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Lichfield, Staffordshire WS136YU

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24th January 2017

Dear Sir/Madam

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

A meeting of the above mentioned Committee has been arranged to take place on **WEDNESDAY 1st FEBRUARY 2017** at **6.00 p.m.** at the **COMMITTEE ROOM**, District Council House, Lichfield to consider the following business.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Neil Turner'.

Neil Turner BSc (Hons) MSc
Director of Transformation & Resources

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

Councillors Awty (Chairman), Matthews, (Vice Chairman), Mrs Allsopp, Mrs Bacon, Mrs Banevicius, Miss Fisher, Miss Hassall, Mrs Pullen, Mrs Tranter, Warfield, Mrs Woodward, A. Yeates and B.W. Yeates.



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Meeting held on 6th October 2016 (copy attached)
4. Leisure Outsourcing (copy attached)
5. The Future of Shopmobility Service (copy attached)
6. Review of Grounds Maintenance, Parks and Countryside – Update (copy attached)
7. Mid Year Performance Report – One Year Action Plan 15/16 for the Leisure & Parks Directorate and Joint Waste Service (copy attached)
8. Work Programme and Forward Plan (copy attached)

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

IN PRIVATE

9. Waste Services (copy attached)



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

6 OCTOBER 2016

PRESENT:

Councillors Awty (Chairman), Matthews (Vice-Chairman), Mrs Allsopp, Mrs Bacon, Mrs Banevicius, Miss Fisher, Miss Hassall, Mrs Pullen, Warfield, Mrs Woodward and B W Yeates.

APOLOGIES FOR ABSENCE were received from Councillors Mrs Tranter and A. Yeates.

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

The Chairman expressed the Committee's condolences for Councillor Mrs Tranter following the sad loss of her husband.

DECLARATIONS OF INTEREST

There were no declarations of interest.

MINUTES

The Minutes of the Meeting held on 20 June 2016 were taken as read, approved as a correct record and signed by the Chairman.

Further details were sought on a number of issues including healthy eating in vending machines and the current situation regarding the Hospital Road Playing Fields lease.

The Chairman said he would like the explanation for increased street scene costs referred to in the Minutes to be circulated prior to the next meeting.

RESOLVED: That the Minutes of the Meeting held on 20 June 2016 be approved as a correct record.

REVIEW OF LEISURE SERVICES

A report was submitted on the Review of Leisure Services which was examining the potential for outsourcing the operational management of Friary Grange Leisure Centre and Burntwood Leisure Centre and possibly Sports Development and Parks and Open Spaces.

Ms Forsyth of Max Associates, who had been appointed to project manage the potential outsourcing, provided feedback from a workshop attended by Members of the Committee on 9 September. In considering the outcome of the workshop the Committee noted that a balance needed to be achieved between price and quality.

Details were then given of the next stages, including the issuing of tender documents and Members discussed the timescale of the project and the opportunity for scrutiny.

RESOLVED: That the progress on the Leisure Services

Review be noted.

THE FUTURE OF THE SHOPMOBILITY SERVICE

At the meeting of the Committee held on 20 June it had been agreed that the Shopmobility Service was not cost effective and an alternative organisation should be sought to operate the service.

Details were given of the work undertaken since the meeting and it was noted that 'Easy Living Mobility' had expressed an interest in expanding their existing shopmobility hire provision and operating the service.

The Committee considered that this represented the best option and recommended that the Council's Shopmobility assets be transferred to Easy Living on the basis that they continue to provide a shopmobility service for a minimum of three years at a hire charge not exceeding £5.

It was suggested that the long term viability of the scheme could be something that the Committee re-visits in the future.

RESOLVED: That it be recommended to Cabinet that the Council's Shopmobility assets be transferred to Easy Living Mobility for a peppercorn payment on the basis that they will continue to provide a shopmobility service within Lichfield City centre for a minimum of three years with a service charge of no more than £5 a visit during this period.

WORK PROGRAMME AND FORWARD PLAN

Members considered the Work Programme and Forward Plan.

It was proposed that the Committee look at the leisure budget, with a view to establishing a picture of spend across the District, with the possibility of co-ordinating work with Economic Growth, Environment and Development (Overview & Scrutiny) Committee which would be looking at events and festivals in the District.

The Committee agreed that 'Leisure Outsourcing' should be included on the work programme for the March meeting in addition to the meeting in February.

The Chairman requested that the management of the Garrick be invited to attend the meeting on 6 February. He said he would like to obtain a clear picture of the financial position and had spoken to the Cabinet Member for Finance and Democracy about this.

Reference was made of the Briefing Paper that had been issued on the management of closed Churchyards in Burntwood and the Committee noted the work undertaken by the Friends of St Annes which provided a good example of community action and a possible model for other areas of the District.

The Cabinet Member for Waste Management informed the Committee that a meeting was due to take place on 17 October which would involve Chief Executives, Leaders, Cabinet Members and relevant officers to consider the Waste Service in the light of the County Council's financial situation. It was noted that the County Council was

seeking to make £1.5 million savings and this would result in reduced revenue for the Service.

The County Council had indicated that it would try to delay making the cuts until 2019-20 however there was a risk that they could be implemented earlier. The Cabinet Member for Waste Management said it would be prudent for the Overview and Scrutiny Committee to be involved in the process. Members considered that this would be timely and it was suggested that the Committee could look at both the direct and indirect impact of any changes (e.g. fly tipping).

It was agreed that the Committee should also look at the Council's Tree Policy and the Chairman said he would look at fitting this into the work programme.

RESOLVED: That the Work Programme and Forward Plan, together with the suggestions for future items be noted.

EXCLUSION OF PUBLIC AND PRESS

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

ANNUAL REVIEW OF PRICES FOR CORE LEISURE ACTIVITIES

Consideration was given to fees and charges for core leisure activities from January 2017.

It was noted that an overarching objective of the Parks and Open Spaces review was to reduce the size of the estate and this could be achieved in part by transferring or leasing facilities to their predominant users.

Particular consideration was given to options to reduce the cost of maintaining bowling greens. It was suggested that this was something that could be looked at in more detail in the future and it was agreed that a task group be established.

RESOLVED: (1) That the recommended fees and charges for core leisure activities from January 2017 be noted.

(2) That a task group be established to examine options for the District Council's Bowling Greens.

(The Meeting Closed at 7.05 pm)

CHAIRMAN

LEISURE OUTSOURCING

Report of: Cabinet Member for Leisure & Parks

Date: 1 February 2017

Agenda Item: 4

Contact Officer: Richard King

Tel Number: 01543 308060

Email: richard.king@lichfielddc.gov.uk/

Key Decision? YES

Local Ward All

Members

Lichfield
district council
www.lichfielddc.gov.uk

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

1. Executive Summary

- 1.1 To update Members on the review of Leisure Services with the potential to outsource the management operation of Friary Grange and Burntwood Leisure Centres and possibly Sports Development and Parks and Open Spaces.

2. Recommendations

- 2.1 That the progress on the review be noted.

3. Background

- 3.1 At the last meeting of the Overview and Scrutiny Committee, Members were appraised of the criteria for assessing Tenders from potential operators of the Council's Leisure Services.
- 3.2 Attached at **Appendix A** is a timeline for the outsourcing and it is confirmed that the project is consistent with the programme outlined.
- 3.3 Following the advertisement of the opportunity to tender for the Leisure Contract, there was good interest shown with seven different organisations completing the initial selection questionnaire.
- 3.4 The submissions were then scored in accordance with the criteria that had been agreed by Members and the top five scoring organisations were duly selected to proceed to the next stage.
- 3.5 An invitation to submit outline solutions has now been submitted to the five short-listed organisations with a closing date for submissions of 6 February 2017.
- 3.6 On 17 January 2017 a "Bidders" day was held and the short-listed organisations were hosted by Council Officers and given a tour of the Council's existing Leisure facilities to help inform their further submissions.

