited to raise questions and comment, or where appropriate, request a more detailed report.

2. BACKGROUND AND RATIONALE

- 2.1 Each year, the District Council produces a One Year Action Plan which sets out the key activities and projects, measures and targets that the Council intends to deliver over the coming twelve months. The Plan is considered by Council each year in February at the same time that the budget is approved.
- 2.2 The One Year Action Plan itself is a product of the discussions which take place each autumn when Member Panels consider the Service Plans produced by teams across the Council. Members can use this as an opportunity to influence the direction of travel for the coming year and in some cases use the result to influence the Work Programme of the Overview and Scrutiny Committee. End of year performance against the One Year Action Plan 13/14 which relates to this Committee is attached at **Appendix A**.
- 2.3 A composite of all the performance reports from the four Overview and Scrutiny Committees will be provided to Cabinet in July 2014.

3. PERFORMANCE HIGHLIGHTS

- 3.1 A copy of the end of year performance report for the Leisure & Parks and Waste Management portfolios is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the 13/14 Action Plan including:
 - *The refurbishment of the wetside changing rooms of Friary Grange Leisure Centre*
 - *The construction of the Lichfield skatepark*
 - *The delivery of the Positive Futures programme;*
 - *Support the delivery of an extensive festivals and events programme; and*
 - *Support the work of the Lichfield Garrick.*

4. RECOMMENDATION

- 4.1 Members are requested to consider and comment on the performance report overview for 13/14 which is attached at **Appendix A**.

5. COMMUNITY BENEFITS

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

6. FINANCIAL IMPLICATIONS

- 6.1 None arising directly from this report. A more detailed report on the corporate outturn position for 2013/14 will be considered in the Money Matters report which will be presented to Strategic Overview and Scrutiny Committee in September and Cabinet in October 2014.

7. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

- 7.1 The report identifies some of the key areas of achievement during 2013/14. These include:
- The completion of the refurbished wetside changing rooms at Friary Grange Leisure Centre;
 - The construction of the Lichfield skatepark;
 - An increase in the number of adults participating in sport and physical activity on 3 or more occasions per week.
 - The opening of the new Changing Places facility in the new Friary Outer car park;
 - The number of people holding a concessionary Leisure Activity Passport increased by 23%.

8. CRIME AND COMMUNITY SAFETY ISSUES

- 8.1 The delivery of the Positive Futures programme and other sporting opportunities for young people can encourage them away from anti-social and criminal behaviour.

9. RISK MANAGEMENT ISSUES

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

A Plan for Lichfield District - 2013/14 One Year Action Plan

APPENDIX A

Performance Report to Leisure, Parks and Waste Management (Overview and Scrutiny) Committee

The purpose of this report is to update Members on progress achieved against the activities and projects set out in the District Council's 2013/14 One Year Action Plan and to invite questions and comment (or where appropriate, for members to request a more detailed report). This report contains only those actions and projects that relate to the areas covered by this Committee

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

Activities and Projects 2013/14	Measures and Targets 2013/14	On Target ✓ = X	Current Performance (including comparative data where available)
Strategic Theme: Supporting People A district where everyone shares in an improved quality of life and community wellbeing			
Long Term Outcome: We'll help people to be and to feel secure in their homes, neighbourhoods and town and city centres by tackling crime and anti-social behaviour			
Provide positive activities to divert young people from anti social behaviour/crime <i>(Councillor A Smith)</i>	Build a skatepark in Lichfield city; start on site achieved by September 2013	✓	Building of the Lichfield skatepark started in November 2013 and was officially opened in April 2014. Funding was secured from s106, Veolia Environmental Trust, county councillors, Safer Community Partnership and Lichfield City Council. The skatepark has proved to be a huge success and is well used by skaters, bmx bikers and scooter users, daily.
	Positive Futures and Aspire programmes implemented including: <ul style="list-style-type: none"> • Anti social behaviour reduced by 5% in priority wards¹ • 20 young people encouraged to gain accreditation / qualifications • 75 young people increased participation levels in sport and physical activity • 5 community focused events delivered by March 2014 	X	Whilst the number of ASB incidences across the district was down by 3%, in the targeted wards it was up as follows: Chasetown (0.5%; up 1 incident to 245); Burntwood (12%; up 34 to 318); north Lichfield (1.5%; up 9 to 614); Bourne Vale and Fazeley (10%; up 12 to 134). Reasons for such increases are being sought from the Safer Community Partnership and the police. (data from Safer Community Partnership)
		✓	20 young people have gained accreditation including Dance Leaders Level 1, Sports Leaders Level 1 and Bronze Arts Awards.
		✓	124 young people have attended PF sessions in 2013/14 and 71 attended US Girls sessions.
		✓	We have run 3 US Girls taster sessions, taken part in a Help For Heroes dance show and run the Burntwood Dance Festival.
Long Term Outcome: We'll help and support vulnerable adults, families and children to live independent and fulfilled lives in their own homes and communities, and prevent homelessness			

¹ Chasetown, Burntwood Central, North Lichfield, Fazeley, Mile Oak and Edingale

Activities and Projects 2013/14	Measures and Targets 2013/14	On Target ✓ = X	Current Performance (including comparative data where available)
Open Changing Places public convenience in Friary Outer Car Park (<i>Councillor A Smith</i>)	Toilet opened by summer 2013	✓	Changing Places facility in Friary Outer car park was opened in autumn 2013. The feedback to date has been very positive and the facility has been well received. We have registered the facility at MENCAP, the sponsors of the Changing Places Scheme, who have rated this facility as Excellent.
Long Term Outcome: We'll improve health and wellbeing of the whole population making sure we make the biggest improvement for people with the lowest life expectancy			
Provide accessible, affordable and popular sports and leisure activities that are accessed by all parts of the community especially those with greatest need (<i>Councillor A Smith</i>)	<p>Adult participation in sport and physical activity increased from baseline of 23.6% (Sport England's Active People survey, autumn 2012)</p> <p>Membership of our leisure centres from our targeted groups increased by 5% (from baseline of 1768 @ 1st April 2013)</p> <p>New Sport and Physical Activity Strategy incorporating a 2012 Legacy Action Plan completed and adopted by June 2013</p> <p>Wetside changing rooms at Friary Grange Leisure Centre refurbished by March 2014</p>	<p>✓</p> <p>✓</p> <p>X</p> <p>✓</p>	<p>Sport England's Active People survey (December 2013) records that 25.1% of the population aged over 16 is active for at least 30 mins on at least 3 occasions per week. A rise of 1.5 percentage points.</p> <p>Concessionary LAP membership was at 2175 as of 31 March 2014. (2027 over 60s; 102 disabled/ carer; 7 unemployed; 39 students). This represents a rise of 23%.</p> <p>Strategy has been deferred to allow time to consider implications of Fit for the Future on council's leisure provision. Will now be picked up as part of the Leisure Services Review.</p> <p>Work on refurbishing the wetside changing rooms at Friary Grange started in July 2013 and was completed in December. Funding was secured from s106, Sport England, Aiming High and Staffordshire County Council. The refurbished facility, which includes a new reception, viewing area and much improved disabled access was officially opened in January 2014.</p>
<p>Strategic Theme: Shaping Place <i>A district where people love to live work and visit with a high quality residential, community and commercial environment</i></p>			
Long Term Outcome: We'll ensure a cleaner and greener environment with high levels of environmental cleanliness and stewardship			
<p>Improve street and environmental cleanliness (<i>Councillor A Smith</i>)</p> <p>Maintain recycling performance and reduce residual waste (<i>Councillor I Eadie</i>)</p> <p>Work with the County Council to achieve a smooth transition as the Waste to Resource (W2R) facility for residual waste at Four Ashes is commissioned (<i>Councillor I Eadie</i>)</p>	<p>At least 95% areas graded as satisfactory or better</p> <p>58% or more recycling rate</p> <p>0.41 tonnes residual waste per household per annum or less</p> <p>Robust and cost effective services maintained for our residents</p>	<p>✓</p> <p>✓</p> <p>=</p> <p>✓</p>	<p>The cleanliness grade for the last six months of 2013/14 was 95.75% of sites inspected were graded as satisfactory or better. The trunk roads within our district were all swept and litter picked during the winter months using both in-house staff and external contractors.</p> <p>The final outturn figure is still awaiting confirmation but is expected to be 58% which is on target. The recycling rate recovered from a slow start because the mild winter boosted organic waste tonnage which made up for the cold spring</p> <p>The final outturn figure is still awaiting confirmation but is expected to be 0.42 tonnes.</p> <p>Deliveries to the new facility commenced in October 2013 with the County Council reimbursing the additional costs associated with travelling to Four Ashes which is further away than the landfill site which was previously used.</p>

Activities and Projects 2013/14	Measures and Targets 2013/14	On Target ✓ = X	Current Performance (including comparative data where available)
Adopt the green infrastructure and new play areas at Hawksyard, Armitage (Councillor A Smith)	Customer satisfaction at least 92% and no adverse budget implications for the Joint Waste Service	=	<p>The most recent customer satisfaction survey for the Joint Waste Service was undertaken in Tamworth whose residents receive an identical service provided by the same workforce. The main findings were:</p> <p>Overall satisfaction with the waste collection and recycling service – 83.9%</p> <p>Satisfaction with the blue bin recycling service over Christmas and the New Year -92%</p> <p>Most popular method of knowing about the waste and recycling collection arrangements for Christmas and the New Year – Bin calendar/leaflet 85.4%</p> <p>Preferred method of receiving information about waste and recycling collections – Bin calendar/leaflet 91.4%</p> <p>There were no adverse budget implications for the Joint Waste Service in 2013/14.</p>
	Adoption progressed and one new play area completed by March 2014	X	<p>The developer has now removed its compound from the central area of open space, is addressing a number of minor snagging issues and is moving towards the handover of the site. The pedestrian bridge which will stretch from the open space across the drainage channel is due to be installed in June 2014.</p> <p>The council is looking at a potential handover date of 23 June 2014 and has already started to seek quotes and estimates from potential contractors for the delivery of the play site but approvals, informal and formal, from Members are required before contracts are let.</p>

Long Term Outcome: We'll reduce carbon emissions and promote energy efficiency and renewable energy within the home & workplace.

Implement new energy saving measures at our Leisure Centres (Councillor A Smith)	Energy assessment score for Burntwood Leisure Centre improved from 100	X	<p>November 2013 saw the DEC measurement increase to 107; largely because of greater gas and electricity consumption this year. It is believed that this increase has been because of the cold winter in 12/13, greater numbers of customers and the breakdown of the building energy management system (BEMS) for a short while earlier this year. The BEMS has been replaced.</p> <p>A lower score is expected this year.</p>
	Practicality of exploiting ground source heating explored by March 2014	=	<p>Initial work on assessing the practicality of installing ground source heat pumps was started in spring 2014 and will continue.</p>

Strategic Theme: Boosting Business and our Economy *A district where businesses and enterprise can flourish and there is a vibrant local economy*

Long Term Outcome: We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries

Stage a range of events and festivities in our parks and urban centres including the 15th Lichfield Proms in Beacon Park, and the Heritage weekend (Councillors A Smith and Pritchard)	Events successfully staged	✓	<p>An extensive range of events was held in 2013 including a visit by HRH The Princess Royal to Beacon Park; the Lichfield Bower; Cars in the Park; Fuse; Fake Festival; Lichfield Food Festival; Heritage Weekend, Christmas Festivals and the best ever Lichfield Proms in Beacon Park.</p>
--	----------------------------	---	---

Strategic Theme: Boosting Business and our Economy *A district where businesses and enterprise can flourish and there is a vibrant local economy*

Activities and Projects 2013/14	Measures and Targets 2013/14	On Target ✓ = X	Current Performance (including comparative data where available)
Long Term Outcome: We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries			
<p>Work with the Lichfield Garrick Theatre Trust (<i>Councillors A Smith</i>)</p> <p>Embed the new Service Level Agreements relating to creating a prosperous District through tourism, heritage, arts & culture (<i>Councillor A Smith</i>)</p>	<p>Theatre successfully incorporated and operating as a Company Ltd by Guarantee by spring 2013</p> <p>SLA targets achieved by March 2014</p>	<p>✓</p> <p>✓</p>	<p>Responsibility for managing and operating the Lichfield Garrick passed to the Garrick Trust on 1 February 2013.</p> <p>The SLAs with the Trust, which includes finance, HR and payroll, communications, audit, IT, health and safety and insurance, continue to be provided and all milestones and requirements have been met. All SLAs are continuing into 2014/15.</p>

SUBMISSION BY CABINET MEMBER FOR LEISURE & PARKS

COMPLAINTS AND COMPLIMENTS – 2013/14

1. Purpose of Report

- 1.1 To provide Members with an overview of the compliments and complaints received corporately during the last financial year and a more detailed analysis of those which are of specific relevance to this Committee.

2. Recommendation

- 2.1 It is recommended that the Committee notes the contents of the report.

3. Summary of Background Information

- 3.1 At the Council meeting in April 2014, a query was raised regarding the responsibility for overseeing and scrutinising complaints received in relation to Council services; although a report is submitted annually to the Standards Committee, it is appropriate for each O&S Committee to consider the number and nature of complaints (and compliments) received in relation to the services that fall within their respective terms of reference.
- 3.2 The Council revised and restated its Corporate Complaints Procedure and published a revised Complaints Charter in early 2014 – attached for information at **Appendix A**.
- 3.3 The Charter identifies a three stage complaints process
- **Stage 1** is dealt with by the relevant service manager. The complainant can expect an acknowledgement within three days and a full response within 20 working days of the complaint being received.
 - If, following the response at Stage 1, the complainant is still not satisfied then the matter will be escalated to **Stage 2**. At Stage 2, the matter and the Stage 1 response, is reviewed and considered by the relevant Director. Similar timescales operate as at Stage 1.
 - If the complainant remains dissatisfied, then the complaint will be escalated to **Stage 3**. In such instances, the Chief Executive will appoint an independent director to review the complaint and report their findings to her. Upon completion of the report, the Chief Executive will write to the complainant advising them of the outcome.
- 3.4 The stage 3 letter concludes that if the complainant is still not satisfied with the outcome then they are able to make representation to the Local Government Ombudsman who will consider their complaint.

- 3.5 All complaints are recorded on the council's Covalent software system. Complaints against the council that relate to matters that could lead to an insurance claim are recorded and dealt with separately because of their legal nature.

