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7th January 2015

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
THURSDAY 15TH JANUARY 2015 at 6.00 p.m. at the **COMMITTEE ROOM**, District Council
House, Lichfield to consider the following business.

Yours faithfully

R. K. King

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 8th September 2014 (copy attached)
4. Supporting the Lichfield Garrick Trust (copy attached)
5. Joint Waste Service Business Plan (copy attached)
6. Fit for the Future Service Review Update: Grounds Maintenance, Parks and Countryside (copy attached)
7. Anti Social Behaviour at Burntwood Leisure Centre (copy attached)
8. Mid Year Performance Report – One Year Action Plan 14/15 For Leisure & Parks Directorate (copy attached)
9. Directorate Top 10 for 2015/16 (copy attached)
10. Work Programme and Forward Plan (copy attached)

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

IN PRIVATE

11. To approve as a correct record the confidential minutes of the meeting held on 8th September 2014 and the Special Meeting held on the 6th October 2014 (copy attached)

Briefing Papers to be issued separately:

Fit for the Future Community Consultation

*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**

8th SEPTEMBER 2014

PRESENT:

Councillors Mrs Tranter (Chairman), Mynott (Vice-Chairman), Tittley (Vice-Chairman, Bacon, Mrs Constable, Mrs Hancocks, Isaacs, Mosson and Pearce.

APOLOGIES FOR ABSENCE: were received from Councillors Awty, Yeates and the Cabinet Member for Waste Management and I.T Councillor Eadie.

(In accordance with Council Procedure No. 17 Councillor A. Smith also attended the meeting.)

ALSO PRESENT: David Dixon and Peter Buck from the Lichfield and Hatherton Canals Restoration Trust.

DECLARATIONS OF INTEREST

There were no declarations of interest.

MINUTES

The Minutes of the Meeting held on 18th June 2014 and were taken as read, approved as a correct record and signed by the Chairman. Councillor Mrs Evans requested that the minutes be amended to reflect that she was present at the meeting.

RESOLVED: That subject to the inclusion of Councillor Mrs Evans as present, the Minutes of the Meeting held on 18th June 2014 be approved as a correct record

THE RESTORATION OF STOWE POOL AND FIELDS

The Committee received a report on encouragement from the Heritage Lottery Fund (HLF) to submit a Funding Enquiry Form as an initial step towards submitting a full application for a grant to restore Stowe Pool and Fields in Lichfield. Members also heard about the current use and condition of Stowe Pool and Fields and how it is an integral part of the city's Historic Parks. The Committee noted that this area was included in the original unsuccessful bid for funding to the Heritage Lottery Fund for the historic parks but then removed from the subsequent successful application because of budgetary pressures.

It was then reported that after initial enquiries of users and the Friends on the Historic Parks, a number of suggestions for restoration had emerged including works to the boat house and resurfacing of the footpaths. It was then reported that Section 106 monies of £45k and Capital Fund of £5K had been secured and therefore the 5% match funding was in place to apply for funding from the HLF up to the value of £1m.

It was also reported that lessons had been learnt from the previous HLF parks project and it was intended to have much more Member involvement including a Project Champion who would be the Cabinet Member, Member representation on the Project Board along with a high level of Overview & Scrutiny input.

The Committee were supportive of the proposal and felt that the area was of a high community benefit however, the following concerns were raised.

Members asked how the Section 106 monies had been prioritised for this against other projects in the District and it was reported that process was to apply for S106 funding and the bids evaluated by a working group. It was noted that external organisations could also apply for Section 106 funding and so priority had been judged against those applications as well. It was agreed that the Committee would be sent details on how and when the project was awarded the Section 106 funding.

Members then asked what the on costs would be in submitting an application to the HLF and if there were adequate resources to complete the project especially after a reduction in Officers. It was reported that some of the previous HLF award went towards financing Officer posts and it was felt that there was capacity for this project to be progressed especially as it was the Officers who wish to see the restoration take place. It was noted that a close eye would be kept on resources and if a problem was to occur, it would be reassessed.

Members asked if the local angling community could be consulted with as the area was used regularly by them and it was noted that Officers had already been in contact with them along with other organisations. It was noted that there would be a need to balance the needs and wants of the Council, community, the HLF and the requirement currently of the area being a SSSI.

Members requested that beyond the list in the report, the areas for improvement include the introduction of fishing platforms, the restoration of the boat house and the provision of exercise equipment suitable for older citizens.

RESOLVED: That the proposal to apply for funding from the Heritage Lottery Fund be endorsed and the Committee's views be taken into account.

FIT FOR THE FUTURE: PARKS, GROUNDS MAINTENANCE AND COUNTRYSIDE REVIEW - HOSPITAL ROAD PLAYING FIELDS

Members received a report on the prospect of seeking a suitable and appropriate tenant for Hospital Road Playing Fields in Hammerwich. It was reported that the playing fields were jointly owned with Hammerwich Parish Council and had seen significant investment in recent years and now included a four team changing block and an extensive new play area. It was noted that the site also had two full sized grass pitches and two mini pitches.

It was reported that, under the Fit for the Future programme, it was proposed to look at reducing the scale of the Council's estate by transferring assets to appropriate and sustainable voluntary organisations. It was also reported that Hammerwich Parish Council had expressed its support for such action at the Hospital Road site and had already received expressions of interest from local football clubs.

Members asked why the lease would be for a minimum of 25 years and it was reported that a lease for this length of time would help the organisation that took over the site to bid for external funding.

Members then asked if there would be opportunity to have a Member representative on the board of the successful organisation as this could help ensure that the objectives of the District Council were being met. It was reported that it would depend on the governance arrangements of that organisation but it could be requested when the site was marketed. The Committee noted that the lease would be written in a way that would give opportunity to review if it were deemed that the organisation was failing to meet its obligations.

Members felt that public access as well as public use was an essential aspect that should remain at the site and it was agreed that there would be some controls in the lease as the Council would be the landlord.

RESOLVED: That the Committee endorse the intention to seek a tenant for Hospital Road Playing Fields.

FIT FOR THE FUTURE: PARKS, GROUNDS MAINTENANCE AND COUNTRYSIDE REVIEW LAND ON THE LINE OF THE LICHFIELD CANAL

The Committee received a report on the prospect of transferring land owned by the District Council to the Lichfield and Hatherton Canals Restoration Trust in order to facilitate the restoration of the Lichfield Canal. David Dixon and Peter Buck from the Lichfield and Hatherton Canals Restoration Trust were in attendance to assist the Committee.

It was reported that, under the Fit for the Future programme, it was proposed to look at reducing the scale of the Council's estate by transferring assets to appropriate and sustainable voluntary organisations. It was also reported that the Asset Strategy Group had considered the plans along with the ambitions of the Trust and agreed to endorse the proposal to transfer the freehold of sites Darnford Park as well as land at Darnford Moors and Fossey Lane. It was noted that the Trust had aspirations to also acquire other areas of land at Falkland Road and Muckley Corner.

It was reported that the District Valuer had suggested that the land at Darnford Park could be worth c£10k but that the Council might consider a transfer at a peppercorn rent to enable the canal to be restored sooner.

Members asked if access and egress would be protected and it was reported that the Trust would be happy to do so to remain unless there were safety issues.

Members then asked if there was a projected timeframe for the canals to open and it was reported that it was all dependant on funds and more importantly when they could obtain the land needed and it was noted that some of that land was privately owned. It was also noted that Trust had the intention to open the canals as a walking and cycling route before anything else.

Members asked how long it would take for substantial progress to be made and it was reported that this was a lengthy project and that in any transfer agreement 25 years was a realistic target. Members felt that it would be suitable to have a very long end date with the condition that if for any reason the project were to cease, the land revert back to the District Council.

- RESOLVED:** (i) That the Committee endorse the intention to transfer the plots of land as stated in the report to the Lichfield and Hatherton Canals Restoration Trust for a peppercorn but with the Council's legal and administration costs being met by the Trust; and
- (ii) That the transfer also include the condition that the sites be maintained in a reasonable, useable and safe condition until the canal is opened and they should revert back to the council if the canal has not been brought into operation by a date to be determined.

COUNCILLOR TITTLEY DECLARED A PERSONAL INTEREST AS HE IS A MEMBER OF THE LICHFIELD AND HATHERTON CANAL RESTORATION TRUST.

WORK PROGRAMME AND FORWARD PLAN

Consideration was given to the Committee's Work Programme and Council's Forward Plan. It was reported that the Police would be invited to the January 2015 meeting to discuss ASB in Burntwood and at the Leisure Centre. It was asked if it could be the Inspector invited to attend. It was then reported that as the Chief Executive and Artistic Director of the Garrick Theatre was unavailable for this meeting, he and the Chairman of the Garrick Trust would also be invited to attend the January 2015 meeting. It was then reported that Bromford Housing would be invited to the March 2015 meeting to discuss grass cutting on their land. Members asked for a briefing paper to update the progress of the outcomes from the Dog Control Orders item and this was agreed. Members asked for a report on the possible future of Leisure Centres and facilities and it was noted that this would be part of the Fit for the Future service review and the Committee would be getting reports on this throughout the review. It was finally noted that there would be the Service Plan Meeting on the 3rd December and it was asked if structure charts for the service areas could be provided.

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

(The Meeting Closed at 9.05 pm)

CHAIRMAN

SUBMISSION TO LEISURE, PARKS AND WASTE MANAGEMENT (O&S) COMMITTEE

15 January 2015

Agenda item: 4

Contact Officer: CN Turner

Telephone: 01543 308761

REPORT OF THE CABINET MEMBER FOR LEISURE & PARKS

SUPPORTING THE LICHFIELD GARRICK TRUST

1. PURPOSE OF THE REPORT

- 1.1 The Committee has invited the Chairman and the Chief Executive & Artistic Director of the Lichfield Garrick Trust to this meeting to discuss the Trust's work, its relationship with the Council, its artistic ethos, its future plans and its importance to community, to the economy of the district and to the cultural scene of the region.
- 1.2 This report provides Members with a recap of the relationship between the council and the Trust, outlines the level of financial support provided by the council to the Trust and describes some of the emerging findings of an economic impact assessment undertaken by the Staffordshire University Business School.

2. BACKGROUND AND RATIONALE

- 2.1 On 1 February 2013, the legal agreements between the Council and the Lichfield Garrick Trust were completed, which meant that Lichfield Garrick Theatre Ltd, a company limited by guarantee and a registered charitable Trust could operate and trade from the Garrick, independently of the council.
- 2.2 On that day the council's relationship with the Garrick altered radically. The council no longer had responsibility for programming, for budgeting, for employment or for trading. These are now matters solely for the Trust and its Board of Trustees.
- 2.3 The relationship between the council and the Trust is governed by the Strategic Partnership Agreement which defines how the two parties will work together to help achieve a Key Objective of the A Plan for the District 2012-16 which is to build a more prosperous district through heritage, tourism and culture, encouraging the development of creative, visitor and leisure industries.
- 2.4 The council has a number of responsibilities to the Garrick: as a funder; service provider, Landlord and partner.
- 2.5 The Trust has now been operating for nearly 2 years and it is timely that James Leavesley, the Trust's Chairman, and Adrian Jackson, the Trust's Chief Executive and Artistic Director will be attending the meeting to discuss Garrick matters.

