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23 February 2016

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 3rd MARCH 2016 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 14 January 2015 (copy attached)
4. Work Programme and Forward Plan (copy attached)
5. Activity and Performance Indicators 2016/17 (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

6. Fit for the Future Leisure Service Review: Leisure Management Options Appraisal (copy attached)
7. To approve as a correct record the Meeting held on 14th January 2015 (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**

14 JANUARY 2016

PRESENT:

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

APOLOGIES FOR ABSENCE were received from Councillor Mrs N Pullen.

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

ALSO PRESENT: James Leavesley – Chairman of the Lichfield Garrick Trust and Karen Foster – Executive Director Lichfield Garrick Trust

Andy Farr – FMG Consulting
Robert Young – Robert Young Consulting

DECLARATIONS OF INTEREST

Councillors BW Yeates and A Yeates declared a personal interest in Item 4 – Supporting the Garrick as their company had dealt with the Theatre in the past.

MINUTES

The Minutes of the Meeting held on 5th October 2015 were taken as read, approved as a correct record and signed by the Chairman.

Councillor Mrs Tranter reported that although following the request made at the last meeting for an attendant to visit the toilets in Burntwood, which did happen. She asked that this be a weekly occurrence. This was noted by Officers who would investigate.

RESOLVED: That the Minutes of the Meeting held on 5th October 2015 be approved as a correct record

SUPPORTING THE LICHFIELD GARRICK

The Committee received a report describing the relationship between the Council and the Garrick Trust and the level of financial support given to the trust. It was noted that at a previous meeting, Members had requested to see the Trust's Economic, Cultural and Social Impact Study and most recent audited accounts and these were presented by Mrs Foster and Mr Leavesley.

They reported that the economic impact study had been completed by Staffordshire University. It was also reported that there had been a recent change in management at the theatre with Tim Ford appointed as Artistic Director and Karen Foster appointed as the Executive Director meaning equal focus on the artistic side and business side of the theatre.

It was presented that the theatre had a national reach with audiences coming from Scotland and Cornwall and it was hoped to start selling productions to other theatres and tour to Europe.

The community benefit of the theatre was then presented and it was noted that Tim Ford was championing the Youth Theatre. It was also reported that the Youth Choir, young children workshops and community productions were all taking place. It was noted that a community stage had been erected at the theatre which was free to use.

Other changes which were reported to be underway included building the theatre's online presence and building up the relationship with South Staffordshire College to offer courses.

The funding of the theatre and trust was presented and it was reported by Mr Leavesley that although it is always accepted that the grant from Lichfield District Council would decrease, the speed that it had meant that it was an increasing challenge to be able to implement changes and that a small loss was predicted for 2016. It was reported that the study had concluded that there was a £3.62 return to the District for every £1 of council investment.

Members then asked questions to the representative of the Garrick and it was asked if televised events had been considered and it was reported that the venue was too small to attract the major channels however there had been thoughts about streaming shows online which would contribute to developing a digital presence.

It was then asked if why there was a discrepancy between the financial figures as reported by the Council to the figures reported by the Garrick. It was reported that there was a timing issue with the Council's financial year different to the Garrick's. It was agreed that to clarify, Officers would provide a further breakdown to the Committee.

It was asked whether the forthcoming proposed Friarsgate development next to the theatre gave reassurances to the Trust and it was noted that it was hoped that the theatre could work with the retailers and restaurants for mutual gains.

Karen Foster and James Leavesley were thanked for their attendance and for the information given.

RESOLVED: That the report be noted along with the submissions made by the Garrick Trust.

MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 15/16 FOR LEISURE AND PARKS DIRECTORATE AND JOINT WASTE SERVICE

The Committee received a report advising on progress against the activities and projects set out in the Directorates One year Action Plans for 2015/16.

An update to the transfer of the parks in Burntwood to the Town Council was requested and it was reported that negotiations at both Officer and Member level were taking place to finalise a deal. It was then asked why the Council was adopting land at Darwin Park and Hawksyard when it was transferring assets elsewhere. It was reported that there were longstanding S106 agreements which obliged the Council to adopt this land. Each S106 agreement currently being negotiated asked that developers make alternative arrangements for future maintenance of public open space.

It was then asked for further details regarding the combined heat and power unit at Burntwood Leisure Centre and it was reported that the unit was now obsolete and costs were high to maintain it. Officers were looking at options to address this.

