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17th June 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 25th JUNE 2015 at 6.00 p.m.** at the **COMMITTEE ROOM**, District Council House, Lichfield to consider the following business.

Yours faithfully



Strategic Director

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

Councillors Awty (Chairman), Matthews, (Vice Chairman), Mrs Banevicius, Constable, Miss Fisher, Miss Hassall, Marshall, Mrs Pullen, Tittley, Mrs Tranter, Mrs Woodward, A. Yeates and B.W. Yeates.



AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Meeting held on 4th March 2015 (copy attached)
4. Terms of Reference (copy attached)
5. End of Year Performance Overview 2014/15 for the Leisure and Parks Directorate and the Joint Waste Service (copy attached)
6. Fit for the Future Service Review Final Report – Parks, Grounds Maintenance and Countryside (copy attached)
7. Work Programme and Forward Plan (copy attached)

Briefing Papers to be issued separately:

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



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

4th MARCH 2015

PRESENT:

Councillors Mrs Tranter (Chairman), Mynott (Vice-Chairman), Tittley (Vice-Chairman, Awty, Mrs Constable, Evans, Isaacs, and Pearce.

APOLOGIES FOR ABSENCE: were received from Councillors Bacon, Mrs Boyle Mrs Hancocks, Mosson and Yeates.

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

DECLARATIONS OF INTEREST

There were no declarations of interest.

MINUTES

The Minutes of the Meeting held on 8th September 2014 and were taken as read, approved as a correct record and signed by the Chairman. It was requested that when the Committee considered the socio-economic impact assessment and accounts of the Garrick Trust, it also include their budget so Members can scrutinise how the Trust plans to spend the financial support they receive from the District Council.

RESOLVED: That the Minutes of the Meeting held on 8th September 2014 be approved as a correct record

GRASS CUTTING ON BROMFORD HOUSING LAND

The Committee received a report on questions raised by Members regarding the approach to grounds maintenance Bromford Housing took on land they owned. It was reported that Bromford Housing had been invited to attend the meeting and also requested further information on the possible lines of enquiry from the Committee. It was then reported that the Chairman and Vice-Chairmen had met and discussed these and identified three questions for scrutiny around the programme of works, service charges to tenants and complaint processes. It was noted that Bromford Housing declined the invitation to attend the meeting but gave written responses to the three questions.

The Committee discussed the responses received from Bromford Housing. It was noted that complaints had been received by Tenants and this had only begun after Bromford Housing made the decision to take their grounds maintenance in-house and no longer contract the work out to the District Council.

Members also felt there had been a lot of confusion in the beginning regarding land ownership and that Bromford were not sure what land they owned and responsible for the maintenance of.

Members did feel that Bromford Housing was very quick in responding to complaints and matters were rectified swiftly. However Members did also believe that Bromford acted primarily in this retrospective manner and were not pro-active enough.

Members wished for more information from Bromford as to why all tenants were being charged the same amount of maintenance service charge but experiencing a reduction in grounds maintenance service. Members felt that a possible meeting between the Cabinet Member for Community, Housing and Health and Bromford could be advantageous.

It was agreed to but the item on the Overview & Scrutiny Coordinating Group agenda as it crossed the remit of the Community, Housing and Health (Overview & Scrutiny) Committee.

RESOLVED: That the information received be noted and the item referred to the Overview & Scrutiny Coordinating Group

ACTIVITY AND PERFORMANCE INDICATORS 2015/16

Members received a report regarding the proposed activity and performance indicators for the Leisure & Parks directorate and for the Joint Waste Service that would be reported to the Committee on a biannual basis.

It was reported that performance indicators had been reintroduced to have regard to the Directorate Top 10s and Service Plans with data collected monthly.

Members felt that when reporting performance data, as much detail should be included as possible especially regarding previous years to be able to consider the impact of reduced capacity objectively. It was noted that the Committee could request further detailed reports on specific indicators if they wished.

Members then asked questions on specific indicators including whether mental health conditions were included in concessionary leisure criteria and it was reported that this would be investigated and reported back to the Committee. Members then asked if the leisure department supported the Duke of Edinburgh Award scheme and it was reported that the department did not give much support as this had been carried out by the County Council's youth service. When asked, it was noted that there were defibrillators available on the leisure centre sites as well as the District Council house.

Members noted that as the Council participated in the Staffordshire Joint Waste Partnership, many of the waste performance indicators reflected this to allow benchmarking exercises to take place.

RESOLVED: That the report be noted.

FIT FOR THE FUTURE – PUBLIC CONVENIENCES UPDATE

The Committee received a report giving an update on the current position of the public toilets following the decision in 2014 not to install the charge for entry system. It was reported work had been carried out during the past 12 months to try and reduce the costs of running the public toilets. It was reported that although there had not been much progress with a community scheme, there had been many changes to the cleaning and opening regimes with greater use of cross-department staff.

It was reported that the Council had received an offer to purchase the Swan Island facility in Burntwood however the Cabinet Member did not consider the sale a justified one as the cost of running it was minimal and announced that the offer would be declined. Members were pleased that the offer would be turned down as it was felt that the facility provided a service for those exiting buses as well as shoppers and elderly community.

It was also reported that the Bus Station facility would be lost when development of the Friarsgate scheme commenced and it was suggested that the newly appointed working group explore the introduction of a community scheme in greater detail. When asked it was reported that it would be a surprise there would not be any public conveniences included as part of the Friarsgate development and would also expect a disabled facility. Members asked for the aims and objectives of the working group to be sent to the Committee.

Members asked why the disabled toilets in the City Centre were locked between 5-6pm as they felt it put disabled people off from visiting of an evening. It was reported that there had been issues with vandalism from people who had been able to acquire radar keys. It was agreed that the closing times would be looked at again by Officers.

RESOLVED: (1) That the report be noted; and

(2) That the views of the Committee on the proposals for future toilet provision and offering up the savings generated as a result, as part of the Fit for the Future programme, be noted.

WORK PROGRAMME AND FORWARD PLAN

Consideration was given to the Committee's Work Programme and Council's Forward Plan. It was noted that an item on the Garrick including their socio-economic study report would be on the agenda for the June meeting.

It was noted that the future of Overview & Scrutiny had been discussed at the recent Overview & Scrutiny Coordinating Group. Members felt that there was a potential and a need for work programmes to be designed in a different manner with the focus more on project management with included timescales. Members also felt there should be greater use of Briefing Papers, Task & Finish Groups along with greater Officer support and a specific Committee to purely monitor the Overview & Scrutiny function. It was requested that these views be sent to the Chief Executive and Leader along with the Strategic O&S Committee Member Group.