Emerging Findings of the Socio-Economic Impact Assessment

- 2.6 In 2013, Staffordshire University Business School volunteered to undertake a socio-economic impact assessment of the Lichfield Garrick, on behalf of the Trust, in order to begin to understand the value of the theatre to the local community and to the local economy.

- 2.7 The assessment was designed so that the cultural and economic value of the benefits that accrue to the city, district and to the region because of the presence and work of the Lichfield Garrick could be estimated and described.
- 2.8 The assessment is structured in three parts: the economic value of the Garrick's own expenditure on employees, artistes and with local contractors and suppliers; the economic value of spend of its audiences and users with local businesses; and the cultural and social value of the Garrick's community work and profile within the city and the district.
- 2.9 The economic impact assessment is nearing completion. It is hoped that the assessment will be ready for publication by the meeting but the following headlines are emerging about the value of the Garrick to the local economy.
- 2.10 To assess the impact of the Garrick's expenditure, the University has analysed a year's data of expenditure by the Garrick and in particular has noted the home address of the employee or supplier. In consequence, the University has been able to estimate how much of that spend has been recycled by being spent again in the local economy.
- 2.11 The Garrick has its own employment and purchasing power, which it uses to employ people resident in the area and to commission goods and services from local businesses and organisations. In turn these people, businesses and organisations use some of their income to employ others and to buy other goods and services from other local companies.
- 2.12 Secondly, the Lichfield Garrick attracts audiences, who also spend money, whilst on the same visit to the city, in local shops, pubs and restaurants, and with accommodation and transport providers. Without the Garrick, audience members may not have visited Lichfield and may have spent this money elsewhere, thereby denying the local economy a financial stream.
- 2.13 The second stage involved a survey of over 1000 parties of theatre-goers. The survey was undertaken between December 2013 and July 2014. The survey was undertaken face to face, at all types of show, and it asked questions that would help identify how much audience members spent in the local economy whilst visiting Lichfield to watch a performance.
- 2.14 In both cases, the economic impact takes into account not only the direct effects, but also indirect and induced effects. Direct effects can be described as the cash paid by the theatre to employees and its contractors, and by audience members to the businesses outside the theatre. Indirect effects result from the Garrick's employees spending their wages, the Garrick's contractors employing staff and paying their suppliers, and the tourism businesses paying their own staff and paying their own suppliers.
- 2.15 Induced effects capture the further spending of these recipients of spending.
- 2.16 Provisional estimates suggest that the Garrick's own spend generates additional activity in the local economy worth c£1.442m and helps support c46 full time equivalent jobs.
- 2.17 Furthermore, it is provisionally estimated that visitors to the Garrick generate an additional c£835,000 for the local economy as a consequence of their spending in local shops, restaurants, pubs and cafes, with accommodation and transport providers, whilst visiting the Garrick. This helps support an estimated 13 full time equivalent jobs in the local economy.

- 2.18 In total therefore, it is provisionally estimated that the Garrick generates an additional **£2.278m of activity** in the local economy and helps support the equivalent of **59 full time jobs**.
- 2.19 The third element of the report will focus on the positive impact that the Garrick has on community life and will report on how the Garrick approaches its responsibility for arts development in the local community, how it encourages young people, in particular, to become interested in arts and culture and train for a career in the creative industries.
- 2.20 It will also report on how the Trust is working with The Bridge School to engage with some of the most vulnerable young people in the district.

The Cost to the Council

- 2.21 Like many theatres across the country, the Trust requires a level of subsidy from the public sector to operate and the Strategic Partnership Agreement defines when the council advises the Trust of its annual subsidy.
- 2.22 The council originally agreed a level of subsidy based upon the costs it incurred when the theatre was managed in-house. However, it is recognised that by transferring the Garrick, it provides the Trust with opportunities to raise additional income or to cut costs from sources and in ways that are not available to the council.
- 2.23 In consequence, the council has advised the Trust that it expects to see a year-on-year reduction in the level of subsidy as the Trust matures and becomes more efficient.
- 2.24 Prior to the transfer of the Garrick, the council incurred the following net costs: 2012/13 - £592,440; 2011/12 - £424,050; 2010/11 £526,300.
- 2.25 Since the transfer, the level of subsidy confirmed with the Trust is as follows:

	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Total Fee Payable	663,200	610,350	460,000	310,000
Estimated Value of Support Services	147,530	155,000	100,000	100,000
Net cost to council	515,670	455,350	360,000	210,000
Year on year reduction of fee payable	-	8%	24.6%	32.6%
Change from 2013/14 to 2016/17	-	-	-	53.3%

- 2.26 In addition, the council retains some responsibilities as Landlord and this has meant that the council has incurred costs of c£20,000 in 2014/15 to repair the lift.
- 2.27 To ensure that the Trust could start its operations with the minimum of disruption, the Trust and the council have entered into a series of Service Agreements whereby the council provides a service to the Trust in return for a fee.

2.28 The Service Agreements and the approximate annual values cover the following areas of support:

• Finance	£61,500
• Health and Safety	£6,000
• Information Technology	£40,000
• Insurance	£3,000
• Internal Audit	£5,500
• Personnel and Payroll	£33,500
• Public Relations and Communications	£5,500

2.29 The cost of each service agreement was established on the basis of previous levels of activity and are monitored and reviewed annually to ensure that they reflect the requirements of the Trust.

2.30 It is expected that as the Trust matures, it will seek to withdraw from these service level agreements, and to determine its own way of operating to meet these functions. Indeed, it has already given the council notice that it intends to make its own arrangements with regards to financial services.

2.31 The council and the Trust are working together to ensure that such a move is completed effectively.

2.32 To ensure that the council and the Trust are able to discuss relationship matters there are regular meetings between the Trust's Chairman and Chief Executive & Artistic Director, and the council's Cabinet Member and Director of Leisure & Parks.

2.33 The Fit for the Future Community Consultation suggested that 70% agreed with the proposal to reduce the level of subsidy to the Trust, 23% disagreed with 7% undecided.

3. RECOMMENDATION

3.1 Members are requested to note the contents of the report and the contributions made by the Chairman and Chief Executive & Artistic Director of the Trust.

4. COMMUNITY BENEFITS

4.1 The Chairman and Chief Executive & Artistic Director of the Trust will describe in more detail the benefits that accrue to the local community from the work of the Trust and are able to answer questions.

5. FINANCIAL IMPLICATIONS

5.1 The financial implications to the Council of its relationship with the Trust are described in section 3.

6. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

6.1 Supporting the Lichfield Garrick helps the council meet the following ambitions described in the Plan for Lichfield District:

- We'll support and encourage individuals and groups to take responsibility for shaping and improving their communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector.
- We'll enhance and protect the district's built environment assets, its historic environment, open spaces and local distinctiveness.
- We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries.

7. CRIME AND COMMUNITY SAFETY ISSUES

- 7.1 The Garrick has worked closely with those most at risk of engaging in anti-social or criminal behaviour including with the pupils of The Bridge School and has been the venue for an annual Burntwood Dance and Music Show performed by individuals involved in Positive Futures and other initiatives.

8. EQUALITY IMPLICATIONS

- 8.1 None identified in this report.

9. RISK MANAGEMENT ISSUES

Risk	Likelihood / impact	Risk Category	Countermeasure	Responsibility
The council reduces its subsidy to such a level that the Trust cannot continue to operate	medium / very high	Reputational Financial	Senior representatives of both parties meet regularly to ensure that communication links remain open.	Cabinet Member and Director

A Plan for Lichfield and Tamworth Joint Waste Services 2015 - 2016

Facts and Figures

Lichfield and Tamworth Joint Waste Service	
Directorate	Joint Waste Service/Assets & Environment
Cabinet Member	Councillor Ian Eadie (Lichfield) and Councillor Michelle Thurgood (Tamworth)
Scrutiny Committee	Leisure, Parks and Waste Management (Lichfield) Healthier and Safer Scrutiny Committee (Tamworth)
Director	Andrew Barratt
Service Manager	Nigel Harris
Team size <i>(number / full time equivalents)</i>	80 FTE
Customer contacts <i>per annum (approx); can include internal and external customers</i>	17,500
Income (13/14 outturn)	£1,304k
Revenue spend (13/14 outturn)	£4,208k
Capital spend (13/14 outturn)	£0k
Central support costs (13/14 outturn)	£253k

Our Purpose

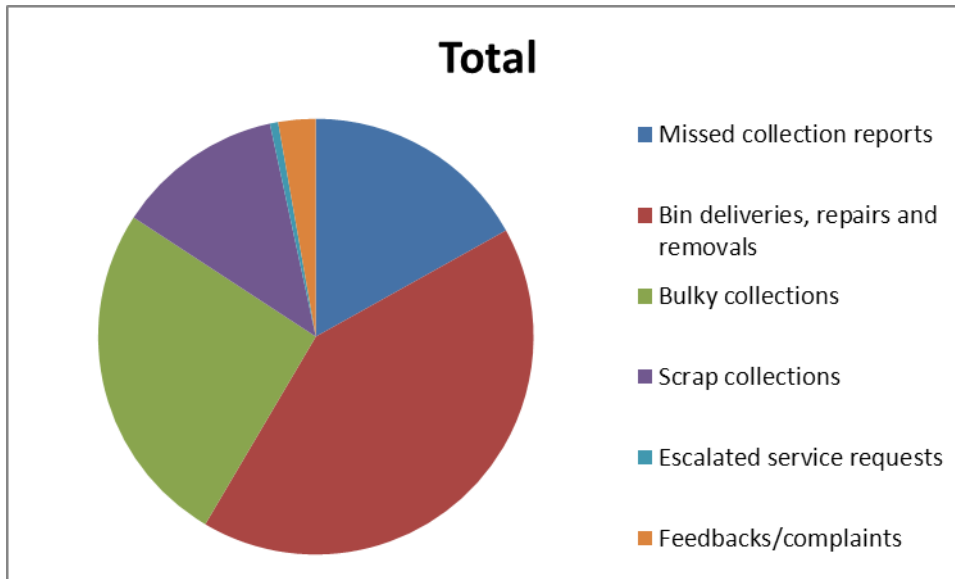
Listed below are the main services we provide, either directly or via contractual arrangements. **Statutory functions are described in bold type**

- **Provision of waste and recycling collection services to residential properties in Tamworth and Lichfield.**
- **Provision of trade waste and trade recycling collections to businesses in Lichfield.**

By providing these services, we contribute to both Councils strategic objectives

Our Customers

The Joint Waste Service receives approximately 17500 customer contacts per year resulting in around 23,000 requests for service which are divided as follows:



We seek feedback from our customers in a range of ways including customer satisfaction questionnaires, the annual Citizens Survey and complaints / compliments. In the last year, our customers have told us that:

- 76% of our residents were satisfied or very satisfied with the service overall
- 77% of resident were satisfied or very satisfied with the recycling service
- 80% of residents were satisfied or very satisfied with the organic waste service (this was prior to the removal of food waste)
- 44% of residents liked to receive their communication through the yearly calendar

Looking back - Performance and Achievements

In the last year, we are most proud to have achieved:

- **Delivered the Joint Waste Service within budget for the fourth consecutive year.**
- **The cost of providing the Joint Waste Service in 2013/14 to the 74,000 properties in both Lichfield and Tamworth was £42.70 per household which is top quartile performance and the lowest in Staffordshire.**
- **Both Lichfield and Tamworth achieved recycling rates that exceeded 50% in 2013/14. Lichfield's recycling rate was the highest in Staffordshire**
- **Successfully communicated the removal of food waste from the green/brown bin which will generate substantial financial savings for both Lichfield and Tamworth.**
- **Procured a new contract for the recycling of garden waste that utilises a local composting facility**
- **Procured a new contract for the processing of dry recyclate**
- **Modified the Operational Plan to accommodate the change in tipping off locations for residual waste without having an impact on service delivery.**

We monitor our performance on a regular basis to check we are achieving our objectives and delivering a good service. The **top** performance indicators (not in priority order) are set out below.