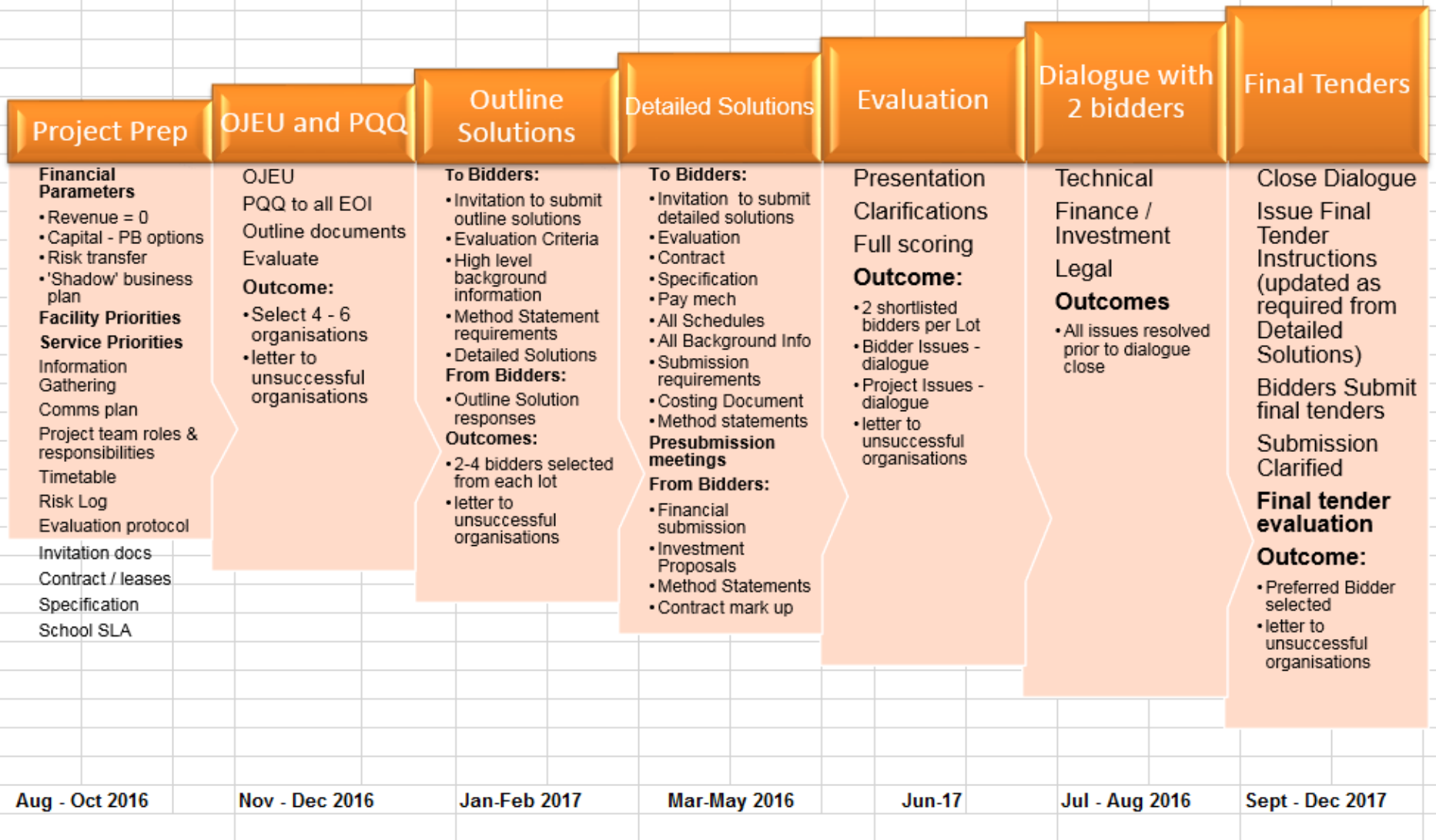
Alternative Options	1. A decision has been made to explore the outsourcing of the Leisure Centres with the potential for including Sports Development and Parks to also be considered. The alternative would be not to seek to outsource the Leisure Centres although they are a significant cost to the Local Authority.
Consultation	<ol style="list-style-type: none"> 1. There has been considerable consultation on the Physical Activity and Sports Strategy which was considered by this Overview and Scrutiny Committee. 2. The outsourcing will also have regard to the requirements of the PASS and consultation has taken place with Overview and Scrutiny Committee Members regarding the evaluation criteria of any Tenders received. 3. Staff briefings have also been held to keep Members of Staff updated on the outsourcing.
Financial Implications	1. Budgetary provision has been made for £102,000 to cover the costs of the potential outsourcing which include the costs of the Staffordshire County Council's procurement service, legal fees and a Project Manager for the Outsourcing. At the present time, the costs are being contained within that budget. In any potential outsourcing, it is hoped that the current costs of operating the leisure services would be significantly reduced.
Contribution to the Delivery of the Strategic Plan	1. The outsourcing of Leisure Centres will not diminish the delivery of the Strategic Plan and will help develop a vibrant and prosperous economy, promote healthy and safe communities and provide clean, green and welcoming places.
Equality, Diversity and Human Rights Implications	1. The PASS Strategy emphasises the importance of encouraging those that would most benefit to be more active more often. Such individuals may have protected characteristics including age, gender, and disability or ill-health and these considerations are being built into the evaluation criteria for the outsourcing.
Crime & Safety Issues	1. The strategy emphasises the importance of sport and physical activity and diversionary activities particularly for young people, and outsourcing will assist with this.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	A full risk assessment has been undertaken of the outsourcing and this is attached at Appendix B.	As outlined at Appendix B	Yellow

Background documents:

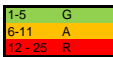
Relevant web links:

SUMMARY



LICHFIELD COUNCIL - LEISURE PROCUREMENT

Risk Register

Date: 18/11/2016	L = Likelihood 5=High, 3=Medium, 1=Low I = Impact 5=High, 3=Medium, 1=Low	
Version: DRAFT FOR INTERNAL COMMENT Owners: PWG		

Risk ID	Owner	Date of review	Risk Description	Gross risk no controls				Net risk score with existing			Planned further mitigation (where appropriate)	Date of Next Review
				L	I	Gross Score	Rating	L	I	Net Score		

Project Management Risks														
PMR01	LF	26th Aug 2016	Ineffective project governance	2	4	8	A	Project Board and Working group established. PM engaged in project includes Governance arrangements. PID documents completed	1	4	4	G	21st Oct 2016	
PMR02	LF	26th Aug 2016	Unclear project roles	2	3	6	A	Defined in PID documents	2	3	6	A	21st Oct 2016	
PMR03	LF	26th Aug 2016	Existing staff capacity and workloads	2	4	8	A	Project plan sets out meetings and times of work flow requirements. PM to support	2	4	8	A	21st Oct 2016	
PMR04	LF	26th Aug 2016	Failure to manage project manager	1	5	5	G	Project Board in place	1	5	5	G	21st Oct 2016	
PMR05	LF	26th Aug 2016	Poor document management leads to confusion in version control	3	3	9	A	Project Manager to control documentation	2	2	4	G	Procurement portal to be used for all bidder documentation. Internal and external permissions established.	21st Oct 2016
PMR06	LF	26th Aug 2016	Management Review reduces capacity	2	4	8	A	Transition period included	1	4	4	G		21st Oct 2016
PMR07	LF	26th Aug 2016	Requirements of cabinet / committee approvals shortens actual procurement period	3	3	9	A	2016/17 dates to be incorporated into project plan. To consider use of Cabinet delegations to single member or officer if required.	2	2	4	G	21st Oct 2016	
PMR08	LF	26th Aug 2016	Council provides inconsistent/lack of information to bidders	2	3	6	A	Early collection of information to ensure quality control. MA to check and discuss any information gaps with PWG Sept 2016.	2	2	4	G	20th Jan 2017	
PMR09	LF	26th Aug 2016	Process challenged by contractors excluded at each stage of the process	2	4	8	A	Process quality assured by procurement / legal support	2	2	4	G	20th Jan 2017	
PMR10	LF	26th Aug 2016	No final agreement signed on contract with preferred bidder prior to contract commencement	3	3	9	A	CD route and agreed process ensures that all legal negotiation completed prior to close of dialogue	2	2	4	G	20th Jan 2017	
PMR11	LF	26th Aug 2016	Decision is called in by O&S committee	2	4	8	A	O&S fully informed of process at appropriate stages, project plan updated at mobilisation stage if needed. Contract start date delayed if essential	2	8	8	A	Members to be kept fully briefed throughout the procurement process Consider issues with the contract / partial termination clauses	20th Jan 2017
PMR12	RK	01/01/2016	Not having JU agreement - HOT agreed	5	3	15	R	Continued discussions with the school	4	3	12	R		20th Jan 2017

Revenue Funding/Affordability Risks

RFR01	Jl	26th Aug 2016	Business case changes (NNDR and VAT rule impacts)	3	5	15	R	Business case reviewed at detailed and final tender stages	2	5	10	R	20th Jan 2017
RFR02	Jl	26th Aug 2016	Insufficient procurement budget to fund all procurement requirements	2	2	4	G	Budget in place and reviewed by Jl. PM is fixed cost.	2	2	4	G	20th Jan 2017
RFR03	Jl	26th Aug 2016	Bidders provide inconsistent proposals (particularly for FGLC)	3	4	12	R	Clear instructions provided at all stages - clarification stages built into timetable, in case required.	2	3	6	A	20th Jan 2017
RFR04	Jl	26th Aug 2016	It is not believed that the 'cheapest' solution is achievable	2	4	8	A	Viability of business plans form part of evaluation and will form part of dialogue stage	2	2	4	G	20th Jan 2017
RFR05	Jl	26th Aug 2016	Pension costs (inc bond)	3	2	6	A	Gain actuary report early to decide whether a bond is required	3	2	6	A	20th Jan 2017
RFR06	Jl	26th Aug 2016	Costs between council and school not clear at FGLC	3	3	9	A	Early assessment completed	3	3	9	A	20th Jan 2017
RFR07	Jl	26th Aug 2016	Back office cost implications	2	4	8	A	Assess any true savings	2	3	6	A	20th Jan 2017
RFR08	Jl	26th Aug 2016	Specification too onerous, so that limits commercial opportunities					Provide structure at outline stage to bidders for dialogue					20th Jan 2017
RFR09	Jl	26th Aug 2016	Bidders cost significantly for transfer of risk	3	3	9	A	Clear instructions provided at ISDS stage, so costs are transparent so VFM can be determined	3	2	6	A	20th Jan 2017
RFR10	Jl	26th Aug 2016	Residual central costs in council spread over smaller number of operational areas	4	1	4	G	Ensure accounted for in overall business case	4	1	4	G	20th Jan 2017
RFR11	Jl	26th Aug 2016	Transfer impacts on the council's VAT position	3	3	9	A	Legal / finance advice on legal contract structures in place and impact on Council's VAT position.	3	3	9	A	20th Jan 2017
RFR12	Jl	26th Aug 2016	Failing to adequately transfer risks associated with trading, pensions, property, legislation etc.	3	4	12	R	Set out in risk transfer table to bidders at early stage and be clear in contract	3	3	9	A	20th Jan 2017
RFR13	Jl	26th Aug 2016	Operational data not available to allow for due diligence	3	4	12	R	Early advice and gathering of data - highlight issues	3	3	9	A	20th Jan 2017
RFR14	Jl	26th Aug 2016	NNDR relief to the council as whole	3	4	12	R	Finance assess the impact of any governance structures					20th Jan 2017