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

VOTE OF THANKS

It was proposed, duly seconded and

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

(The Meeting Closed at 7.40 pm)

CHAIRMAN

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

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

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

their decisions and performance whether generally or in comparison with plans and targets over a period of time or in relation to particular decisions, initiatives or projects

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

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

25th June 2015

Agenda item: 5

Contact Officers: Neil Turner / Nigel Harris

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Local Ward Members: relevant to all Ward Members

JOINT REPORT OF THE CABINET MEMBER FOR LEISURE AND CABINET MEMBER FOR WASTE

END OF YEAR PERFORMANCE OVERVIEW 2014/15 FOR THE LEISURE & PARKS DIRECTORATE AND THE JOINT WASTE SERVICE

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the District Council's One Year Action Plan for 2014/15 which are relevant to the terms of reference of this Committee. Statistical information (key performance indicators (KPIs)) relating to activity is also included. Both the narrative report and the related statistics reflect performance as at 31st March 2015.
- 1.2 To advise Members of the targets which have been proposed for the activity and performance indicators for the Directorate in 2015/16.
- 1.3 Members are invited to raise questions and comment (or where appropriate, request a more detailed report).

2. BACKGROUND AND RATIONALE

- 2.1 Each year, the Council produces a One Year Action Plan which sets out the key activities and projects, measures and targets that the Council intends to deliver over the coming twelve months. The Plan is adopted by Council each year in February at the same time that the budget is approved.
- 2.2 In addition to the corporate Action Plan, each Directorate develops a Directorate Top Ten which is informed by the discussions which take place each autumn when Member Panels consider Service Plans. Members can use this as an opportunity to influence priorities for the coming year and to inform the Work Programme of the O&S Committee. End of year performance against the One Year Action Plan 14/15 which relates to this Committee is attached at **Appendix A**.
- 2.3 A report on the council's top 10 actions will be considered by Cabinet in July 2015.
- 2.4 At the last meeting of this Committee, Members considered the activity and KPIs for 2015/16. These KPIs have been revised having regard to the Directorate Top 10 (approved in January 2015) and other service issues / policy or legislative changes. Targets for these KPIs have been proposed having regard to performance during 2014/15 and to ensure that they are meaningful to Members and managers. The KPIs and their related targets, and previous years' performance are attached at **Appendix B**.

3. PERFORMANCE HIGHLIGHTS

- 3.1 A copy of the end of year performance report for the Leisure & Parks directorate and the Joint Waste Service is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which featured in the 2014/15 Action Plan as follows:
- Received a number of reports on the progress of the Parks Grounds Maintenance and Countryside Review.
 - Considered the start of the Leisure Services Review
 - Received a report on changes to the Organic Waste Collection Service
 - Confirmed the Council's approach to dog control in our parks
 - Endorsed the preparation of a bid for lottery funding for the restoration of Stowe Pool
 - Confirmed the approach to seeking a tenant for Hospital Road Playing Fields
 - Advised the Cabinet Member on fees and charges for core leisure activities
 - Received and questioned the Chairman and Artistic Director about the work of the Lichfield Garrick Trust, and
 - Helped confirm the approach to the provision of public toilets.
- 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.
- 3.3 Appendix B also includes the targets / values for the 2015/16 KPIs.

4. RECOMMENDATION

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

5. COMMUNITY BENEFITS

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

6. FINANCIAL IMPLICATIONS

- 6.1 None arising directly from this report. A more detailed report on the Council's financial performance against the financial strategy (the outturn report) will be considered by Cabinet in September 2015. The draft outturn indicates that the services were under budget by approximately 5% compared with approved budgets.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate eg. an equality impact assessment was conducted in relation to the transfer of Hospital Road Playing Fields and on the changes to the organic waste collection.
- 7.2 During 2014/15, the Cabinet and Committee report template has been revised to include a section on the equality and diversity impact of the matter(s) under consideration.

8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

- 8.1 The report identifies some of the key areas of achievement during 14/15. These include:

- Completion of the Parks, Grounds Maintenance and Countryside Service Review which has realised savings of over £200,000 pa and has changed the way the services has operated.
- Introduction of a new way for collecting organic waste.
- Adoption of the first phase of land at Hawksyard and the start of the construction of the play area.
- Increased the number of residents holding a concessionary Leisure Activity Passport by 13.5% to 2542.

9. CRIME AND COMMUNITY SAFETY ISSUES

9.1 The council provides leisure centres and facilities in parks to help encourage positive activities. The Committee received two reports on anti-social behaviour at Burntwood Leisure Centre in 2014/15.

10. RISK MANAGEMENT ISSUES

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

2014/15 Leisure & Parks Directorate Top 10: End of Year Report



✓	<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
F4F Phase 1 -Embed implementation of phase 1 (Councillor Wilcox)	31-Mar-2015	✓	<p>Position at March - The restructure of the teams in the Lichfield leisure centres was completed by 1 April 2014 which 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 were transferred to Friary Grange Leisure Centre.</p> <p>The management and the Inspire:Fitness teams at Burntwood Leisure Centre was restructured. The management team has been reduced in size whilst there was a comprehensive re-organisation of the team that delivers the Inspire:Fitness operation. Fit for the Future Phase 1 actions have been embedded in operations.</p>
Income across the directorate to be controlled and within budgets (Councillor Smith)	31-Mar-2015	✓	At the end of March, the directorate expected an outturn performance that is under budget/over performance.

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

Actions	Due Date	On Target?	Progress Update
<p>Increase swimming participation amongst key target groups at Friary Grange Leisure Centre in accordance with the swimming development plan (Councillor Smith)</p>	<p>31-Mar-2015</p>	<p>✓</p>	<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 collaboration with the ASA will see opportunities for improved pupil feedback being introduced. • 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. • A member of staff has been trained as a Swimfit Activator and Swimfit gym instructor • We continue to support the 2 triathlons at the leisure centre but during 2015 there will be only one event held in April. • Junior triathlon training camps continue to be popular during school holiday periods. • We have introduced fitness camps which also include an hour of structured swimming for attendees • The on site RLSS Trainer / Assessor is developing a plan for the introduction of a Lifesaving Club • Further Level 1 and a Level 2 Swim teachers’ courses have been arranged for the year ahead. • Exploration of forward planning has realised programming opportunities permitting additional aqua aerobics sessions and parent & toddler swims to be introduced. <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 Parks, Ground Maintenance and Countryside Service Review and implement agreed recommendations (Councillor Smith)	Revised Target July 2015	✓	Position at March 2015 Phase 1 of the review is largely complete. The council has commenced negotiations with a number of third parties about transferring parts of the estate to them; a marketing exercise has been completed to seek a tenant for Hospital Road Playing Fields; we have confirmed the grounds maintenance specification for all our sites and have been able to identify the true costs of managing our estate and individual parks. We have also removed duplication of effort by teams. In consequence, we have found annual savings of just under £200k pa from 2017/18 which are for consideration by Cabinet in July 2015. We are now starting on a Phase II of a review to seek even more efficient models of managing and maintaining our parks.