	What we measure	13/14	14/15 target	14/15 Estimated	15/16 target	Trend ✓ = x
1	Residual Household Waste Per Authority (N191) – Joint Waste Service	432kg	435kg	435kg	440kg	✓
2	Residual Household Waste Per Authority (N191) - Lichfield	425kg	415kg	440kg	435kg	x
3	Residual Household Waste Per Authority (N191) - Tamworth	440kg	460kg	438kg	445kg	✓
4	Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) – Joint Waste Service	56.1%	56%	54.5%	54%	x

5	Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) - Lichfield	57.8%	58%	56%	56%	x
6	Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) – Tamworth	53.6%	52%	51%	52%	x
7	Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	29.5%	30%	27.0%	30%	x
8	Percentage of Household Waste Sent for Dry Recycling - Lichfield	28.1%	30%	28%	30%	x
9	Percentage of Household Waste Sent for Dry Recycling - Tamworth	31.7%	30%	26%	30%	x
10	Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	26.6%	26%	26%	24%	✓
11	Percentage of Household Waste Sent for Organic Recycling - Lichfield	29.7%	28%	28%	26%	✓
12	Percentage of Household Waste Sent for Organic Recycling - Tamworth	22%	22%	23%	22%	✓
13	Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.1	1.2	1.15	1.2	✓
14	Number of Escalated Service Requests per annum – Joint Waste Service	180 estimate	250	150	150	✓
15	Number of Formal Complaints per annum Stage 1 – Joint Waste Service	7	8	8	8	✓
16	Amount of Fuel Used (Litres) – Joint Waste Service	405,000	450,000	435,000	425,000	✓

The residual waste and recycling measures should all perform in accordance with the predictions that were made in April 2014 when both authorities' cabinets decided to stop recycling food in the green/brown bin. The targets for 2014/15 shown in the table above had already been set well before this decision was made.

The proposed targets for 2015/16 reflect the impact of the change in that we are likely to see a small decrease in the overall recycling rate and a small increase in residual waste sent to the incinerator for disposal.

There has been a significant dip in the Dry Recycling Rate particularly in Tamworth this year for which there is no obvious explanation. Lichfield and Tamworth have historically had very similar dry recycling performance.

The amount of fuel used in 2014/15 should fall compared to 2013/14 because of the decision to remove from food bin which has enabled the procurement of a local facility for the garden waste.

Our Resources – Joint Waste Service

Revenue Budget

Budget Costs	Actual 2013/14 £'000	Budget 2014/15 £'000	Budget 2015/16 £'000	Budget 2016/17 £'000
Employees	2,318	2,292	2,295	2,372
Premises	22	16	16	16
Transport	1,296	1,412	1,476	1,544
Supplies & Services	573	518	850	772
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Central Support	253	316	317	317
Capital Charges	0	0	0	0
Total Expenditure	4,462	4,554	4,954	5,021
External Income	(1,304)	1,243	2,018	2,075
Recharges to Other Services	0	0	0	0
Total Income	(1,304)	1,243	2,018	2,075
Net Expenditure	3,158	3,311	2,936	2,946

Capital Budget 2015/16

Project Name	Budget 14/15 £000s	Spend @ Sept 14 £000s	Projected Outturn £000s	Budget 15/16 £000s
No projects	0	0	0	0

Lichfield Savings

Amount taken out of the budget during Savings Reviews 10-16

Savings Programme	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Total 2010 to 2016 £
Fit for the Future Phase 1 2013				76,620	25,000	25,000	126,620
Budget Reduction Programme 2011			18,180	52,790	52,790	52,790	176,550
Expenditure Review 2010 Savings		275,400	313,750	250,000	250,000	250,000	1,339,150
Expenditure Review 2009 Savings		N/A	N/A	N/A	N/A	N/A	N/A
Total Cumulative Savings		275,400	331,930	379,410	327,790	327,790	1,642,320

Lichfield will make the following further savings as a result of the recent removal of food from the Organic waste bin:

2014/15 £9,410
 2015/16 £248,980
 2016/17 £267,340

Tamworth Savings

Amount taken out of the budget during Savings Reviews 10-16

Savings Programme	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Total 2010 to 2016 £
Savings from Shared Service	450,000	450,000	450,000	450,000	450,000	450,000	2,250,000
Savings from Organic Review					57,000	145,000	202,000

The Joint Waste Service has been able to save a significant amount of money for both Lichfield and Tamworth since its creation in July 2010 because of the following factors:

- Single management structure.
- The service operates out of a single depot.
- Single back office and administrative team.
- The vehicles do not have to stop collecting at the boundary which increases collection productivity.
- Allows collection infrastructure to be matched more closely to seasonal variations in garden waste yield – reduced number of crews in winter.
- Greater capacity and flexibility to cover for vehicle breakdowns and staff absenteeism.
- Greater competitive advantage when procuring goods and services.
- Standardised communications with residents.
- Standardised policies.

Value for Money

We know we offer good value for money to local tax payers because:

- The service is provided in partnership with Tamworth Borough Council using a single management structure.
- The cost of providing the Joint Waste Service in 2013/14 was £42.70 per household which is top quartile performance and the lowest in Staffordshire.
- All the operatives work fixed hours rather than task and finish which has helped improved service delivery to our customers as there is no incentive for the work to be rushed.
- The service operates on a 9.25 hour working day rather than 7.4 hours which has increased the return on the vehicle asset. In practice the service operates on three fewer trucks than otherwise would be needed.
- The number of crews employed on the garden waste service is reduced by up to 50% during the winter months when the material yield is lower.
- The trucks utilize state of the art technology which means that the lines of communication with the back office and Lichfield Connects are fully integrated. This has significantly improved customer contacts as well as driving down the cost of the service.
- Lichfield D.C. charges residents £36 per annum for each additional garden waste which helps offset the cost of providing the service within Lichfield District only.
- Residents are charged for bulky uplifts.

We are planning to improve our value for money in 15/16 by:

- Achieving the full financial savings that will be obtained from removing food from the garden waste bin.
- Working with our residents to improve the quality of the dry recycle in the blue bin which will maximise income from the reprocessing of the material.
- Fleet procurement – improved fuel consumption, reduction in the number of vehicle breakdowns.
- Implement the review of the collection rounds which will improve operational efficiency.

Our Risks

We have a risk register for the Joint Waste Service which is reviewed on a regular basis. Some risks are ongoing; others are associated with particular projects that we are involved with. Our top risks for 15/16 are:

	Description of Risk	How we manage it
1	There is a small risk that our current comingled system for collecting dry recyclate in a single bin could be challenged because we are not collecting the materials separately.	Undertake a TEEP assessment to prove that it is neither technically, economically or environmentally practical to change from comingled to separate collections of dry recyclate. Arrange for the TEEP assessment to be technically and legally reviewed by appropriate consultants.
2	High levels of contamination and non target materials in the dry recyclate which would have an impact on income.	Waste analysis to determine the constitution Waste audits – bin checking to identify properties that are contaminating the dry recyclate Communication campaign
3	Impact of falling world markets on the value of the dry recyclate. The Service has a contract where it shares half the value of the material with the operator of the MRF which is then used to offset the gate fee.	A reserve has been set up to receive the surplus from profitable years. The reserve can then be used to fund any years where there is a deficit on income.
4	Reduction in recycling tonnage which would impact on income from recycling credit payments.	Communication campaign
5	Health and Safety	Risk assessments Safe systems of work Training Safety inspections and audits Accident Investigation

6	Commercial viability of the Trade Waste services (LDC Only)	<p>Monitoring of customer base</p> <p>Maintaining high service delivery standards.</p> <p>Identifying opportunities to move commercial collections onto the domestic rounds</p>
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We also risk assess the activities and projects in the annual High level Action Plan. Severe risks are reported to Audit Committee on a quarterly basis. These are set out below:

Severe Risk	How we control it

Our Resilience

We last reviewed our Business Continuity Plan in October 2014. Our most significant business risks are:

- Adverse weather – snow and ice
- Vehicle breakdowns
- Accidents
- High sickness levels
- Closure of tipping facilities
- Loss of depot
- Vandalism
- Security of fuel supplies
- Loss of I.T, Bartec System etc.
- Industrial action

In the last year, we have taken the following steps to ensure we are prepared to deal with an emergency (include staff training undertaken, exercises attended, testing etc):

- Reviewed our robust Business Continuity Plan
- Checking of weather forecasts. Maintenance of vehicles. Gritting of depot.

- Regular meetings with Unions. Consultation and agreement regarding any changes to roles and employment conditions.
- Review depot security including alarm, CCTV and locking up procedures. Regular inspections and maintenance of fire safety equipment and facilities.
- Identify alternative tipping facilities.
- CPC training to improve driver awareness
- Monitoring of the fleet provision contract
- Implementation of the Council's Managing Attendance Policy

In 15/16, we will keep our preparations up to date by:

- All front line staff will be undertaking hazard awareness training.
- Ensuring the knowledge that managers and supervisory staff have gained from taking the IOSH managing safely course is implemented in risk assessments and general health and safety practice.
- On going review of the Business Continuity Plan

Being Fair

By law, we have to be able to show that when developing services, we have taken into account the impact on and needs of the whole community. The main way we do this is by carrying out Equality Impact Assessments. We have discretion to decide what should be assessed (including plans, policies, procedures, leaflets, forms etc). Our record and plans for Equality Impact Assessments is set out below:

	Name of document assessed	When completed	To be undertaken in 15/16
1	Waste and recycling methodology	Reviewed and updated March 14	To be reviewed March 15
2	Additional bin capacity	Reviewed and updated March 14	To be reviewed March 15
3	Assisted collections	Reviewed and updated March 14	To be reviewed March 15
4	Communications plan	Reviewed and updated March 14	To be reviewed March 15

We have contributed to the Annual Equality Statement which was published in January 2013; the following actions have been identified for our service area:

	Action identified	Progress 13/14	Action to be included in Equality Statement 2014
1	The provision of free additional bins to families where extra waste is generated because of a medical condition, those with children in nappies, and for families of six or more.	683 (Tamworth and Lichfield March 14)	341 (Lichfield only) Total for Joint Waste 554 These are figures end November 14
2	The provision of assisted bin collections for people	1559 (Tamworth and Lichfield Mar 14)	885 (Lichfield only) Total for Joint Waste

	who struggle to get their bins to the roadside for collection, such as older residents and people with disabilities.		1604 These are figures end November 14
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Keeping Safe

We have a statutory duty to ensure that our service is managed safely in accordance with the Health and Safety at Work Act and associated regulations. In compliance with Council procedures the service has the following in place:

Number of risk assessments in place for service - Generic	53
% of the above risk assessments updated within the last 12 months	45%
% of reviews completed – planned against actual	100%
Number of chemicals in use within service	4
Number of COSHH risk assessments completed	0
% of the above risk assessments updated within the last 12 months	0
All COSH assessments will be reviewed in 2015/16	
Number of accidents relating to employees reported	25
Number of accidents relating to the public reported	0
Number of accidents that required notifying to the Health and Safety Executive due to its severity	4

Working days lost:

	1/04/12 – 31/03/13	1/04/13- 31/03/14	1 st Oct 13 – 30 th Sep 14
Service Average Long term sickness	14.50	14.79	14.98
Service Average Short term sickness	4.79	6.21	6.42
Service average Total Sickness	19.29	21.00	21.4
LDC Average Short term sickness	3.29	3.33	2.96
LDC Average Long term sickness	7.02	6.73	6.25
LDC average Total Sickness	10.31	10.06	9.21

The Joint Waste Service does have a relatively high sickness rate however there are a number of factors which contribute to the figure:

- The physical nature of the work and the repetition of the tasks give rise to a high incidence of musculoskeletal conditions which particularly affects the long term sickness rate.
- The work is undertaken outdoors in all weather conditions therefore seasonal conditions such as cold and flu have a greater impact on the work.
- The average age of the workforce is relatively high.
- There are a number of lifestyle and education issues which affect the health of the workforce including smoking, obesity, hand hygiene and poor diet.