Corporate overview

- 3.6 During 2013/2014, 101 complaints were received by the Council, of which 92 were dealt with at Stage 1, three were escalated to Stage 2 and six progressed to Stage 3, showing that the vast majority of complaints are resolved at an early stage. The total number received in 13/14 is a significant increase on the previous year but this may be attributed to improvements in recording (following an internal audit) rather than a general increase in dissatisfaction with our services.
- 3.7 Although the total number of complaints received has increased, the speed of response has significantly improved, suggesting improved efficiency within the service.
- 3.8 The majority of complaints received related to six operational areas including council tax, planning, leisure, refuse/recycling, environmental health and housing. It is to be expected that Departments having the greatest level of contact with the public, and being the most visible, would also be subject to the highest levels of complaint.
- 3.9 In 13/14, of the 92 complaints that were received and relevant to the services provided by the District Council, 46% were justified and resulted in an apology or other action. Learning from complaints is an important aspect of the service; examples of this learning include:
- complaint relating to the website resulted in a few minor changes in line with suggestions made; the complainant was very complimentary on receiving our response.
 - complaint regarding incorrect advice resulted in staff training being conducted to rectify the problem
 - complaint regarding parking by parents near a park with football pitches resulted in a discussion with the football club concerned, who agreed to make special arrangements in the future to prevent a reoccurrence of the problem.
- 3.10 MP enquiries are recorded separately from complaints; 78 were received in 13/14
- 3.11 Compliments are also received by the Council but these tend to be under recorded and therefore do not represent the many satisfied customers that we deliver services to.
- 3.12 A report of the complaints and compliments received during 2013/14 is attached at **Appendix B**.

Leisure & Parks overview

- 3.13 In addition to numerous 'service requests' which were communicated face to face and dealt with at the time, 19 written complaints were recorded in respect of Leisure & Parks in 2013/14. There is no reliable data from previous years because complaints were not recorded in the same manner. 15 of these complaints were addressed at Stage 1.
- 3.14 Complaints resolved at stage 1 included the following issues:
- the availability of wetside team changing rooms at Burntwood Leisure Centre – at this time of day the changing rooms are used by schools and so members of the public are asked to use the family changing area. Unfortunately we cannot change these arrangements;
 - the availability of car parking at Friary Grange Leisure Centre. This was at a time when the leisure centre was being refurbished which was affecting the capacity of the car park but we do know that car parking space is always at a premium during the day at the school;
 - the condition of the play area at Alrewas, which is owned by a third party;
 - the perception of an unsafe wall close to a park, again owned by a third party;

- requests to cancel gym memberships. We frequently get requests to cancel gym memberships as people's objectives change. Usually such requests are direct to the leisure centre, or from their banks, but this one was emailed to the council and recorded as a complaint. Our Inspire staff do follow up all cancellations to ask why people cancelled and to try to persuade them to return;
- inconsiderate parking by the parents of young footballers near a park. We spoke to the club who now limit the number of games happening at the park on any one date and advise parents to car share and park sensibly.
- quality of coaching sessions. The centres take such feedback very seriously and will have addressed this with the coach and the customer. It is possible that a refund would have been made. We do occasionally get concerns expressed by customers direct to the leisure centre team on duty but these are usually dealt with by the team on the day and are considered as a service request;
- slow service in the café; The centre takes such feedback very seriously and will have addressed this with the café staff. We do occasionally get concerns expressed by customers direct to the leisure centre team on duty but these are usually dealt with by the team on the day and are considered as a service request.

3.15 Four complaints progressed to Stage 3.

3.16 The Lichfield Skatepark Association complained about the decision of the council not to fund, build and manage its proposed skatepark. The LSA was not satisfied with the stage 3 response and took its case to the Local Government Ombudsman. In May 2014, the LGO determined that the council was not at fault.

3.17 Two separate complaints related to the council refusing to undertake works to healthy trees near to the complainants' properties. These complaints were used to inform the report on the council's tree management policy considered by this Committee in January 2014. The Committee endorsed the policy which says that the council will not undertake works to its trees unless they are posing an unacceptable risk to people or property.

3.18 The fourth complaint related to ongoing anti-social behaviour being experienced by a resident on land next to his house which was owned by him and by the parish council.

3.19 Compliments are not formally recorded but they are received regularly and are always shared with the relevant members of staff, their line managers and the Cabinet Member.

4. Financial Implications

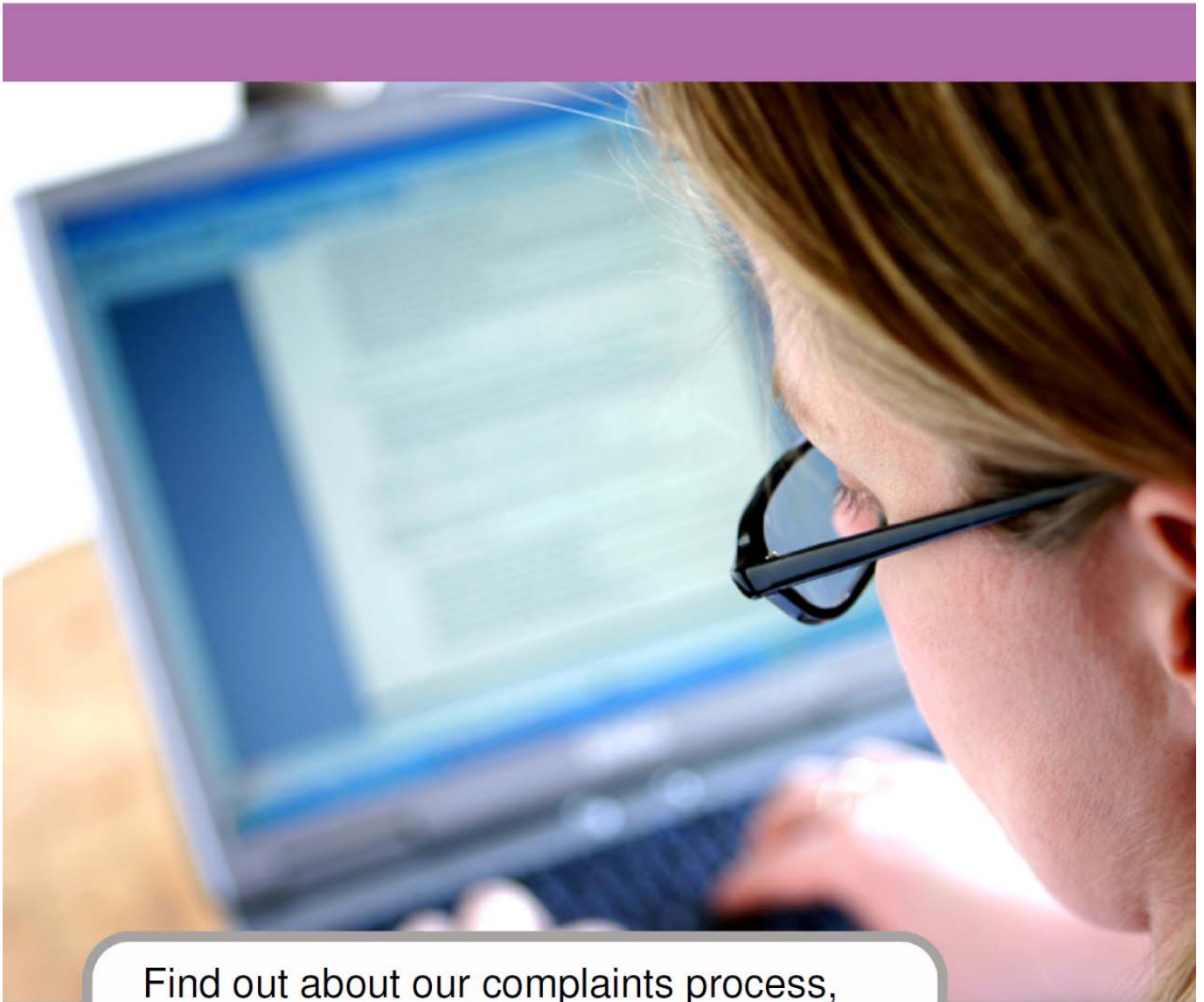
4.1 This report is for information only.

Background Documents:

Covalent reports

Our complaints charter

Guidance for staff



Find out about our complaints process, how it is managed internally, and what customers can expect from us.

www.lichfielddc.gov.uk/feedback

When complaints are dealt with positively and well, they can not only improve the reputation of the council, they can help us learn about what matters to people, which can help us when planning for the future.



It's only natural to think of complaints in a negative way. They can make us feel defensive, angry or upset. However, if we deal with complaints well, this can enhance the reputation of the council, and at the same time we can learn a lot about what matters to people, which can help us when planning for the future.

All complaints need to be recorded so we can spot trends and emerging problems. We need everybody's help to do this.

This guidance has been written so all employees are aware of our complaints process, how it is managed and what the customer can expect from us.

What is a complaint?

A complaint is an expression of dissatisfaction received from a customer about the council's service provision.

A complaint may be about a lack of response, poor service, delays in service being provided, one-off or ongoing problems and/or about behaviour of council employees.

There is no difference between an informal and a formal complaint - both indicate an expression of dissatisfaction, so both require a response. Complaints are usually written or received by email, but sometimes, verbal if the complaint is made at the point of service delivery.

Service request or complaint?

Sometimes it can be difficult to differentiate between a service request and a complaint. Generally if it is a request for a service, an appeal for assistance, or a request for a repair, these should be treated as service requests.

Examples of service requests

These can be handled at first point of contact, an apology offered where appropriate, and corrective action taken:

- Can I have an extra recycling bin?
- I'd like to report a damaged street name sign.
- Can I arrange an inspection for ...?
- I'd like to complain about my noisy neighbour.
- The changing rooms need cleaning.
- The swimming pool is too cold.
- There's litter on the grass verge outside my house.

Service requests can become complaints in the following circumstances:

- Where no action is taken to deal with the service request.
- Where the quality of service has fallen below the council's published standards.
- Where insufficient information has been provided or where information has been misleading.
- Discourteous or rude treatment by staff.
- Decisions which do not follow council policy or there is inadequate explanation.
- Decisions which do not consider all of the facts.
- If a person does not agree with the decision by the service officer or manager.

What are not complaints?

Where possible we allow all complaints to be dealt with using the process set out in this charter, but there are exclusions these include:

- A request for a service, except where this follows a service failure e.g. when an officer has failed to keep an appointment with a customer.
- Complaints against planning decisions which are dealt with under a separate appeals process.
- Insurance claims or contractual disputes - please refer to insurance officer.
- Complaints made about elected members for which a separate procedure exists. All such complaints should be referred to legal services.
- Reopening of a complaint after it has been to the Local Government Ombudsman and closed.
- Complaints made from members of staff relating to internal personnel or employment issues – these should be referred to the line manager or personnel services.
- A complaint that has already been through court or tribunal proceedings and is closed.

How to handle a complaint

Wherever possible, efforts should be made to talk to the complainant in order to fully understand their concerns and find out what changes or outcome they want to see. If the issue can be satisfactorily resolved at the first point of contact, no further action is needed.

However, if it is clear that the complainant remains unhappy (or perhaps is raising an issue for a second, or further time) this should be handled as a complaint.

In this case, please either give the complainant a copy of the **complaints, suggestions and compliments form** to complete, or offer to fill it in on their behalf. Alternatively, refer the complainant to the www.lichfielddc.gov.uk/feedback where they can fill the form in online and find out more about our complaints procedure.

Copies of the complaints, suggestions and compliments form are also available from all district council venues.

All completed complaints forms should be sent to the policy & performance team for processing.

How we process complaints

All complaints we receive are forwarded to the relevant service area's complaints coordinator (see top right).

Each directorate has at least one complaints coordinator, who on receipt of a complaint, records it on Covalent* (our performance management system), sends an acknowledgement to the complainant, and forwards it to the relevant officer to investigate.

All complaints we receive by letter or email are recorded as **stage 1** complaints and dealt with in accordance with the procedure detailed overleaf.

* Please note: All correspondence relating to complaints received or sent **must** be recorded onto covalent.

Complaints coordinators

Community, Housing & Health
June Green (308701)

Finance, Revenues & Benefits
Debbie Green (308010)

Democratic, Development & Legal Services
Teresa Hurcombe (308192)
and Jenny Moore (308051)

Burntwood Depot
Nicky Haycock (687550)

Leisure and Parks
Jenny Golding (308775)

Chief Executive
Carol Pepper (308254)
Jackie Jones (308003)

Policy & performance team

Alison Bowen (308129)
Colin Cooke (308121)



Lichfield
district council
www.lichfielddc.gov.uk

3

Our complaints procedure & how to investigate a complaint

Our **complaints procedure** has three stages:

Stage 1 Investigated by the line manager.

Stage 2 Investigated by the director of service.

Stage 3 Investigated by an independent senior officer on behalf of the Chief Executive. This will usually be a director who is not responsible for line managing services or staff involved in the complaint. The response is approved and signed by the Chief Executive.

If you are asked to investigate a complaint, please download the 'complaints checklist', from the '**Dealing with a complaint**' intranet section.

For each stage the following takes place:

- An acknowledgement is sent within three working days (letter or email) by the relevant complaints coordinator. A standard letter is available online.
- A full response* is sent within 20 working days by the investigating officer. The complainant must receive the response within this timescale (by letter or email).
- *The 20 working days start from the date the council received the complaint, whether letter, email, telephone call or in person.*
- A copy of the response should be forwarded by the investigating officer to the relevant complaints coordinator to record on Covalent.

***Where matters are likely to take more time to investigate/resolve, the investigating officer should keep the complainant informed of progress within the set timeframes above.**

An independent view

If after the whole of the complaints process has been followed (stages 1 - 3), the complainant is still unhappy with the outcome, they are then able to refer their complaint to the **Local Government Ombudsman (LGO)**. This is an independent body that investigates complaints free of charge. Complaints received by the LGO are sent to the policy & performance team, who record them on Covalent. An appropriate senior officer is then asked to investigate and respond to the LGO within 28 days. The responses are recorded by the LGO and sent to us in an annual audit letter.

Anonymous complaints

Please investigate any anonymous complaints you receive and record them on Covalent. Where not enough detail is provided as part of the complaint, we recognise this may not be possible.

Premature complaints

On occasion customers may contact the **Local Government Ombudsman (LGO)** before we have had the opportunity to investigate their complaint. These are called premature complaints. In such instances the LGO will forward the complaint to the policy & performance team, who will pass it to the relevant complaints coordinator. The complaints coordinator will then follow the complaints procedure. The LGO will inform the complainant that they have referred their complaint to us and we will reply directly to the complainant.

Persistent complainers

Persistent complainers are customers who frequently contact the council, particularly after their complaint has been closed. If you need advice or guidance about a persistent complainer, please speak to the policy & performance team.

MP enquiries

We get over 200 enquiries from MPs every year. The vast majority of these are from the MPs who represent constituencies covered by the council. Constituents contact them and they ask us for our comments in relation to the queries they receive. MP enquiries are not considered complaints, and are processed and recorded separately.

- MP enquiries are usually addressed to the Chief Executive and are forwarded to policy and performance team to record on Covalent.
- Once recorded, they are passed to the relevant officer to respond.
- *If you are asked to respond to an MP enquiry, please forward a copy of your response to the policy & performance team to record on Covalent.*
- MP enquiries need to be responded to within 20 working days from date of receipt by the council.