Commence and Implement the Leisure Service Review

Actions	Due Date	On Target?	Progress Update
Complete the Leisure Service Review (Councillor Smith)	February 2016	=	<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> <p>Position at December – Programme Board has been established and a Project Support Officer has been appointed. Staffordshire University has been commissioned to undertake an Insight report into the supply and demand for sport and physical activity in the district. A draft PID has been issued and drafting of the Sports and Physical Activity Strategy has started.</p> <p>Position at March The Programme Board now includes representatives from Public Health, the county council and the county sports partnership. Data collection for the insight report is continuing. A brief to appoint consultants to help draft the strategy and complete an options appraisal is being drafted.</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	31-Jan-2015	=	Annual report to be considered in July 2015 by Employment Committee

Actions	Due Date	On Target?	Progress Update
considered (Councillor Smith)			
Commence insurance renewal tender (Councillor Smith)	31-Mar-2015	✓	The insurance renewal tender process has been completed and following a report to Cabinet on 10 March the new providers have been appointed with effect from 1 April 2015.
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 progress in the first half of 2015. The adoption of phase 3 is expected later in 2015, early 2016. The play area has been adopted by the council.</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 has transferred the central area. We commenced building a play area and associated landscaping in January with completion achieved in May 2015.</p> <p>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.</p>

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	=	Discussions with the Trust are ongoing.
Support the completion of the socio-economic impact assessment (Councillor Smith)	1-Jul-2014	x	The surveying of audience members was completed in July 2014. The initial findings have been compiled by Staffordshire University and presented to O&S Committee in January 2015. The final report is expected later this year.

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>
Increase the number of concessionary LAP members from baseline (Councillor Smith)	31-Mar-2015	✓	In March 2015, the council had 2681 concessionary members (2542 over 60s; 135 disability or carers; 4 income support/job seeker allowance). The numbers of LAP members rose 13.5% to the year ending 31 March 2015.

Actions	Due Date	On Target?	Progress Update
Seek and secure external funding to continue with Positive Futures (Councillor Smith)	31-Mar-2015	✓	We have secured support from the District Commissioning Board 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 and again in March 2015.</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>At 31 March 2015 we had 126 registered users. Throughout the year we had 1263 users at £1 per occasion.</p>

Joint Waste Service Performance and Activity Indicators 2014/15

Performance Indicator (Descriptor)	2014/15 Target	2014/15 Outturn	Result	Comment	2015/16 Target
Residual Waste Per Household (Kg) - Joint Waste Service	432kg	447kg	x	Removal of food from brown bin in 2014 increased residual waste in line with the predictions given in the Cabinet options paper.	≤ 440kg
Residual Waste Per Household (Kg) - Lichfield	425kg	449kg	x	Removal of food from brown bin in 2014 increased residual waste	≤ 435kg
Percentage of Household Waste Sent for Reuse, Recycling and Composting – Joint Waste Service	56.1%	53.3%	x	Removal of food from brown bin in 2014 reduced recycling rate in line with the predictions given in the Cabinet options paper.	54%
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	57.8%	55.3%	x	Removal of food from brown bin in 2014 reduced recycling rate	56%
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	29.5%	29.7%	✓		30%
Percentage of Household Waste Sent for Dry Recycling - Lichfield	28.1%	28.2%	✓		30%
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	26.6%	24.4%	x	Removal of food from brown bin in 2014 reduced organic recycling rate	24%
Percentage of Household Waste Sent for Organic Recycling - Lichfield	29.7%	27.1%	x	Removal of food from brown bin in 2014 reduced organic recycling rate	26%
Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.1	1.1	✓		≤ 1.2
Number of Missed Bins Per 1000 Collections – Lichfield	1.1	1.1	✓		≤1.2
Cost of Delivering the Joint Waste Service per Household - Lichfield	N/A	£39.85	N/A	New target for 2015/16	≤ £40

Progress Against Joint Waste Service Action Plan 2014/15

Action	Comments	Progress
The Strategic Development of the Joint Waste Strategy	<ul style="list-style-type: none"> • Both Authorities need to consider and decide whether to sign up to the 2013 refresh of the Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent (JMWMS) • To determine how the Joint Waste Service could achieve the objectives and policies contained in the JMWMS if adopted. • To determine the direction of the Joint Waste Service for the next five years taking into consideration all external drivers including the potential implications of TEEP and the economic climate. 	<ul style="list-style-type: none"> • Both Cabinets agreed to sign up to the Strategy refresh in 2014. • An Action Plan was prepared and submitted to the Staffordshire and Stoke Joint Waste Management Board. • Both Cabinets approved the removal of food from the organic waste bin in 2014 in order to improve financial efficiency. The TEEP assessment is due for completion in 2015.
Modify the Operation Plan in Order to Accommodate the Change in Tipping Off Locations for Residual Waste	<ul style="list-style-type: none"> • Introduce new tipping schedules for all the residual waste services which will use the Lower House Farm Transfer Station and direct deliver to the Energy from Waste facility at Four Ashes. • Introduce new infrastructure i.e. additional rounds to mitigate against the impact on productivity caused by the increased travelling distance to Four Ashes. • Review the contingency arrangements for the service because of the operational risks associated with direct delivering to Four Ashes. • Review the additional costs of tipping away against the initial compensation figure agreed with the County Council. 	<ul style="list-style-type: none"> • Completed. • A back up truck is currently being used to support existing rounds. New rounds will be introduced in 2015 following a major review. • Contingency arrangements have been reviewed. • Completed and additional costs are being claimed from the County Council.
Review the Impact of the Change in	<ul style="list-style-type: none"> • Impact on the Operational Plan including collection productivity. 	<ul style="list-style-type: none"> • Completed. The service continues to be provided in accordance with the agreed

Appendix A

<p>Working Conditions for the Front Line Operatives</p>	<ul style="list-style-type: none"> • Impact on the budget. • Impact on accident levels, sickness etc 	<p>standards and the budget.</p> <ul style="list-style-type: none"> • Initiatives have been introduced in order to try and reduce the sickness levels.
<p>Procurement of a New Contract for the Disposal of Dry Recyclate</p>	<ul style="list-style-type: none"> • The current contract which is a joint arrangement with Cannock, East Staffs and South Staffordshire expires in April 2015 • The Joint Waste Service is currently working with the above authorities plus Staffordshire Moorlands on the re-letting of another similar contract. • The specification plus a mechanism for equalising the impact of travelling distances to tip off across the participating authorities is being developed. 	<ul style="list-style-type: none"> • The procurement of a new contact has been successfully completed.
<p>Complete the Development of a Health and Safety Management Plan</p>	<ul style="list-style-type: none"> • To describe how the Service will achieve the primary objectives contained within both Tamworth Borough Council’s and Lichfield District Council’s Health Safety and Welfare at Work Policies. • To describe the Service’s arrangements for the effective management of health and safety within the organisation. • To demonstrate that the Service manages health and safety with the same degree of expertise and to the same standards as other core business activities. • To set out the health and safety issues which need to be addressed by the Service. 	<ul style="list-style-type: none"> • This work stream is still on going with a dedicated resource allocated to undertake. • Work is due to start on specific risk assessment for each collection round.