The following steps will be taken in 2015/16 to address the problem

- Accurate monitoring of sickness and identifying trends.
- Continued use of “Back to work interviews” and home visits to encourage staff to discuss issues and enable them to return to work in a timely fashion.
- Referrals to Occupational Health
- On going use of capability procedures
- Voluntarily health education

Our Plans for 2015/16

During the next financial year, we will use our resources to achieve the following (activities / projects in bold will be included in the District Council's High Level Action Plan¹ for 15/16):

Action	Comments	Timescale
The Strategic Development of the Joint Waste Strategy	<ul style="list-style-type: none"> • To determine the direction of the Joint Waste Service for the next five years taking into consideration the economic climate and all external drivers including the potential implications of the Waste Framework Directive. • To complete the TEEP assessment for the service. 	July 2015
Vehicle Procurement	<ul style="list-style-type: none"> • To determine the most appropriate procurement option i.e. capital purchase, contract hire or hired purchase. • To explore opportunities for procuring in partnership with other local authorities. • To determine the fleet specification which will include the Bartec upgrade and vehicle telemetry. • To complete procurement process. 	February 2016
Round Review	<ul style="list-style-type: none"> • To consult the Unions and Workforce on the proposed new collection rounds. • Review the rounds following the consultation process. • Introduce the new rounds. • Review the impact of having to charge Schedule 2 customers for disposal on the Trade Waste Service. • Assess whether customers on the Trade Waste and Trade Recycling rounds can be accommodated onto 	July 2015

¹ The High Level Action Plan for 13/14 will be considered by Full Council in February 2013

	the domestic rounds in order to improve efficiency.	
Improve the Quality of the Dry Recyclate Waste Stream	<ul style="list-style-type: none"> • Undertake a waste analysis of the dry recyclate in order to ascertain the composition of the different materials and the level of contamination. • Develop and undertake a Communication campaign to promote the importance of quality recycling and improve participation. • Monitor the quality of the material presented. 	October 2015 (ongoing action)
New Dry Recyclate Contract	<ul style="list-style-type: none"> • Commence the new payment mechanism on 1st April 2015. • Monitor and report on the fluctuations in income due to market conditions and levels of contamination. 	March 2016
Health and Safety	<ul style="list-style-type: none"> • To provide all operatives with hazard awareness and risk assessment training. • Undertake individual risk assessments for all the collection rounds. 	August 2015
Waste Prevention and Reuse Initiatives	<p>The Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent commits the Service to undertake a number of initiatives to encourage and promote waste prevention and reuse. These initiatives will include:</p> <ul style="list-style-type: none"> • The discounted home composting scheme that is provided across the county provides subsidised bins and composting information for Staffordshire householders. • The national Love Food Hate Waste promotional campaign provides information and events for householders to reduce food waste by shopping more carefully, planning meals and using up their leftovers. • The collection of bulky metallic goods for recycling. 	March 2016

	<ul style="list-style-type: none"> • Sign post residents to providers of furniture reuse schemes. • Waste prevention within the council to reduce waste and costs. • The reuse and recycling of electrical and electronic equipment. • On-going marketing and promotion to maximise waste prevention and reuse by householders. 	
Review the Working Agreement with the Unions	<ul style="list-style-type: none"> • To consider the implementation of a formal rota to share out winter working on the Organic Waste Service. 	July 2015

Appendix A - 2014/15 Mid Year Performance

What we measure	13/14	14/15 target	14/15 Mid Year	15/16 target	Trend ✓ = x
Residual Household Waste Per Authority (N191) – Joint Waste Service	432kg	435kg	218kg	440kg	✓
Residual Household Waste Per Authority (N191) - Lichfield	425kg	415kg	215kg	435kg	x
Residual Household Waste Per Authority (N191) - Tamworth	440kg	460kg	222kg	445kg	✓
Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) – Joint Waste Service	56.1%	56%	59%	54%	x
Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) - Lichfield	57.8%	58%	61.4%	56%	x
Percentage of Household Waste Sent for Reuse, Recycling and Composting (N192) – Tamworth	53.6%	52%	55.3%	52%	x
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	29.5%	30%	26.5%	30%	x
Percentage of Household Waste Sent for Dry Recycling - Lichfield	28.1%	30%	26.4%	30%	x
Percentage of Household Waste Sent for Dry Recycling - Tamworth	31.7%	30%	26.6%	30%	x
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	26.6%	26%	32.5%	24%	✓
Percentage of Household Waste Sent for Organic Recycling - Lichfield	29.7%	28%	35.0%	26%	✓
Percentage of Household Waste Sent for Organic Recycling - Tamworth	22%	22%	28.7%	22%	✓
Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.1	1.2	1.03	1.2	✓
Number of Escalated Service Requests per annum – Joint Waste Service	180 estimate	250	71	150	✓
Number of Formal Complaints per annum Stage 1 – Joint Waste Service	7	8	3	8	✓
Amount of Fuel Used (Litres) – Joint Waste Service	405,000	450,000	TBD	425,000	✓

N.B. The N192 Recycling rates and the Organic rates traditionally out perform the annual target during the first six months of the year because of the impact of a higher garden waste yield in the summer.

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

15 January 2015

Agenda Item: 6

Contact Officers: Neil Turner/ Richard King / John Smith

Telephone: 01543 308761 / 308060

SUBMISSION BY CABINET MEMBER FOR LEISURE AND 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. In June 2014 the committee noted the emerging actions as part of a change programme intended to deliver a more costs effective service.
- 1.2 This report describes the progress made since then in implementing and reviewing the council's Parks, Grounds Maintenance and Countryside services.

2. Recommendation

- 2.1 It is recommended that the Committee notes the contents of the report.
- 2.2 The Committees views are sought on emerging suggestions regarding the potential to amend maintenance specifications.

3. Summary of Background

- 3.1 At the January meeting, the Committee endorsed the start of the Parks, Grounds Maintenance and Countryside services as part of Phase 2 of Fit for the Future. A briefing note was issued to the Committee in March and a further update report provided in June 2014.
- 3.2 A cross-departmental Programme Board comprising representatives from Parks, Streetscene, Finance, Development, Countryside and Arboricultural Services had 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.
- 3.3 There are currently 20 workstreams that sit within the 3 thematic objectives.
- 3.4 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.
- 3.5 To date, savings over the period to 2017/18 totalling £379,000 have been identified.

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.

1.	REDUCING THE ESTATE
	<p>Promote the transfer of parks and open spaces to other bodies.</p> <p>A report was presented to Cabinet on 13 January 2015 seeking the endorsement to progress with negotiations to transfer parts of the Council's land, parks and open spaces estate to a number of organisations including Burntwood Town Council, Whittington and Fisherwick Parish Council, Walsall Metropolitan Borough Council, Staffordshire Wildlife Trust and Lichfield and Hatherton Canals Restoration Trust, In summary:</p> <p>Burntwood Parks – The council has had a number of conversations with Burntwood Town Council about transferring the vast majority of its parks and open spaces estate in the town. Details as to the final agreement have yet to be resolved and negotiations are continuing.</p> <p>Whittington – The district council has an interest in 2 areas of open space in the village of Whittington. The first site is public open space at Langton Crescent and the second is open space at Swan Road, where there is the potential that a developer could enact its right in a s106 agreement to ask the council to adopt an area of public open space on the payment of a commuted sum.</p> <p>The council has had a number of conversations with Whittington and Fisherwick Parish Council about transferring the land at Langton Crescent, and assigning our interest in the s106 agreement that relates to the public open space.</p> <p>Land at Albutt's Road - In compensation for the loss of part of Chasewater Country Park to the M6 Toll, the council received a piece of public open space at Albutt's Road in Brownhills. The site has a play area that was installed by the previous owners, which serves the residents of Brownhills and which is inspected and maintained at the council's cost.</p> <p>The site is separated from the district by the M6 Toll and it provides little value for district residents. The site itself has little development potential: it is in green belt; has planning permission for a play park; and is not directly accessible to a road. In consequence, in order to reduce the cost and risk to the council, conversations have started with Walsall MBC to seek a transfer of this land to them at terms acceptable to this council. It has been suggested that should this not be possible, the council will be removing the play area and securing the site at the earliest opportunity so as not to require us to visit the site regularly.</p> <p>Gentleshaw Common – is a 80 hectare Site of Special Scientific Interest (SSSI) within the Cannock Chase AONB. It primarily serves the residents of north-east Burntwood and Gentleshaw. Lengthy and detailed consideration has been given as to whether the council is the best placed organisation to manage, maintain and promote such a site, particularly given the need for conservation reasons to introduce grazing to the Common, and if so whether there is a persuasive economic reason why this land should remain in the council's ownership.</p> <p>The council has been in discussion with the Staffordshire Wildlife Trust about the prospect of</p>