Capital Affordability Risks

CAR01	Jl	26th Aug 2016	Condition surveys highlight extensive and costly repairs and maintenance requirements for bidders	3	4	12	R	Full condition surveys to be provided and costed and included in affordability calculations	3	4	12	R	To be reviewed following submission of bidder detailed solutions	20th Jan 2017
CAR02	Jl	26th Aug 2016	No workable investment plan particularly at FGLC	3	4	12	R	Test at outline stage	3	4	12	R	20th Jan 2017	

Procurement Risks													
PRR01	LF	26th Aug 2016	No interest from the market	2	5	10	A	SMT at options appraisal stage confirmed interest from market.	2	2	4	G	20th Jan 2017
PRR02	LF	26th Aug 2016	Failure to scope extent of specification properly	2	5	10	A	Use SE template and PM experience	2	3	6	A	20th Jan 2017
PRR03	LF	26th Aug 2016	Council not clear which services are included / variant options	2	5	10	A	Considered at pre-procurement and outline stage	2	3	6	A	20th Jan 2017
PRR04	LF	26th Aug 2016	This procurement ties in with other market opportunities, so potential bidders pull out as have other projects they are working on.	3	4	12	R	Early communication with bidders of timescales.	2	4	8	A	20th Jan 2017
PRR05	LF	26th Aug 2016	Procurement is challenged	3	4	12	R	Using SE toolkit / PM / Staffordshire procurement support	2	3	6	A	20th Jan 2017
PRR06	LF	26th Aug 2016	Evaluation panels consist of staff that may be s.t. TUPE	3	4	12	R	Evaluation protocol - members to declare and general conflict of interest. Staff inclusion reviewed at each stage to the process	2	3	6	A	20th Jan 2017
Political Risks													
PR01	RK	26th Aug 2016	Lack of Cabinet support	2	4	8	A	Lead Member involved in procurement process on a regular basis. Member approval at XXXXXXXX stages	2	2	4	G	20th Jan 2017
PR02	RK	26th Aug 2016	Change of Council priorities result in reduced support for leisure procurement project	3	3	9	A	Decision made in March 2016 Cabinet. Briefing reports to be provided as required	2	2	4	G	20th Jan 2017
Communication/Publicity Risks													
COM01	ET	26th Aug 2016	Stakeholders feel there is a lack of information / inclusion in the process cause delays	3	3	9	A	Stakeholder workshops to take place early on in process	2	2	4	G	20th Jan 2017
COM02	ET	26th Aug 2016	Public and media opposition to proposals causes delays and political instability	3	3	9	A	Involvement of Council press team early on in process	2	2	4	G	Communications plan to be produced 20th Jan 2017
HR													
HR01	CP	26th Aug 2016	It is not clear which staff are s.t. TUPE	1	3	3	G	Early assessment of staff working patterns	1	2	2	G	20th Jan 2017
HR02	CP	26th Aug 2016	Unions not involved at early stage and impact programme	1	4	4	G	Early involvement and rep on PB	1	4	4	G	20th Jan 2017
HR03	CP	26th Aug 2016	Establishment list not accurate	2	4	8	A	PM to be clear about what information will be required at which stage of the process. Time for verification of information to be included in programme.	2	3	6	A	20th Jan 2017
HR04	CP	26th Aug 2016	Staff are concerned about their future jobs and conditions, this affects current service delivery	4	4	16	R	Early consultation with staff - RK met with staff December 2016	3	4	12	R	20th Jan 2017
HR05	CP	26th Aug 2016	Key staff leave posts due to uncertainty	2	3	6	A	Early consultation with staff	2	3	6	A	20th Jan 2017
HR06	CP	26th Aug 2016	Negotiations concerning pensions delays the project	2	3	6	A	Early HR advice to be requested. Pensions advice required early on in the process	1	2	2	G	20th Jan 2017
HR07	CP	01/12/2016	Casual members of staff on the TUPE list	3	3	9	A	PK / SH to assess those with regular hours	2	2	4	G	Update during the procurement process 20th Jan 2017
Operations													
OP01	PK	26th Aug 2016	Users worried about reduction in service levels with new provider	3	3	9	A	Stakeholder workshops/communication to take place regularly throughout process	2	2	4	G	Part of communications plan to be produced 20th Jan 2017
OP02	PK	26th Aug 2016	Council can not use the centres for elections / emergency centres / part of business continuity plans	3	3	9	A	Include requirements in specification					20th Jan 2017
OP03	PK	26th Aug 2016	Senior personnel changes at The Friary School	3	4	12	R	Ensure SLA in place and signed prior to contract award	2	4	8	A	20th Jan 2017
OP04	PK	26th Aug 2016	Uncertainty distracts from operations	3	4	12	R	Regular updated to staff	2	4	8	A	20th Jan 2017
OP05	PK	26th Aug 2016	Lifetime memberships - not on database	2	2	4	G	Staff to put all on database within next year (as users come into centres)	2	2	4	G	20th Jan 2017
OP06	PK	21st Oct 2016	Operational issue if King Ed not handed to school prior to new contract	2	4	8	A	Option for the operator to manage in short term if needed (additional cost)	2	3	6	A	20th Jan 2017
OP07	RK	16th Dec 2016	Ongoing community use of FGLC impacted by school / Academy status	2	5	10	A	Ongoing discussions with the school	2	5	10	A	20th Jan 2017
Legal													
LEG01	BN	26th Aug 2016	No Title confirmed at FGLC	3	4	12	R	Consider to include as Council Change in contract - likely to happen	3	4	12	R	20th Jan 2017
LEG02	BN	26th Aug 2016	FGLC converts to an academy										20th Jan 2017
LEG03	BN	26th Aug 2016	CISWO requirements not known or observed	2	4	8	A		2	4	8	A	20th Jan 2017
LEG04	BN	26th Aug 2016	Potential health centre at Burntwood not considered	2	4	8	A		2	4	8	A	20th Jan 2017
LEG04	BN	26th Aug 2016	Failure to ensure that Intellectual Property is available to transfer to new operator	2	4	8	A		2	4	8	A	20th Jan 2017
LEG06	BN	26th Aug 2016	Ensuring that supply and service contracts can and are assigned.	2	3	6	A		2	3	6	A	20th Jan 2017
Contract Mobilisation & monitoring													
CCM1	RK	26th Aug 2016	Insufficient due diligence period	3	3	9	A	Procurement, Consultant and legal expertise to advise	2	2	4	G	Project Manager to review project plan on a regular basis. Exception reports to Project Board as and when required. 20th Jan 2017
CCM2	RK	26th Aug 2016	Delays in agreeing and signing mobilisation plans	3	4	12	R	Procurement, Consultant and external legal expertise to advise	2	3	6	A	Project Manager to review project plan on a regular basis. Exception reports to Project Board as and when required. 20th Jan 2017
CCM3	RK	26th Aug 2016	Resource to manage contract post award	2	3	9	A	Council to consider and resource with advice from other councils that have an outsourced service	2	3	6	A	20th Jan 2017

The Future of the Shopmobility Service update



Report of: Cabinet Member for Tourism and Communications

Date: 1 February 2017
Agenda Item: 5
Contact Officer: Gary Brownridge
Tel Number: 01543 687572
Email: Gary.brownridge@lichfielddc.gov.uk
Key Decision? YES
Local Ward Members Shopmobility users reside throughout the district and beyond but the service is based in the city centre.

**Leisure Parks and
Waste Management
(Overview and
Scrutiny) Committee**

1. Executive Summary

- 1.1 In 2016, two reports on the Future of the Shopmobility service were presented to the Leisure Parks and Waste Management (Overview and Scrutiny) Committee, one in June and the other in October. The Committee was asked for its views on the various options presented in these reports. These included the cost effectiveness of the existing service provision, and the options of closing the service, reducing the service or looking for an alternative organisation to run the service. The Committee agreed that the existing service was not cost effective and that we should pursue the option to seek an alternative organisation to operate the Shopmobility service.
- 1.2 After consultation with various organisations, only one local business (Easy Living Mobility) was interested in taking on the running of the Lichfield Shopmobility service. Unfortunately, soon after the Overview and Scrutiny (O&S) meeting in October, Easy Living Mobility informed the council that they were no longer in a position to operate the Lichfield Shopmobility Service due to a change in managerial responsibilities.
- 1.3 As there were no other organisations interested in operating the Lichfield Shopmobility service, officers needed to explore all remaining options in more detail. A further review identified that by combining Shopmobility and Public Conveniences into one service unit and reviewing the resources required to operate the combined service, significant savings could be made that would dramatically reduce the existing operating cost of the Shopmobility service without compromising the Public Conveniences provision.
- 1.4 If the council was to continue to operate the Shopmobility service in-house and with the imminent start of the Friarsgate development, a new operating centre would be required. Officers identified a suitable location within the Friary car park where a new operating and secure storage unit could easily and cost effectively be constructed. The proposed location will be in close proximity to existing disabled parking spaces and easily accessible for people of all abilities. The Friary car park is owned and maintained by the council. Consultation was carried out with officers from Economic Development who manage the car parks which found that they are fully supportive of this proposal.