Leisure and Parks Performance and Activity Indicators 2015/16:

Performance Indicator (Descriptor)	2013/14	2014/15	2015/16	Comments
	Value	Value	Value	
Swimming Admissions at Burntwood and Friary Grange Leisure Centres – total	64360	86679	90000	This is the number of people admitted to public swimming sessions throughout the year. People can access the sessions via pay-as-you-go, with or without a LAP membership; at Swimfit session; play on prescription; or via an all-inclusive direct debit membership The figure excludes attendance at pool parties; school swimming lessons; swimming courses; or at club sessions. Concessionary is admissions of those holding a concessionary LAP membership
Burntwood	55762	63113	65000	
Friary Grange	8598	23566	25000	
Adults	26581	38127	-	
Children	21289	27233	-	
Concessionary	7308	9377	-	
Family	9132	11852	-	
No of Concessionary Leisure Activity Passport (LAP) Members	2355	2884	2950	
Over 60s	2246	2745	-	

Leisure and Parks Performance and Activity Indicators 2015/16:

Disabled & Carers	102	2745	-	Association; and members and ex-members of the Armed Forces and their families. Paid for Leisure Activity Passports are available to others that wish to use regularly the facilities in our leisure centres and parks
Unemployed and Benefits	7	4	-	
No. of Leisure Activity Passport (LAP) Members	3906	3920	3950	
Adults	2888	2801	-	
Children	745	893	-	
Students	273	226	-	
Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure	99.5%	87.9%	97.5%	Managing costs close to budget is a key skill. This measures how close we were to being on budget. The drop in 2014/15 was because we identified savings through Parks, Ground Maintenance and Countryside Review after the revised budget was adopted. We also had a relatively mild winter and we saw the price of energy falling which meant that energy bills were less than forecast. The following changes impacted on the directorate: 2013/14 Garrick was added to the portfolio; 2014/15 the Council ceased operating mobile leisure and play development services and Streetscene was incorporated. The budgets in this year were also inflated by one-off redundancy costs associated with Fit for the
Income received (£)	£2.527m	£2.807m	tbc	
Direct expenditure (£)	£5.491m	£5.590m	tbc	
Net direct expenditure (£)	£2.963m	£2.782m	tbc	
Net Direct Expenditure				
Leisure Centres and sport	£932k	£690k	tbc	
Parks	£1m	£784k	tbc	
Streetscene	n/a	£418k	tbc	

Leisure and Parks Performance and Activity Indicators 2015/16:

Corporate (incl. central management; health & safety; insurance and Garrick)	£1.031m	£891K	tbc	Future. The 2015/16 targets are based upon approved budget so do not yet reflect all the savings/efficiencies identified in the Parks, Ground Maintenance and Countryside Review. Corporate costs are lower because of the reduction in the size of the central directorate team and the reduction in subsidy payable to the Garrick.
Income per £ of employee costs: Leisure Centres (total)	£1.26	£1.33	tbc	The primary cost of running leisure centres and parks is employment costs. The more income we can attract compared with employee costs gives us an indication as to whether the service is becoming more efficient. Performance at Burntwood dropped because of one-off costs of restructuring whilst the performance improved at Lichfield centres as Friary was fully open following a wetside refurbishment and of the restructuring of the leisure centre teams.
Burntwood	£1.50	£1.42	tbc	
Friary Grange	£0.92	£1.11	tbc	
King Edward VI	£1.09	£1.91	tbc	
Parks	£0.86	£0.65	tbc	
Employee costs as a % of income				
Leisure Centres	79%	75%	tbc	
Parks	116%	153%	tbc	
% of adult residents aged over 14 active for at least 30 mins on at least 1 occasion per week.	39%	39.2%	39.4%	Results taken from Sport England’s Active People surveys updated in December 2013 (APS7) and December 2014 (APS8)
% of adult residents active for at least 30 mins on at least 3				

Leisure and Parks Performance and Activity Indicators 2015/16:

occasions per week	26.1%	28%	28.5%	Results taken from Sport England’s Active People Surveys APS7 & ASP8
No. of clubs supported in their development, or using our facilities				Data is available to support the numbers shown for each year. The data also lists the names of the clubs being supported and of those, which clubs are using the facilities in Leisure Centres, Parks and Sports Development.
Leisure Centres	92	97	100	
Parks	33	35	45	
Sports Development	24	25	27	
No. of events in our parks	Not measured	63	70	Includes major events like Lichfield Proms in Beacon Park and Lichfield Bower to smaller events like bug hunts or CPGG working parties
Approximate attendances	Not measured	66,377	70,000	
No. of accidents to employees	47 (3)	44 (2)	< 45	The figures provided include all treatments by Council First aiders including issuing of plasters, dealing with dizziness/fainting and sports injuries etc. The number of accidents to employees and members of the public has been on a downward trend for the last 5 years and is now stable. There were a small number of more serious incidents that due to
No of accidents to members of the public	181 (1)	203 (1)	<190	

Leisure and Parks Performance and Activity Indicators 2015/16:

				<p>injuries/circumstances required reporting to enforcing authority, the Health & Safety Executive (HSE). The number reported to the HSE is shown on brackets.</p> <p>The number of accidents reported involving members of the public for 2013/14 was reduced by the closure of Friary Grange.</p>
Shopmobility				<p>Charging for Shopmobility began on 1 April 2014. This included a £5 charge per year for membership and a charge of £1 per use.</p>
No. of registered users	N/A	126	130	
No. of users	1312	1263	1300	
Incidences of fly tipping	241	218	<220	<p>We would like to reduce this figure so the overall yearly total is lower than in 2014/15. We have erected surveillance and enforcement notices in most of the fly tipping hotspot areas and we actively investigate all incidences of fly tipping for evidence of the culprits.</p>

Appendix B

Joint Waste Service Performance and Activity Indicators: Data and 2015-16 Targets

Performance Indicator (Descriptor)	2013/14	2014/15	2015/16 Target
Residual Waste Per Household (Kg) - Joint Waste Service	432kg	447kg	≤ 440kg
Residual Waste Per Household (Kg) - Lichfield	425kg	449kg	≤ 435kg
Percentage of Household Waste Sent for Reuse, Recycling and Composting – Joint Waste Service	56.1%	53.3%	54%
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	57.8%	55.3%	56%
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	29.5%	29.7%	30%
Percentage of Household Waste Sent for Dry Recycling - Lichfield	28.1%	28.2%	30%
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	26.6%	24.4%	24%
Percentage of Household Waste Sent for Organic Recycling - Lichfield	29.7%	27.1%	26%
Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.1	1.1	≤ 1.2
Number of Missed Bins Per 1000 Collections – Lichfield	1.1	1.1	≤1.2
Cost of Delivering the Joint Waste Service per Household - Lichfield	£40.82	£39.85	≤ £40

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

25 June 2015

Agenda Item: 6

Contact Officers: Neil Turner / John Smith / G Brownridge

Telephone: 01543 308761 / 308016 / 687572

SUBMISSION BY CABINET MEMBER FOR LEISURE

FIT FOR THE FUTURE SERVICE REVIEW FINAL REPORT

PARKS, GROUNDS MAINTENANCE AND COUNTRYSIDE

1. Purpose of Report

- 1.1 The Parks, Grounds Maintenance and Countryside Review, part of the Fit for the Future programme, is largely complete. This report describes the outcome of the review, the actions taken, the savings identified and the changes to the culture and approach of the Service.
- 1.2 The Review was charged with finding annual savings of £200,000, which have now been identified.
- 1.3 The report also outlines the intention to complete a Phase 2 Review with a view to finding further annual savings of £150,000.