Help and advice

A copy of the council's complaints procedure and customer leaflet 'How to make a complaint, suggestion or compliment' is available at www.lichfielddc.gov.uk/feedback. The leaflet is also available from all council venues.

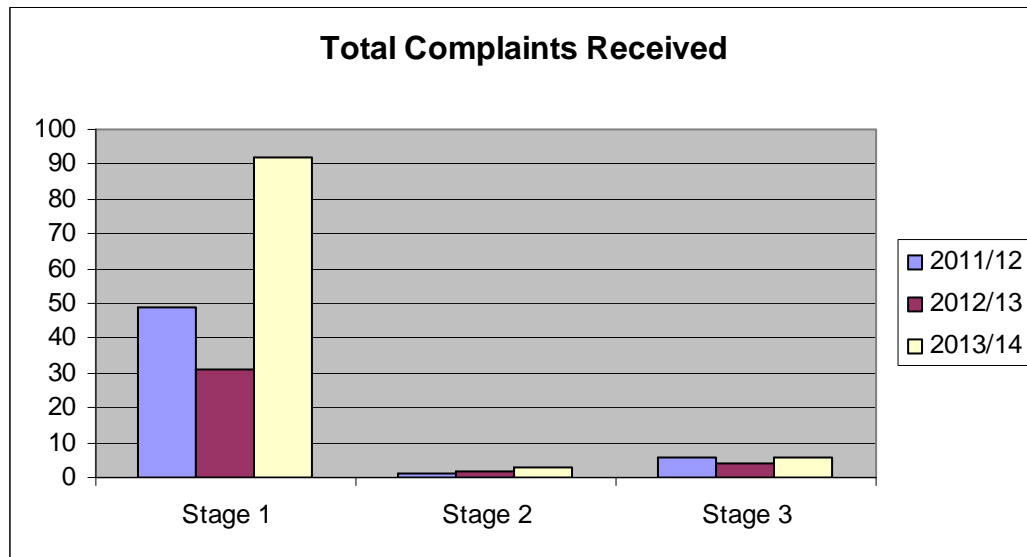
Information on the number of complaints we receive is analysed regularly and is published in the '**Dealing with a complaint**' intranet section, which also contains the 'complaint checklist' for investigating officers and other handy information.

Any questions, please contact the policy and performance team - Alison Bowen (308129) or Colin Cooke (308121).

Summary of Corporate Complaints Received 2011/12 to 2013/14

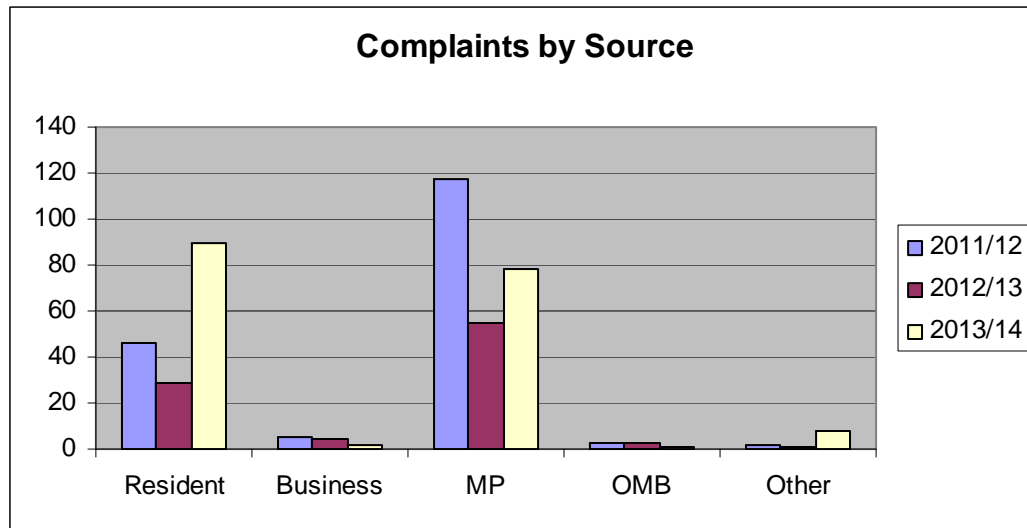
Total Complaints Received (excludes MP enquiries)

Year	Stage 1	Stage 2	Stage 3	Total	% Responded to within 20 days
2011/12	49	1	6	56	74%
2012/13	31	2	4	37	79%
2013/14	92	3	6	101	93%



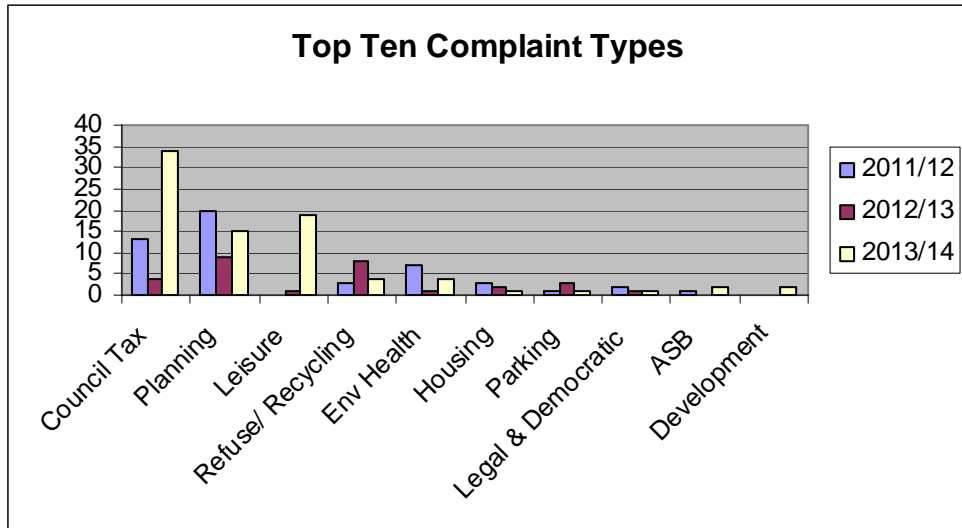
Total Complaints by Source

Year	Resident	Business	MP	OMB	Other	Total
2011/12	46	5	117	3	2	173
2012/13	29	4	55	3	1	92
2013/14	90	2	78	1	8	179



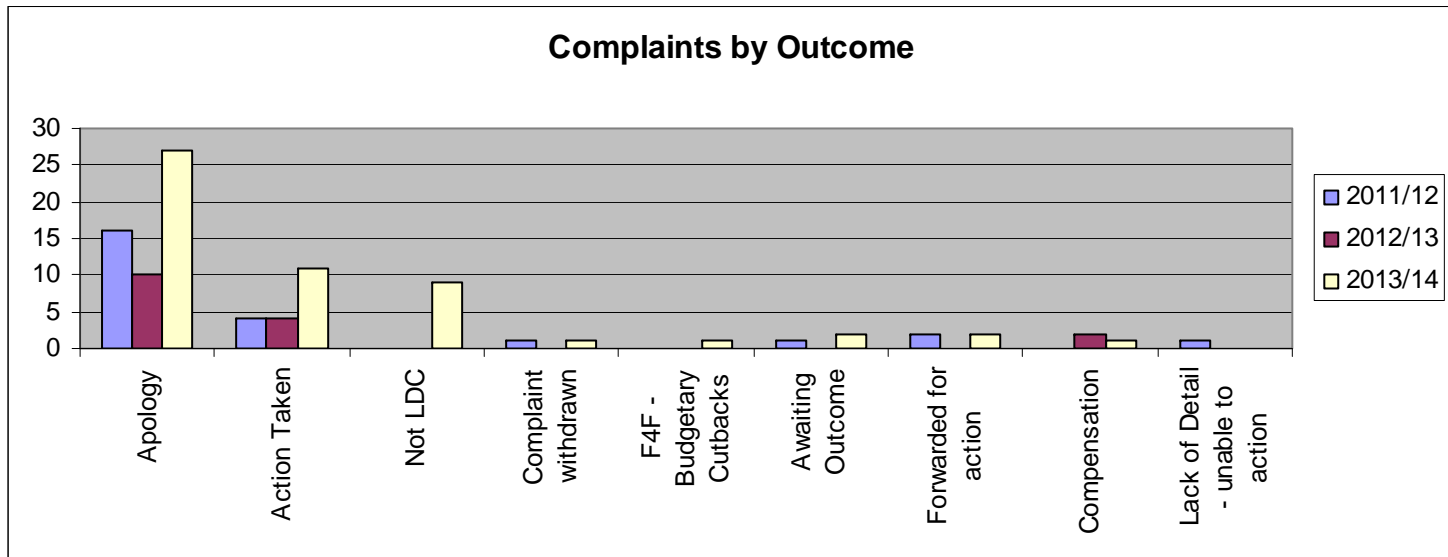
Top Ten Complaint Types (excludes MP enquiries)

Top Ten Complaint Types										
Year	Council Tax	Planning	Leisure	Refuse/ Recycling	Env Health	Housing	Parking	Legal & Democratic	ASB	Development
2011/12	13	20	0	3	7	3	1	2	1	0
2012/13	4	9	1	8	1	2	3	1	0	0
2013/14	34	15	19	4	4	1	1	1	2	2
Total	51	44	20	15	12	6	5	4	3	2



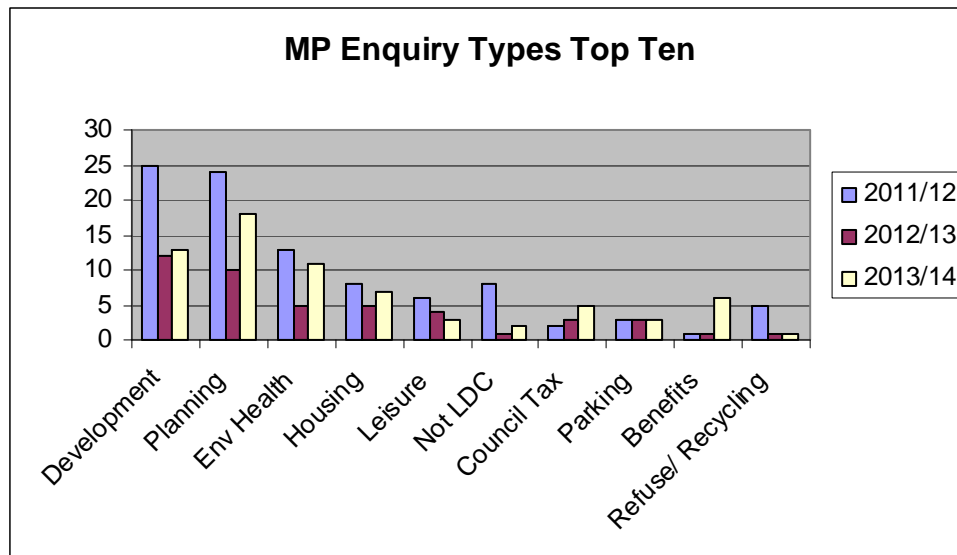
Complaints by Outcome

	Unjustified	Apology	Action Taken	Not LDC	Complaint withdrawn	F4F - Budgetary Cutbacks	Awaiting Outcome	Forwarded for action	Compensation	Lack of Detail - unable to action
2011/12	30	16	4	0	1	0	1	2	0	1
2012/13	21	10	4	0	0	0	0	0	2	0
2013/14	47	27	11	9	1	1	2	2	1	0



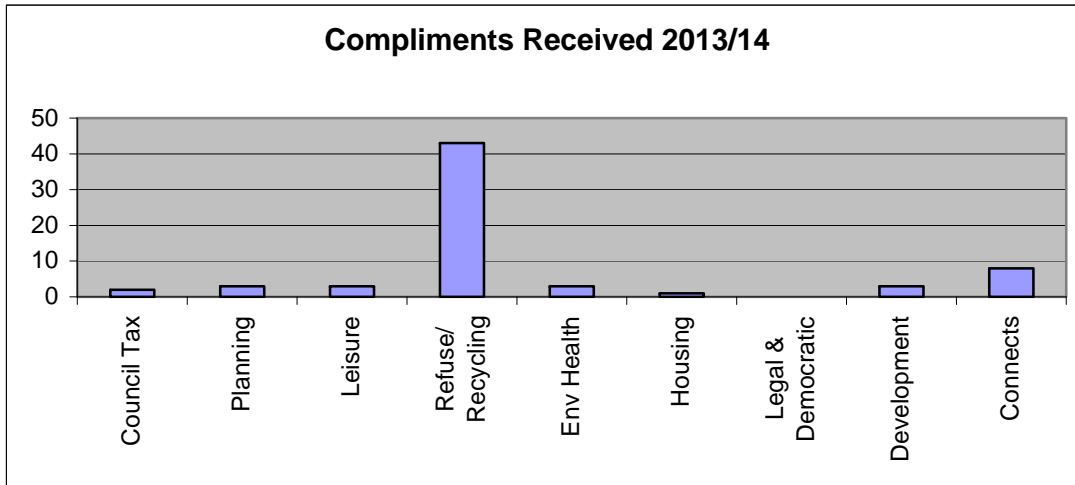
Top Ten MP Enquiry Types

	Development	Planning	Env Health	Housing	Leisure	Not LDC	Council Tax	Parking	Benefits	Refuse/ Recycling
2011/12	25	24	13	8	6	8	2	3	1	5
2012/13	12	10	5	5	4	1	3	3	1	1
2013/14	13	18	11	7	3	2	5	3	6	1
Total	50	52	29	20	13	11	10	9	8	7



Compliments Received 2013/14

Compliment Types									
Year	Council Tax	Planning	Leisure	Refuse/ Recycling	Env Health	Housing	Legal & Democratic	Development	Connects
2013/14	2	3	3	43	3	1	0	2	8
Total	2	3	3	43	3	1	0	2	8



**SUBMISSION TO LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW
AND SCRUTINY) COMMITTEE**

18 June 2014

Agenda Item 7

Contact officer : A. Barratt

01543 308761

REPORT OF THE CABINET MEMBER FOR FOR WASTE MANAGEMENT AND I.T

<p>Update on the changes to the Organic Waste Collection Service due in October 2014</p>

As the Scrutiny Committee will be aware the changes to the organic waste collection service have been endorsed by this committee, the joint waste committee and by both Lichfield's and Tamworth's respective Cabinets with a commencement date of the 13th October 2014.

As part of this report authority to enact these changes was granted to Officers in the Waste Team to deliver the revised service by the due date of October 2014. Cabinet Members from both Lichfield District and Tamworth Borough have been fully engaged in the process and have endorsed the actions taken to date.

To-date progress to make the necessary changes to the service has been good and is on target to achieve the deadline of ensuring the change is implemented by the 13th October 2014.