- 1.5 It is therefore proposed that the new operating and storage unit should be put into place in early 2017. The two service areas (Shopmobility and Public Conveniences) are to be combined into one service area ready for the start of the new financial year in April 2017. It is proposed that the Shopmobility service be transferred to its new location in mid 2017 prior to the start of the Friarsgate Development.

2. Recommendations

- 2.1 It is recommended that the Committee supports the combining of the two service areas into one service unit, approves the location of the new operating centre at the Friary car park and notes the significant reduction in operating cost of the Shopmobility service.

3. Background

- 3.1 In the report presented to the Leisure Parks and Waste Management (Overview and Scrutiny) Committee in June 2016, the committee agreed that out of the options presented to them the best option for the council would be to seek an alternative organisation to operate the Lichfield Shopmobility service. The Committee also suggested that a consultation / survey should be carried out with all scheme members. This was followed by a second report in October 2016 confirming that a survey of all scheme members had been carried out and the results were included with the October report. The second report also confirmed that discussions with various organisations had been undertaken to try and identify any organisations that may be interested in running a Shopmobility scheme in Lichfield. Only one company (Easy Living Mobility) expressed a keen interest in running the service. Therefore, the recommendation from officers was to transfer the council's Shopmobility assets to Easy Living Mobility after agreeing the Heads of Terms. This recommendation was fully supported by the Committee.
- 3.2 Unfortunately shortly after the October O&S Committee meeting, the council was informed by Easy Living Mobility that they were no longer in a position to operate the Shopmobility scheme due to a change in their managerial responsibilities.
- 3.3 The council was already aware that no other organisations were interested in operating the Lichfield Shopmobility scheme. We were also aware that the cost of running the existing Shopmobility service is not sustainable moving forward. In addition, we were conscious that we would need to vacate the existing Shopmobility unit when the Friarsgate development commences in 2017.
- 3.4 We are also aware that the service is well-liked and of high value to the disabled customers who use it when visiting Lichfield. The Committee had previously acknowledged the benefits of this service and has always been supportive of officers' suggestions to try and retain a Shopmobility service in Lichfield.
- 3.5 The only realistic options that were left were to either identify a way to significantly reduce the operating costs of the service or to close the service completely. It was clear from the survey how important the Shopmobility service is to our customers. Therefore, officers wanted to explore all other options before considering closing the service.
- 3.6 Firstly we needed to locate a new storage and operating centre that was cost effective, accessible, secure and with nearby disabled parking. Several locations were considered. However, only one

location was deemed appropriate - a small unused corner on the lower deck of the Friary multi storey car park. Discussions were held with officers from Economic Development who are responsible for managing the council car parks. These discussions showed that they are fully supportive of converting this unused corner and re locating the Shopmobility service to this area. The proposed unit would need a small amount of building and fabrication work to make it fully secure. It would also require a power supply to be installed for charging the scooters. To complete the conversion work there would be a one-off cost of approximately £5-£6k.

- 3.7 The next consideration was to identify ways to significantly reduce the operating cost of the service. The main costs of running the service are employee costs. The Shopmobility service currently operates as a standalone service and the 2016/17 approved Shopmobility budget for employees is currently £18,940. The council has a vacant toilet attendant's position within the Public Conveniences section. This has allowed the council to consider amalgamating the Shopmobility and the Public Conveniences sections together.
- 3.8 The council had to consider if the existing attendants could manage to run the two services areas as one whilst ensuring there are no detrimental effects to the existing service provision of either service. We took into consideration the reduction in time required for toilet cleansing when the Friarsgate Development commences due to the loss of the Bus Station facility, together with the requirement for the attendants to have to walk from one side of town to the other side several times per day to clean the facilities. The remaining three toilet facilities in Lichfield are in relatively close proximity to the proposed new Shopmobility service unit. Therefore, we believe the workload to be totally viable and realistic.
- 3.9 The Shopmobility service was originally run by the toilet attendants who were permanently based at the Bus Station facility. The current job descriptions and job evaluations for both the existing toilet attendant and the shopmobility attendant already allows for working on both sections. The positions are currently based on working 30 hours per week on a rota basis. Therefore, no changes to the existing job descriptions or weekly working hours will be required.
- 3.10 Consultation was carried out with the existing shopmobility and toilet attendants about this proposal and both attendants consider that the proposal should work. It was agreed that the best time to implement the change would be at the start of the new financial year (April 2017).
- 3.11 The new Shopmobility centre would be built in early 2017 and be available for use when the Friarsgate development commences. We would update the council's web page and write to all existing Shopmobility members in good time to inform them of the new location and any service changes.
- 3.12 By combining the Shopmobility and Public Conveniences sections it is anticipated that, with the exception of the central support charges, the income generated from the scheme membership fees and the daily equipment hire charges would almost cover the Net Direct Cost of operating the Shopmobility service. We also have further options to moderately increase the membership and usage charges based on positive feedback relating to increased charges from the scheme members' survey in 2016.

Consultation	<ol style="list-style-type: none"> 1. Consultation with existing shopmobility and toilet attendants carried out in December 2016. 2. Views sought from Officers in Economic Development with regards to the proposed new operating location. 3. O&S Committee consultation June and October 2016.
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Financial Implications	<p>The Approved budget for Shopmobility for 2016/17 is £29,530.</p> <table border="1"> <thead> <tr> <th>Budget</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td>18,940</td> </tr> <tr> <td>Premises</td> <td>100</td> </tr> <tr> <td>Supplies and Services</td> <td>2,280</td> </tr> <tr> <td>Central Support Charges</td> <td>10,210</td> </tr> <tr> <td>Total Expenditure</td> <td>31,530</td> </tr> <tr> <td>Income</td> <td>(2,000)</td> </tr> <tr> <td>Net Cost</td> <td>29,530</td> </tr> <tr> <td>Net Direct Cost</td> <td>19,320</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <p>Budget Required if combined</p> <table border="1"> <thead> <tr> <th>Budget</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td>0</td> </tr> <tr> <td>Premises</td> <td>100</td> </tr> <tr> <td>Supplies and Services</td> <td>2,280</td> </tr> <tr> <td>Central Support Charges</td> <td>10,210</td> </tr> <tr> <td>Total Expenditure</td> <td>12,590</td> </tr> <tr> <td>Income</td> <td>(2,000)</td> </tr> <tr> <td>Net Cost</td> <td>10,590</td> </tr> <tr> <td>Net Direct Cost</td> <td>380</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <p>By combining the two service areas into one the council could make a Net Direct Saving of £18,940. This saving is made up from Employee costs no longer required. The council would still have the Central Support Charges currently allocated to the Shopmobility service which would need to be distributed across other service areas. The £18,940 could be offered up as ongoing savings.</p> <p>Based on income from previous years, it is estimated that the council will generate an annual income of approximately £2k from Shopmobility (this is variable each year). This income is based on an annual scheme membership fee of £5 and the equipment hire charges of £1 per visit.</p> <p>The Shopmobility Survey carried out in 2016 suggested that nearly half of service users (49%) would consider paying more to hire the equipment with a further 35% saying they may consider paying more.</p> <p>Suggested price increases from scheme members in the survey feedback are as follows:</p> <p>Annual Membership increase to £10. Hire of Equipment £2 - £5 per visit</p>	Budget	£	Employees	18,940	Premises	100	Supplies and Services	2,280	Central Support Charges	10,210	Total Expenditure	31,530	Income	(2,000)	Net Cost	29,530	Net Direct Cost	19,320			Budget	£	Employees	0	Premises	100	Supplies and Services	2,280	Central Support Charges	10,210	Total Expenditure	12,590	Income	(2,000)	Net Cost	10,590	Net Direct Cost	380		
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	<p>At the time of writing this report we have 82 scheme members with an estimated 1,000 equipment hires by the end of the March 17.</p> <p>Potential income Membership; £820 per annum Equipment Hire; £2-£5k per annum.</p> <p>There would be a one of cost of £5-£6k for the construction of the new Shopmobility operating centre within the Friary multi storey car park.</p>
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. Assisting the council to be fit for the future - by significantly reducing the operating cost of the Shopmobility service we will be helping the council to reduce its budget requirements and make ongoing efficiency savings. 2. Ensuring a Shopmobility service is available within Lichfield will help provide people with temporary or permanent disabilities the opportunity to visit Lichfield City centre who may not otherwise be able to do so. The service encourages visits to the City and hence the development of a more prosperous district.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. A Shopmobility service is provided specifically for the use of people with temporary or permanent disabilities. 2. The service aims to reduce the barriers to shopping around Lichfield City centre. 3. The service is available to all persons with a temporary or permanent disability irrespective of race, gender, age, religion, sexual orientation or disability providing the basic induction criteria can be successfully met.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None identified specific to this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Adverse reaction from service users	<p>Any proposed changes to delivery of services or charges will be communicated in writing to all scheme members.</p> <p>The new location will be well signed. It will be easily accessible and will provide close- by disabled parking.</p> <p>The survey carried out in 2016 suggests that most scheme members are prepared to pay more to retain a Lichfield Shopmobility service.</p>	Green Risk
B	Friarsgate development is delayed and the bus station toilet facility remains open longer than expected increasing workload on the attendants	<p>Good communication with the Friarsgate project management.</p> <p>Use of casual and agency staff to manage workloads if required.</p> <p>Flexible working rotas to meet service demands.</p> <p>Consider reducing opening days per week or operating hours per day.</p>	Yellow Risk
C	Scheme membership and equipment hire significantly reduces when operating from the new location, reducing income	<p>Ensure new location meets all the needs of our customers, including being well signed, accessible to all, has disabled parking and is secure for storage and maintenance of equipment.</p> <p>Benchmark membership and equipment Hire charges against other similar schemes.</p> <p>Ensure good communication with scheme members.</p> <p>Ensure the service is available when customers need to use it.</p> <p>Advertise and promote the scheme.</p>	<p>Green Risk</p> <p>By combining the Shopmobility and Toilet services into one service unit, the Net Direct Costs of running a stand-alone Shopmobility service is dramatically reduced. Therefore, a reduction in income would be counterbalanced by a reduction in costs.</p>