	<p>transferring the Common to them for them to assume ownership.</p> <p>Lichfield Canal Restoration Trust - The Lichfield & Hatherton Canal Restoration Trust (the Trust) has been working towards restoring the Lichfield Canal for many years. The restoration of the canal is supported in principle by Lichfield District Council and the line of the route is shown and protected in the draft Local Plan.</p> <p>Officers have been working with the Trust for many years to assist them in bringing forward their aspirations. Whilst the council has offered support for the restoration of the canal because it recognises the environmental, economic and tourism enhancements a vibrant, restored canal can bring, it has not provided any financial resources – other than allocating s106 funds.</p> <p>The district council owns several remnants of land that used to be part of the Lichfield Canal and the trusts is seeking acquisition of this land to enable it to continue with progress. This proposal was considered by the council's Asset Strategy Group in June 2014 and by the Leisure, Parks and Waste Management (O&S) Committee in September 2014, both of which endorsed the proposals.</p>
	<p>Other sites</p> <p>In addition to those sites presented in a report to Cabinet on 13 January 2015 are a number of other work streams still to be further progressed or initiated, these include:</p> <p>To discuss potential transfer of open space with parish councils including 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 have commenced a marketing exercise to seek a local Chartermark-accredited sports club to lease the sports facilities and pitches, and to deliver an acceptable sports development plan.</p> <p>Bowling Greens. Discussions have commenced with the bowls clubs that are based on the greens in Beacon Park, Chasetown and Chase Terrace. Reaction has been mixed – the clubs in Beacon Park have indicated that they have no desire to change existing arrangements 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 and will need to involve the town council.</p> <p>Wharf Lane is a small area to the south of the M6 Toll road bordered by the Anglesey Canal and the main road linking the A5 to the M6 Toll. This area is a Site of Special Scientific Interest so there are obligations to ensure that it is managed to protect its SSSI status.</p> <p>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.</p> <p>The future ownership of this site is currently being reviewed but the council has secured a Higher Level Stewardship scheme agreement with Natural England which will minimise maintenance costs.</p>
	<p>Sell assets that offer less public amenity</p> <p>As part of the process of confirming what the council owns, we are looking at the rationale for ownership of sites. There might be opportunities to sell land that offers little amenity value for</p>

	<p>development or other use.</p> <p>Any opportunities identified will follow the normal council procedure of being reported to Asset Strategy Group for consideration.</p>
2	<p>REVIEWING THE MAINTENANCE SPECIFICATION</p> <p>Review and Revise Quality Standards of Maintenance</p> <p>Managers from the parks team and grounds maintenance team have reviewed the current maintenance standards of each site and considered whether they can be relaxed, amended or significantly changed.</p> <p>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.</p> <p>Whilst reviewing the grounds maintenance schedules it became apparent that there are few areas where significant changes can be made and any further reduction is likely to have an impact on the visual quality of parks and open spaces.</p> <p>Suggestions are as follows.</p> <ol style="list-style-type: none"> 1. Reduce the grass mowing regime from the current average of 16 per year to 8 per year. Where this has been applied in other areas such as closed churchyards and highway verges, the council received significant numbers of complaints from residents about the poor quality of standards and the number of cuts increased. The savings associated with this strategy are not fully understood as mowing becomes more time-consuming because of longer grass but an approximate saving of £45,000 might be achieved. 2. Reduce or remove formal bedding areas. In addition to the Museum Gardens in Beacon Park, formal bedding is now only planted at the following locations: Swan Island, Burntwood Park and Chasetown Memorial Park in Burntwood, and Swan Road Island, St John Street and the district council house. Planting only once a year could save approximately £10,670. 3. Lower the standard of specification for sports pitches and bowling greens. Away from the leisure centres, Hospital Road and Beacon Park, the council provides football pitches at Shortbutts, Stychbrook and Redwood parks and bowling greens Chasetown and Chase Terrace. These areas currently generate income and minimising maintenance standards will reduce the carrying capacity of pitches and generate complaints from players leading to a loss of income. Minimising the specification could reduce costs for Bowling Green by as much as £3500 per green per year and by £1500 per football pitch. Alternative approaches to pitch management are being investigated and progressed such as seeking club tenures for pitches. 4. Remove dog waste and litter bins from our sites. This would remove the need to continue to maintain and replace waste bins when needed, the cyclical emptying of bins and the costs of waste disposal. A bin costs in the region of £600 to buy and install and we replace about 5 per year. The costs of emptying all bins on the parks estate is significant at approximately £25,000 per year based on a weekly empty. It is expected that this option might generate the most significant amount of complaints from residents and park users and there would be an increase in costs of litter-picking.

	<p>5. Reduce the frequency of litter collecting on our parks and open spaces. There is already a limited frequency for litter collecting and we try to be strategic in how we do this to reduce the number of complaints and requests for service. If this is lowered further then we may not be able to respond to requests in the future leading to complaints. By removing the litter picking frequency we could save approximately £67,500 per year.</p> <p>6. Change the nature of sites, 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. It is envisaged that this option would not reduce costs significantly (approximately £5,000) but could improve efficiency by reducing the amount of niche or difficult to manage areas. There is also the possibility of improving a site's wildlife value by implementing this option.</p> <p>The committee's views on these options are sought.</p>
3.	BECOMING MORE EFFICIENT
	<p>Review Central Support and Management Charges</p> <p>By bringing together the Grounds Maintenance and Parks teams, the Board has been able to review and question some long standing anomalies and costs in the system. To this end, work has been done to better allocate and rationalise management time and costs, and overhead management charges for grounds maintenance. During this process, one request for voluntary redundancy was accepted.</p> <p>Such activity has provided us with better information as to the true cost of maintaining our grounds and is helping us to price more accurately contracts we have with other councils.</p> <p>It is also helping us to identify our capital requirements to replace vehicles and equipment necessary to run the service.</p>
	<p>Identify and remove areas of duplication</p> <p>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 cross departmental nature of the Review Board has enabled the council to commission its own arboricultural team to undertake a complete re-survey of all council-owned trees thereby saving the council money. When this was previously completed, the council commissioned external contractors to do this work.</p> <p>This will save the council £25,000 over 2 years.</p>
	<p>Confirm what we own</p> <p>The council has acquired land, and responsibility for land, over many years, through a variety of different means: by purchase, transfer, adoption, act of parliament, lease, CPO, and adverse</p>

	<p>possession and so a major task has been to confirm exactly what the council owns and maintains.</p> <p>Officers are midway through a review to confirm land ownership data. Burntwood is now complete and we'll start with Lichfield and our remaining sites this year.</p> <p>Once this work is completed it will be easier for the council to manage its estate and to justify its reasons for holding sites.</p>
	<p>Review and confirm adoption processes</p> <p>The council is currently undergoing three major exercises to adopt open space and play areas at Darwin Park, Charter Place in Lichfield and at Hawksyard, Armitage which have brought significant challenges.</p> <p>It is traditional that in major planning applications, areas of open space are adopted by the council on the payment by the developer of a sum to cover future maintenance costs. In reality, by the time land is ready to be adopted, the sum agreed is barely sufficient to cover a minimum period of maintenance costs.</p> <p>This experience would suggest that there is potential to improve and streamline the adoption process. The council has started to indicate in pre-application discussions that developers should not assume that the council will adopt any Public Open Space on new estates and that they should make alternative arrangements to fund ongoing maintenance costs.</p>
	<p>Review contract profitability</p> <p>The Grounds Maintenance team currently manage several contracts with parish and county councils that generate income. 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.</p> <p>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.</p>
	<p>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.</p> <p>The next action is to consider whether an angling club could be granted exclusive angling rights to Stowe Pool. There are a number of items for consideration prior to further progress such as the impact of non native signal crayfish and the SSSI notification.</p>
	<p>Commissioning 3rd sector organisations</p> <p>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), Burton Conservation Volunteers (BCV), volunteers and community groups to deliver works.</p> <p>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. COGS have been commissioned to continue to maintain the closed churchyards throughout 2015.</p> <p>Probation Services' Community Payback Team was involved in the landscaping element of</p>

	<p>delivering the Lichfield Skatepark. The Probation Trust is keen to formalise a partnership arrangement and become more involved with future projects.</p> <p>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 Cannock Chase AONB, Growell and the Forest of Mercia to strengthen the value of those volunteering and increase the capacity of work on site.</p> <p>Burton Conservation Volunteers have agreed to work with us on managing and maintaining Wharf Lane SSSI. They have already completed 4 days work and are extremely good value. They also provide a forum for volunteers to be able to participate, get active in the countryside, learn new skills and meet new people.</p>
	<p>Shared Service and Market Testing</p> <p>In completing an assessment of what the council owns and confirming maintenance specifications, the council is now in a better position to prepare to test the market for grounds maintenance services.</p>

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

5. Fit for the Future Implications

- 5.1 The work programme needs to continue to dovetail in with other Fit for Future programmes in particular the Asset and Development Services, and Leisure Service reviews.
- 5.2 The findings of the Fit for the Future consultation programme suggested that:
- 5.3 69% of respondents said protect our work to manage countryside and areas of natural beauty; 24% said cut back and 5% said stop.
- 5.4 71% of respondents said protect our work to manage parks and open spaces, 25% said cut back and 3% said stop.
- 5.5 32% of respondents agreed with the suggestion to maintain council run parks and green areas less frequently. 62% disagreed.
- 5.6 52% of respondents agreed with the aspiration to transfer parks and open spaces to other organisations. 34% disagreed.

6. Financial Implications

- 6.1 The savings that have been identified so far are attached at Appendix A.
- 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:

Achieved Savings

Action	14/15 £	15/16 £	16/17 £	17/18 £	4-year total	Notes
Tree Survey	6,250	12,500	6,250	0	25,000	One-off task paid for from reserves. Delayed start means more drawn down in 15/16.
Streetscene restructure	1,110	33,490	35,070	36,040	105,710	Ongoing savings from deletion of post.
Chasewater transfer	28,110	0	0	0	28,110	Reserve no longer required.
Gentleshaw HLS management fee	5,000	5,000	5,000	5,000	20,000	Paid for from HLS. May be subject to change if Common transferred.
Park employee savings	20,000	20,000	20,000	20,000	80,000	Additional savings from restructure.
Wharf Lane drawdown	26,000	0	0	0	26,000	From reserve. Can be released because HLS agreement with Natural England and management plan in place.
Hospital Road transfer	0	7,000	9,560	15,000	31,560	It costs c£15k net pa to run
Gentleshaw Common Reserve	63,335	0	0	0	63,335	Reserve no longer required
Total	149,805	77,990	75,880	76,040	379,715	

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

15 January 2015

Agenda Item: 6

Contact Officer: Stuart Hoddinott

01543 308825

SUBMISSION BY CABINET MEMBER FOR LEISURE AND PARKS

ANTI-SOCIAL BEHAVIOUR AT BURNTWOOD LEISURE CENTRE

1. Purpose of Report

- 1.1 To update the Committee on levels of anti-social behaviour experienced at Burntwood Leisure Centre since June 2014.

2. Recommendation

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

3. Summary of Background Information

- 3.1 A report to this Committee in June 2014, highlighted that the leisure centre, on occasions, experiences periods of anti-social behaviour and criminal damage within and outside the building.
- 3.2 The report described the response of the leisure centre management team and partner agencies to reduce the number of such incidences and to minimise their impact.
- 3.3 The Committee agreed that it would invite the local police Inspector to join them at a future meeting to discuss the issue of anti-social behaviour across the district. Subsequent to the meeting, it was agreed that this committee and the Community, Housing and Health (Overview and Scrutiny) Committee would combine to form one working group to progress the matter.
- 3.4 For a variety of reasons, the group has yet to meet so this report provides an update on the issue of anti-social behaviour at the leisure centre since June.

Action in 2014

- 3.5 The police issued Acceptable Behaviour Contracts to 12 young people known to cause anti-social behaviour around the leisure centre and elsewhere in the town.
- 3.6 Participants attending Positive Futures sessions who were causing trouble were spoken to and restricted from attending until their behaviour showed improvement.
- 3.7 The contact with the Local Policing Team and the leisure centre has improved so intelligence can be shared and issues dealt with more promptly.
- 3.8 Through Positive Futures, the staff at the leisure centre have received Challenging Behaviour Management Training to help them to deal with challenging young people, and other challenging customers, without causing conflict.