It was asked why performance levels for waste collection was predicted to get worse and it was reported that it was a national trend and a communications campaign would soon be proceeding to address this.

RESOLVED: That the report be noted.

DIRECTORATE TOP 10 – 2016/17

The Committee received a report on the top 10 issues that the Leisure, Parks and Joint Waste Service Directorates would be focusing on during 2016/17 financial year.

It was expressed that the Cabinet needed to consider whether the District Council should focus more facilitating and not to host as many events due to financial pressures.

RESOLVED: That the report be noted.

WORK PROGRAMME AND FORWARD PLAN

Members considered the Work Programme and Forward Plan.

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

FIT FOR THE FUTURE LEISURE REVIEW SPORT AND PHYSICAL ACTIVITY STRATEGY

Members considered the draft Sport and Physical Activity Strategy which the Council had commissioned FMG Consultants with Rob Young Consulting and Neil Allen Associates to prepare.

It was reported by the Cabinet Member for Leisure and Parks that the review was the biggest project for the Directorate and it was important to have a good look at how the Council provided leisure and find ways to encourage residents to be more active.

Rob Young then gave a presentation on this draft strategy and evidence that supported it. It was reported that there had been extensive consultation with key stakeholders to help establish what the council should do and then options on how best to deliver it. It was noted that Lichfield was above national average for participation however there was still 29% that were inactive and that this was an area that needed focus.

Members were impressed with the draft strategy and the level of detail within it. It was asked if cycling had been considered as although it was a good form of exercise, had become dangerous to do safely on the highways. It was also felt that access to Chasewater should be made easier. It was noted that to help change this, engagement with the Highways department at the County Council would be required. It was also reported that although there was not a Staffordshire wide coordinated

plan, there was scope to help influence other authorities and to forge links to help deliver the objectives of the strategy. It was noted that there were many Lichfield District Councillors who were also Staffordshire County Councillors who could be lobbied. It was also suggested that many Members were also School Governors and so that avenue could be explored.

It was proposed that local businesses could become involved by encouraging customers to partake in a healthy lifestyle. The role of local GP Practices was also discussed and the Clinical Commissioning Groups

It was expressed by the Committee that serious thought was needed as to what position the Council should take in the future. It was felt that unfortunately the Council could not deliver everything and so be honest as to what non statutory services could be provided.

The Chairman reported that due to the importance of the item and level of detailed data accompanying the strategy that he would consider creating a task group, inviting all Members to be part of, which would allow for greater consideration of the strategy.

RESOLVED: That the draft Sport and Physical Activity Strategy be noted and a task group be arranged to consider it further.

(The Meeting Closed at 8.50 pm)

CHAIRMAN

LICHFIELD DISTRICT COUNCIL

FORWARD PLAN

Updated: 19.02.2016

Effective for the Period 01.03.2016 – 30.06.2016

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made. Copies of documents can also be obtained by contacting the relevant Officer. Facsimile: 01543 309899; Telephone: 01543 308000

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

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(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⁾
*Strategic Plan 2016-2020	No	To approve the Strategic Plan	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

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⁾
Annual Action Plan 2016/17	No	To approve the Annual Action Plan	Council 23/02/2016	Extensive consultation as part of preparation of the Strategic Plan Report to Strategic O&S @ 02/02/2016	Final draft Plan	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBERS: Leader – Mike Wilcox (01543) 309609 Councillor D Pullen 07817 105542
Withdrawal of Borrowcop Lane Area Supplementary Planning Document (SPD)	No	To agree to the withdrawal of the SPD	Council 23/02/2016	Reported to EG,E and D O&S in January 2016		OFFICER: Craig Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472232

* DENOTES KEY DECISION

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*Proposal for changes to the management structure of Lichfield District Council	No	Approval of proposals for formal consultation to restructure the top three tiers of management in Lichfield District Council	Council 23/02/2016	Cabinet on 28 th January Employment Committee on 11 February		OFFICER: Diane Tilley (01543) 308001 CABINET MEMBER Leader – Mike Wilcox (01543) 309609
*Money Matters Reports: Medium Term Financial Strategy (Revenue and Capital) 2016-19 (MTFS) R&C) 2016-19	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Council Tax Resolution	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