The following key actions have been completed:-

- Current disposal contractor and the County Council notified of service change
- A meeting has been held with the disposal contractor where the contract does not expire until March 2017 to discuss the possibility of an early exit from the contract (although budgeted for if a negotiated position for early exit can be agreed this will result in a greater saving than predicted)
- Procurement process for the new disposal facility underway and on programme
- Leaflet, Bin sticker and vehicle graphics have been designed, equality assessed and are in the process of being proofed and ordered
- A distribution plan agreed and coordinated to ensure every household throughout Lichfield and Tamworth will receive both a leaflet explaining the changes, and a simple bin sticker applied to either the brown or green bin to remind our residents of the "one simple change" needed. It is estimated all households will receive our correspondence by the end of August either by hand delivery or via post with our tried and tested method used for the delivery of annual calendars.

- A feature/advert will appear in the July edition of the “In Touch” magazine in advance of other communications going to residents
- The basic website has gone live in advance of the advert in the “In Touch” magazine (www.lichfield.gov.uk/whyblackbin)

Next steps

- The website will be further developed with FAQ’s and a short video is planned to go live prior to the service change which will give a further channel for residents to go to should they wish to find out further information on the rationale for the changes
- Media/social media campaign will be launched just before the go live time to further remind and reinforce the service changes

Attached to this briefing note are a copy of the graphics used for the bin stickers, leaflets, and vehicle graphics.

COMMUNICATION PLAN - CHANGES TO ORGANIC WASTE COLLECTION

Purpose

The main purpose of the Communication Plan is to ensure residents understand the changes to the organic waste service and therefore stop using their brown/green bin for their food waste and either put it in their black bin or compost at home.

Background

The Joint Waste Service currently collects waste from approximately 75000 properties across both Lichfield District and Tamworth Borough.

Since 2007 residents have been able to divert their food waste from landfill and instead put it into their brown/green bins along with their garden waste.

On 1st April 2014 Cabinet approved the removal of food waste from the Organic Waste Bin because the change will save the Authority a significant amount of money without having a major impact on service delivery, public satisfaction and recycling performance.

Instead of putting food waste in to their brown bins residents will be asked to put this material into their black bin or alternatively use home composting where practical. Since November 2013 rather than being land filled, all the waste collected in the black bin has been sent to the County Council's brand new Energy from Waste plant at Four Ashes and burnt to produce electricity.

This 'one simple change' needs to be completed by 13th October 2014 at the latest because the remaining garden waste in the brown bin will from this date be disposed of at a new Windrow Composting facility which cannot accept any food waste.

As this is a complete change in how we ask our residents to dispose of any food waste a comprehensive communications plan needs to be put into place to ensure residents know about the change and stop putting their food waste into the brown/green bins.

The communication campaign will commence in early July in order to give sufficient time for the change to be successful before the October deadline.

The Communications Plan involves using a variety of methods to get residents to make this 'one simple change'. These include bin stickers, leaflets, panels for the side of the collection vehicles, information on the website including a video highlighting the changes and showing the journey of the waste, press releases and social media posts.

Surveys of our residents show that over 90% preferred the leaflet alongside the website as our method of communicating. Having a sticker placed on the lids of the brown/green bins will act as an ongoing reminder to residents not to put their food waste in these bins.

Objectives

The aims of this project are as follows:

- Ensure residents are aware of the changes and are given enough information to ensure they make the 'one simple change'
- Ensure leaflets, bin stickers and other communications are clear and educate residents about the changes to the service and why they are taking place
- Ensure leaflets and bin stickers are produced in a cost effective way, providing good quality outputs but offering value for money
- Ensure leaflets/bin stickers are distributed in a timely and cost effective way ensuring all residents have the information in plenty of time before the changes come into place
- Reduce the number of contaminated brown/green bins once we change our disposal point to a Windrow facility

- Reduce possibility of negative feedback from residents which could convert to negative press coverage
- Continued high satisfaction rates with the service and our methods of communication.

Outputs

- Bin sticker placed on lid of brown/green bin
- A5 2 sided leaflet delivered to all properties
- Website information including FAQ section and video highlighting the changes and showing the journey of household waste
- Panels for the side of collection vehicles
- In touch magazine advertorial
- Press releases
- Social media campaign

Link to Business Plan

All of the above objectives link in with the Joint Waste Service objectives of:

- To demonstrate value for money in all services offered
- To be absolutely customer focused

Opportunities

- Increased value for money if the printing and delivery of leaflets can be done within or under the budget
- Increase value for money if residents are aware of the changes thus reducing number of contaminated bin and the need for resources to be put in place to deal with contaminated loads at the disposal point
- Increased customer satisfaction with the service

Risks

- Public dissatisfaction with the change
- Residents continue to put food waste in the brown bin
- Communications do not reach all households

Mitigations

- The deployment of a dedicated team to check bins and provide advice and education to residents.
- The deployment of resource at the disposal facility to remove food waste from the garden waste.
- Close monitoring of the communication methods and work programme.

COMMUNICATION PLAN

	ACTION	TIMESCALE	OFFICER	PROGRESS
DECIDE ON METHOD AND MESSAGE	<p>MEETINGS WITH COMMUNICATIONS TEAMS FROM BOTH AUTHORITIES TO DISCUSS METHODS, MESSAGES AND TIMESCALES</p> <p>METHODS OF COMMUNICATION TO BE BIN STICKERS, LEAFLETS, INFORMATION ON WEBSITE INCLUDING A VIDEO, ADVERT IN LICHFIELD IN TOUCH MAGAZINE, AGRIPPA PANELS FOR COLLECTION VEHICLES, INFORMATION ON RECEPTION SCREENS</p>	<p>FIRST MEETING 9TH APRIL</p> <p>CONFIRMED AT MEETING 1ST MAY 2014</p>	AB/NH/VW/ET/JE	<p>AFTER INITIAL MEETING, MET BACK ON 1ST MAY AND REVIEWED COMMUNICATIONS PLAN AND METHODS OF PRODUCTION/DELIVERY</p>

	ACTION	TIMESCALE	OFFICER	PROGRESS
DESIGN AND PRINTING OF BIN STICKERS/LEAFLETS	DISCUSS DESIGN AND PRINT OPTIONS WITH LDC/TBC COMMS	NEED TO BE AGREED BY END MAY 2014	AB/NH/VW/ET/JE	DRAFT DESIGNS AGREED 1 ST MAY 14 WITH SOME SLIGHT AMENDMENTS
	GET QUOTES FROM PRINTERS	MAY 2014	ET	RECEIVED
	SENT TO DESIGNER	MAY 2014	ET	ONGOING
	DRAFTS CHECKED AND APPROVED	BEGINNING JUNE 14	AB/VW/NH/ET/JE	
	LEAFLETS/STICKERS TO BE SENT TO PRINTERS	JUNE 14	WALSALL	
	LEAFLETS/STICKERS TO BE RECEIVED	END JUNE 14	WALSALL	

	ACTION	TIMESCALE	OFFICER	PROGRESS
DELIVERY METHODOLOGY FOR LEAFLETS/BIN STICKERS	LEAFLETS TO BE DELIVERED USING SAME METHODOLOGY AS YEARLY CALENDARS - FOR HAND DELIVERY FOR MAJORITY OF HOUSEHOLDS WITH RURALS BEING POSTED	JULY/AUGUST 2014	VW	CONFIRMED
	BIN STICKERS TO BE PUT ON BINS ON COLLECTION DAYS TO ENSURE MAXIMUM PRESENTATION USING AGENCY STAFF WORKING ALONGSIDE COLLECTION CREW	JULY/AUGUST 2014	VWAH	CONFIRMED

	ACTION	TIMESCALE	OFFICER	PROGRESS
RECRUITMENT OF STAFF FOR HAND DELIVERY OF LEAFLETS	<p>EMAILS SENT TO LDC AND TBC ASKING FOR STAFF TO CONFIRM INTEREST IN DELIVERING LEAFLETS</p> <p>ORGANISE AREAS FOR HAND DELIVERY</p> <p>CONFIRM STAFF INTEREST AND PUT ONTO DELIVERY SCHEDULE</p>	<p>BEGINNING JUNE 14</p> <p>ALREADY PREPARED FROM LAST YEAR</p> <p>END JUNE 14</p>	AT/CS	<p>DONE 3/6/14</p> <p>ALREADY PREPARED FROM LAST YEAR</p>
PRODUCTION OF MAPS/ROUND SHEETS FOR HAND DELIVERY STAFF	<p>DECIDE ON VOLUMES/AREAS FOR EACH MEMBER OF STAFF</p> <p>PRODUCE ROUND SHEET AND MAPS FOR EACH ONE</p>	END JUNE 14	AT/CS	ALREADY PREPARED FROM LAST YEAR JUST NEED ASSIGNING
HAND DELIVERY OF LEAFLETS	<p>ASSIGN CORRECT LEAFLET AND NUMBERS FOR EACH ROUND SHEET</p> <p>ORGANISE FOR LEAFLETS TO BE DISTRIBUTED TO DELIVERERS</p> <p>HAND DELIVERIES COMMENCE</p>	<p>END JUNE 14</p> <p>JULY 14</p> <p>TO BE COMPLETED BY AUGUST 14</p>	<p>VW/AT/CS</p> <p>AT/CS</p>	

	ACTION	TIMESCALE	OFFICER	PROGRESS
POSTAGE OF LEAFLETS FOR RURAL PROPERTIES (APPROX 2000)	CONTACT TNT TO CONFIRM PRICE	19 TH MAY 14	VW	PRICE CONFIRMED
	ORDER LABELS/ENVELOPES	9 TH JUNE 14	AW	ENOUGH IN STOCK
	PRINT LABELS USING EXISTING MAIL MERGE	23 RD JUNE 14		
	LABEL ENVELOPES AND INSERT CALENDARS FOR POSTAGE	6 TH JULY 14	AT/CS	
	ARRANGE COLLECTION BY TNT	END JULY 14	AT	
BIN STICKERING	AGENCY STAFF TO BE RECRUITED	END JUNE 14	AH	TH HAS CONTACTED BEST CONNECTION
	STAFF TRAINED ON WHERE TO PUT STICKER, HOW TO APPLY ETC	END JUNE 14		
	ASSIGN STAFF TO ROUNDS AND COMMENCE BIN STICKERING	30 TH JUNE 14 TO BE COMPLETED BY END AUGUST 14		
	SUPERVISION OF THE STICKERING OF THE BINS AND ENSURING STAFF HAVE ENOUGH SUPPLIES DURING THE DAY	JULY/AUGUST 14	GP/DA	

	ACTION	TIMESCALE	OFFICER	PROGRESS
INFORMATION FOR WEBSITE/SOCIAL MEDIA	<p>COMMISSION VIDEO FOR WEBSITE</p> <p>CREATE WEB PAGE INCLUDING FAQS, LINK TO COMPOSTING SITE AND VIDEO</p> <p>COMMENCE SOCIAL MEDIA CAMMPAIGN INCLUDING BLOG, TWEETS AND FACEBOOK POSTS GIVING INFORMATION ON THE CHANGES</p>	<p>END MAY 14</p> <p>END JUNE</p> <p>JULY 14</p>	<p>JE</p> <p>ET/JE</p>	<p>INFORMALLY COMMISSIONED</p> <p>2/6/14 NOW LIVE WITH INFO FROM LEAFLETS FAQS AND VIDEO TO FOLLOW</p>
AGRIPPA PANELS FOR SIDE OF VEHICLES	<p>CONFIRM DESIGN/SIZES</p> <p>ORDER PLACED WITH AGRIPPA</p> <p>DELIVERY OF NEW PANELS</p> <p>ATTACH PANELS TO VEHICLES</p>	<p>END MAY 14</p> <p>END MAY 14</p> <p>END JUNE 14</p> <p>END JULY 14</p>	<p>ET/JE/AH</p> <p>ET/AH</p> <p>AGRIPPA</p> <p>AH</p>	<p>COMPLETED 2/6/14</p>
PRESS RELEASES/PRESS COVERAGE	<p>IN TOUCH MAGAZINE</p> <p>MAKE CONTACT WITH LOCAL PRESS AND PROVIDE PRESS RELEASES ETC (PRINTED AND RADIO MEDIA)</p>	<p>GOES TO PRINT MAY 14 FOR DISTRIBUTION JUNE 14</p> <p>FROM END JUNE 14</p>	<p>ET</p> <p>ET/JE</p>	<p>DISTRIBUTED</p>

Remember to put your food waste in your black bin.

Or why not compost it at home?



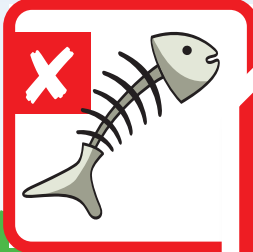
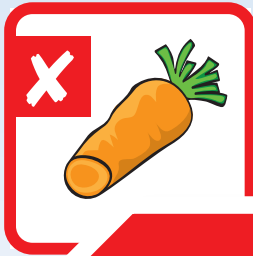
To find out more visit
www.lichfielddc.gov.uk/whyblackbin
www.tamworth.gov.uk/whyblackbin

Lichfield
district council
www.lichfielddc.gov.uk

Tamworth
Borough Council

working together } for a greener future

We're changing the way we process your food waste this summer



So we can compost your garden waste more efficiently, please put your food waste in your black bin.

To find out more visit
www.lichfelddc.gov.uk
[/whyblackbin](#)

Lichfield
district council
www.lichfelddc.gov.uk

working
together

for a
greener future

From now on please put all your food waste in your black bin, or recycle it in your garden*

Why do I need to put food waste in my black bin?

If you put food waste in with your brown bin, we have to send it all to a special indoor composting facility, where the composting takes place at a controlled temperature. This is necessary to kill the bacteria in the food waste, but is an expensive process.

If you don't put food waste in with your brown bin, we can send your garden waste to an outdoor composting facility, which is much cheaper.

Because about only 20% of local people put food waste in their brown bins at the moment - lots of people compost in their gardens - we are spending money composting garden waste at a controlled temperature, which isn't cost effective.

This is why we are asking you to put your food waste in your black bin from now on. Doing so will make our service more efficient and help to protect other local services across Lichfield and Tamworth.

What will happen to the food waste I put in my black bin?

We used to send your black bin waste to landfill, where it was buried in the ground, but we now send it to a 'waste to power plant'. This means from now on all your food waste will be used to create energy.

Every year the black bin waste people throw away across Staffordshire generates 23 mega watts - enough to power 30,000 homes for a year!