Recent History

- 3.9 The leisure centre has experienced a reduction in ASB over the past six months. Reports from customer-facing staff are more positive and they believe that they have not dealt with as many incidences.
- 3.10 Managers have not reported any incidences to police since June.
- 3.11 According to the statistics on the Police.uk website there have been 9 incidences of ASB at the leisure centre from June – November 2014. There were 11 in the same period in 2013. The management team are confirming to what these incidents relate and whether the reports were made by team members, customers or others.
- 3.12 From the Police ASB Summary report taken on 1 January 2015 ASB in the ward of Chasetown has reduced by over 10% in 2014 compared to 2013.
- 3.13 Since the Acceptable Behaviour Contracts have ended some of the young people have returned to Positive Futures sessions and there have been no issues with them attending.
- 3.14 Since June, Positive Futures has had more than 114 young people attend sessions without issue.
- 3.15 Positive Futures has also introduced two new sessions which are targeted at engaging young people who are at risk of causing ASB, these are boxing and FreeG (Free Running) sessions which have both proved very popular.

4. Financial Implications

- 4.1 The estimated cost of repairing damage caused by vandalism since June 2014 is £163. This included a replacement chain on the swings at the leisure centre play area.

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 (O&S) COMMITTEE

15 January 2015

Agenda item: 8

Contact officer: CN Turner

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REPORT OF THE CABINET MEMBER FOR LEISURE & PARKS

MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 14/15 FOR LEISURE & PARKS DIRECTORATE

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the Directorate's One Year Action Plan for 2014/15 as considered by this Committee in January 2014. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative report and the related statistics reflect performance as at 30th September 2014.
- 1.2 Members are invited to raise questions and comment or where appropriate can request that an item is placed on the committee's work programme.

2. BACKGROUND AND RATIONALE

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

3. PERFORMANCE HIGHLIGHTS

- 3.1 A copy of the six month performance report for the Leisure & Parks portfolio is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the Work Programme for the 14/15 Municipal Year including:
- Proposals for restructuring teams in leisure centres, and reducing opening times of King Edward VI Leisure Centre, as part of Phase 1 of Fit for the Future programme, have been implemented.
 - The Parks, Grounds Maintenance and Countryside Review has progressed and had found savings at September 2014 of £198k over three years.
 - Income and expenditure was controlled and within budget.
 - The adult population of the district is becoming increasingly active. According to Sport England, 25.2% of those aged 16 and over were active on at least 3 occasions per week.
- 3.2 Service Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators is attached at **Appendix B**. Some data is collected monthly, others quarterly. The key performance indicator report highlights the following changes in performance including:
- The number of concessionary LAP members is up;
 - The number of swimmers at our leisure centres is higher than in 2013, although, of course, Friary Grange pool was closed for some of this time,

4. RECOMMENDATION

- 4.1 Members are requested to consider and comment on the mid year performance report for 14 / 15 which is attached at **Appendix A** and the statistical analysis attached at **Appendix B**

5. FINANCIAL IMPLICATIONS

- 5.1 None arising directly from this report; the Portfolio outturn at September 2014 was close to budget. A more detailed report on the corporate outturn position will be considered by Cabinet in January 2015.

6. COMMUNITY BENEFITS

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

7. EQUALITY & DIVERSITY IMPLICATIONS

- 7.1 Much of the directorate's work is focused on encouraging those that would benefit: the over 60s; those with disabilities; children and young people; carers; and those on means tested benefits, to be more active.
- 7.2 Following further consideration, the Fit for the Future proposals to introduce charging for public toilets was abandoned because of its likely impact on the most vulnerable groups.

8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

- 8.1 The report identifies some of the key areas of achievement so far during 14 / 15.
- 8.2 Since April 2014, the Fit for the Future programme has meant that opening hours were reduced at King Edward VI Leisure Centre, the council's mobile leisure, aspire and play development programmes ceased.
- 8.3 Teams have also been restructured in the parks, leisure centres and in Streetscene in order to become even more efficient.

9. CRIME AND COMMUNITY SAFETY ISSUES

- 8.1 The Positive Futures programme is focused on encouraging those most at risk to get involved in more constructive activities.

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	The Cabinet Member, Director and Service Managers are in attendance at the O&S meeting and can elaborate on the content of the report Members can request further details or a separate report on any item referred to in the report

2014/15 Leisure & Parks Directorate Top 10:

A progress report on the corporate top 10 issues/tasks will be considered by Leadership Team on a quarterly basis on the following dates:

- 23rd July (April – June)
- 15th October (July – Sept)
- 21st January (Oct – Dec)
- 15th April (Jan – March 2015)

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

F4F Phase 1 - Embed implementation of phase 1

Actions	Due Date	On Target?	Progress Update
Embed implementation of phase 1 (Councillor Wilcox)	31-Mar-2015	✓	<p>Position at June – The restructure of the teams in the Lichfield leisure centres has been completed which has meant that the opening times of King Edward VI Leisure Centre could be reduced. The use by the school has been protected and extended and many of the public activities have been transferred to Friary Grange Leisure Centre.</p> <p>The management and the Inspire:Fitness teams at Burntwood Leisure Centre have been restructured. The management team has been reduced in size whilst there has been a comprehensive re-organisation of the team that delivers the Inspire:Fitness operation. The Mobile Leisure service also ceased on 1 April 2014. The former Mobile Leisure Manager has been appointed as Inspire Manager and new fitness instructors that are capable of supporting customers in the gym as well as taking fitness classes have been appointed. New activities have been introduced that focus on young children and over 50s.</p> <p>Position at September – Phase 1 of Fit for the Future has been completed in Leisure and Parks Directorate.</p>
Income across the directorate to be controlled and within budgets (Councillor Smith)	31-Mar-2015	=	<p>At the end of August, the ‘headline’ income figure in the leisure centres and parks was up 6.9%, year on year, due mainly to timing of invoices.</p> <p>Both income and expenditure in the parks and leisure centres are down against budget to the end of August. Net direct expenditure, i.e. the cost to the council, is better than budget. Of course, this is only 6 months into the financial year and no conclusions can yet be drawn on the likely outturn.</p>

Deliver the Swimming Development Plan At The New-Look Friary Grange Leisure Centre

Actions	Due Date	On Target?	Progress Update
Increase swimming participation amongst key target groups at Friary Grange Leisure Centre in accordance with the swimming development plan (Councillor Smith)	31-Mar-2015	✓	<p>The refurbished changing rooms and new reception at the leisure centre were opened in December 2013.</p> <p>Since then the swimming development plan has been implemented with the following highlights:</p> <ul style="list-style-type: none"> • All swim lessons are standardised to the British Gas ASA Learn to Swim Pathway and has also been implemented at Burntwood Leisure Centre. • Swimmers reaching Stage 7 of the "Pathway" are signposted into Lichfield Swimming Club • Swimfit session cards are available during all swim sessions but in particular the Swimfit lanes sessions are promoted to adults to increase health and lifelong participation. • We supported the re-introduction of 2 triathlons at the leisure centre held in April and September 2014, both are to be repeated annually • Junior triathlon training camps have been re-introduced and held during school holiday periods. • The on site RLSS Trainer / Assessor is developing a plan for the introduction of a Lifesaving Club • A Level 1 teachers' course has been held and a Level 2 teachers' course is to be held in October 2014. • Further investment has been made to the poolside changing for the disabled with a new tiled floor to replace the vinyl floor. • We installed new poolside spectator seating, as well as seating and furniture within the new viewing area. • Poolside hoists were repaired in order to ensure continued access to the pool by customers with a disability. • We launched a "Love your Pool" marketing campaign. <p>Negotiations with the Friary School and the Schools Swimming Service resulted in the greatest level of access achieved for lunchtime public swimming for over a decade</p>

Complete & Implement the Parks, Grounds Maintenance and Countryside Service Review

Actions	Due Date	On Target?	Progress Update
Complete the Open Spaces Service Review and implement agreed recommendations (Councillor Smith)	31-Mar-2015	✓	<p>Position at June – The review continues to progress and savings have already been identified as a consequence of a staffing restructure, the management review of Gentleshaw Common and the undertaking of the tree survey in-house.</p> <p>Position at September – The Service Review is continuing. The review is ordered around three themes: reducing our estate; reviewing the specification; and becoming more efficient. The Review Board comprises representatives from across Leisure and Parks (including Streetscene), Finance and Trees and Countryside and has identified 20 separate projects which are now progressing. Such actions include effecting the transfer of the estate to organisations better placed to manage and utilise sites including parish councils, sports clubs, canal trust and conservation groups. There are also conversations under way about selling sites for development. Other actions include reviewing our grounds maintenance specification, ensuring that our management costs are properly apportioned and using our HLF grant and s106 reserves more effectively. As a consequence of the Parks restructure in 2013, we have become even more efficient in the way that we staff our parks and so savings have been identified in employee budgets.</p> <p>Given the integration of the Grounds Maintenance team into Leisure and Parks, much effort has been spent in getting to understand the operations and the finances behind parks. This is helping to identify where improvements can be made and will assist us in the next stage of deciding how we provide parks and related operations.</p> <p>To date, the Review has identified confirmed savings of c£197,850, over the 3 years 2014-16. As projects are completed we expect this figure to increase.</p>

Commence and Implement the Leisure Service Review

Actions	Due Date	On Target?	Progress Update
Complete the Leisure Service Review (Councillor Smith)	31 - Mar - 2015	✓	<p>Position at June – Report considered by the Leisure Parks and Waste Management (Scrutiny & Overview) Committee in June 2014 to endorse the starting of the review.</p> <p>Position at September – Report to the Leisure Parks and Waste Management (O&S) Committee endorsed proposed review but start has been delayed to allow for focus on Parks review.</p>

Ensure that the Council Operates in Accordance with the Health & Safety Legislation and that it is properly Insured

Actions	Due Date	On Target?	Progress Update
Annual health and safety report considered (Councillor Smith)	31-Jan-2015	=	Due in January 2015
Commence insurance renewal tender (Councillor Smith)	31-Mar-2015	=	Preparations for procurement exercise have started.
Commission and complete tree survey(Councillor Smith)	31-Mar-2015	=	Tree survey commenced early October 2014 and is being conducted by the council's arboricultural team. Because it is being conducted in-house, the council has saved £25,000. The tree survey will be completed by October 2016

Commence Transfer of Hawksyard Open Space and Complete New Play Area. Progress Transfer of Open Space and Play Areas at Darwin Park

Actions	Due Date	On Target?	Progress Update
Commence Transfer of Hawksyard Open Space and Complete New Play Area. Progress Transfer of Open Space and Play Areas at Darwin Park (Councillor Smith)	31-Mar-2015	=	<p>We have continued to work closely with the two developers at Darwin Park. In early October we learned that the legal barriers faced by Taylor Wimpey (the primary developer) that were preventing transfer of phase 1 have been overcome and we expect the council to formally adopt phase 1 in the near future. Phase 2 is now with solicitors and we expect transfer in the first half of 2015. The adoption of phase 3 is expected later in 2015, early 2016. The play area has been informally adopted by the council to ensure that it remains usable and safe.</p> <p>Work with Persimmon is further behind but we have provided them with our expectations as to adoption standards.</p> <p>We are also addressing the outstanding issues relating to the northern end of Cathedral Walk which separates 2 and 2a Friary Road and which is the main pedestrian gateway into Darwin Park.</p> <p>At Hawksyard, Persimmon has paid a capital sum to the council and is in the process of transferring the central area so that we may commence landscaping and building the play area. We expect to start on site in December with completion by March 2015.</p>

Actions	Due Date	On Target?	Progress Update
			We are waiting on Persimmon to advise us that they have completed the landscaping works to all the public open space before we start the adoption process.