Background documents

A copy of the previous Future of Shopmobility Reports from the June 2016 and October 2016 O&S Committee Meetings.

A copy of Shopmobility Questionnaire and Questionnaire Feedback report.

Relevant web links

PARKS, GROUNDS MAINTENANCE & OPEN SPACES PHASE 2 REVIEW

Report of: Cabinet Member for Leisure & Parks - Cllr. Andrew Smith

Date: 1 February 2017

Agenda Item: 6

Contact Officer: Richard King

Tel Number: 01543 308060

Email: richard.king@lichfielddc.gov.uk/

Key Decision? YES

Local Ward Members All

Lichfield
district council
www.lichfielddc.gov.uk

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

1. Executive Summary

- 1.1 To note progress made regarding the Parks, Grounds Maintenance and Open Spaces Phase Two review.

2. Recommendations

- 2.1 That the contents of the report be noted.

3. Background

- 3.1 In June 2015, Members received a report finalising Phase One of the Fit4Future review on Parks, Grounds Maintenance and Countryside.
- 3.2 It was agreed that a further phase of the review should be undertaken including focussing on reducing the Council's estate, and the potential for development of Burntwood and Lichfield public open spaces.
- 3.3 A review of the Shop Mobility Service has taken place as part of the review and a report appears elsewhere on the agenda relating thereto. Significant savings have been achieved following a review of the service and the proposal to combine the Shopmobility Service with the Toilet Attendants duties.
- 3.4 One area that the Council was looking to pursue was a transfer of its public open spaces to Burntwood Town Council. A meeting between Councillors Mrs Fisher, Mrs Evans, Tranter and A Smith has been arranged for 25 January 2017 to determine whether there is any prospect of this proceeding.
- 3.5 A Bowls Task Group has been established to assist with reviewing Bowls provision within the District. In terms of Beacon Park, the Council has been in discussions with Lichfield Museum Bowling Club and Lichfield Crown Green Bowling Club with a view to the Museum Bowling Club taking over maintenance of both bowling greens which they would then maintain.

3.6 In terms of public open spaces at Lichfield, the Asset Strategy Group agreed the following: -

1. That the Wolsey Road site be progressed for residential development
2. That discussions be re-opened with Netherstowe House regarding the possibility of the sale of land at the Mill Pond and the submission of a planning application to improve access.
3. That discussions be held with Public Sector Property to examine the potential for development of the sites at Leyfields and Netherstowe.

3.7 In terms of the Burntwood sites, following a comprehensive review, only two potential sites were identified for development, following liaison with local Members. These sites at Hawthorn Crescent and Oakdene Road are being pursued as a possibility of a residential development thereon.

3.8 The Council is also looking to dispose of the Freehold interest of the St. Matthews Sports and Social Club at Burntwood, to the club Trustees. It is also confirmed that the public open space at Swan Road, Whittington has now been transferred from the District Council to Whittington Parish Council.

Alternative Options	<ol style="list-style-type: none"> 1. The Council could choose to maintain the existing Shopmobility Service as it currently operates. 2. The Council could also choose to retain public open spaces which it has identified for development.
Consultation	<ol style="list-style-type: none"> 1. Consultation has taken place with local Ward Members regarding the public open space areas that it is looking to develop. 2. Consultation has also taken place with regard to the proposed arrangements for the Shopmobility Service.
Financial Implications	<ol style="list-style-type: none"> 1. The revised operation of the Shopmobility Service will realise a saving of £19,000 per annum for the Council. 2. There will be a reduction in maintenance costs if the Council dispose of the open spaces referred to and the Bowling Greens. 3. There will also be a capital receipt or revenue income from the redevelopment of the public open space sites.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. Redevelopment of the POS sites will contribute to the development of a vibrant and prosperous economy.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. A review of the Shopmobility Service has been undertaken to ensure that an effective Shopmobility Service will continue to be delivered under the new arrangements.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None arising directly from this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Adverse publicity from disposal of public open space sites.	Only a limited number of public open space sites, which add little amenity value, are being disposed of.	Yellow

Background documents:

Relevant web links:

Mid Year Performance Report – One Year Action Plan 16/17

Report of Councillor Andrew Smith/Councillor Iain Eadie
Cabinet Member for Leisure Services:



Date:	1 February 2017
Agenda Item:	7
Contact Officer:	Richard King
Tel Number:	01543 308060
Email:	Richard.king@lichfielddc.gov.uk
Key Decision?	NO
Local Ward Members	All

Leisure Parks & Waste Management (Overview and Scrutiny) Committee

1. Executive Summary

- 1.1 To advise Members of progress on the activities and projects described in the One Year Action Plan for 2016/17 as considered by this Committee in January 2016. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative and the related statistics reflect performance as at 30th September 2016.
- 1.2 Members are invited to consider and comment on progress made.

2. Recommendations

- 2.1 To note the mid-year Performance Report at **Appendix A** and Performance Indicators at **Appendix B**.

3. Background

- 3.1 In spring 2016 the Strategic Plan 2016-20 was approved by Council. The Plan sets out the medium term ambitions of the Council.
- 3.2 A 'Top Ten' was developed by each Directorate / Cabinet Member and these were reported to and endorsed by the relevant O&S Committee in January 2016. The most significant and critical issues from the Directorate Top 10s were collated to form the Corporate Annual Action Plan which was approved by Council in February 2016.
- 3.3 As the plans were adopted by each O&S Committee, the way in which the Top 10s and the performance indicators are being presented has not changed despite there being a change in the directorate structure.
- 3.4 The mid-year performance against the 2016/17 Action Plan for this Committee is attached at **Appendix A**. The most significant actions were included in the Corporate Top 10 / Corporate Annual Action Plan for 2016/17 and these are indicated by having a reference that begins 'AAP'. Progress on corporate top ten actions was reported to Cabinet in December 2016. The key performance indicators are also attached at **Appendix B**.

Alternative Options	1. None		
Consultation	1. There has been a consultative element to several of the Actions set out. Examples include the Physical Activity and Sports Strategy and HLF bid for restoration of Stowe Pool and Fields.		
Financial Implications	1. None arising directly from this report.		
Contribution to the Delivery of the Strategic Plan	1. The actions represent a significant contribution to the Council's Strategic Plan 2016 – 20 particularly relating to creating clean, green and welcoming places. Contributory actions include restoring Stowe Pool and Fields and our Joint Waste Service continuing to help our residents recycle a large part of their waste.		
Equality, Diversity and Human Rights Implications	1. Equality and diversity implications are dealt with at an appropriate time in the delivery of the actions in the Appendix.		
Crime & Safety Issues	1. Crime and safety issues are dealt with at an appropriate time in the delivery of the actions in the Appendix.		
	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 Members, Director and Heads of Service 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.	Yellow (material)
Background documents Strategic Plan 2016-2020 Reports to Strategic Overview & Scrutiny Committee January 2016			
Relevant web links			

Place & Community Half Year Performance Report 2016/17



Vibrant and prosperous economy

Reference	What will success look like	Progress Update
L&P2	Support the work of the Lichfield Garrick Agree new Strategic Partnership Agreement by December 2016. Agree 2019/20 subsidy by February 2017	Position at June – Initial discussions with the Garrick Trust commenced. Position at September - Discussions with the Garrick Trust are continuing.
L&P1	Host extensive and successful events programme based in our historic parks Cars in the Park Successfully held. Fake Festival Successfully held. Lichfield Bower successfully held. Lichfield Proms in the Park successfully held.	Position at June – Lichfield Bower and Sir Tom Jones concert successfully held. Position at September - Cars in the Park successfully held. Lichfield Proms in the Park successfully held.