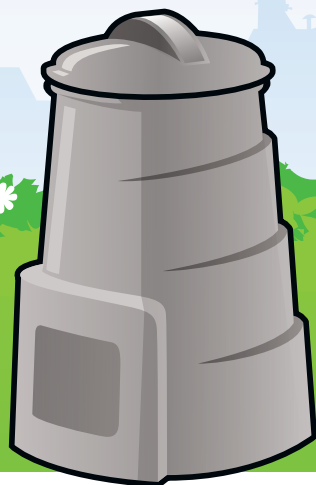
Find out more about these changes and how we generate electricity from your waste at

www.lichfielddc.gov.uk/whyblackbin

*Compost at home

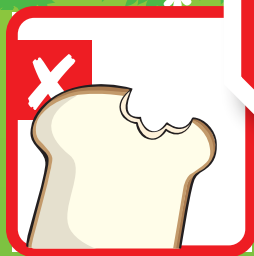
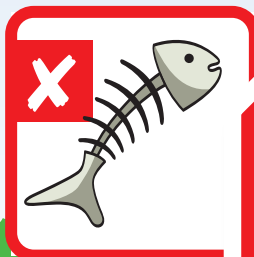
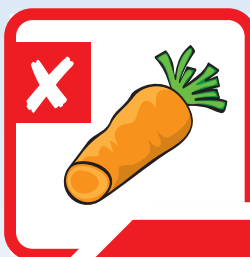
For cheap garden composters and useful tips on how to compost at home

www.lichfielddc.gov.uk/homecompost



If you require this leaflet in another format, such as large print, call our team on 0845 002 0022.

We're changing the way we process your food waste this summer



So we can compost your garden waste more efficiently, please put your food waste in your black bin.

To find out more visit

www.tamworth.gov.uk
[/whyblackbin](#)

Tamworth
Borough Council

working
together

for a
greener future

From now on please put all your food waste in your black bin, or recycle it in your garden*

Why do I need to put food waste in my black bin?

If you put food waste in with your green bin, we have to send it all to a special indoor composting facility, where the composting takes place at a controlled temperature. This is necessary to kill the bacteria in the food waste, but is an expensive process.

If you don't put food waste in with your green bin, we can send your garden waste to an outdoor composting facility, which is much cheaper.

Because about only 20% of local people put food waste in their green bins at the moment - lots of people compost in their gardens - we are spending money composting garden waste at a controlled temperature, which isn't cost effective.

This is why we are asking you to put your food waste in your black bin from now on. Doing so will make our service more efficient and help to protect other local services across Lichfield and Tamworth.

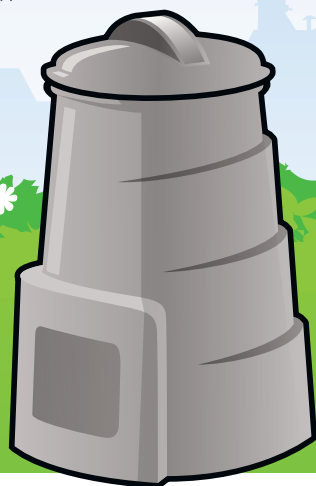
What will happen to the food waste I put in my black bin?

We used to send your black bin waste to landfill, where it was buried in the ground, but we now send it to a 'waste to power plant'. This means from now on all your food waste will be used to create energy.

Every year the black bin waste people throw away across Staffordshire generates 23 mega watts - enough to power 30,000 homes for a year!

Find out more about these changes and how we generate electricity from your waste at

www.tamworth.gov.uk/whyblackbin

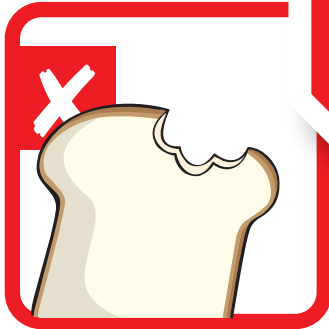
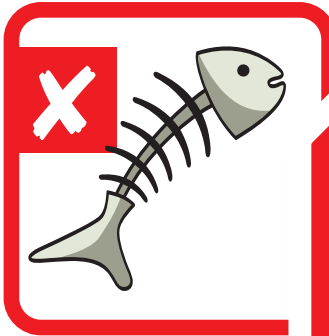
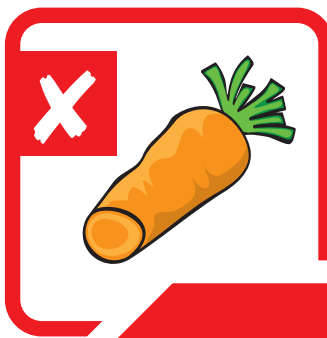


*Compost at home

For cheap garden composters and useful tips on how to compost at home

www.tamworth.gov.uk/homecompost

If you require this leaflet in another format, such as large print, call our team on 0845 002 0022.



STOP
No food waste in
your brown bin.
Thank you

So we can compost your garden waste more efficiently, please put your food waste in your black bin.

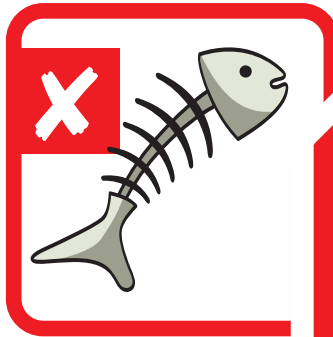
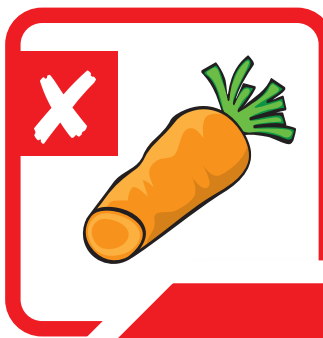
To find out more visit

www.lichfielddc.gov.uk/whyblackbin

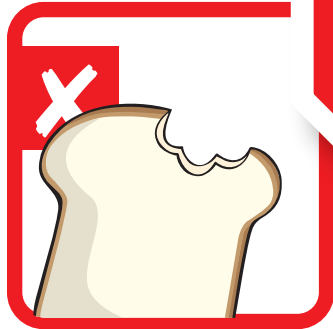
Lichfield
district council
www.lichfielddc.gov.uk

working
together

for a
greener future



STOP
No food waste in
your green bin.
Thank you



So we can compost your garden waste more efficiently, please put your food waste in your black bin.

To find out more visit

www.tamworth.gov.uk/whyblackbin

Tamworth
Borough Council

working
together

for a
greener future

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

18 June 2014

Agenda Item: 8

Contact Officer: John Smith

Telephone: 01543 253927

SUBMISSION BY CABINET MEMBER FOR LEISURE & PARKS

THE CONTROL OF DOGS IN PARKS

1. Purpose of Report

- 1.1 In January 2014 the Committee considered a report on the control of dogs in the council's parks and it was agreed that a consultation programme would be undertaken to assess the extent of problems with dogs out-of-control in the parks, and to assess the level of support for introducing Dog Control Orders or other restrictions.
- 1.2 A two stage consultation programme was undertaken which included seeking the views of other statutory bodies and user groups, and a web based survey available to residents.
- 1.3 This report describes the responses from partners and user groups and summarises the 350 submissions from residents who completed the web survey.
- 1.4 The report also outlines proposals to strengthen the control of dogs in the council's parks and the Committee's views are sought.

2. Recommendation

It is recommended that the Committee:

- 2.1 Notes the contents of the report.
- 2.2 Notes the results of the consultation programme.
- 2.3 Endorses the proposal to restrict access for dogs to the council's junior play sites by way of signs and fences.
- 2.4 Endorses the proposal to remind park rangers and attendants that they have the authority to challenge the owners of out-of-control dogs, to request that dogs are brought under control, and if this is not done, to ask the dog to be removed from the park.
- 2.5 Endorses the proposal to improve information available in parks and on the website about keeping dogs under control and how to report dog related issues.
- 2.6 Notes that there appears to be insufficient evidence of such an extensive problem of out-of-control dogs that would justify pursuing Dog Control Orders.
- 2.7 Notes the existing and new powers available to the Police to investigate and prosecute owners whose dogs are permitted to be out-of-control.

3. Summary of Background Information

- 3.1 In May 2013, a report was considered by the Regulatory and Licensing Committee in respect of the control of dogs in parks. The report was requested because a Member outlined the problems a local resident had experienced at Chase Terrace Park when their dog was attacked by other dogs which were not under control.
- 3.2 The Regulatory and Licensing Committee requested that a report be taken to a relevant Overview and Scrutiny Committee for further debate and action and, as a consequence, a report was considered by this Committee in January 2014.
- 3.3 The report asked whether the council should consider introducing Dog Control Orders or other measures to reduce the risk of harm to park users by out-of-control dogs.
- 3.4 The Committee noted that the council had insufficient evidence on which to base the introduction of such orders and so recommended that key groups, stakeholders and other interested parties be asked to describe their experiences and opinion as to whether such measures should be introduced.
- 3.5 The council introduced a two stage consultation process in order to identify the scale of the problem of out-of-control dogs in its parks and to assess the level of support for the introduction of Dog Control Orders.
- 3.6 The council sought the views of key user groups and other statutory agencies. The council wrote to the Police, the Safer Community Partnership, the four parish councils in whose areas the council manages parks (Lichfield, Burntwood, Hammerwich and Gentleshaw), tenants, sports clubs, events managers and Friends groups, to ask for evidence and their views.
- 3.7 A survey was also published on the council's website through its 'Voice-It' survey software which asked people to provide evidence of dogs being out-of-control in our parks, and their views as to whether the council needed to control dogs more effectively. The consultation period lasted six weeks from 1 April to 9 May 2014.
- 3.8 The consultation process was focused on out-of-control dogs, which is described as a dog that causes nuisance, anxiety or worry to users of the park. It was not designed to consider dog fouling issues, or dogs that attack people or other dogs, because there are already existing powers that can deal with such offences.

4. Results of Consultation

- 4.1 There were two elements to the consultation programme. The consultation with key groups and stakeholders and the on-line Voice It survey.
- 4.2 Feedback from the consultation with key groups and stakeholders suggest that there is no significant issue associated with dogs being out of control in the Council's parks and open spaces.
- 4.3 Staffordshire Police sought the views of colleagues at Lichfield about the anecdotal view locally, and consulted the Local Policing Team analysis unit at Headquarters regarding dog incidents across the force area.
- 4.4 The Police indicated that whilst there are incidents reported infrequently to them, locally there are currently no concerns regarding the numbers of incidents, nor around any particular repeat locations, victims or offenders.
- 4.5 The Police have assured the council that if a trend were to occur they would notice it and they do not think that there is a substantial problem within the district. If other evidence emerges they would be happy to reconsider this position.

- 4.6 Furthermore, a recent change in legislation, has strengthened the ability of the Police to seek the prosecution of owners who allow their dogs to be dangerously out of control.
- 4.7 In consequence, the Police has advised that it does not require, nor seek, the introduction of Dog Control Orders.
- 4.8 The Safer Community Partnership commented that throughout its existence out-of-control dogs have never been raised as a problem by residents, or by partners. However, if problems are identified as part of the council's consultation, measures to tackle such problems could be supported by the Partnership but these would need to be proportionate to the problem.
- 4.9 The response from Burntwood Town Council is: 'That the Town Council supports the measures under consultation by Lichfield District Council'.
- 4.10 Fradley & Streethay Parish Council responded to suggest that they had problems with dogs in their children's play areas and that it was looking into ways of reducing this nuisance by installing fencing around each play area.
- 4.11 The Friends of the Historic Parks concluded its response:

In summary, we see no necessity for the introduction of Dog Control Orders in Lichfield's Historic Parks. The aims of the Friends of Lichfield Historic Parks include encouraging the use and enjoyment of the historic parks by all sections of the community, which includes by responsible dog owners. We feel that peer pressure from other park users, and in particular other dog owners, is often an effective deterrent. But if an incident does occur, your staff need to have the authority to act to protect, to deter and to seek to prevent any recurrence.

- 4.12 Copies of the responses from the statutory bodies and other groups are attached at **Appendix A**.
- 4.13 Feedback from the Voice It campaign was as follows:

We received 350 respondents through the Voice It consultation.

- At least 77% of respondents were dog owners;
 - 29% support the idea of Dog Control Orders for the council's parks;
 - 69% do not support the idea of Dog Control Orders for the Council's parks;
 - 75% of respondents think that dogs should be barred from children's play areas;
 - 80% of respondents had never felt threatened by an out of control dog, however 20% had and 12% had felt threatened more than once;
 - 17% think there is a problem with out of control dogs in the parks;
 - 33% of those who replied had seen an out of control dog with 21% having witnessed this on more than one occasion;
 - 64% of respondents hadn't witnessed an out of control dog;
 - 72% visited parks in Lichfield; 28% visited parks in Burntwood;
 - 6% had reported an out of control dog to the police;
 - 6% had reported an out of control dog to the Council;
- 4.14 Sixty-five respondents gave examples of where a dog had been out of control; 27 of these examples where when dogs were attacking other dogs. Seven examples were provided from Burntwood and from these five were examples of where a dog had attacked another dog. Incidences of out-of-control dogs dated back to 1988.

5. Dog Control Orders Consideration

- 5.1 In order to introduce Dog Control Orders, the council would need to consider and show that there is a demonstrable need to introduce additional dog controls. When considering this, the council should be able to evidence that this is a necessary and proportionate response to problems caused by dogs and those in charge of them, i.e. the total number of reported incidents. If the council chose to introduce Dog Control Orders without such baseline evidence then the orders may be subject to a challenge in court.
- 5.2 The feedback from key groups and partners and analysis of the results of the on-line survey would suggest that there is not sufficient evidence to demonstrate a need for introducing Dog Control Orders. Whilst there are occasions where dogs in certain parks have been out of control, there are very few occasions where issues have been reported to either the council or the police.
- 5.3 In addition, the majority of those who responded on-line have never witnessed or felt threatened by an out of control dog and do not support the idea of Dog Control Orders. Indeed, there were a number of very strong objections made against the idea of introducing control orders.
- 5.4 A high proportion (75%) of those who answered the questionnaire supported the exclusion of dogs from play areas. In consequence, it is proposed to investigate the potential to exclude dogs from junior play sites by way of signs and fences.
- 5.5 The council has junior play areas at Beacon Park, Shortbutts Park, Stowe Fields, Darnford Park, Saddlers Wood, Chase Terrace Park, Redwood Park, Burntwood Park, Hospital Road and Burntwood Leisure Centre. Some of these play areas are already fenced.
- 5.6 It is also proposed that the parks staff – the rangers, attendants and others – are reminded that as managers of the parks we do wish them to be welcoming to all, and that they do have the authority to challenge owners of dogs that are out-of-control and to ask them either to bring the dog under control or to leave the park. It is further proposed that appropriate signs be installed to support parks staff and to advise users of the expectation that dogs are always under control.
- 5.7 Many comments from the survey were dog-attacking-dog related incidents. These are reportable to the police under the Dangerous Dogs Act. It could be beneficial for residents and park users to be made more aware of current legislation and what action they can take. Therefore it is suggested that more information is made available on the council's website and on signage within our parks about how to report dog related incidents.

