

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



District Council House, Frog Lane  
Lichfield, Staffordshire WS136YU

Customer Services 01543 308000  
Direct Line 01543 308065

28<sup>th</sup> February 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 8<sup>th</sup> MARCH 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', written in a cursive style.

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 Minutes of the Meeting held on 1<sup>st</sup> February 2017 (copy attached)
4. Lichfield Garrick (verbal report)
5. Leisure Outsourcing (copy attached)
6. 2017/18 Action Plans for Services in Directorate Of Place & Community (copy attached)
7. Garden Waste Subscription 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. To approve as a correct record the confidential Minutes of the Meeting held on 1<sup>st</sup> February 2017 (copy attached)

*(A copy of the Council's 'Strategic Plan at a Glance' is enclosed for information).*



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

**1 FEBRUARY 2017**

**PRESENT:**

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

**AN APOLOGY FOR ABSENCE** was received from Councillor Smith.

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

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**MINUTES**

The Minutes of the Meeting held on 6<sup>th</sup> October 2016 were taken as read, approved as a correct record and signed by the Chairman.

**RESOLVED:** That the Minutes of the Meeting held on 6<sup>th</sup> October 2016 be approved as a correct record

**LEISURE OUTSOURCING**

A report was submitted updating 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.

It was reported that there was nothing to update the Committee with since the last report however the Council had held a 'Bidders Day' and following submissions, five organisations had been shortlisted to submit outline solutions.

The Committee was concerned that there had been a miscommunication and some users at a Leisure Centre were made to believe that the facilities were to be sold off. Members felt that a communications plan with residents was required to notify them that it would be a change in management only and quash any further rumours. It was reported that staff at the leisure centres had been briefed and it was agreed to forward this briefing to Members.

The Committee was pleased that the timeline for the project had been included in the report to allow them to monitor.

**RESOLVED:** That the report and progress made be noted.

## **THE FUTURE OF THE SHOPMOBILITY SERVICE UPDATE**

The Committee received a report on the current situation regarding the Shopmobility service and options. It was reported that since a previous meeting where it had been agreed to pursue the option to seek an alternative organisation to operate the service, only one local business was interested in taking on the running of the Lichfield Shopmobility Service. It was then reported that soon after October, this organisation then informed the Council that it was no longer in a position to operate the service due to a change in management responsibilities.

It was reported that as there were no other organisations interested, other options were investigated by Officers and it was believed that the service could be combined with Public Conveniences with significant savings still being realised. It was then reported that the Friary Car Park had been identified as a base for the new service with a secure unit being constructed close to the disabled parking bays.

Staffing was discussed and it was noted as the Shopmobility service ran a 24hr advance booking system, there would be no need for the toilet attendant to be at the site waiting.

When asked, it was reported that there would be a one off cost of circa £5k to £6k set up cost but £18,940 ongoing saving from combining the two services.

**RESOLVED:** That support be given to combining the Shopmobility and Public Conveniences service two areas into one service unit and the location of the new operating centre at the Friary car park be approved and the significant reduction in operating cost of the Shopmobility Service be noted.

## **PARKS, GROUNDS MAINTENANCE & OPEN SPACES PHASE 2 REVIEW**

The Committee received a report on the progress made regarding the parks, Grounds Maintenance and Open Spaces Phase two review. It was reported that meetings had been arranged with Burntwood Town Council to discuss the prospect of transferring public open space to them.

It was reported that a Bowls Task Group had been established to assist with the review of Bowls provision within the District. Councillor Matthews, Chairman of this Task Group gave the Committee an update of its progress. He reported that the six Members of the task Group had received information regarding all the Council run Bowls Greens and it was discovered that the ones in Lichfield had a lower net cost than the ones in Burntwood and overall these costs were high. It was also reported that there was only usage data for the Lichfield based greens. It was reported that Lichfield clubs had taken on the leases of the Lichfield greens and Councillors Matthews and Mrs Woodward would meet with representatives of the Burntwood Bowling clubs to discuss the matter of them doing similar. Councillor Matthews thanked the Members of the Task Group for their hard work.

It was discussed that the sale of land at Mill Pond may be considered again by the Asset Strategy Group. It was noted that a previous application had been considered and refused but discussions would be re-opened with Netherstowe House regarding the sale of the land and improved access to their property. When asked, it was confirmed which Members sat on the Asset Strategy Group and noted that its responsibility was to consider options that then went to Strategic (Overview & Scrutiny)

Committee, who has the remit for property, to scrutinise. It was noted that there was also Ward Member consultations.

It was asked how firm decisions not to sell land were and whether they could be overturned in the future. It was reported that all open spaces had been considered and consulted on and sales would only continue with the areas that were agreeable by all parties including Members.

**RESOLVED:** That the report be noted.

#### **MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 16/17**

The Committee received a report on progress made on the activities and projects described in the One Year Action Plan 2016/17.

Flytipping was discussed and it was noted that a briefing paper would be circulated giving more information. It was noted that over all, there had not been an increase in flytipping since the introduction of charging at disposal tips however this charge had only begun in November 2016 and so it was early to fully confirm this. It was also reported that there was a national trend of more residual and less recycling waste. When asked if data showed an increase in flytipping on the days that the tips were closed, it was explained that data was collected when flytipping was reported which may not be the same day that the offence was committed.

**RESOLVED:** That the report be noted.

#### **WORK PROGRAMME AND FORWARD PLAN**

Members considered the Work Programme and Forward Plan. It was noted that representative from the Garrick Theatre would be at the March meeting.