Healthy and Safe Communities

Reference	What will success look like	Progress Update
L&P4	Help encourage residents, and particularly those that would benefit most, to be more active Increase the number of concessionary LAP members from their baseline on 31.03.16. Implement emerging plan for expanding physical activity provision.	Position at June – Draft Physical Activity & Sport Strategy submitted to Cabinet for approval. Position at September - The Physical Activity & Sport Strategy 2016 - 2020 was approved by Cabinet on 5th July 2016. We have since taken over management and operation of Burntwood Skatepark and secured funding to install a new parkour facility. A new karate club has started at Burntwood Leisure Centre. Swimming instruction income has increased dramatically due to new methods of administering the lesson programme. The pool layout has been altered to allow more classes to be introduced. We now run 1:1 private swimming lessons in the BLC pool at any time. This has increased income considerably.
L&P3	To maintain participation in sport and income to our Leisure Centres Replace synthetic turf pitch at Burntwood Leisure Centre - September 2016. Replace synthetic turf pitch at King Edward VI Leisure Centre- September 2016.	Position at June – T&R appointed as project managers to replace the synthetic turf pitches at Burntwood and King Edward VI. Aim for installation later this year. Position at September - BLC Synthetic pitch replacement commenced on site 17/10/16, working to an opening date of 21/11/16. KEVI LC synthetic pitch due to start on 23/1/17, completion end of February 2017.

Reference	What will success look like	Progress Update
	Prepare plans and secure funding for refurbishment of sports hall at Friary Grange Leisure Centre - December 2016.	Position at June – Leisure Centre likely to be included in potential Leisure Outsourcing. Position at September – Condition Survey commissioned

Clean, green and welcoming places to live

Reference	What will success look like	Progress Update
JWS6	Increase the tonnage of Dry Recyclate collected in the blue recycling bin and reduce the amount of waste in the black bin	Position at June – The recycling rate is marginally down (0.2 percentage points) compared to Q1 in 2015/16. The residual waste is up 1.8kg per household compared to Q1 in 2015/15. Income from recycling credit is up by approximately £14k because of improved garden waste tonnage Position at September - Recycling rate for Joint Waste is up by 0.6% compared to the 2nd quarter last year. This is due to a better yield on garden waste. Residual waste is up 5.1kg from 2nd quarter last year. The recycling credit claim for the 2nd quarter hasn't been finalised yet as some data is still outstanding.
JWS5	Improve the quality of the dry recyclate collected in the blue recycling bin in order to meet the requirements of the reprocessors	Position at June – Contamination levels have increased in the first quarter - The proposed stickering of bin lids will commence in September. The number of loads rejected has increased. The income level from the sale of dry recyclate in the first quarter is still awaiting confirmation. Position at September - Contamination levels are still higher than desirable. The stickering of the blue bins is nearly complete. Income from the sale of dry recyclate in Q1 and Q2 was in line with the budget.
JWS10	Increase income levels	Position at June – The number of second garden waste bins has increased from 1055 to 1110. This has increased income by approximately £2k. The number of bulky item collections increased from 832 in Q1 2015/16 to 1055 in Q1 2016/17. This has increased income by approximately £4k. The number of trade customers has increased from 745 to 765. Position at September - The number of second garden waste bins has increased from 1110 to 1232. This has increased income by approximately £4.8k. The number of bulky item collections increased from 937 in Q2 2015/16 to 1114 in Q2 2016/17. This has increased income by approximately £3k. The number of trade customers has increased from 765 in Q1 to 772 in Q2.
JWS7	Develop a programme for the replacement of old and defective bins in Tamworth and Lichfield	Position at June – Ongoing in accordance with Service Delivery Standards Position at September – Criteria has been developed to assess the condition of the bin stock. Defective bins are being identified by the crews.

Reference		What will success look like	Progress Update
		Develop a capital programme	
JWS8	Reduce the cost of providing the Waste Service to the Council Tax payers of Staffordshire	The proposed holistic review of waste services in Staffordshire identifies savings in collection and disposal	Position at June – The work with the Staffordshire Waste Partnership has commenced. Position at September – A Joint Waste Service workshop was held in October to discuss potential service change options which would mitigate against future financial pressures.
JWS9	Improve the efficiency of the Joint Waste Service	Maintain top quartile performance for the cost per property of providing the service. The new vehicle fleet delivers improved fuel efficiency and accessibility to restricted streets. Increase the number of properties collected by each round. Introduce collections of both garden waste and dry recycling on the same vehicle on rural rounds. Reduce the number of missed bins	Position at June – Expenditure was in line with the budget at the end of Q1. Analysis of the fuel data for June 2016 has shown that the new fleet achieved a fuel consumption of 4.33 miles to the gallon. This compares to 3.87 miles per gallon which was achieved by the old fleet in June 2015. The number of missed bins fell from 1980 in Q1 2015/16 to 1510 in Q1 2016/17. Position at September – Expenditure and income were in line with the budget at the end of Q2. The new fleet continues to achieve higher fuel consumption than the previous fleet.
L&P5	To provide an effective and efficient street cleansing service throughout Lichfield District.	Investigation of all fly tipping	Position at June – All instances of fly tipping are inspected to try and identify the culprits. Where any information is found we investigate further with assistance of colleagues from Environmental Health and take enforcement action where applicable. Position at September – Inspection of all fly tipping is ongoing, there have been 191 incidents in the first half of this year, which is comparable to 195 in the same period of 2015/16.
L&P6	Prepare bid to HLF for restoration of Stowe Pool and fields.	Collation of recommendations and prepare a Stage 1 bid. Propose to submit Stage 1 bid. Propose to submit Stage One bid - provisional September 2016 (depending on outcomes)	Position at June – Contractor appointed to prepare a Stage 1 Grant bid. Position at September – A first draft of the Stage 1 bid has been received from the consultants for consideration.
JWS4	Provision of waste services to the projected number of new build properties in both Tamworth and Lichfield	Minimise the impact of new build properties on the waste infrastructure - Vehicles, manpower and fuel	Position at June – The waste services were provided to 45 new properties in the first quarter using the existing collection infrastructure. Position at September – The waste services were provided to 49 new properties in the second quarter using the existing collection infrastructure.

A council that is fit for the future

Reference	What will success look like	Progress Update
<p>JWS1 Improve the health wellbeing and morale of the Joint Waste Service Staff</p>	<p>Reduction in the sickness levels Reduction in staff turnover Improved collection productivity Improved service delivery standards Provide support to manage injury and illness - triage and physiotherapy referrals Introduce health and wellbeing programme to tackle issues such as diet, alcohol, exercise and smoking Improved service delivery standards Regular communication with Elected Members and Senior Management</p>	<p>Position at June – Sickness levels remain unchanged. Staff turnover was zero in Q1. Collection productivity was unchanged (New property growth excepted as minimal in Q1). Service delivery standards were affected by our failure to return to missed bins during late May and early June. This was due to problems with securing sufficient numbers of agency staff. An improvement plan is now in place which reduces the reliance on agency staff The proposed team meetings have commenced. Position at September - Sickness levels have risen slightly in Q2. 3 members of staff left the organisation. Collection productivity was unchanged. The performance on dealing with missed bins improved significantly.</p>
<p>L&P7 Ensure revenue and capital budgets are managed efficiently and effectively - Balancing the Budget</p>	<p>Ensure revenue and capital budgets are managed efficiently and effectively - Balancing the Budget</p>	<p>Position at June - No significant changes forecast. Position at September -No significant changes forecast.</p>
<p>AAP7 L&P8 Continue to implement Fit for the Future programme</p>	<p>Delivery Plan developed and implemented for the following review</p> <ul style="list-style-type: none"> • Leisure 	<p>Position at June - Notice given to School/county council to withdraw from King Edward VI Leisure Centre; 7 proposals received for project manager - appointment expected July; Physical Activity and Sport Strategy (PASS) consultation ended. Position at September - A project manager has been appointed and a report is going to Cabinet on 1st November 2016 to confirm publication of tender documents. Workshops were held to discuss the evaluation criteria and weighting of the tenders. The process to recruit a legal advisor has started and an appointment is expected shortly. The PASS has been adopted.</p>
<p>AAP7 L&P9 Implement the recommendations of the Fit for the Future Parks and Open Spaces Review</p>	<p>Delivery Plan developed and implemented for the following review</p> <ul style="list-style-type: none"> • Parks and Open Space 	<p>Position at June - Incidental open space at Whittington transferred to parish council. Other sites including Hospital Road and Lichfield canal line are with solicitors. POS adoptions at Darwin Park, Charter Place, and Hawksyard are being progressed with developers. Development opportunities are being explored. Position at September - Asset Strategy Group have identified potential sites for development in Burntwood and Lichfield. Darwin Park, Phase 1 and 2 are with solicitors, phase 3 is not yet ready for adoption, and the phase 4 developer is not ready for transfer. Charter Place developer is looking to secure adoption within 12</p>