6. The Council's Existing Powers

- 6.1 Many of the respondents complained about the prevalence of dog fouling.
- 6.2 In 2009, the Council approved the Fouling of Land by Dogs Order under the Clean Neighbourhoods and Environmental Act 2005. This Order applies to all land which is within the District and which is:
- (i) open to the air; and
 - (ii) to which the public are entitled or permitted to have access with or without payment.
- 6.3 If a member of the public is observed not clearing up after their dog they may be issued with a fixed penalty notice (FPN). If the individual refuses to pay then the council needs to consider whether there would be a public benefit in pursuing this matter to court. Successfully prosecuting can lead to an offender being fined up to £1,000.
- 6.4 Given the number of comments about dog fouling, the parks team will liaise with colleagues from environmental health to determine if there is anything else that can be done to address this problem.

6.5 Some byelaws already exist and cover a number of parks in Lichfield but none in Burntwood. The byelaws covering Lichfield parks compel dog owners to maintain their dog under proper effective control – but this does not necessarily mean that they must be on a lead. Such byelaws are enforceable by police officers, police community support officers and some council officers.

7. Financial Implications

7.1 There would be costs to the Council for the fencing of play sites and additional signage.

8. Strategic Plan Implications

8.1 The activities undertaken by Environmental Health and Parks teams contribute to the delivery of “A Clean and Healthy Environment”.

9. Crime and Community Safety Issues

9.1 Attacks by dogs on others dogs and or their owners does have Crime and Community Safety implications but as stated in point 4.3 and shown in Table 1; the Police have adequate existing powers in respect of these.

9.2 **Table 1:** Legislation for the control of dogs

Legislation	Dangerous Dogs Act 1991	Clean Neighbourhoods and Environmental Act 2005 Dog Control Orders
Enforced by	Police	Local Authority
In force	Yes	In part (fouling)
Powers/controls	<p>Applies to all dogs out of control.</p> <p>A dog is considered dangerously out of control if it:</p> <ul style="list-style-type: none"> • injures someone • makes someone worried that it might injure them • A court could also decide that a dog is dangerously out of control if: • it injures someone’s animal • the owner of the animal thinks they could be injured if they tried to stop the dog attacking their animal <p>A farmer is allowed to shoot a dog if it is worrying livestock.</p>	<p>Applies to all dog owners by:</p> <ul style="list-style-type: none"> • failing to remove dog faeces in public spaces • not keeping a dog on a lead when required to do so • not putting and keeping a dog on a lead when directed to do so by an authorised officer • permitting a dog to enter land from which dogs are excluded • taking more than a specified number of dogs onto land.

Penalties	<ul style="list-style-type: none"> • £5,000 and/or imprisonment for up to 6 months if the dog is out of control. • If the dog injures someone, imprisonment for up to 2 years and/or fined. • If dog is used to deliberately injure someone then a charge of 'malicious wounding' could follow. The maximum penalty is 5 years in prison. 	<ul style="list-style-type: none"> • a £50 on the spot (Fixed Penalty Notice') and • up to £1,000 if it goes to court with • no custodial option.
------------------	---	---

10. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
Some respondents will feel that no action has been taken as a result of the survey.	Medium/low	Reputational	Publish report findings	Leisure

Background Documents:

- Press release 1 April 2014
- Report to Regulatory and Licensing Committee 18 February 2014
- Report to Overview and Scrutiny Committee 9 January 2014
- Report to Regulatory and Licensing Committee 16 May 2013
- DEFRA - Guidance on Dog Control Orders
- Keep Britain Tidy Group - Guidance on Dog Control Orders
- Responses from survey
- Responses from partners and user groups

From Staffordshire Police

Thank you for the letter dated 3rd April 2014 regarding the control of dogs in public parks.

I have sought the views of colleagues at Lichfield about the anecdotal view locally and then gone on to speak with the Local Policing Team analysis unit at Headquarters regarding their experience of dog incidents across the force and then more locally here at Lichfield District. It is of note that whilst we have specific incident codes on our command and control system for many of the incidents we deal with, there is no single code for dog related issues. For research to take place on this subject and for us to provide an exact and accurate response is something we would require to have a business need or a performance issue to do. As I go on to describe, neither of those conditions are met at the present time.

It is fair to say that we do get incidents reported across the district of dogs being out of control, these incidents are assessed against the Dangerous Dogs Act 1991 but locally there are currently no concerns at the numbers of incidents and further to this no concerns around any particular repeat locations, victims or offenders. I do consider that parks are the obvious starting point for any further legislation or consultation on such matters.

We do however read every incident that occurs in Lichfield as part of a daily review, if a trend were to occur then we would notice it. I do not think there is a substantial problem within Lichfield District based on the scoping I have carried out. If other evidence exists then I would be happy to reconsider this position.

The legislation in this area was updated and extended just yesterday and there are now four separate elements to it

- 1) Owner / Person in charge of a dog dangerously out of control - no injury
- 2) Owner / Person in charge of a dog dangerously out of control causing injury resulting in death
- 3) Owner / Person in charge of a dog dangerously out of control causing injury
- 4) Owner / Person in charge of a dog dangerously out of control causing injury to assistance dog

There are a number of other parts to the act but those listed above are the most regularly used. Crucially these offences can now occur in a private place as well as a public one and this change has substantially broadened our powers in this area.

To summarise I am content that the powers we have are sufficient to deal with the current levels of reported incidents. I trust this answers your letter and assists with the consultation around this subject but if I can be of any further assistance then please do not hesitate to contact me.

Yours Sincerely,
Richard Morris
Sergeant 4542
LPT Deputy Commander
Lichfield District Police Team

From Burntwood Town Council

From:townclerk@burntwood-tc.gov.uk
Sent: 09 May 2014 15:23
Subject: RE: Control of Dogs in Public Parks
Importance: High

The above consultation was considered at yesterday evening's BTC meeting and Members agreed the follows:

"RESOLVED: That the Town Council supports the measures under consultation by Lichfield District Council."

Town Clerk
Burntwood Town Council
Unit 1 Lambourne House
Bridge Cross Road
BURNTWOOD WS7 2BX

From Lichfield District Safer Community Partnership

Since working with the local authority (nearly 15 years) dogs that are out of control has never been raised as a problem by residents or partners; dog fouling, young people in parks most certainly has but not uncontrolled dogs.

If problems are identified as part of your consultation I would support measures to tackle such problems but suggest they need to be proportionate, we all know byelaws like Dog Control Orders can be difficult to enforce especially with limited resources.

Community Safety Manager
Lichfield District Safer Community Partnership

From Fradley and Streethay Parish Council

The Control of Dogs in Public Parks

Thank you for your letter of 9 April with and the Council would respond as follows:

There is a problem with some dogs on Parish Council land and the Council is looking at ways of reducing the nuisance from dogs in their childrens' play areas eg installing fencing.

Although, the problem seems fairly sporadic in Fradley, this Council will support LDC in whatever measures it deems necessary for effective control by staff, including asking dog owners to leave the park.

The Council will adopt district good practice where possible but believes that enforcement will rely on the resources of the district Council.

From The Friends of Lichfield Historic Parks

William Henwood, Chair
Ken Webb, Secretary

Neil Turner
Director
Leisure & Parks
Lichfield District Council
District Council House
Frog Lane
Lichfield
WS13 6YY

2 May 2014

Dear Neil

THE CONTROL OF DOGS IN PUBLIC PARKS

Thank you for your letter of 25 March 2014 inviting views on the issue of the control of dogs in parks, by 9 May 2014.

The Friends of Lichfield Historic Parks have welcomed the opportunity to consider the list of questions you have posed, and what follows is the group's combined response.

Our feedback relates only to those parks within the Friends' terms of reference, namely Beacon Park (including Museum Gardens), the Garden of Remembrance, Minster Pool and Walk, and Stowe Pool and Fields. Individual Friends may also have responded to the related on-line survey. They may also have different views about other parks.

We note your definition of an out-of control dog, and that dog fouling and attacks by dogs on people or other dogs are separate issues. In that vein, we think one can also distinguish between an out-of-control dog and one which is simply being playful or boisterous.

Addressing each of your questions in turn:

1. Does the group believe that there is a problem with out-of-control dogs in the parks that its members use? Please explain why.

None of us is aware of a problem; nor has any been brought to our attention.

2. If there is a problem, how would you define the scale of the problem?

Not applicable.

3. Are the incidences of out-of-control dogs concentrated in any particular areas, at any particular times of the day, or involving any particular type of dog?

Not applicable.

4. What measures could the council take that might make reduce the risks associated with out-of-control dogs to a more tolerable level?

Not applicable.

5. Would the group support the introduction of Dog Control Orders? Dog Control Orders provide very clear rules expected of dog owners. Dog Control Orders can compel owners to keep their dogs on a lead, it can ban dogs from certain areas, and they can limit the number of dogs controlled by one

person. A failure to observe those rules could mean the issuing of a fixed penalty notice. A failure to pay a fixed penalty notice could mean that a criminal offence is committed.

We do not consider that the legal sanction of Dog Control Orders is either necessary or proportionate.

6. If yes, which parks should be covered by Dog Control Orders and what should they compel dog owners to do?

Not applicable.

7. Would the group support the introduction of more effective parks operational procedures such that council officers have the management authority to ask dog owners to more effectively control their dogs or leave the park?

Yes. Parks staff should have the authority to act reasonably to prevent or resolve any incidents that might occur.

8. If yes, are there any particular parks or areas that would need more effective management control?

We think it reasonable to consider requiring dogs to be kept on a lead in the following areas:

- **Museum Gardens**
- **The rose garden**
- **The Garden of Remembrance**
- **Minster Pool Walk**
- **The path round Stowe Pool**
- **Paths around Swinfen Broun Pavilion area**
- **The older children's play area**
- **The poppy field**
- **The skate park**
- **The car parks in or adjacent to Beacon Park**

We recognise, however, the risk of proliferation of signage that would be needed if such restrictions were to be put into effect and made enforceable.

9. Should the council ban dogs from certain areas, like junior play areas, or sports facilities? If so, from what areas should dogs be barred from entering? Should we be preventing dogs getting into such areas by installing fencing?

Yes. In addition to the existing ban on dogs in junior play areas, we consider that dogs should not be allowed on the tennis courts or bowling greens, or in the community garden (subject of course to compliance with the Disability Discrimination Act in respect of assistance dogs).

Inasmuch as the areas listed above are already fenced, we do not think it practicable or desirable to fence off other areas.

In summary, we see no necessity for the introduction of Dog Control Orders in Lichfield's Historic Parks. The aims of the Friends of Lichfield Historic Parks include encouraging the use and enjoyment of the historic parks by all sections of the community, which includes by responsible dog owners. We feel that peer pressure from other park users, and in particular other dog owners, is often an effective deterrent. But if an incident does occur, your staff need to have the authority to act to protect, to deter and to seek to prevent any recurrence.

If you need any further information, clarification or discussion, please do not hesitate to contact me or Ken Webb.

Yours sincerely,
WILLIAM HENWOOD
Chair

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

18 June 2014

Agenda Item: 9

Contact Officer: Neil Turner

01543 308761

SUBMISSION BY CABINET MEMBER FOR LEISURE AND PARKS

MANAGING ANTI-SOCIAL BEHAVIOUR AT BURNTWOOD LEISURE CENTRE

1. Purpose of Report

- 1.1 To describe to the Committee recent levels of anti-social behaviour experienced at Burntwood Leisure Centre and the management team's operational procedures to reduce the number and the effects on customers, staff and on the facilities.

2. Recommendation

- 2.1 It is recommended that the Committee notes the contents of the report. Observations of the Committee are sought.

3. Summary of Background Information

- 3.1 For many years, Burntwood Leisure Centre has experienced periods of incidences of anti-social behaviour, and criminal damage, both inside and outside the building.
- 3.2 Over the years, the management team has responded to these by introducing measures that minimise the risk and reduce the effects, and subsequent costs, of such incidents.
- 3.3 Practical measures that have been taken include the following:
- the installation of CCTV inside and outside the building, which is monitored by the council's control room throughout the night.
 - the provision of a fence to protect the windows to the pool hall;
 - the installation of turnstiles and gates at reception to provide greater control for reception teams to prevent access to the building by those that do not intend using, or paying, for facilities;
 - the employment of door supervisors at times of greatest risk, usually early Friday evenings.
 - regular visits to the external facilities by the duty team to move people on.
- 3.4 But it is also recognised that the leisure centre is an important, popular and valued facility for all residents. The services that are provided offer young people opportunities to get involved in positive activities that help them stay healthy, divert them from risk-taking behaviour like drinking, drug taking, ASB or criminal behaviour, and encourage them to learn new skills and to be part of a team and a community.
- 3.5 Furthermore, this Committee will be aware that the council's Positive Futures programme is based at the leisure centre. The programme, which is funded by the Office of the Police and Crime Commissioner, is designed to encourage young people most at risk of becoming involved in ASB, nuisance and criminal behaviour to take part in sport and physical activity.

- 3.6 Over the winter months there were a higher number of anti-social incidents both inside and outside the building that affected our customers and staff and which cost the council money to put right.
- 3.7 To address this, the management team reviewed, with the police, its operating procedures to identify ways of minimising problems.
- 3.8 Action taken included restricting admission to the building to genuine users of the sports facilities as it was felt that this would immediately remove the opportunity for non-users to cause disruption. Previously, the centre was allowing people admission to use the café and vending machines, to visit the toilets and to watch friends participate.
- 3.9 Furthermore, participants attending certain sessions, predominantly those promoted through Positive Futures, were encouraged to leave on time and stay until the end. Once participants and spectators were admitted, they were refused re-admission should they choose to leave the session for whatever purpose.
- 3.10 These actions immediately reduced the number of behavioural issues within the centre but as a consequence, others not associated with these incidents are also prevented from accessing the centre if they are not wishing to use the sports facilities. In consequence, a member of the public who was refused entry to visit the toilet complained to a local Member.

Recent History

- 3.11 The leisure centre has experienced periods of ASB over many years.
- 3.12 Figures from the police suggest that there were 25 reports for the year ending May 2013 compared with 35 in the year ending May 2014, a rise of 40%.
- 3.13 Incidents were reported in the following months:

	2012/13	2013/14
June	2	1
July	2	3
August	2	2
September	0	0
October	2	2
November	0	3
December	4	5
January	3	4
February	2	8
March	7	2
April	0	3
May	1	2
	25	35

- 3.14 The vast majority of damage is caused to external areas and it is not always easy to identify whether damage is caused by vandalism, by accident or by wear and tear. Obvious consequences of vandalism include damage to the external fabric of the building.
- 3.15 Other problems include damage to the synthetic turf pitch fencing, which is sometimes cut or damaged as people climb over the top to access the pitch when it is otherwise locked, damage to goals, bollards and barriers, kerbs and paving, and to the junior play area.
- 3.16 It is estimated that in 2013/14 the cost of addressing these matters was approximately £16,000-£17,000 – c£8,000-£9,000 for repairs to damage; and £8,000 for the employment of the door supervisors. Since 2010, we have reduced the cost of security by 50% by reducing the times

that they are on duty. It was felt that hours could be reduced because problems were reducing from a significant peak.