Host Extensive and Successful Events Programme

Actions	Due Date	On Target?	Progress Update
Host Extensive and Successful Events Programme (Councillor Smith)	Throughout 2014/15	✓	<p>We have supported some very successful events this year including the most well-attended Lichfield Proms in Beacon Park in its history. The Park has also hosted Fuse, Cars in the Park, the Lichfield Bower, the 2nd Fake Festival as well as a number of smaller events.</p> <p>The Parks programme complements the other festivals and events of the district including the Lichfield Festival, Food Festival, Burntwood Wakes, Dig It, and the Heritage Weekend.</p>

Support the Work of The Lichfield Garrick

Actions	Due Date	On Target?	Progress Update
Agree 2017/18 subsidy (Councillor Smith)	28-Feb-2015	=	Date not yet reached.
Support the completion of the socio-economic impact assessment (Councillor Smith)	1-Jul-2014	=	The surveying of audience members was completed in July 2014. The initial findings have been compiled by Staffordshire University. These are to be shared with the O&S Committee in January 2015.

Help Encourage Residents, And Particularly Those That Would Most Benefit, To Be More Active

Actions	Due Date	On Target?	Progress Update
Increase the number of residents active regularly from the current level of 25.2% (from Active People Survey (Councillor Smith))	31-Mar-2015	✓	<p>Latest data from Sport England suggests that the number of residents over the age of 16 active on more than 3 occasions per week is 26.1%.</p> <p>Those active on one or more occasion is at 42.2%. Lichfield district is the most active district in Staffordshire and the third most active in the region.</p>

Actions	Due Date	On Target?	Progress Update
Increase the number of concessionary LAP members from baseline (Councillor Smith)	31-Mar-2015	=	In 2014, the council had 2362 concessionary members (2237 over 60s; 112 disability or carers; 13 income support/job seeker allowance). The numbers of LAP members rose 23% to the year ending 31 March 2014. At September 2014, number of concessionary LAP members was at 2523.
Seek and secure external funding to continue with Positive Futures (Councillor Smith)	31-Mar-2015	✓	We secured support from the Office of the Police and Crime Commissioner to continue the work of Positive Futures. We have also secured additional contributions from the OPCC's Local Community Fund for Friday evening trampolining, boxing and free-running sessions and for training for staff in dealing with challenging behaviour, and from Streetgames to develop door-step clubs.

Consider Charging For Public Toilets & Introduce Charging For Shopmobility

Actions	Due Date	On Target?	Progress Update
Prepare business case for charging for public toilets (Councillor Smith)	28-Feb-2014	✓	<p>The business case for the charging to use the public toilets was completed and after reviewing the initial assumptions it was clear that it wasn't operationally suitable or cost effective to install the charging systems. This was endorsed by the O&S Committee in March 2014.</p> <p>Work is continuing to identify and implement ways of reducing the costs.</p>
Introduce charging for Shopmobility and monitor impact (Councillor Smith)	31-Mar-2015	✓	<p>A charging system was introduced at the beginning of April 2014, this included an annual registration fee of £5 per user and a charge of £1 per visit.</p> <p>112 users are registered.</p>

Performance / Activity Indicators for Leisure & Parks Directorate

	Indicator	Latest Update
1	Number of concessionary LAP members	In September 2014, the council had 2523 concessionary members.
2	Financial performance against budget	On target
3	Number of events staged	In our parks there have been 5 large events staged and 58 smaller events provided.
4	Number of accidents / incidents / insurance claims (Health & Safety)	Number of accidents reported to employees and non employees both continue on a downward trend. The number of accidents requiring reporting to the Health and Safety Executive remains static but low. The number of insurance claims against the Council continues its trend of decreasing across all policy types for the 4 th consecutive year.
5	Number of swimmers	There were 48310 admissions for swimming at the two leisure centres in the first half of the year. This comprises 20307 adults; 15970 children including 2729 under 3s. There were also 7107 family admissions and 4799 'concessionary' admissions.
6	% of areas graded as satisfactory or better (Streetscene)	Figure not yet available.
7	Number of uses (Shopmobility)	Current Number of registered users 112 Number of uses from April to end of September 607

SUBMISSION TO LEISURE, PARKS AND WASTE MANAGEMENT (O&S) COMMITTEE

15 January 2015

Agenda item: 9

Contact Officer: CN Turner

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REPORT OF THE CABINET MEMBER FOR LEISURE AND PARKS

DIRECTORATE TOP 10 - 2015/16

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of the top 10 issues which are facing the Leisure and Parks Directorate in 2015/16 and to seek comments.
- 1.2 To advise Members that the proposed performance indicators for the Directorate will be reported to this Committee in March 2015 for comment and endorsement.

2. BACKGROUND AND RATIONALE

- 2.1 In 2014, we moved away from producing a lengthy and detailed annual plan and instead we identified and focused on a smaller number of key activities/projects that needed to be progressed. Consequently for 2014/15, a corporate top 10 list was produced. This approach is to be continued for the next financial year and the Top 10 for 2015/16 will be considered by Strategic (Overview and Scrutiny) Committee on 21st January for subsequent approval by Cabinet and Council in February.
- 2.2 In developing the corporate Top 10, each Directorate has identified their own critical issues for the coming year having regard to strategic priorities (as set out in the Plan for Lichfield District) and service plans, national legislation and policy changes, the Fit for the Future programme (phases 1 and 2), financial pressures and performance targets. The Top 10 for Leisure and Parks Directorate is attached at **Appendix A**. Some of these issues are also reflected in the corporate Top 10.
- 2.3 A progress report on the Top 10 issues for the Directorate will be provided to this Committee at its January and June meetings as part of the corporate performance management framework.
- 2.4 The approach taken to performance management varies across teams and directorates. Limited activity and performance data is presented to Council, Committees and Cabinet or is available on the website. In order to address this, each Directorate is reviewing the activity and performance indicators which are collected in order to identify up to 20 indicators to routinely report in to Members. Proposals for these indicators will be reported to this Committee in March.

3. RECOMMENDATION

- 3.1 Members are requested to consider and comment on the top 10 issues for the Directorate which is attached at **Appendix A**

4. COMMUNITY BENEFITS

- 4.1 This report sets out how council resources will be used to secure positive outcomes for the local community in 15/16 including:

- Providing sports and physical activity opportunities in our three leisure centres and elsewhere in the district;
- Presenting good quality, safe and valued parks and open spaces;
- Keeping the streets clean;
- Supporting the work of the Lichfield Garrick;
- Providing public toilets;
- Ensuring that the council meets its health and safety obligations and is appropriately insured.

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

5. FINANCIAL IMPLICATIONS

- 5.1 None arising directly from this report; the Medium Term Financial Programme (which is the financial underpinning of the work of the Directorate including for the delivery of the Top Ten Issues) will be considered by the Strategic Overview and Scrutiny Committee, Cabinet and Full Council in the usual way.

6. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

- 6.1 The Top Ten Issues set out in **Appendix A** of this report are consistent with the following Themes and Aims set out in the Plan for Lichfield District:

- 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.
- We'll support and encourage individuals and groups to take responsibility for shaping and improving their communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector.
- We'll improve the health and well being of the whole population of the district making sure we make the biggest improvement for people with the lowest life expectancy.
- We'll enhance and protect the district's built environment assets, its historic environment, open spaces and local distinctiveness.
- We'll ensure a cleaner and greener environment with high levels of environmental cleanliness and stewardship.
- We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries.

7. CRIME AND COMMUNITY SAFETY ISSUES

- 7.1 The directorate works closely with community safety partners particularly with the aim to reduce crime and anti-social behaviour in our parks and open spaces, to reduce the amount of littering, fly-tipping and graffiti.
- 7.2 The Positive Futures programme, based at Burntwood Leisure Centre, is focused on encouraging those young people most at risk of engaging in crime, anti-social, or other risk-taking behaviours to be involved in more positive activities.

8. EQUALITY IMPLICATIONS

- 8.1 The Directorate is focused on equality issues, and pays particular attention to encouraging people over 60, those with disabilities, children and young people, those recovering from illness and injury, carers, and the less affluent to be more active.

9. RISK MANAGEMENT ISSUES

Risk	Likelihood / impact	Risk Category	Countermeasure	Responsibility
An issue which should be included in the top 10 has been overlooked	Low / high	Reputational Financial	The process of identifying the top 10 is rigorous and give the opportunity for all elected Members and officers to contribute	Cabinet Member and Director
A new priority issue emerges which could potentially be a top 10 matter	Medium / High	Reputational Financial	Any new issue would need to be considered and any amendments made to the existing top 10 (with appropriate Member approvals)	Cabinet Member and Director
The Council has insufficient financial or staffing capacity to deliver all of the top 10	Medium / High	Reputational	Regular progress monitoring will be undertaken	Cabinet Member and Director

ANNUAL ACTION PLAN 2015 / 16**Top Ten Issues – Leisure & Parks**

Note: the shaded issues / activities and milestones are also included in the corporate top ten which will be considered by Cabinet and Full Council in February

	Issue/task for inclusion on the AAP, 2015/16	Activities and milestones	Lead Cabinet Member
1	Operate the directorate within agreed budgets	Income and expenditure across the directorate to be controlled and within budgets, particular activities focused on becoming more efficient include: <ul style="list-style-type: none"> Implement new way of marketing and selling Inspire: Fitness memberships at Burntwood Leisure Centre and combine with approach at Evolve: Fitness at Friary Grange. – April 2015 Implement new catering operation at Burntwood Leisure Centre – September 2015 Replace Combined Heat and Power Unit at Burntwood Leisure Centre – March 2016 	Cllr A Smith
2	Complete the Parks, Grounds Maintenance and Countryside Service review	Implement the actions emerging from the Programme Board with the aim of reducing costs and becoming more effective including: <ul style="list-style-type: none"> Transfer the parks estate in Burntwood to the town council – May 2015 Agree and complete a tenancy on Hospital Road Playing Fields – July 2015 Transfer Gentleshaw Common to Staffordshire Wildlife Trust - July 2015 Reduce unit costs of Grounds Maintenance – June 2015 Explore alternative arrangements for delivery of Parks and Grounds Maintenance services Realise target savings of £200,000pa. 	Cllr A Smith
3	Implement the Leisure Service Review.	Insight report prepared by Staffordshire University to identify demand and supply for sport and physical activity in Lichfield District. – April 2015 Completion of Sport and Physical Activity Strategy for Lichfield District which identifies future role of the council in supporting sport. – June 2015 Complete NBS surveys and obtain Quest – March 2016 Implement action plan of strategy.	Cllr A Smith
4	Ensure that the council operates in accordance with health and safety legislation and that it is properly insured.	Annual health and safety report considered in January 2016. Revise and implement new shared service arrangements with Tamworth and Stafford – April 2015. Embed new insurance contract into operations – April 2015.	Cllr A Smith
5	To maintain participation in sport and income to our	Replace synthetic turf pitch at Burntwood Leisure Centre – March 2016	Cllr A Smith