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*Procurement of Contract Hire Vehicles for the Joint Waste Service	YES	To approve the prepayment of the contract hire payments in order to reduce payments.	Council 23/02/16	Consultation has been undertaken with the Chairman of the Strategic and Leisure, Parks and Waste Management (Overview and Scrutiny) Committees	Working papers for the calculation of the overall saving over the contract term.	OFFICER: Jane Kitchen (01543) 308770 CABINET MEMBERS: Councillor C Spruce Councillor I Eadie
Empty Homes Policy	No	Approval of an Empty Homes Policy 2016	Cabinet 08/03/2016	Consultation with Community Housing and Health Overview and Scrutiny Committee 20.1.16	Report to Community Housing and Health Overview and Scrutiny Committee 20.1.16	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C Greatorex (01543) 416677
*Leisure Review: To review the current arrangement for the provision of leisure services in Lichfield District	YES	To determine the future & shape of the Council's leisure services	Cabinet 08/03/2016	Leisure, Parks & Waste Management (O&S) Committee 14/1/16. Consultation with outside consultants, Stakeholders and Partners.	Options appraisal evidence base	OFFICER: Mr N Turner (01543) 308761 CABINET MEMBER: Councillor A Smith (01543) 4106885

* DENOTES KEY DECISION

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Letting of Pest Control Contract *	YES	Approve the recommended supplier	Cabinet 08/03/2016	Options report taken to Community Housing and Health O&S Committee 7 th September 2015		OFFICER: Mr Gareth Davies (01543) 308741 CABINET MEMBER: Councillor C Greatorex (01543) 416677
*Disposal of property acquired through compulsory Purchase	No	Agree to and method of disposal of the Property	Cabinet 08/03/2016			OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C. Greatorex (01543) 416677
Asset Management – Establishing a Limited Liability Partnership	No	To approve the establishment of a Limited Liability Partnership between the Council and Public Sector Plc.	Cabinet 08/03/2016	Report submitted to the Asset Strategy Group on 16 April 2015.	Prospect Review Report	OFFICER: Mr R King (01543 308060) CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

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Customer Promise	No	To approve the Customer Promise	Cabinet 08/03/2016	Included in a report to Strategic (Overview and Scrutiny) Committee November 2015	The Customer Promise	OFFICERS: Mrs H Titterton (01543) 308700 Ms Ysanne Williams CABINET MEMBER: Councillor D Pullen (07877) 105542
*Re-procurement of Planning, Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land charges, Planning Portal Connector, National Land Information services connector and Public Access for Planning	No	To approve the decision of software provider and costs for the procurement of Planning, Building Control, Licensing, Gazetteer Management and Street Naming, Numbering software suite, Land charges, Planning Portal Connector, National Land Information services connector and Public Access for Planning	Cabinet 05/04/2016	Evaluation of tender responses	ITT and Tender documents	OFFICERS: Mr G Thomas (01543) 308181 Mr K Sleeman (01543) 308120 CABINET MEMBER: Councillor D Pullen (01532) 300075

* DENOTES KEY DECISION

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Adoption of Community Infrastructure Charging Schedule	No	Adoption of CIL Charging Schedule and agreement to implement	Cabinet 05/04/2016	Consultation has taken place throughout the development of the CIL Charging Schedule including with the EGED (O&S) Committee	CIL Charging Schedule Examiners Report	OFFICER: Mr C Jordan (01543) 308202 MEMBER: Councillor I Pritchard (01543) 472232
* Land Charges – Expanding the shared service.	YES	Delegate authority to prepare and approve a detailed business case.	Cabinet 05/05/2016	Members of the shared service Partnership Board.	Land Charges – Outline Business Case	OFFICER: Mr G Cooper CABINET MEMBER: Councillor I Pritchard (01543) 472232
The Civic Function – proposals for change 2016/17	No	Proposals for changes to how the Civic Function is undertaken; events attended and held and transport provided to ensure it proactively supports the delivery of the strategic priorities of the Council. To be	Council 19/04/2016	Strategic Overview and Scrutiny Task Group reported to Committee on 9 th September 2015	Strategic Overview and Scrutiny Committee report dated 9 th September 2015	OFFICERS: Ms D. Tilley and Mrs J. Jones (01543 308001/3) CABINET MEMBER: Councillor M. J. Wilcox (01283) 791761