Information from the Safer Community Partnership

3.17 The Safer Community Partnership and Staffordshire Police are focusing attention at problems being experienced at the leisure centre, and also at the adjacent youth centre. It is reported that 12 people have been issued with Acceptable Behaviour Contracts as a starting point to reduce problems.

4. Financial Implications

4.1 The estimated cost of repairing damage to property in 2013/14 was £7,000 - £8,000.

4.2 The cost of employing door supervisors in 2013/14 was £8,100.

4.3 Persistent and visible issues with ASB acts as a deterrent for customers wishing to use the leisure centre but it is not possible to estimate the value of lost income because of these issues.

5. Strategic Plan Implications

5.1 This report deals with our ambition to help people to be and feel secure in their homes, neighbourhoods and town and city centres by tackling crime and anti-social behaviour.

6. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
A failure to stem or control ASB/vandalism leads to increased costs and lost custom.	Medium / Medium	Financial / Reputational	Implement robust operational plans and work with the police and the Safer Community Partnership to reduce incidences	Centre Managers

Background Documents

Leisure Centre operating procedures

ASB reports

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

18 June 2014

Agenda Item: 10

Contact Officer: Neil Turner

Telephone: 01543 308761

SUBMISSION BY CABINET MEMBER FOR LEISURE & PARKS

FIT FOR THE FUTURE SERVICE REVIEW – LEISURE SERVICES

1. Purpose of Report

- 1.1 To describe the proposals to initiate and complete the service review for the council's Leisure operations which include the three leisure centres, sports development and sports facilities in the parks. This review is part of Phase 2 of Fit for the Future.

2. Recommendation

It is recommended that the Committee notes the contents of the report.

3. Summary of Background Information

- 3.1 As part of Phase 2 of Fit for the Future, it was agreed that the manner in which the council provides leisure services would be reviewed with the objective of ensuring that it delivers appropriate services, in the most optimum manner, in the most cost effective way.
- 3.2 One possible outcome of the review is that the council could seek a private sector leisure operator to run the leisure centres on behalf of the council.
- 3.3 The council currently manages and operates in-house three leisure centres and provides additional sports facilities in parks in Burntwood and Lichfield. But many councils throughout the country have commissioned private companies or charitable trusts to take over the running of such facilities, which has helped reduce the cost to the council, attracted private investment into facilities, and transferred the risks associated with trading to another body.
- 3.4 In 2007, the council completed an Options Appraisal for Leisure Services. The Appraisal considered whether the council should continue to manage its service in-house, to establish a leisure trust, or to commission an existing trust or leisure management company to run its leisure centres and services under contract.
- 3.5 The 2007 Review recommended that the service continue to be managed in-house.
- 3.6 With the introduction of the Fit for the Future programme, future financial pressures facing the council, its experience of transferring the Lichfield Garrick to a new trust, and the move by Cannock Chase Council to outsource its leisure services; it is timely to review the options once again.
- 3.7 Furthermore, in May 2013 Sport England produced A Procurement Toolkit to assist councils consider, prepare and let leisure operating contracts. This will be helpful in our deliberations.

The district council's leisure service

- 3.8 The Committee will know that the council manages and operates the three leisure centres at Burntwood, Friary Grange and King Edward VI.
- 3.9 In addition, it provides football pitches at Beacon Park, Stychbrook Park and Shortbutts Park in Lichfield, Redwood Park, Burntwood and Hospital Road, Hammerwich. Beacon Park also hosts two bowling greens, four tennis courts, an 18-hole par-3 golf course and a crazy golf course. In addition, there are two further bowling greens in Burntwood and angling is offered at Stowe Pool.
- 3.10 Burntwood Leisure Centre is owned by the council and is on land leased from the Coal Industry Social Welfare Organisation (CISWO). The lease has over 100 years left to run.
- 3.11 King Edward VI Leisure Centre and Friary Grange Leisure Centre are 'dual-use' centres, in that the council shares the facilities with the secondary schools.
- 3.12 The council leases King Edward VI Leisure Centre from the school and the county council. The lease is for a forty year term from 1995.
- 3.13 The council has a right to run Friary Grange Leisure Centre. A 40 year management agreement was signed in 1973 and now can be ended with either the council or The Friary School giving the other 12 months' notice. However, the recent investment made by Sport England into the refurbishment of the wetside changing rooms and new reception means that the councils and the schools have to ensure that the swimming development plan submitted as part of the funding agreement is delivered.
- 3.14 The 2014/15 Leisure & Parks Service Plan suggests that the leisure centres cost the council, including charges for internal overheads and capital charges, £1.657m. The net direct cost of the centres – the cost after non-controllable central overheads and capital charges have been excluded – is approximately £775k per annum.
- 3.15 The centres generate approximately £2m pa in income.
- 3.16 In phase 1 for Fit for the Future, costs within the service were reduced by approximately £400k pa. This was achieved by closing the mobile leisure and play development services, reducing opening times at King Edward VI Leisure Centre, and restructuring management and reception teams at all three of the centres and making changes to the way that we manage and staff the Inspire:Fitness operation of Burntwood Leisure Centre. Inspire:Fitness is the trading name for the centre's gym.
- 3.17 Refurbishing the changing rooms at Friary Grange has also led to an expectation that income from swimming will increase.
- 3.18 A further matter to consider is that as part of the preparation of the Local Plan, the council adopted an Infrastructure Development Plan and commissioned an Indoor Sports Hall and Swimming Pools Assessment. Together these documents call for investment, from the Community Infrastructure Levy or Section 106, in sporting facilities at Friary Grange Leisure Centre, in particular for an additional swimming pool and an enhanced sports hall.
- 3.19 The council will need to be mindful of this ambition as the review progresses.

Next Steps

- 3.20 To progress this review it is intended that we establish a cross-departmental Programme Board, which will include representation from leisure, finance, personnel, legal, and communications.

- 3.21 The first tasks of the Board will be to identify key tasks and the resources required to complete them and to develop a programme and timescales for delivery, and to identify key stakeholders.
- 3.22 It is expected that the Cabinet Member will be the Review Champion, the Lead Director is the Director of Leisure & Parks, and the Challenge Director is the Strategic Director for Development, Democratic and Legal.
- 3.23 The review will also consider the findings of the public consultation exercise currently being undertaken.
- 3.24 Further briefings and reports will be brought to the Committee as the review progresses.

4. Financial Implications

- 4.1 The costs of the undertaking the review and testing the market have not yet been estimated but to complete a contract may cost in excess of £150,000.

5. Strategic Plan Implications

- 5.1 Delivering leisure services helps people improve their health and wellbeing.

6. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
Adverse reaction from members of the public to change	Medium / Medium	Reputational	Any proposed changes to delivery of services will be reported to Committee first and accompanied by communications plan.	Programme Board
Adverse reaction from staff	Medium/ Medium	Reputational	Any proposed changes that affect employment will be considered by the Employee Liaison Group and shared with the unions.	Programme Board
Failure to progress	Medium/ high	Financial	Programme Board to ensure satisfactory progress	Programme Board

Background Documents:

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE

18 June 2014

Agenda Item 11

Contact Officers: Neil Turner/ Richard King / John Smith

Telephone: 01543 308761 / 308060 / 253927

SUBMISSION BY CABINET MEMBER FOR LEISURE & PARKS

FIT FOR THE FUTURE SERVICE REVIEW UPDATE PARKS, GROUNDS MAINTENANCE AND COUNTRYSIDE

1. Purpose of Report

- 1.1 In January 2014, the Committee endorsed the start of the Parks, Grounds Maintenance and Countryside Service Review. This report describes the progress made since then in reviewing the council's Parks, Grounds Maintenance and Countryside services as part of Phase 2 of Fit for the Future.
- 1.2 The report also describes the emerging actions as part of a change programme which is intended to deliver a more cost effective service.

2. Recommendation

- 2.1 It is recommended that the Committee notes the contents of the report.

3. Summary of Background

- 3.1 At the January meeting, the Committee endorsed the start of the Parks, Grounds Maintenance and Countryside services review as part of Phase 2 of Fit for the Future. A briefing note was issued to the Committee in March.
- 3.2 Since then, a cross-departmental Programme Board has been established comprising representatives from Parks, Streetscene, Finance, Development, Countryside and Arboricultural Services.
- 3.3 The Board has identified three main thematic objectives to help progress the review: to reduce the council's estate; to consider reducing the quality of maintenance specifications; and to reduce unit costs by becoming more efficient. To progress these objectives, the Board has identified 18 separate 'workstreams' and delegated to lead officers.
- 3.4 The key actions include:
 - Confirm what we own and what are assets and liabilities
 - Identify sites that could be transferred to other bodies to manage or use more effectively
 - Identify sites that could be sold without significant loss of public amenity
 - Ensure that all the savings from the transfer of Chasewater have been captured
 - Revise the way in which we accept new areas of open space from developers
 - Review and revise our maintenance specifications for each site

- Review what is charged to grounds maintenance, particularly internal service charges
- Remove areas of duplication and overlap between existing teams
- Review the profitability of the GM contracts that we have with parish and county councils
- Review our fees and charges and assess whether we can sell our professional expertise
- Review existing contracts with suppliers to see if costs can be reduced
- Identify whether other organisations, including other councils and voluntary sector, can be commissioned to do some of our work.

3.5 In total, it is estimated that it costs the council around £1.3m to manage our estate. This is funded by the council's own money, as well as from income from fees and charges, contracts for grounds maintenance with other councils, Section 106, and grants from organisations including the Heritage Lottery Fund and Natural England.

4. Progress to date

4.1 The Programme Board continues to meet monthly to consider and challenge progress against its workstreams. Since inception, some of these workstreams have become projects in their own right.

4.2 The table below shows progress against some of the workstreams.

	<p>REDUCING THE ESTATE</p> <p>Promote the transfer of parks and open spaces to other bodies.</p> <p>The Board is currently looking at opportunities to transfer parks and open spaces. Progress to date is as follows:</p> <p>Burntwood Parks – Initial discussions are ongoing with the town council with an expectation that a report will be considered by the council's Asset Strategy Group later this month and by the Town Council in July.</p> <p>To progress this work, officers have been confirming the council's title to land, compiling an inventory of assets and liabilities in the parks and open spaces, and preparing some outline maintenance specifications and approximate costs.</p> <p>Whittington – The district council owns public open space at Langton Crescent in Whittington and is due to adopt a second area of public open space at Swan Rd. The council's teams travel to this site at least 16 times a year to maintain the grassed areas and to conduct safety inspections. Whittington Parish Council own most of the other public open space within the parish boundary and it would seem sensible to continue with negotiations to transfer these two areas of land to the Parish Council.</p> <p>The next steps will be to discuss potential transfer of open space with parish councils in Lichfield, Fradley, Fazeley and Armitage with Handsacre.</p> <p>Hospital Road Playing Fields is in Hammerwich Parish and co-owned by the district council and the parish council. The two councils are to commence investigating the opportunity to seek a local Chartermark-accredited sports club to lease the sports facilities and pitches, and to deliver the football development plan agreed with The Football Foundation. This may be similar to the arrangement that exists with Lichfield City Football Club at Brownfields Park.</p> <p>Bowling Greens. Discussions have commenced with the bowls clubs that are based on the</p>
--	---

greens in Beacon Park, Chasetown and Chase Terrace. Reaction has been mixed but there seems to be significant enthusiasm from the bowling club in Chasetown. Any agreement may be predicated on a re-use for the public toilet block nearby, which was the subject of discussion at the previous meeting of this Committee.

In order to progress with this transfer, a small capital sum may be needed to bring the facilities up to a standard that the bowling club could maintain. The grounds maintenance cost for this bowling green is currently £7235 per annum, compared with an income of £600.

Lichfield Canal Restoration Trust - The district council owns several remnants of land that used to be part of the Lichfield Canal. The Lichfield Canal Restoration Trust has a long term ambition to restore the canal with the intention of linking the Coventry Canal at Huddlesford to the Wryley & Essington Canal near Chasewater. The restoration of the canal is supported by the council and there may be opportunities to accelerate the permanent transfer of land along the route to the Canal Trust, including the south east corner of Darnford Park, where restoration work has already commenced.

Other sites within the council's estate have also been considered for transfer and if potential is identified will be reported to Members in due course.

Deal with M6 Toll Legacy

The council was forced to sell part of Chasewater Country Park to allow the M6 Toll to be built and in return, the council was given two sites: at Wharf Lane and Albutts Lane. The legals associated with the transfer were completed in 2013.

- Wharf Lane is a small area to the south of the M6 Toll road bordered by the Anglesey Canal and roads. This area is a Site of Special Scientific Interest so there are obligations to ensure that it is managed to protect its SSSI status. The management and future ownership of this site is currently being reviewed. Wharf Lane was designated a SSSI in 2011 and could be considered for an application to higher level stewardship grant. The site suffers from anti-social behaviour problems, drug taking evidence, and an invasive plant species called Japanese knotweed that needs to be controlled.
- The council was also bought a site at Albutts Lane, on the south side of the M6 Toll and in Metropolitan Borough of Walsall. A play area is on site which serves the residents of Brownhills. The parks team has made the play site safe and regularly monitor it, however the ambition is to immediately seek disposal of the land.

Sell assets that offer less public amenity

As part of the process of confirming what the council owns, we are looking at the rationale for ownership of our assets. There might be opportunities to sell land that offers low or no amenity value or where there is an opportunity for development.

Any opportunities identified will follow the normal council procedure of being reported to Asset Strategy Group for consideration.

REVIEWING THE MAINTENANCE SPECIFICATION

Review Gentleshaw Common SSSI Higher Level Stewardship obligations

The council owns and manages Gentleshaw Common, a site of special scientific interest (SSSI) and part of the Cannock Chase Area of Outstanding Natural Beauty.

The council has agreed with Natural England a Higher Level Stewardship Scheme which provides funds for a programme of conservation and maintenance works

The grant from Natural England also covers some management costs.

Work is ongoing to review the maintenance obligations to identify the most cost effective way of completing the works, which could include allocating some tasks to the council's Grounds Maintenance team, which would retain some of this income.

Land West of Burntwood

Land to the west of Burntwood, which incorporates an area of public open space owned by the council, has been identified as a potential development site. An agreement to carry out onsite and off-site biodiversity mitigation as part of any planning approval has been completed with the developer.

Review and Revise Quality Standards of Maintenance

Managers from the parks team and grounds maintenance team are fully reviewing the current maintenance standards of each site that we own and considering whether they can be relaxed, amended and significantly changed.