	Issue/task for inclusion on the AAP, 2015/16	Activities and milestones	Lead Cabinet Member
	leisure centres		
6	Commence transfer of open space at Hawksyard and Darwin Park.	Commence adoption process of open space at Hawksyard (January 2016). Complete adoption of phases 1 and 2 at Darwin Park (September 2015) By March 2016	Cllr A Smith
7	Host extensive and successful events programme	Throughout 2015/16 and in a cost effective manner.	Cllr A Smith
8	Support the work of the Lichfield Garrick	Agree 2018/19 subsidy by February 2016.	Cllr A Smith
9	Help encourage residents, and particularly those that would most benefit, to be more active.	Increase the number of residents active regularly from the current level of 41.9% (from Active People survey) Increase the number of concessionary LAP members from baseline on 31 March 2015. Seek and secure external funding to continue with Positive Futures Continue to implement the swimming development plan at Friary Grange and Burntwood leisure centres	Cllr A Smith
10	Review and rationalise public toilet estate	Prepare business case for rationalising public toilet estate and implement – April 2015	Cllr A Smith

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v6)

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.	AB/ 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. The Police will be invited to the Jan 2015 meeting to discuss their role further.		CNT	
Restoration of Stowe Fields		√			To describe the encouragement of the Heritage Lottery Fund for the council to prepare and submit a Funding Enquiry Form, as an initial step towards submitting a full application for grant to meet the costs of restoring Stowe Pool and Fields in Lichfield.		CNT	

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v6)

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
Fit for the Future Transfer of Assets - Hospital Road Playing Fields		√			To seek the views of the Committee regarding the prospect of seeking a suitable and appropriate tenant for Hospital Road Playing Fields in Hammerwich		CNT	
Fit for the Future Transfer of Assets - Route of Lichfield Canal		√			To seek the views of the Committee regarding the prospect of transferring land owned by the district council to the Lichfield and Hatherton Canals Restoration Trust in order to facilitate the restoration of the Lichfield Canal.		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 Fees and Charges 2015		√			To discuss appropriate levels of fees and charges for our leisure centres and services. Special Meeting in Mid October to discuss item after the annual Officer review meeting.	Provide accessible, affordable and popular sports and leisure activities that are accessed by all parts of the community especially those with greatest need.	CNT	
Grass Cutting on Bromford Housing land				√	To discuss with Bromford Housing the number of grass cuts in their areas.			
Charging for Public Toilets - Update				√	Update on investigations to proposal		CNT	

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v6)

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
Service and Financial Planning* *Task Groups / Panels will need to be established to consider annual service plans and budgets					Nominees for the Task Groups / Panels will need to be sought at the September meeting Feedback from the Task Groups / Panels will be provided at the January meeting.	The District Council's Service and Financial Planning process involves O&S Members in providing an overview of annual service plans and testing out specific changes which might have a significant impact on service delivery or finance	AB & CNT	
Lichfield Garrick Trust			√		CEO & Chairman of the Garrick Trust will be attending			
Joint Waste Service Business Plan			√				AB	
Dog Control Orders in Parks	√				Update report on representation received from consultation		CNT	
Briefing Papers								
Dog Control Orders in Parks		√			To update on progress of outcomes		CNT	

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

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2014-2015 (v6)

Item	Sep	Oct	April	Details	Reasons	Officer	Member Lead
Fees and Charges		√		Meeting in Mid October to discuss item after the annual Officer review meeting.		CNT	

LICHFIELD DISTRICT COUNCIL

FORWARD PLAN

Issued: 05.01.2015

Effective for the Period 01.02.2015 – 31.05.2015

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 (If 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 2014/15 for first 6 months April to		13/01/2015			Cabinet	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
September 2014 2) Treasury Management Performance for first 6 months April to September 2014						
Managing the Parks Estate	To consider management arrangements of specific parks and open spaces	13/01/2015	Burntwood Town Council Leisure, Parks and Waste Management (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
Award of resurfacing contract for Bird Street Car Park	To approve the results of a formal purchasing exercise undertaken in co-operation with SCC	13/01/2015	BID and Town Team Partners have been made aware of this project	Pricing matrix from the tender exercise	Cabinet	OFFICERS: Mr R King (01543) 308060 Mr J Roobottom (01543) 687546 CABINET MEMBER: Councillor C J Spruce (07879) 714003

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Local Land Charges – Shared Service	Approve	13/01/2015	Unison	Business Case	Cabinet	OFFICER: Mr G Cooper (01543) 308155 CABINET MEMBER: Mr I M P Pritchard (01543) 472732
Acceptance of funding from Staffordshire County Council	To agree to accept £166k of funding from the Council as a contribution towards locality commissioning	13/01/2015	None	Offer letters from the County Councils	Cabinet	OFFICER: Mrs H Titterton (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 (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Money Matters: Council Tax Base 2015/16 and Collection Fund Surplus/Deficit 2014/15	To report the Calculation of Business Rates – NNDR1 2015-16 and Council Tax Base 2015/15, together with Collection Fund Surplus (Deficit) for 2014/15	13/01/2015	None		Cabinet	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003
Insurance Contract	To approve the letting of a contract for the Council's Insurance Policies	03/02/2015	Insurance Broker	Tender documents Tender appraisals	Cabinet	OFFICERS: Mr N Turner (01543) 308761 Mr S Langston (01543) 308107 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 (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Sales and Marketing Contract	To approve the letting of a contract for sales and marketing services for Inspire Fitness at Burntwood Leisure Centre	03/02/2015		Tender documents Tender appraisals	Cabinet	OFFICERS: Mr N Turner (01543) 308761 Mr S Hoddinott (01543) 308825 CABINET MEMBER: Councillor A F Smith (01543) 410685
Equality Statement 2015	To approve the Equality Statement 2015	03/02/2015	Consultation with Community, Housing & Health (Overview & Scrutiny) Committee	Equality Statement 2015	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 (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Better Care Fund	To endorse progress on the development of the Better Care Fund for Staffordshire	03/02/2015	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 Titterton (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Annual Action Plan 2015/16	To approve the content of the Plan for the next financial year	03/02/2015	Strategic (Overview & Scrutiny) Committee	Draft Annual Action Plan	Cabinet	OFFICER: Ms H Titterton (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677

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Friarsgate – Future Actions	To agree the future actions regarding the Friarsgate Development	03/02/2015	Presentation to Economic Growth, Environment & Development (O&S) Committee 11/11/2014		Cabinet	OFFICERS: Mr R King (01543) 308060 Miss H Cook (01543) 308252 CABINET MEMBER: Councillor M Wilcox (01283) 791761
Update on and progression of Implementation arrangements for Community Infrastructure Levy (CIL)	Approval to consult on the draft Charging Schedule for the Community Infrastructure Levy (CIL)	03/02/2015	Consultation has been undertaken with Key Officers and a representative from all four of the Scrutiny Committees and Leadership	Infrastructure Officer and Member Working Group Minutes, CIL task and finish group action notes PID, reports and supplementary information	Cabinet	OFFICERS: Mrs A Coates (01543) 308149 Mrs C Eggington (01543) 308193 Mr C Jordon (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
New powers under the Anti-Social Behaviour, Crime and Policing Act 2014	To agree amendments to the Constitution and to set the Level of Fixed Penalty Notices	03/02/2015	Community, Housing and Health (Overview and Scrutiny) Committee 14/1/15		Cabinet	OFFICERS: Mr G Davies (01543) 308741 Ms J Coleman (01543) 308005 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Non Domestic Rates – Discretionary rate relief	To approve changes to the existing policy	03/02/2015				OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003
Acceptance of Funding from Police and Crime Commissioner (PCC)	To agree to accept funding from the PCC as a contribution towards locality commissioning	03/02/2015	Report on locality commissioning to CHH O&S in January which referred to this income	Letter offering funding from PCC	Cabinet	OFFICER: Mrs H Titterton (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 (If 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 South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group	To agree to accept funding from CCG as a contribution towards locality commissioning	03/02/2015	Report on locality commissioning to CHH O&S in January which referred to this income	Letter offering funding from CCG	Cabinet	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor C Greatorex (01543) 416677
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 (07879) 714003

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
New powers under the Anti-Social Behaviour, Crime and Policing Act 2014	To agree amendments to the Constitution and to set the Level of Fixed Penalty Notices	17/02/2015	Community, Housing and Health (Overview and Scrutiny) Committee 14/1/15		Council	OFFICERS: Mr G Davies (01543) 308741 Ms J Coleman (01543) 308005 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Action on an Empty Property	To consider options available to bring an empty property back into use and determination of the appropriate option.	10/03/2015			Cabinet	OFFICER: Mr C Gibbins (01543) 308072 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Review of Corporate Printers Contract	Award of new contract	10/03/2015	Consultation with business managers		Cabinet	OFFICER: Mr K Sleeman (01543) 308120 CABINET MEMBER: Councillor I Eadie (01543) 268157

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Safeguarding Policy	Approval of updated Policy	07/04/2015	Report to be considered by CHH (O&S) 26/03/2015	Report to CHH O&S	Cabinet	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Exception and Exemptions Financial Regulations 2014/15		08/04/2015			Audit Committee	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003
Review of the Financial Regulations and Contract Standing Orders		08/04/2015			Audit Committee	OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003

MATTER FOR KEY DECISION ⁽¹⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DATE OR PERIOD WHEN DECISION LIKELY ⁽³⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	WHO WILL MAKE DECISION ⁽⁶⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Temporary accommodation review	To consider a final report on the review of temporary accommodation	26/05/2015	Report to be considered by CHH (O&S) 26/03/2015	Report to CHH O&S	Cabinet	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
Housing services review	To consider a final report on the review of Housing Services	July 2015	Report to be considered by CHH (O&S) June 2015	Report to CHH O&S	Cabinet	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677

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. Greateorex
Councillor I. M. Eadie
Councillor C. J. Spruce

MEMBERS OF THE COUNCIL

Allsopp, Mrs J A
Arnold, Mrs S P
Awty, R J
Bacon, B F
Bacon, Mrs N
Barnett, Mrs S A
Bland, Mrs M P
Boyle, Mrs M G
Constable, Mrs B L
Constable, D H
Cox, R E
Derrick, B W
Drinkwater E N

Eadie, I M
Eagland, Mrs J M
Evans, Mrs C D
Fisher, Mrs H E
Flowith, Mrs L E
Greateorex, C
Hancocks, Mrs R
Heath, H R
Hogan, P
Humphreys, K P
Isaacs, D
Leytham, D J
Marshall, T

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Mynott, G
Norman, S G
Pearce, A
Perkins, Mrs E C
Powell, J J R
Pritchard, I M P
Pullen, D.R.
Richards, Mrs V
Roberts, N J
Salter, D F
Smedley, D
Smith, A F

Smith, D S
Spruce, C J
Stanhope MBE, Mrs M
Strachan, R W
Taylor, S D
Thomas, T J
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Tranter, Mrs H
Walker, J T
Warfield, M A
White, A G
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Willis-Croft, K A

Wilson, B
Woodward, Mrs S E
Yeates, B W