2. Recommendation

- 2.1 It is recommended that the Committee notes the contents of the report.
- 2.2 The Committee's views are sought on emerging suggestions regarding Phase 2 of the Park and Open Spaces Service Review.

3. The Parks, Grounds Maintenance and Countryside Review (Phase 1)

- 3.1 In January 2014, the Operational Services, Leisure, Tourism and Communications (Overview and Scrutiny) Committee endorsed the start of the Parks, Grounds Maintenance and Countryside Service Review. The Review focused on three main thematic objectives:
 - to reduce the council's estate;
 - to consider reducing the quality of maintenance specifications; and
 - to reduce unit costs by becoming more efficient.
- 3.2 The Review was charged with finding ways in which to reduce the annual costs of the service by £200,000. This has now been achieved.
- 3.3 But a Service Review is not merely about cutting costs; it is also an opportunity to review what is done and for what reason and how activity is undertaken. The Review has provided the opportunity to challenge and implement change so that the service is more effective, more

efficient and yet has maintained the levels of provision and quality that residents, users and visitors expect.

- 3.4 The Review has taken some time to complete but where actions for positive change have been identified they have been implemented as soon as possible rather than wait for a Review end date. In consequence, Cabinet and the relevant Overview and Scrutiny Committee have received reports, made recommendations and took decisions throughout the process.
- 3.5 This initial work is being described as Phase 1 because there is an expectation that further work is undertaken that builds upon the opportunities identified through this first phase.
- 3.6 The Final Report of the Service Review detailing the actions taken, the savings identified and the cultural and operational changes made is attached at **APPENDIX A**.

4. Parks and Open Spaces Service Review (Phase 2)

- 3.7 Phase 1 is now largely complete and the savings realised. But the pace of review and change cannot be allowed to diminish because a further target for annual savings of £150,000 has been set, and because opportunities have been identified. A Review Plan and PID is currently being prepared but it is anticipated that the focus will now be on the Parks and Grounds Maintenance operations only.
- 3.8 It is anticipated that this will be called the Parks and Open Spaces Review.
- 3.9 The Review is expected to be completed by December 2015 and it is likely that it will concentrate on two main areas: reducing the estate and becoming more efficient.
- 3.10 Reducing the estate will comprise the completion the transfers of land currently in negotiation, particularly the parks and open spaces estate to Burntwood Town Council; the identification of other parts of the estate suitable for transfer; and the identification of sites that have the potential for sale for development.
- 3.11 Becoming more efficient will review the model of grounds maintenance and parks management; assessing shared services and market testing; review of contract management; and confirming how we incorporate emerging responsibilities at Hawksyard, Darwin Park and Charter Place.
- 3.12 It is also probable that we may need to commission external support to help us review options and to benchmark our own costs and performance.

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

6. Financial Implications

- 6.1 The original 2014/15 net budget for managing Parks was £1.178m. Phase 1 has found annual savings of c£200,000.
- 6.2 The financial implications of Phase 1 of the Parks, Grounds Maintenance and Countryside Service Review is attached to the Final Report attached at Appendix A.

7. A Plan for Lichfield District Implications

- 7.1 The provision of well-maintained parks and open spaces helps achieve the following:
- The creation of safe, strong and proud communities
 - The improvement of people's health and wellbeing.

8. Crime and Community Safety Issues

- 8.1 None identified.

9. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
Savings identified in Phase 1 do not materialise	Low/High	Financial	The savings that have been identified have been carefully calculated, tested and confirmed by the Finance Section.	Review Working Group
Phase 2 fails to progress	Medium / High	Financial / Reputational	The Review is currently being scoped and prepared. Progress reports will be provided to the Cabinet Member / Cabinet and Overview and Scrutiny	Review Working Group
Phase 2 fails to identify and secure savings	Medium / High	Financial	It is expected that savings will materialise as the Review gathers momentum.	Review Working Group
Negative reaction from staff hampers progress	Medium / Medium	Organisational	Staff have been fully involved in Phase 1 and it is intended that a similar approach will be used for Phase 2.	Review Working Group
Failure to involve Members	Low / High	Organisational	The Cabinet Member has been identified as the Review Champion and will ensure that regular reports and updates are provided to Members.	Review Working Group

Negative reaction from Residents, Users and Visitors	Medium / Medium	Reputational	The Project Director will ensure that an effective Communications Plan is prepared and implemented to keep stakeholders informed and involved.	Review Working Group
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Background Documents:

APPENDIX A – Final Report

Reports to Leisure, Parks and Waste Management (O&S) Committee in January 2014; June 2014
 September 2014; January 2015; March 2015.
 Report to Cabinet January 2015; July 2015.

fit for the **future**

preparing us for the future

Lichfield
district council
www.lichfielddc.gov.uk

FIT FOR THE FUTURE

PARKS GROUNDS MAINTENANCE AND COUNTRYSIDE (PHASE 1)

FINAL REPORT

JUNE 2015

1. Introduction

Fit for the Future

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

Background and scope of the Review

In January 2014, the start of Parks, Grounds Maintenance and Countryside Service Review was endorsed. Its focus was to review the way in which the council provided, managed and funded its parks and open spaces estate which at that stage was estimated to be over 606ha in size and cost around £1.3m pa to manage.

The Review was charged with seeking annual savings of at least £200,000 and for this to be achieved through cultural and operational change, rather than just cutting budgets and service standards.

Methodology and Approach

A baseline report had previously been commissioned from the Association of Public Sector Excellence which had suggested that the council was high performing in terms of costs of maintaining but it was felt that more could be done to become even better, particularly following the council re-organisation which saw Streetscene move to the Leisure & Parks directorate.

A cross-department Review Board was established with representation from Leisure & Parks, Finance, and from Development Services. The Board (later retitled a Working Group) initially identified three main thematic objectives that it was felt could describe the way in which costs could be reduced:

- To reduce the size of the estate;
- To review and relax maintenance standards;
- To challenge working practices and to become more effective and efficient.

Subsequently a fourth objective – to review and release earmarked reserves – was added.

The PID identified a number of success outcomes as follows:

- Integration of the Grounds Maintenance and Street Cleansing teams into the Leisure and Parks directorate.
- Identification and removal of any operational overlap between parks and grounds maintenance teams.
- Completion of the mapping of the council's parks and open spaces sites
- Identification and confirmation of works specifications for each site with the view to relaxing quality standards.