The quality standards are already at a basic level for all sites except Beacon Park which has seen the benefit of ring-fenced Heritage Lottery Fund support that provides for 10 years of maintenance uplift.

Whilst reviewing the grounds maintenance schedules it became apparent that there are 3 areas where changes could be made:

1. Change the nature of the site, such as planting woodland, leaving ruderal or grass verges, increasing the area of woody shrub beds. Whilst this technique reduces the need for cyclical maintenance such as grass cutting, there will always be a need for one off management works such as tree works, strimming rather than mowing or shrub bed pruning.
2. Reduce the grass mowing regime from the current average of 16 per year. Where this has been applied in other areas such as closed churchyards and highway verges, the council continues to receive significant numbers of complaints. The savings associated with this strategy are also not fully understood as it's likely that different machinery maybe needed and mowing becomes more time-consuming because of longer grass.
3. Lower the standard of specification for sports pitches and bowling greens. These areas currently generate income and reducing the specification might generate resistance from those paying for facilities to want to use them and to look elsewhere.

The parks and GM team are currently finalising a set of recommendations that are feasible and that could realise savings from Grounds Maintenance costs. These will be available and reported in subsequent reports.

	<p>We have however started some trials on certain aspects of the above for instance; this year we'll be leaving goal posts up throughout the summer in certain parks in both Lichfield and Burntwood – to celebrate the World Cup - and we'll monitor the success of these and any maintenance implications.</p>
--	--

	<p>BECOMING MORE EFFICIENT</p>
	<p>Review Central Support and Management Charges Central Support Charges are applied to Parks and Grounds Maintenance budgets. It has been identified that all management costs associated with the Streetscene service have been allocated to Grounds Maintenance, which has then been charged to the Parks Department. To fully understand the true cost of the service, a separate Streetscene Management budget has been established which will then more accurately recharge all the public-facing services for which the team is responsible. This may not necessarily reduce the council's costs but will help us understand the true cost of managing parks and open spaces.</p> <p>As part of the review, the council has accepted a request for voluntary redundancy of one of the team which will generate significant savings.</p>
	<p>Identify and remove areas of duplication The parks and grounds maintenance team have worked together to review their activities on parks and open spaces and have made alterations to how both teams carry out certain works. Tasks have been re-organised between the two teams to reduce site visits and improve the efficiency and effectiveness of those jobs that need to be completed.</p> <p>This process has identified where works were being duplicated or sites were being visited by separate teams and streamlined these areas. This process will continue as the two teams become more integrated and more closely aligned. Good examples of this include: the parks team emptying bins along Minster Walk in Lichfield whilst returning from Stowe Pool and one site visit to outside parks for litter picking and play site safety checks compared with two separate visits previously.</p>
	<p>Commission and complete tree survey The project team has been established to complete a tree survey for council owned trees.</p> <p>It has been agreed that the tree survey will be completed by the council's Arboricultural Team, rather than appoint external consultants. Their work will be funded by the project budget of £25,000 over 2 years, which can be allocated to the savings targets.</p>
	<p>Confirm what we own Officers are midway through a review to confirm our land ownership data; to review and confirm the asset database to include what we own; what we have responsibility for maintaining; what we lease to others; and what we might be adopting in future.</p> <p>We recognise that there are several teams within the council that have individual data sets when dealing with landownership, management and maintenance and that there is a need to bring this data together on one asset database. The team involves officers from across the council and the ambition is to have the refined data set available on the councils GIS system at some point in the future.</p>

Review and confirm adoption processes

The council is currently undergoing two major exercises to adopt open space and play areas at Darwin Park and at Hawksyard, which have brought significant challenges.

This experience would suggest that there is potential to improve and streamline the adoption process. The council has already started to indicate in pre-application discussions that developers should not assume that the council will adopt any Public Open Space on new estates.

Review contract profitability

The Grounds Maintenance team currently manage several external contracts with parish and county councils that generate additional income for the district council. This review is to ensure that we deliver no more than is expected of these contracts and that we recover the full cost of the work – otherwise district council taxpayers are subsidising third parties. Business cases are being developed for all future and existing external contracts to ensure that they remain good value for the council.

This year, we have ceased to provide services for Fradley and Streethay Parish Council but won a contract with Shenstone Parish Council. In addition we have contracts with the county council, the city council, Burntwood and Fazeley town councils, and Alrewas and Hammerwich parish councils.

Fees and Charges

The Parks Team constantly reviews its charging policies and how it manages its activities. This has resulted in a significant change in its business and how services are provided to customers.

In recent years, the team has moved to offer annual concessionary contracts and tenancies to commercial operators who pay the council to operate facilities in our parks as opposed to the council directly providing the service. In recent years, we have seen catering in Beacon Park, bouncy castles, donkeys, paddle boats and mini-car hire all outsourced, thereby generating a reliable and risk free income, which generates more surplus, than delivering these activities in-house.

As a result the Parks team has reduced its financial risk, reduced its need for casual staff and was able to contribute £20,000 to phase 1 of Fit for the Future.

The next action is to confirm an arrangement with a fitness company, supported by the Lawn Tennis Association, to increase activity on Beacon Parks' tennis courts.

The team continue to look for opportunities for new leases, revising our fees and providing additional appropriate concessions where an income can be made.

Commissioning 3rd sector organisations

We continue to exploring the possibility of retaining other organisations like Cherry Orchard Gardening Services (COGS), Probation Services' Community Payback scheme, Countryside and Parks Conservation Group (CPCG), volunteers and community groups to deliver works.

COGS continue to deliver the maintenance of the closed churchyards in Burntwood and are keen to increase their work areas in both Burntwood and Lichfield.

Probation Services' Community Payback Team were involved in the landscaping element of delivering the Lichfield Skatepark. The Probation Trust is keen to formalise a partnership arrangement and become more involved with future projects.

	The CPCG has increased the number of events each year since its inception. The number of volunteers taking part in these work parties is also increasing. In addition CPCG is teaming up with other local volunteer groups such as CC AONB, Growell and the Forest of Mercia to strengthen the value of those volunteering and increase the capacity of work on site.
	Shared Service and Market Testing As initial actions are completed, attention will shift to focusing on whether functions ought to remain delivered in-house or contracted out and to potentially test the wider market.
	Review current purchasing contracts It is intended that we will begin to assessing contracts we have with suppliers and re-seeking competitive tenders.

4.3 Progress reports will be provided and opinion sought from this Committee as we continue.

5. Issues

5.1 The work programme needs to dovetail in with other Fit for Future programmes in particular the Asset and Development Services, and Leisure Service reviews.

6. Financial Implications

6.1 At this early stage of the process there is a limited amount of tangible savings being represented. However, with the reduction in staffing, closer working relationships between the teams, income from tennis, management fees for conservation work, completing the tree survey in-house means that we have identified approximately £50,000 of savings realisable in 2015/16.

6.2 The service review has been charged with finding savings of £200,000 per annum.

7. Strategic Plan Implications

7.1 Delivering our parks and open spaces helps provide “A Clean and Healthy Environment”.

8. Crime and Community Safety Issues

8.1 Where officers expect elements of change might have an impact on crime and community safety, the Programme Board will consult with the Community Safety Partnership’s Joint Operations Group for a view.

9. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
Adverse reaction from members of the public to change	Medium / Medium	Reputational	Any proposed changes to delivery of services will be reported to Committee first and accompanied by a communications plan.	Programme Board

Adverse reaction from staff	Medium/ Medium	Reputational	Any proposed changes that affect employment will be considered by the Employee Liaison Group and shared with the unions.	Programme Board
Failure to progress	Medium/ high	Financial	Programme Board to ensure satisfactory progress	Programme Board
Lack of Member support	Medium / Medium	Reputational	Any proposed changes to delivery of services will be reported to Committee first.	Programme Board
Insufficient budgets	Medium/ high	Financial	Programme Board to ensure budgeting is considered as part of each work stream element.	Programme Board

Background Documents:

Fit for the future service review – parks, grounds maintenance and countryside - 9 January 2014

Fit for the Future Service Review – Parks, Grounds Maintenance and Countryside – Briefing Paper 5 March 2014

Programme Board papers

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v3)

Item	18 June 2014	8 Sept 2014	15 Jan 2015	4 March 2015	Details/Reasons	Link to 2014/15 One Year Action Plan	Officer	Member Lead
Policy Development								
Terms of reference	√				Annual review of the terms of reference of the Committee		CL	
Performance Monitoring	√		√		To consider the performance of the Leisure and Parks & Waste Directorates against the 13/14 Action Plan and note the priorities for 14/15	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services.	RP/ CNT/ LT	
Changes to the Organic Waste Collection Service	√				Update to the forthcoming changes to the organic waste collection service including communications plan		AB	
Anti-social behaviour at Burntwood Leisure Centre	√				To describe to the Committee recent levels of anti-social behaviour experienced at Burntwood Leisure Centre and the management team's operational procedures to reduce the number and the effects on customers, staff and on the facilities.		CNT	
Restoration of Stowe Fields		√			Introduction to proposals to works at Stowe Fields		CNT	
Review of Grounds Maintenance, Parks and Countryside - Update	√		√		Review under the Fit for the Future Programme		CNT	
Review of Leisure Services	√				Review under the Fit for the Future Programme		CNT	

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v3)

IN ADDITION TO THE ABOVE MEETINGS, THE FOLLOWING WILL ALSO TAKE PLACE:

Item	Sep	Oct	April	Details	Reasons	Officer	Member Lead

FORWARD PLAN

VERSION 1

Issued: 02.05.2014

Effective for the Period 01.06.2014 – 30.09.2014

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

Copies of documents can also be obtained by contacting the relevant Officer.
Facsimile: 01543 309899; Telephone: 01543 308000

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

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Funding of the Community & Voluntary Sector	The future level of funding of the Community & Voluntary Sector	03/06/2014	Considered by a Member Panel and Community Housing & Health Overview & Scrutiny Committee 24 March 2014.		Cabinet	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Acceptance of funding from Public Health Staffordshire	To accept funding of £60k from the County Council to pursue public health activities.	03/06/2014	None; notification of funding too late for inclusion on O&S Agenda	Report to Cabinet Public Health Commissioning Prospectus	Cabinet	OFFICER: Ms H Spearey (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Consideration of tender received for the acquisition of a long lease of 36a Bore Street Lichfield	To accept or reject the tender submitted.	03/06/2014	Following the receipt of a tender a Cabinet decision is required.	None	Cabinet	OFFICER: Mr J G Brown (01543) 308061 CABINET MEMBER: Councillor C J Spruce (01543) 253733
Managing the Parks Estate	To consider management arrangements of specific parks and open spaces	03/06/2014	Parish Councils Operational Services, Leisure Tourism and Communications (O&S) Committee	Service Review Documents Correspondence with Parish Councils	Cabinet	OFFICER: Mr N Turner (01543) 308761 CABINET MEMBER: Councillor A F Smith (01543) 410685

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Money Matters Reports: 1) Council's Financial Performance 2013/14 2) Treasury Management Outturn & Pls for 2014/14 3) NNDR 2014/15 Actual		15/07/2014			Cabinet	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733
Better Care Fund	To endorse progress on the development of the Better Care Fund for Staffordshire	15/07/214	To be included on the Work Programme for CHH O&S in 14/15	Member decision report (reported to Council in April) Better Care Fund submission	Cabinet	OFFICER: Ms H Spearey (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Locality Commissioning	To endorse the development and adoption of a locality commissioning model by the Local Strategic Partnership.	15/07/2014	Consultation with the Lichfield District Board (Chaired by the Leader of the Council) To be included on the Work Programme for Community, Housing and Health (Overview & Scrutiny) Committee in 14/15	Report to Cabinet Discussion paper considered by the District Board on 25/3/2014	Cabinet	OFFICER: Ms H Spearey (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Money Matters Report: Council's Financial Performance for first 3 months April to June 2014		09/09/2014			Cabinet	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Money Matters Report: 1) Council's Financial Performance 2013/14 2) Statement of Accounts 2013/14 3) Treasury Management Outturn & Pls for 2013/14 3) Annual Governance Statement 2013/14		23/09/2014			Strategic (O&S) Committee	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733
Money Matters Reports: 1) Council's Financial Performance 2013/14 2) Treasury		30/09/2014			Council	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Management Outturn and Pls for 2013/14						
Money Matters Reports: 1) Council's Financial Performance 2014/15 for first 6 months April to September 2014 2) Treasury Management Performance for first 6 months April to September 2014		18/11/2014			Strategic (O&S) Committee	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733
Money Matters Reports: 1) Council's Financial Performance 2014/15 for first 6 months April to September 2014		02/12/2014			Cabinet	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (f no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
2) Treasury Management Performance for first 6 months April to September 2014						
Money Matters Reports: 1) Medium Term Financial Strategy 2) Treasury Management Policy and Strategy 3) Council's Tax Resolution 2015/16		17/02/2015			Council	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733
Exception and Exemptions Financial Regulations 2013/14		08/04/2015			Audit Committee	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 253733

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

MEMBERS OF THE CABINET

Leader of Cabinet and Cabinet Member for Communications
Deputy Leader of Cabinet and
Cabinet Member for Economic Growth, Tourism & Development
Cabinet Member for Leisure and Parks
Cabinet Member for Community, Housing and Health
Cabinet Member for I.T. and Waste Management
Cabinet Member for Finance, Democratic and Legal Services

Councillor M. J. Wilcox

Councillor I. M. P. Pritchard
Councillor A. F. Smith
Councillor C. Greatorex
Councillor I. M. Eadie
Councillor C. J. Spruce

MEMBERS OF THE COUNCIL

Allsopp, Mrs J A	Eadie, I M	Mosson, R C	Smith, D S	Wilis-Croft, K A
Arnold, Mrs S P	Eagland, Mrs J M	Mynott, G	Spruce, C J	Wilson, B
Awty, R J	Evans, Mrs C D	Norman, S G	Stanhope MBE, Mrs M	Woodward, Mrs S E
Bacon, B F	Fisher, Mrs H E	Pearce, A	Strachan, R W	Yeates, B W
Bacon, Mrs N	Flowith, Mrs L E	Perkins, Mrs E C	Taylor, S D	
Barnett, Mrs S A	Greatorex, C	Powell, J J R	Thomas, T J	
Bland, Mrs M P	Hancocks, Mrs R	Pritchard, I M P	Tittley, M.C	
Boyle, Mrs M G	Heath, H R	Pullen, D.R.	Tranter, Mrs H	
Constable, Mrs B L	Hogan, P	Richards, Mrs V	Walker, J T	
Constable, D H	Humphreys, K P	Roberts, N J	Warfield, M A	
Cox, R E	Isaacs, D	Salter, D F	White, A G	
Derrick, B W	Leytham, D J	Smedley, D	Wilcox, M J	
Drinkwater E N	Marshall, T	Smith, A F	Wilks, J J	