* DENOTES KEY DECISION

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		implemented in Civic year 2016/17				
Developer Contributions Supplementary Planning Document (SPD)	No	Approve and formally adopt the Developer Contributions SPD	Cabinet 10/05/2016	Consultation has taken place on a draft SPD with comments taken into account in presenting a final version for approval. The draft SPD was approved for the purposes of consultation by the EGED (O&S) Committee	Final Draft SPD and comments received on the consultation draft document	OFFICER: Mr C Jordan (01543) 308202 MEMBER: Councillor I Pritchard (01543) 472232
Statement of Community Involvement (SCI)	No	Agree to the adoption of the Statement of Community Involvement 2016 and the withdrawal of the Statement of Community Involvement April 2006	Cabinet 10.05.2016	Consultation has taken place in accordance with the existing SCI and the results reported to Special EG, E and D O and S in April 2016.		OFFICER: Mr C Jordan (01543) 308202 MEMBER: Councillor I Pritchard (01543) 472232

* DENOTES KEY DECISION

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Community Infrastructure Levy (CIL) Governance arrangements	No	Approve Governance arrangements	Cabinet July 2016	Consultation on the proposed governance arrangements has taken place with the EGED (O&S) Committee	Proposed CIL Governance arrangements document	OFFICER: Mr C Jordan (01543) 308202 MEMBER: Councillor I Pritchard (01543) 472232
Amendments to the Constitution regarding the dismissal of Statutory Officers	No		Council October 2016	Full Council		OFFICER: Mr R King (01543) 308060 CABINET MEMBER: Councillor C J Spruce (01543) 258120

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

* DENOTES KEY DECISION

MEMBERS OF THE CABINET

Leader of Cabinet
Deputy Leader of Cabinet and
Cabinet Member for Economic Growth, Development and Environment
Cabinet Member for Leisure and Parks
Cabinet Member for Housing & Health
Cabinet Member for Waste Management
Cabinet Member for Finance and Democracy
Cabinet Member for Tourism and Communications
Cabinet Member for Community

Councillor M. J. Wilcox

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

MEMBERS OF THE COUNCIL

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

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

Pritchard, I M P
Pullen, D.R.
Pullen, Mrs N I
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

ACTIVITY AND PERFORMANCE INDICATORS

2016/17

Report of the Cabinet Members for Leisure & Parks, For Waste Management, and For Tourism



Date: 3 March 2016
Agenda Item: 5
Contact Officer: Neil Turner / Nigel Harris
Tel Number: 01543 308761 / 01543 687549
Email: neil.turner@lichfielddc.gov.uk
nigel.harris@lichfielddc.gov.uk
Key Decision? NO
Local Ward Members All Wards

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

1. Executive Summary

- 1.1 Each year, every Directorate defines its priority issues within its Directorate Top 10. These are endorsed by the relevant Overview and Scrutiny Committee and progress reports against these are provided to the O&S Committees biannually. However, the top 10s are by implication selective and do not cover the complete range of services delivered by each Directorate. Consequently, a set of performance indicators are also routinely reported to Members which reflect a wider range of the day to day activities that each Directorate carries out.
- 1.2 This report provides an opportunity to consult with Members regarding the proposed activity and performance indicators for the Leisure & Parks Directorate and for the Joint Waste Service to be reported to this Committee on a biannual basis.

2. Recommendations

- 3.1 Members are requested
 - to consider and comment upon the proposed Performance Indicators
 - to note that reports on performance will be considered at the June and January meetings of this Committee.

3. Background

- 3.1 At the January meeting of this Committee, Members considered Directorate Top 10s for 2016/17 and were advised that proposed sets of performance indicators would be produced for consideration by the Committee in March.
- 3.2 The objectives of providing the Committee with performance indicators are to enable Members:
 - To monitor services which we have a legal obligation to provide (e.g. domestic waste collection) or where a large number of customers are affected (e.g. front facing services provided in leisure centres and parks) or which are of particular interest to the public (e.g. Shopmobility /incidences of fly tipping etc.)
 - To prompt questions to be asked so that the Cabinet Member and officer team are held to account

- To check that value for money is being provided
- To gain a better insight and understanding of the services delivered
- To ask for more in depth reports where concerns are raised
- To inform the Committee's future Work Programme

3.3 Members will recall that performance indicators (PIs) have been presented to this Committee in previous years; reports are provided at the June and January meetings of the Committee (reflecting the full year and mid-year position). The 2015/16 PIs have been reviewed and where relevant revised having regard to the new Strategic Plan, Annual Action Plan, the Directorate Top 10 and other service issues / policy or legislative changes. Subject to Members' approval, data in relation to these PIs will be collected and reported from April 2016. The proposed PIs for Leisure & Parks are set out at **Appendix A**. The proposed PIs for the Joint Waste Service are set out at **Appendix B**.