Reference	What will success look like	Progress Update
		months, tree planting is the final snag, the commuted sum has been calculated. Hawksyard is unlikely to come forward for adoption for several years.
<p>L&P10 Ensure that the Council operates in accordance with health and safety legislation and that it is properly insured</p>	<p>Adopt and implement new Driving at Work Policy - April 2016. Annual Health & Safety report considered in June 2016. Revise and implement new shared service arrangements with Tamworth and Stafford - April 2016.</p>	<p>Position at June - Driving at Work policy endorsed by ELG; Annual report considered by ELG and Leadership Team; both documents to be considered by Employment Committee later this year. New charging arrangements were agreed with Stafford and Tamworth. Position at September - Driving at Work Policy and Health and Safety Annual Report to be considered at Employment Committee on 26th October 2016.</p>
<p>AAP10 Develop and implement a Strategy to encourage and enable customers to meet their service requests on line</p>	<p>Introduce on-line booking capability for sports facilities for members</p>	<p>Position at June – In progress, the on-line booking system will be tested in July and work is ongoing. Position at September - Work on the system is ongoing with the ambition of commencing online booking to coincide with the new website when it goes live. The system is being tested and is now being addressed.</p>

Leisure & Operational Services April - September Performance and Activity Indicators 2016/17

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = x	
Swimming Admissions at Burntwood and Friary Grange leisure centres	23638	28372	94480	23914	27720	51634	97000	✓	
Adults	12851	14473	50355	13763	15633	29369	51000	✓	
Children	7501	10477	30617	6784	8525	15309	31000	x	
Concessionary	2211	2372	9257	2201	2490	4691	10500	x	
Family	1057	1050	4251	1166	1072	2238	4500	✓	
No. of Concessionary Leisure Activity Passport (LAP) Members	2983	3088	3233	3353	3500	3500	3500	✓	
% rise in number of concessionary LAP members.	31%		12%	3.7%	8.3%	8.3%	8.3%	✓	
Over 60s	2859	2992	3123	3239	3377	3377	3390	✓	
Disabled and carers	116	91	100	111	114	114	100	✓	
Unemployed / benefits	8	5	10	3	9	9	10	✓	
Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure	N/A	N/A	98.1%	N/A	N/A	N/A	95%		
Income per £ of employee costs:	N/A	N/A	£1.37	N/A	N/A	N/A	£1.30		
Leisure Centres (total)	N/A	N/A	£1.47	N/A	N/A	N/A	£1.42		
Burntwood	N/A	N/A	£1.11	N/A	N/A	N/A	£1.03		
Friary Grange	N/A	N/A	£2.52	N/A	N/A	N/A	£1.71		
King Edward VI Parks	N/A	N/A	£1.59	N/A	N/A	N/A	£0.66		
Employee costs as a % of income	N/A		73%	N/A		N/A	77%		
Leisure Centres	N/A		63%	N/A		N/A	152%		
Parks									
% of adult residents active for at least 30 mins on at least 1 occasion per week.	36.5%	36.5%	36.5%	32.3%	32.3%	32.3%	37.5%	=	
% of adult residents active for at least 30mins on at least 3 occasions per week	26.3%	26.3%	26.3%	25.3%	27.2%	27.2%	27.3%	✓	

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗	
No. of clubs supported in their development, or using our facilities									Figures for quarters are No. of clubs supported during that period. Total is number of current clubs.
Leisure Centres	82	90	91	72	74	96	92	✓	
Parks	30	30	32	32	42	62	32	✓	
Sports Development	15	17	29	23	26	30	30	✓	
Schools	N/A	N/A	N/A	14	18	18	20	✓	
No. of events in our parks	50	68	186	54	49	103	150	✓	
Approximate attendances	c21600	C35800	60325	25,600	47,300	72,900	65000	✓	
Shopmobility Users	98	96	91	70	89	89	100	✗	
Uses	289	362	1326	241	252	493	1500	✗	
The number of calls and service requests to the Hit Squad and other teams.	N/A	N/A	n/a	307	302	609	tbc		
Incidences of fly tipping	88	107	406	105	86	191	300		
No of court and fitness class bookings made on-line and percentage of all such bookings.	0	0	0	0	0	0	200		

Joint Waste Service April - September Performance and Activity Indicators 2016/17

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = x	
Residual Waste Per Household (Kg) - Joint Waste Service	117kg	230.4kg	467kg	118.8kg	235.5kg	235.5kg	≤ 460kg	x	
Residual Waste Per Household (Kg) Lichfield	116.2kg	230.9kg	472kg	120.1kg	237.4kg	237.4kg	≤ 465kg	x	This may be higher than Tamworth due to residents having greater purchasing power
Residual Waste Per Household (Kg) – Tamworth	116.9kg	227.5kg	455kg	114.6kg	228.6kg	228.6kg	≤ 455kg	=	
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Joint Waste Service	55.4%	54.8%	51%	55.3%	55%	55%	52%	=	
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield	57.5%	56.6%	52.4%	56.6%	56.9%	56.9%	54%	=	Lichfield is more rural than Tamworth so generates more organic waste
Percentage of Household Waste Sent for Reuse, Recycling and Composting - Tamworth	52.2%	52.1%	48.8%	53.5%	53.1%	53.1%	50%	=	
Percentage of Household Waste Sent for Dry Recycling – Joint Waste Service	24.7%	25.8%	28.2%	23.4%	25.3%	25.3%	29%	x	The variance to target is exaggerated by the seasonal performance of the organic service
Percentage of Household Waste Sent for Dry Recycling – Lichfield	24%	24.8%	26.9%	23.2%	23.6%	23.6%	28%	x	The variance to target is exaggerated by the seasonal performance of the organic service

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = x	
Percentage of Household Waste Sent for Dry Recycling - Tamworth	25.7%	27.3%	30%	26.3%	27.3%	27.3%	30%	x	The variance to target is exaggerated by the seasonal performance of the organic service
Percentage of Household Waste Sent for Organic Recycling – Joint Waste Service	30.8%	29.1%	22.8%	30.7%	30.6%	30.6%	23%	✓	
Percentage of Household Waste Sent for Organic Recycling –Lichfield	33.6%	31.8%	25.5%	33.4%	33.4%	33.4%	26%	✓	
Percentage of Household Waste Sent for Organic Recycling - Tamworth	26.5%	24.8%	18.8%	31.1%	25.2%	25.2%	20%	✓	
Number of Missed Bins Per 1000 Collections – Joint Waste Service	1.5	1.5	1.5	1.1	1.1	1.1	≤ 1.1	✓	
Cost of Delivering the Joint Waste Service per Household	N/A	N/A	£39.96	N/A	N/A	N/A	≤ £41.50		

LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2016-2017 (v5)

Item	20 June 2016	6 Oct 2016	1 Feb 2017	8 March 2017	Details/Reasons	Link to 2016/17 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 15/16 Action Plan and note the priorities for 16/17	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/ RKK/ LT	
Review of Grounds Maintenance, Parks and Countryside - Update			√		Review under the Fit for the Future Programme		RKK	
Physical Activity and Sport Strategy and Leisure Services Outsourcing	√	√	√		Review under the Fit for the Future Programme		RKK	
Leisure Fees and Charges 2017		√			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.	tbc	
Review of Shopmobility	√	√	√		To consider the future of Shopmobility in the light of the Friarsgate development		RKK/GB	
Lichfield Garrick Trust				√	.		RKK	

LICHFIELD DISTRICT COUNCIL

FORWARD PLAN

Updated: 13.01.2016

Effective for the Period 01.02.2017 – 30.04.2017

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⁾
Calculation of the Council Tax base for 2017/18, the Collection Fund Surplus/Deficit for 2016/17 for Council Tax and Business Rates, completion of the NNDR1 for 2017/18 and to	No	<ul style="list-style-type: none"> • To approve in accordance with the relevant legislation and regulations, the Council Taxbase for Lichfield District for the financial year 2017/18. 	Cabinet 17/01/2017	No consultation. Statutory calculations.	<ul style="list-style-type: none"> • Local Government Acts 1988, 1992 and 2003. • Local Authorities (Calculations of Council Tax Base) Regulations 1992 	<p>OFFICER: Mr A Thomas (01543) 308012</p> <p>CABINET MEMBER: Councillor Spruce (01543) 258120</p>

* DENOTES KEY DECISION

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approve the payment of the past service element of pension contributions in April 2017.		<ul style="list-style-type: none"> • To note the estimated Council Tax Collection Fund Surplus and the estimated Business Rates Collection Fund surplus for 2016/17. • To delegate authority to the Cabinet Member for Finance and Democracy and the Chief Financial Officer (Section 151) to complete and certify the NNDR1 for 2017/18 on behalf of the Council. • To approve the payment of the Council's past service element of Employer Pension 			<ul style="list-style-type: none"> • Money Matters Reports. 	