- Confirmation and identification of ways of reducing costs of the services.
- Exploration of the potential of assets and sites to be transferred to end users like sports clubs or other stakeholders like parish councils, or wildlife and heritage trusts.
- The sale of assets that provide less benefit to local residents.
- The review and challenge of internal support charges that are applied to the services budgets.
- Ensuring that contracts with third parties cover all costs of delivery and generate a surplus.
- Fostering closer working relationships between Parks and Grounds Maintenance teams and officers from the Countryside and Arboricultural sections.
- Using IT to reduce costs.
- Exploratory talks to commence with neighbouring authorities about establishing a shared parks/grounds maintenance/countryside service.
- Confirming future adoption processes of open space on new housing developments.
- Investigating the charging regimes in place.

Once objectives had been identified a series of workstreams were agreed and pursued.

2. Summary of key achievements

The Review was charged with finding ways in which to reduce the annual costs of the service by £200,000. This has now been achieved.

A summary of the actions identified to achieve this is attached at Appendix A.

But a Service Review is not merely about cutting costs; it is also an opportunity to review what is done and for what reason and how activity is undertaken. The Review has provided the opportunity to challenge and implement change so that the service is more effective, more efficient and yet has maintained the levels of provision and quality that residents, users and visitors expect.

The Review has taken some time to complete but where actions for positive change have been identified they have been implemented as soon as possible rather than wait for a Review end date. In consequence, Cabinet and the relevant Overview and Scrutiny Committee have received reports, made recommendations and taken decisions throughout the process.

This initial work is being described as Phase 1 because there is an expectation that further work is undertaken that builds upon the opportunities identified through this first phase.

Asset Transfer

The Review confirmed the council's desire to reduce the size of its estate by transferring sites to other public or voluntary organisations who could make use of it; bringing sites forward for development; or persuading developers of new estates to find alternative ways of ensuring maintenance of open space without relying on the council to adopt these areas.

Phase 1 has seen Cabinet identify Burntwood Dragons and Burntwood Phoenix FC as the preferred tenant for Hospital Road Playing Fields.

Cabinet has also approved the transfer of land to other organisations including Burntwood, Whittington and Walsall councils, to the Staffordshire Wildlife Trust and to the Lichfield and Hatherton Canals Restoration Trust. Negotiations with these parties are ongoing and will form a workstream of Phase 2 of the Review.

Reviewing Maintenance Specifications

The incorporation of the Grounds Maintenance operations into the Leisure and Parks directorate has enabled greater co-operation between teams. As a consequence, the team has been able to prepare and agree more realistic costed maintenance specifications for each site. The legacy of a client / contractor relationship between Parks and Operational Services had previously hampered this work.

The views of the O&S Committee were sought as to whether the council should save money by changing the quality standards of the following: the frequency of grass cutting; the quality of formal flower beds; the removal of dog waste and litter bins; the frequency of litter picking; and the maintenance of pitches and bowling greens. The committee recommended that standards should not be reduced because the parks and open spaces were valued and appreciated by local people and visitors.

The committee also endorsed the suggestion that where grass was more difficult to cut and where public amenity was not affected it might be more sensible to plant shrubs or trees, or left to grow wild.

Becoming More Efficient

The Review, coupled with the integration of the Streetscene service into the Leisure & Parks directorate, has allowed for increased management scrutiny as to how the service operates and is financed.

Collectively, the following actions have allowed the service to become more efficient and effective and to cut costs:

- A reduction in management, supervisory and administration roles to reflect the greater clarity of purpose and the reduced need to monitor, supervise and collect data. Two posts have been deleted from the establishment following requests for voluntary redundancy.

- Overhead costs have been challenged and apportioned accordingly which has made it easier to calculate more accurately the unit costs of grounds maintenance operations, and hence the true costs of providing the parks and open spaces. Furthermore, this has meant that the council has become better at pricing maintenance contracts for other councils.
- Removed areas of duplication between teams so that lines of demarcation are removed or become blurred. For instance, we have asked parks staff to do tasks which were traditionally the responsibility of grounds maintenance teams, and vice versa, thereby reducing the need for separate trips to sites.
- Made greater use of internal skills and capacity rather than commission consultants or contractors. Colleagues have been asked to complete the tree survey and conservation works which has retained money in the council. For example, the turfing of the new play area at Hawksyard was completed entirely by the parks team, rather than by issuing a more expensive contract.
- Utilised the enthusiasm and skills of voluntary and community organisations to help works to be completed. The council now regularly uses Cherry Orchard Gardening Service (COGS), Burton Conservation Volunteers, Countryside and Parks Conservation Group (CPCG), Friends of the Historic Parks, and Community Payback to complement the resources of our own teams.
- Aligned staff resources to times when they are most needed. This work was started in 2013 when the parks team was restructured which introduced annualised hours so that they work more hours per week in the summer than in the winter. This means that the Parks service now require fewer seasonal staff. Annualised hours had already been implemented in Grounds Maintenance but because of further changes, we have been able to reduce the permanent numbers of the Grounds Maintenance team but retain the opportunity to employ staff on a seasonal summer contracts when work peaks. In consequence, the permanent establishment has been reduced by four. All these posts were vacant.
- Reduced the number of vehicles, plant and equipment available to the teams with the expectation that what remains is used more intensively.
- Proposed to establish a capital sink fund funded from annual revenue contributions so that there is a transparent and accountable way for replacing ageing vehicles and obsolete equipment. Better planning in this way will also improve budgeting.

Reviewing Earmarked Reserves and Grants Received in Advance of Need

In conducting the Review, the working group looked at earmarked reserves that had been allocated over a number of years to meet certain costs. It concluded that reserves held for works at Chasewater, Wharf Lane and Gentleshaw Common could be released back to the council's General Reserves.

The Working Group also confirmed and agreed how the grant from the Heritage Lottery Fund would be utilised and drawn down. This grant related to the additional costs the council is incurring in maintaining Lichfield's historic parks following the restoration works. Since completion of the restoration project, these maintenance costs had largely been incorporated within existing revenue budgets and the grant money had been set aside.

3. Key Cultural Changes

Cultural, Policy and Operational Changes

The Review was not concerned solely with cost cutting. Whilst important, it was also an opportunity to effect change that would make operations more effective and yet continue to present parks and open spaces so that they remain valued and appreciated by residents, users and visitors.

In analysing what has changed, other than lower costs, the following themes have emerged: policy changes; developing more effective internal relationships; using teams more effectively; being more commercial and business focused; and creating better links and partnerships.

Policy Changes

The Review has confirmed new approaches to policy and operational protocols as follows.

The council now takes a different view as to the desirability of owning land for parks and open space. It has started to seek to transfer assets to other public, voluntary and community organisations better placed to make good use of them. Negotiations are continuing with other councils, conservation groups and sports clubs about transferring sites to them so that they can pursue their own objectives which complement those of the council. Further opportunities for asset transfer are being investigated.

The council is no longer seeking, through section 106 agreements, to adopt areas of public open space on proposed new housing developments even with the promise of commuted sums. Instead, planners are recommending that developers, and their successors, maintain areas of public open space via alternative models, either through transfer to parish council or through maintenance companies funded by the residents of the new estate.

Sites of open space with lower values of public amenity, and where planning conditions allow, are being identified with a view to recommending that they are released for consideration for development.