3.4 Targets will be set for each PI having regard to previous year's performance / activity. Target setting will be undertaken in the spring once we have the complete year of data for 2015/16.

Alternative Options	Members can suggest amendments to the PIs proposed for collection and reporting or identify other areas of operational activity that they would like to see included and reported on
Consultation	This report is an opportunity to consult Members
Financial Implications	None arising directly from this report. However, financial management is a top priority for the Council and therefore one of the PIs concerns financial performance
Contribution to the Delivery of the Strategic Plan	One of the priorities within the Strategic Plan is to be ' <i>A Council that is fit for the future</i> '. In order to achieve this aspiration, to check on the progress we are making towards the other three priorities and ensure that our day to day activities are delivered effectively, it is important to regularly measure and review performance.
Equality, Diversity and Human Rights Implications	Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate e.g. an equality impact assessment was conducted for the provision of girls' football facilities. Human Rights - none specific to this report
Crime & Safety Issues	The provision of accessible and good quality sports facilities and services can help a place become a nicer place to live, positive activities for young people can help divert them from risk taking behaviour and ensuring that the streets are cleaned, and removing fly-tipping, abandoned vehicles and graffiti promptly can discourage crime and anti-social behaviour.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Information provided to Members is too 'high level' and inadequate for robust scrutiny	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	Green

Leisure & Parks - Setting Performance and Activity Indicators 2016/17: the Descriptors

Performance Indicator (Descriptor)	Why we need this information
<p>Swimming Admissions at Burntwood and Friary Grange leisure centres</p>	<p>The 3 leisure centres collect significant levels of data about the number of customers for each sport and activity. But the biggest cost to the council is in the provision of swimming pools. Swimming generates over £550,000 in income.</p> <p>Swimming is a sport that is easy to access: there is no requirement to be a member; it is enjoyed by people of all ages; by those that just want to exercise and those that want to be competitive; and it is relatively inexpensive to enjoy a swim.</p> <p>The pools are used by people young and old; those recuperating; clubs; those on coaching courses; schools; and for children's parties.</p> <p>With over 100,000 visits per year to our pools; swimming admissions provide a reasonable proxy for the overall attendance at, and financial performance of, the leisure centres.</p> <p>We also required to produce this data for Sport England and the Amateur Swimming Association as part of previous funding awards.</p>
<p>No. of Concessionary Leisure Activity Passport (LAP) Members</p> <p>% rise in number of concessionary LAP members.</p>	<p>The sports facilities and parks are provided to offer residents the opportunity to be fit and active. And we recognise that there are certain types of resident that would most benefit from keeping active. To encourage them to do so we offer a free LAP membership to those that are over 60; disabled; on means-tested benefits; or are carers. A LAP membership provides holders with a variety of benefits including reduced admission prices and priority bookings.</p>
<p>Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure</p>	<p>A top 10 priority is to operate within the Directorate's budget and therefore spend needs to be closely monitored. Actual figures will also be provided to illustrate costs of services.</p>
<p>Income per £ of employee costs: Leisure Centres (total) Burntwood Friary Grange King Edward VI Parks</p> <p>Employee costs as a % of income Leisure Centres Parks</p>	<p>The greatest cost in providing leisure centres and parks is employees. And to offset those costs, the centres and the parks need to generate significant levels of income. There is a relationship between income and employee costs as more income can be generated the more we spend on coaches and the like. So these two indicators are an attempt to relate income and expenditure in a meaningful manner and which will provide helpful data for trend analysis.</p>