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		Contributions for the three financial years 2017/18, 2018/19 and 2019/20 in April 2017.				
*Expenditure in excess £50,000 on Framework Planning Consultants and Temporary Senior Planning Officer	No	To agree continued appointment	Cabinet 17/01/2017	None		OFFICERS: Mr S Coghlan (01543) 308199 Mrs Billings (01543) 308171 CABINET MEMBER: Councillor Pritchard (01543) 472732

* DENOTES KEY DECISION

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*Revised eligibility criteria and award threshold of the Discretionary Housing Payment (DHP) Policy.	No	To agree an amended DHP policy with revised eligibility criteria and award thresholds.	Cabinet Member Decision by 31/01/2017	Consultation with major Registered Providers and the Strategic Housing Partnership has been undertaken.	Revised DHP Policy	OFFICERS: Mrs P Leybourne (01543) 308921 Mr C Gibbins (01543) 308702 CABINET MEMBERS: Councillor Greatorex (01543) 416677 Councillor C J Spruce (01543) 258120
Annual Action Plan 2017/18	No	To approve the Annual Action Plan	Cabinet 07/02/2017 Council 21/02/2017	The AAP is comprised from the Directorate Top 10s for 2017/18; these will be considered during the January 2017 round of O&S Committees	Annual Action Plan	OFFICER: Mr C N Turner (01543) 308921 CABINET MEMBER: Leader – Mike Wilcox (01543) 543289 Councillor Pullen (01532) 300075

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Money Matters 2016/17 : Review of Financial Performance against the Financial Strategy - April to November 2016*	No	To note the report and the issues raised on this.	Cabinet 07/02/2017	Strategic (Overview and Scrutiny) Committee 30 January 2017	Money Matters Reports for 3 and 6 months.	OFFICER: Mr A Thomas (01543) 308012 CABINET MEMBER: Councillor Spruce (01543) 258120
Medium Term Financial Strategy (Revenue & Capital) 2017-21* (MTFS (R&C) 2017-21)	No	To approve and recommend to Council : - The MTFS including the Revenue Budget - Capital Programme and MRP Policy - Treasury Management Strategy - Prudential Indicators	Cabinet 07/02/2017 Council 21/02/2017			

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Adoption of Community Infrastructure Levy 123 List	No	Adoption of the updated Community Infrastructure Levy 123 List.	Cabinet 07/02/2017	<p>Consultation on proposed Community Infrastructure Levy 123 List was undertaken during October – November 2016.</p> <p>Community Infrastructure Levy 123 List considered by Economic Growth, Environment and Development (Overview and Scrutiny) Committee in September 2016 and December 2016.</p>	Community Infrastructure Levy 123 List consultation document.	<p>OFFICER: Mr A Baldwin (01543) 308147</p> <p>CABINET MEMBER: Councillor Pritchard (01543) 472732</p>
*Expansion of shared land charges service to include Stratford on Avon District Council	Yes	To agree to the expansion of the land charges shared service	Cabinet 07/02/2017	Consultation has been undertaken with South Staffordshire Council (current service partners) and Stratford on Avon District Council	Full business case for future development of local land charge service (December 2016)	<p>OFFICER: Mr G Cooper (01543) 308199</p> <p>CABINET MEMBER: Councillor Pritchard (01543) 472232</p>

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*HS2 Service Level Agreement (SLA) to recover Local Authority costs	No	To agree to the expansion of the land charges shared service	Cabinet 07/02/2017	None		OFFICER: Mr S Coghlan (01543) 308199 CABINET MEMBER: Councillor Pritchard (01543) 472732
Stowe Pool HLF Grant Application*	No	To agree a submission of a Stage 1 grant bid to Heritage Lottery Fund for improvement works to Stowe Pool and Fields	Cabinet 07/02/2017	Key stakeholders and partners during the application's development. Open consultation during 2015 with the general public and Ward Members about a project's content.	Stage 1 application proposal	OFFICER: Mr R King (01543) 308060 CABINET MEMBER: Councillor Smith (01543) 410685

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*Future of Shopmobility (Cabinet Member Decision)	No	To delegate authority to the Cabinet Member for Tourism and Communications to approve the changes to the service delivery and approve the ongoing savings identified through the recent Shopmobility service review.	15/02/2017	Leisure, Parks and Waste Management (Overview & Scrutiny) Committee Report in June 2016 Report in October 2016 Report in February 2017 Consultation with Shopmobility Scheme Members September 2016 Consultation with Officers from Economic Development December 2016.	Copy of the three Overview & Scrutiny reports. Copy of the scheme member's survey/consultation report.	OFFICER: Mr G Brownridge (01543) 687572 CABINET MEMBER: Councillor Mrs H Fisher (01543) 305070
*Review of Small Grants Budget	No	Consideration of impact of small grants budget, potential savings and future funding priorities	Cabinet 07/03/2017	Consultation with CHH O&S	Report to O&S 18/1/17	OFFICER: Mr G Davies (01543) 308741 CABINET MEMBER: Councillor Pullen (01543) 300075

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*Review of Mill Lane Link and options for future use	No	Consideration of options for future use of Mill Lane Link	Cabinet 07/03/2017	Consultation with users of Mill Lane Link and CHH O&S	Report to O&S 18/1/17	OFFICER: Mr G Davies (01543) 308741 CABINET MEMBER: Councillor Pullen (01543) 300075
Lichfield District Council Local Plan Allocations Publication Consultation	No	Endorse the Local Plan Allocations for a minimum of six weeks public consultation. Approve the Officer responses associated with the Regulation 18 'Open Consultation.'	Cabinet 07/03/2017	Consultation on Regulation 18 stage was undertaken during October – November 2016. Draft Local Plan Allocations was considered by Economic Growth, Environment and Development (Overview and Scrutiny) Committee in December 2016.	Lichfield District Council Local Plan Allocations Publication consultation Sustainability Appraisal Infrastructure Delivery Plan	OFFICER: Mr Baldwin (01543) 308147 CABINET MEMBER: Councillor Pritchard (01543) 472732

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Lichfield District Council Partnership CCTV System Annual Report (2015/16) and Code of Practice for the Publis CCTV Static Camera Scheme*	No	To approve and comment on the Report and Code of Practice	Cabinet 07/03/2017	Report considered by the CHH (O&S) 12/09/16	Annual Report and Code of Practice	OFFICER: Ms J Coleman (01543) 308005 CABINET MEMBER: Councillor Pullen (01532) 300075
Lichfield District Community Safety Partnership Delivery Plan 2017-2020	No	To approve and comment on the draft Lichfield District Community Safety Delivery Plan 2017-2020	Cabinet 04/04/2017	Report to be considered by CHH (O&S) 14/03/2017	Final Draft Delivery Plan	OFFICER: Ms J Coleman (01543) 308005 CABINET MEMBER: Councillor Pullen (01532) 300075
Money Matters 2016/17 : Review of the Financial Performance against the Financial Strategy April to March 2017*	No	To note the report and the issues raised on this.	Cabinet June 2017	Strategic (Overview and Scrutiny) Committee May / June 2017	Money Matters Reports for 3, 6 and 8 Months.	OFFICER: Mr A Thomas (01543) 308012 CABINET MEMBER: Councillor Spruce (01543) 258120

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Money Matters 2017/18 : Review of the Financial Performance against the Financial Strategy April to June 2017*	No	To note the report and the issues raised on this.	Cabinet September 2017	Strategic (Overview and Scrutiny) Committee September 2017	Medium Term Financial Strategy 2016-2021	OFFICER: Mr A Thomas (01543) 308012 CABINET MEMBER: Councillor Spruce (01543) 258120
Money Matters 2017/18 : Review of the Financial Performance against the Financial Strategy April to September 2017*	No	To note the report and the issues raised on this.	Cabinet December 2017	Strategic (Overview and Scrutiny) Committee November / December 2017	Medium Term Financial Strategy 2016-2021 Money Matters Report for 3 Months.	OFFICER: Mr A Thomas (01543) 308012 CABINET MEMBER: Councillor Spruce (01543) 258120
Calculation of Business Rates 2018/19, Council Tax Base for 2018/19 and the projected Collection Funded Surplus / Deficit for 2017/18*	No	To approve the calculation of the Council Tax Base for 2018/19 To delegate authority to the Cabinet Member and Chief Financial Officer to complete and certify the NNDR1 for	Cabinet December 2017 / January 2018	No consultation Statutory calculations	<ul style="list-style-type: none"> • Local Government Acts 1988, 1992 and 2003. • Local Authorities (Calculation of Council Taxbase) Regulations 1992. • Money Matters Reports. 	OFFICER: Mr A Thomas (01543) 308012 CABINET MEMBER: Councillor Spruce (01543) 258120

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		<p>2018/19 on behalf of the Council.</p> <p>To note the projected Council Tax and Business Rates Collection Fund surplus or deficit for 2017/18.</p>				
Money Matters 2017/18 : Review of the Financial Performance against the Financial Strategy April to November 2017*	No	To note the report and the issues raised on this.	Cabinet February 2018	Strategic (Overview and Scrutiny) Committee January 2018	Medium Term Financial Strategy 2016-2021 Money Matters Report for 3 and 6 Months.	<p>OFFICER: Mr A Thomas (01543) 308012</p> <p>CABINET MEMBER: Councillor Spruce (01543) 258120</p>
Medium Term Financial Strategy (Revenue and Capital) 2017-22*	No	<p>To approve and recommend to Council:</p> <ul style="list-style-type: none"> • The MTFS including the Revenue Budget and Capital Programme. • The MRP Policy. 	Cabinet February 2018	Strategic (Overview and Scrutiny) Committee January 2018	Medium Term Financial Strategy 2016-2021 Money Matters Report for 3, 6 and 8 Months.	<p>OFFICER: Mr A Thomas (01543) 308012</p> <p>CABINET MEMBER: Councillor Spruce (01543) 258120</p>

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		<ul style="list-style-type: none"> • Treasury Management Strategy. • Prudential Indicators. 				

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 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

* DENOTES KEY DECISION

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
Greatorox, 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
Ray, P
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