We have also confirmed operational protocols with Members so that Members have greater understanding on the council's approach to issues like tree management, dog control, maintenance standards and park locking. Such issues are often a frustration for residents and by having clear and endorsed protocols allows the council to be consistent in its treatment of residents and allows issues to be dealt with more readily.

Developing More Effective Internal Working Relationships

Large organisations are often said to be working in silos. The Review found that there were working relationships internally that could be improved that would mean that work would be completed more quickly and more effectively and use the best skills available.

We have confirmed maintenance specifications for each individual site and identified the team responsible for delivering each action. In doing so, we have been mindful of teams' priorities and skills and their movements around the district.

For example, the integration of the Streetscene team into Leisure & Parks has provided opportunities to remove lines of demarcation and allocate tasks to teams that are on site or are passing. So for instance, we now ask park rangers to empty Minster Walk litter bins on their return from Stowe Pool and for Grounds Maintenance teams to 'inspect' remote areas of play equipment. The street cleansing teams have also been included and will pick litter and empty bins in parks when they are in the area.

We have also combined individuals from different teams to lead on one-off tasks on areas of countryside so we utilise a more extensive range of skills and knowledge.

We have also improved working relationships with other teams and have got closer to arboricultural officers to ask them to support tree management; for IT to provide us with better information systems; with finance for better, more timely data; with leisure for the selling of sports facilities, and planning to manage the development of new estates.

We have also taken the opportunity to remove ambiguity. For instance, all responsibility for the management of our countryside estate – at Wharf Lane, Gentleshaw, Christian Fields, Pipehill, and Muckley Corner has reverted to the Parks service from the Countryside Team. As part of the Development Services Review, the Countryside section has been rebranded as the Ecology Service and now solely supports the council's planning function.

Employing Teams More Effectively

The Review has allowed the council to question who does what and why. As a consequence, a number of actions or cultural changes have been implemented to ensure that teams are more effective.

The restructure of the Parks team and the integration of the Grounds Maintenance teams in 2013 and 2014 provided the Review with an opportunity to confirm the expectations on staff. Workload responsibilities have been more clearly defined and measured.

As people are clearer in their understanding as to what is expected of them and of the objectives of the service, there is less need to monitor and supervise. Colleagues are charged with getting things right first time and resolving problems without seeking supervisory or management guidance.

People have been placed in more visible locations and at more appropriate times to make the parks more welcoming. For instance, parks staff now work on annualised hours so that they work more hours in a week in summer than they do in the winter which reflects the times when people wish to use the parks. This has enabled there to be a visible presence in the parks late into summer evenings, providing extending opportunities to sell services, and has meant that we have reduced the service's need to recruit casual seasonal staff.

Conversely, the Grounds Maintenance team has been employed on annualised hours for many years but the division of tasks during the Review meant that demands on the team during winter were reduced. By deleting permanent posts the service has retained the ability to recruit seasonal staff when demand is higher and commission ad-hoc winter works as needed.

The teams are committed to getting more involved in corporate initiatives to ensure that they are a very public face of Lichfield District Council.

The use of IT is more widespread to enable teams to be more effective. The council's leisure management software has been introduced to manage pitch bookings, memberships and sales and to be able to cross sell other facilities and services. Arbortrack has been embedded to record and share tree inspection and maintenance data; and the teams are now using the council's Covalent system, now that it is available in Beacon Park, to monitor performance, manage risks and record complaints and compliments.

Becoming More Commercial and Business Focused

Time has been spent in analysing costs and how they are allocated as overheads to front facing services and external contracts. As part of that work, the council now has fully costed maintenance specifications for each site.

Clearer maintenance specifications has allowed for better understanding of our vehicle, plant and equipment requirements which has led to an ability to prepare a better capital investment plan to be funded by a sink fund established from annual revenue contributions. This has meant that we have been able to reduce the fleet and will be able to replace equipment when it needs replacing rather than trying to budget for a revenue underspend.

Equipment is now also shared between teams.

Because costs are now better understood, there is better contract discipline so that the council is only completing work for which it is being paid and contracts and tenders are more accurately priced.

Greater focus has also been placed on income generation whether that be through more profitable grounds maintenance contracts, park or facility hire fees, or sales.

Developing Better Links, Partnerships and Networks

We no longer try to do everything in-house that needs to be done and are exploiting the opportunities offered by enthusiastic and skilled voluntary and community groups to complete works that either need to be done, or help enhance the parks.

For essential works we have commissioned COGS, Burton Conservation Volunteers and Community Payback and for enhancement tasks we have used the enthusiasm and goodwill of the Friends of the

Historic Parks to sow poppy seeds, the CPCG to clear woodland and streams and Growwell to plant trees, for instance.

We have also got closer to organisations like Natural England, the Environment Agency, Staffordshire Wildlife Trust and Cannock Chase AONB to help us manage our estate more effectively.

4. Impact assessment

The first phase of the review has been about challenging what we do, why we do and whether by changing approach we can maintain or improve service provision. In consequence, we have not identified any diminution in service provision or in outcomes; other than being more effective and more corporate.

The Fit for the Future consultation findings also provided a level of endorsement to our approach and actions.

- 69% of respondents said protect our work to manage countryside and areas of natural beauty; 24% said cut back and 5% said stop.
- 71% of respondents said protect our work to manage parks and open spaces, 25% said cut back and 3% said stop.
- 32% of respondents agreed with the suggestion to maintain council run parks and green areas less frequently. 62% disagreed.
- 52% of respondents agreed with the aspiration to transfer parks and open spaces to other organisations. 34% disagreed.

Where we have suspected that actions may impact on certain groups of the public we have prepared an equality impact assessment; the transfer of Hospital Road Playing Fields being one such example.

Appendices

Appendix A – Financial Implications

APPENDIX A – FINANCIAL IMPACT

Savings already incorporated within Medium Term Financial Strategy

Theme	Action	2014/15	2015/16	2016/17	2017/18
		£	£	£	£
1	Hospital Road transfer	-	7,000	9,560	15,000
2	Gentleshaw project management	5,000	5,000	5,000	5,000
3	Streetscene restructure	1,110	34,460	36,040	37,010
3	Park casual employees	20,000	20,000	20,000	20,000
4	Tree Survey	6,250	12,500	6,250	-
4	Chasewater Reserve	28,110	-	-	-
4	Wharf Lane Reserve	26,000	-	-	-
4	Gentleshaw Common Reserve	63,335	-	-	-
	Total	149,805	78,960	76,850	77,010

Identified Savings to be Incorporated Within Medium Term Financial Strategy

Theme	Action	2014/15	2015/16	2016/17	2017/18
		£	£	£	£
3	Fewer permanent Grounds Maintenance employees	30,050	33,060	33,410	34,270
3	Reducing the vehicle fleet / fuel efficiency	11,460	21,490	21,910	22,340
3	Review of GM Supervision	0	21,870	30,510	31,350
4	HLF drawdown	32,225	33,190	34,190	35,210
	Total	73,735	109,610	120,020	123,170

	Grand Total	223,540	188,570	196,870	200,180
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1: reducing estate; 2: reducing spec; 3: becoming more efficient; 4: utilising/ releasing earmarked reserves.