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<p>% of adult residents active for at least 30 mins on at least 1 occasion per week.</p> <p>% of adult residents active for at least 30mins on at least 3 occasions per week</p>	<p>This is taken from Sport England's Active People surveys, the results of which are published twice per year. The survey aims to capture responses from approximately 1000 district residents and is the national benchmark to assess how active an area's population really is.</p> <p>The figure does not directly relate to council activity but it is a very good means to assess demand and provision in the district.</p>
<p>No. of clubs supported in their development, or using our facilities</p> <p>Leisure Centres</p> <p>Parks</p> <p>Sports Development</p>	<p>Many residents, particularly young people, participate in sport through the work of local clubs. The stronger that those clubs are, the more opportunities that they can provide either from their own facilities or using our leisure centres and parks.</p> <p>The council can support clubs in a number of ways: providing facilities at our leisure centres and in the parks; as a landlord; advising on planning and investment in facilities; encouragement to gain Charter standard qualifications; advice on constitutions, and other governance policies; coach and volunteer development; school/club links; funding advice; promotion and marketing; engagement in competitions.</p> <p>These indicators are the number of sports clubs using our facilities in our leisure centres and parks; and the number of clubs supported / advised by our sports development and other teams.</p>
<p>No. of events in our parks</p> <p>Approximate attendances</p>	<p>The parks team stage and support a wide variety of events from the hugely popular Lichfield Proms in Beacon Park to much smaller events, like a habitat creation morning, which might attract a handful of people. Events are an important way of ensuring public engagement in our parks, attracts new audiences and helps contribute to the tourism economy of the city and district. Events can include focus on sport and culture, education, conservation, heritage and commemoration.</p>
<p>No. of accidents to employees</p> <p>No. of accidents to members of the public</p>	<p>Whilst we try to minimise the number of accidents to members of the public sometimes they do occur, particularly in venues like leisure centres, parks and play area where people might be more strenuous than usual.</p> <p>The directorate manages some high risk functions including grounds maintenance and street cleansing and we use vehicles, plant and chemicals which pose risks if not used correctly.</p> <p>This indicator measures the number of accidents / incidents which has caused injury to someone and has been reported to the health and safety section.</p>
<p>Shopmobility Uses</p>	<p>Shopmobility provides those with limited mobility to get around Lichfield city centre easily. Located in the</p>

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	<p>multi-storey car park the Shopmobility service provides mobility scooters for registered users. This indicator monitors the number of uses which gives an indication as to the service's popularity, particularly since charges were applied in 2014.</p>
<p>The number of calls and service requests to the Hit Squad and other teams.</p> <p>Incidences of fly tipping</p>	<p>As well as its rounds for cleaning and litter picking, the Streetscene team and its Hit Squad receive additional calls to remove litter, graffiti and abandoned vehicles. Monitoring the number of service requests and calls helps us re-design cleaning rounds and address emerging issues. It can also be a proxy for the perceived cleanliness of the district as more calls could indicate a deterioration in standards.</p> <p>The Street Cleansing team remove fly tipping throughout the district. This monitors the number of incidences that they are called to.</p>
<p>No of court and fitness class bookings made on-line and percentage of all such bookings.</p>	<p>As part of the council's ambition to implement 'channel shift', and to recognise that customers' expectations about leisure facilities, the council will be introducing the ability for LAP members to book courts (squash, tennis, badminton, basketball and table tennis), pitches and fitness classes on-line.</p> <p>This will reduce the demand on receptionists because members will be able to self-serve, may help increase the number of bookings because members can check availability and book at any time and more easily, and will provide the perception of added value to the LAP memberships.</p> <p>Over a period of time, we anticipate seeing the proportion of total bookings that are made on-line to increase.</p>

Joint Waste Service Performance and Activity Indicators 2016/17: the Descriptors

Performance Indicator (Descriptor)	Why we need this information
Residual Waste Per Household (Kg) - Joint Waste Service	Measures the amount of waste placed in the black bin per household for both Lichfield and Tamworth. This waste is sent for incineration/energy production rather than recycling.
Residual Waste Per Household (Kg) - Lichfield	Measures the amount of waste placed in the black bin for Lichfield. This waste is sent for incineration/energy production rather than recycling.
Percentage of Household Waste Sent for Reuse, Recycling and Composting – Joint Waste Service	The headline recycling rate for both Lichfield and Tamworth. Measures overall recycling performance.
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	The headline recycling rate for Lichfield. Measures overall recycling performance.
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	The recycling rate for the dry recycle collected in the blue bin for both Lichfield and Tamworth.
Percentage of Household Waste Sent for Dry Recycling - Lichfield	The recycling rate for the dry recycle collected in the blue bin for Lichfield
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	The recycling rate for the garden waste collected in the brown bin for both Lichfield and Tamworth.
Percentage of Household Waste Sent for Organic Recycling - Lichfield	The recycling rate for the garden waste collected in the brown bin for Lichfield.
Number of Missed Bins Per 1000 Collections – Joint Waste Service	Key measure of collection performance for both Lichfield and Tamworth.
Number of Missed Bins Per 1000 Collections – Lichfield	Key measure of collection performance for Lichfield.
Cost of Delivering the Joint Waste Service per Household	Key measure of financial performance for Lichfield. Tamworth also pays the same cost per Household in accordance with the Joint Waste Service Agreement.