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-2016 (v1)

Item	25 June 2015	5 Oct 2015	14 Jan 2016	3 March 2016	Details/Reasons	Link to 2015/16 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 14/15 Action Plan and note the priorities for 15/16	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	
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 2016		√			To discuss appropriate levels of fees and charges for our leisure centres and services.	Provide accessible, affordable and popular sports and leisure activities that are accessed by all parts of the community especially those with greatest need.	CNT	
Service and Financial Planning* *Task Groups / Panels will need to be established to consider annual service plans and budgets					Meeting will be 16 December 2015	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 DISTRICT COUNCIL

FORWARD PLAN

Issued: 08.06.2015

Effective for the Period 01.07.2015 – 31.10.2015

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 CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Review of the Financial Regulations and Contract Standing Orders	No		Audit Committee 24/06/2015			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ⁽¹⁾ ^(*)	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Future arrangements for Chairman's Car	No	The new arrangements for the Chairman's transport on the termination of the current car lease agreement	Cabinet 07/07/2015 Council 14/07/2015	Strategic (O&S) 9 Jun 2015	Options appraisal	OFFICER: Ms D Tilley (01543) 308001 CABINET MEMBER: Councillor M J Wilcox (01283) 791761
Fit for the Future Programme: Programme update and overview	No	To note progress of the Programme to date, approve the next phase of reviews, and endorse changes to programme governance arrangements	Cabinet 07/07/2015	This will be reported to the Strategic (Overview and Scrutiny) on 9 June 2015	Cabinet Report	OFFICER: Mr P Clarke (01543) 308251 CABINET MEMBERS: Councillor M J Wilcox (01283) 791761 Councillor C. Greatorex (01543) 416677

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ⁽¹⁾ (*)	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
End of Year Performance Report – one year action plan 2014/15	No	To note the report	Cabinet 07/07/2015	Consultation with all O&S Committees during June round of meetings	Outturn Report	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07877 105542
Strategic Plan 2016-2020	No	To note progress on developing the new Strategic Plan	Cabinet 07/07/2015	Consultation with Strategic O&S in June	Report	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 078177 105542
Acceptance of Better Care Fund	No	Acceptance of Better Care Funding from Staffordshire County Council for expenditure on Disabled Facilities Grant	Cabinet 07/07/2015			OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor D Pullen 078177 105542

* DENOTES KEY DECISION

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*Business Improvement District	No		Cabinet 07/07/2015			OFFICER: Mr R King (01543) 308060 CABINET MEMBER: Councillor I. Pritchard
*Temporary accommodation review	Yes	To consider a final report on the review of temporary accommodation	Cabinet 07/07/2015	Report to be considered by CHH (O&S) 03/06/2015	Report to CHH O&S	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
*To consider the appointment of Proper Offices for public health and disease control purposes	No	To appoint 7 named Proper Officers. To delegate this function for the future to the relevant Cabinet Member and the Strategic Director and amend the Constitution to reflect this.	Cabinet 07/07/2015	The report is in response to a request for amendment from Public Health England the only other interested party.	None	OFFICER: Mr G Davies (01543) 308741 CABINET MEMBER: Councillor C Greatorex (01543) 416677

* DENOTES KEY DECISION

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*Friarsgate	Yes	To agree the future actions regarding the Friarsgate Development including approval of amendments to the Development and Agreement and approval of the proposed plans by the Council acting as landowner.	Cabinet 07/07/2015	Via Environment and Development (Overview & Scrutiny) Committee		OFFICERS: Mr R King (01543) 308060 Miss H Cook (01543) 308252 CABINET MEMBERS: Councillor M Wilcox (01283) 791761 Mr I Pritchard (01543) 472732
Parks, Ground Maintenance & Countryside Review: Final Report	No	To note outcome of F4F Review	Cabinet 07/07/2015	Leisure, Parks & Waste Management (O&S) Committee	Previous report to Cabinet and O&S Committee	OFFICER: Mr N Turner (01543) 308761 CABINET MEMBER: Councillor A Smith (01543) 410685

* DENOTES KEY DECISION

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*Approval of CIL charging schedule for submission for examination	No	Approval for submission to examination	Cabinet 08/09/2015			OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732
District Board Notes	No	To note the notes of the District Board Meeting which took place in June	Cabinet 08/09/2015	None	Notes of the meeting	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07877 105542
*Housing services review	No	To consider a final report on the review of Housing Services	Cabinet 06/10/2015	Report to be considered by CHH (O&S) 07/09/15	Report to CHH O&S	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor D Pullen 078105542

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Safeguarding Policy	No	Approval of updated Policy	Cabinet 06/10/2015	Report to be considered by CHH (O&S) 07/09/2015	Report to CHH O&S	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor D Pullen 07817 105542
*Annual Report on Exceptions and Exemptions Financial Regulations 2014/15	No		Audit Committee 07/10/2015			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003
Mid Year Performance Report – one year action plan 2015/16	No	To note the report	Cabinet 03/11/2015	Consultation with all O&S Committees during November/January round of meetings	Mid Year Progress Report	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen (078177) 105542

* DENOTES KEY DECISION

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*Non Domestic Rates – Discretionary rate relief	No	To approve changes to the existing policy	Cabinet 01/12/2015 Council 8/12/2015	This relief is at the discretion of Cabinet/Council and all Members will consider at its meetings.		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (07879) 714003
District Board Notes	No	To note the notes of the District Board Meeting which took place in November	Cabinet 01/12/2015	None	Notes of the meeting	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542
*Strategic Plan 2016-2020	No	To approve the Strategic Plan	Cabinet 09/02/2016 Council 23/02/2016	Consultation with Strategic O&S in November 2015 and January 2016	Final draft Strategic Plan	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542

* DENOTES KEY DECISION

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

MEMBERS OF THE CABINET

Leader of Cabinet
Deputy Leader of Cabinet and
Cabinet Member for Economy
Cabinet Member for Leisure
Cabinet Member for Health & Housing
Cabinet Member for Waste Management
Cabinet Member for Finance
Cabinet Member for Tourism
Cabinet Member for Community

Councillor M. J. Wilcox

Councillor I. M. P. Pritchard
Councillor A. F. Smith
Councillor C. Greatorex
Councillor I. M. Eadie
Councillor C. J. Spruce
Councillor Mrs H. E. Fisher
Councillor D. R. Pullen

MEMBERS OF THE COUNCIL

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

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

Pritchard, I M P
 Pullen, D.R.
 Pullen, Mrs N I
 Rayner, B L
 Salter, D F
 Shepherd, Miss O J
 Smedley, D
 Smith, A F
 Spruce, C. J.
 Stanhope MBE, Mrs M
 Strachan, R W
 Tittley, M C
 Tranter, Mrs H
 Warfield, M A

White, A. G.
 Wilcox, M J
 Woodward, Mrs S E
 Yeates, A
 Yeates, B W