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

(The Meeting Closed at 7.40 pm)

CHAIRMAN

# LEISURE OUTSOURCING

Report of: Cabinet Member for Leisure & Parks

Date: 8 March 2017

Agenda Item: 5

Contact Officer: Richard King

Tel Number: 01543 308060

Email: [richard.king@lichfielddc.gov.uk/](mailto:richard.king@lichfielddc.gov.uk/)

Key Decision? YES

Local Ward All

Members

*Lichfield*  
district council  
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**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 progress being made on the Leisure Outsourcing Project.
- 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 was made to the five short-listed organisations with a closing date for submissions of 13 February 2017. One of the organisations chose not to proceed, but submissions were received from the remaining four short listed organisations, which in alphabetical order are from: -
- Freedom Leisure
  - Places for People
  - Sports and Leisure Management
  - Wigan Leisure and Cultural Trust

3.6 A detailed evaluation of the submissions has taken place with input from Council Officers, Lisa Forsyth – the Project Manager and Darren Langley – the Procurement advisor from Staffordshire County Council. Following the evaluation the two lowest scoring organisations were very close and it was felt best to invite all four to submit detailed bids with a view to narrowing it down ultimately to two.

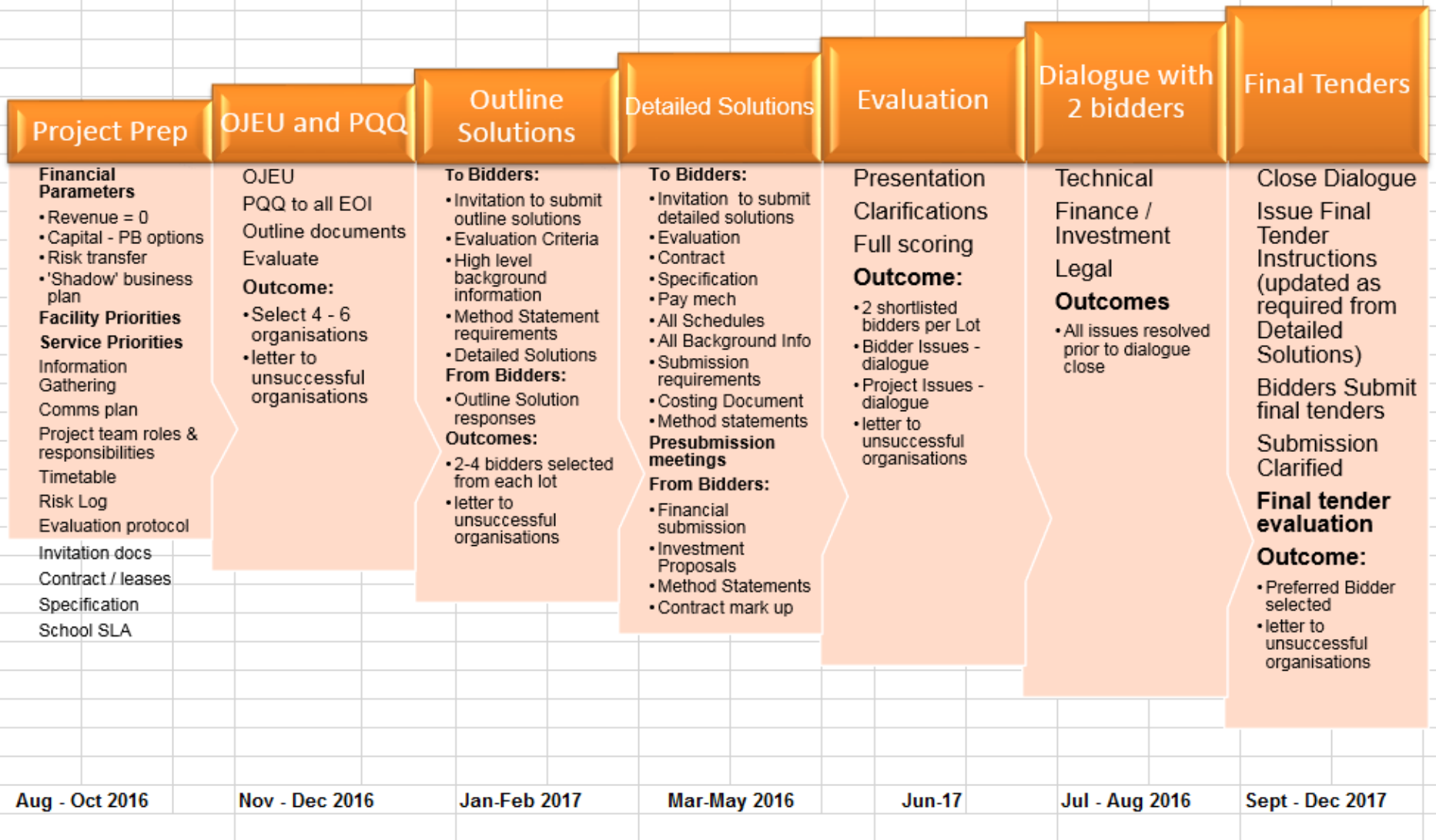
Alternative Options	1. A decision has been made to explore the outsourcing of the Leisure Centres with the potential for including Sports Development and Parks to also be considered. The alternative would be not to seek to outsource the Leisure Centres although they are a significant cost to the Local Authority.
Consultation	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:

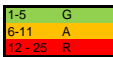
SUMMARY





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

# 2017/18 Action Plans for Services in Directorate of Place & Community

Presented by Cabinet Members for Leisure Services, Tourism and Communications, and Waste.



Date:	8 March 2017
Agenda Item:	6
Contact Officer:	Richard King
Tel Number:	308060
Email:	<a href="mailto:richard.king@lichfielddc.gov.uk">richard.king@lichfielddc.gov.uk</a>
Key Decision?	NO
Local Ward Members	Not applicable

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

## 1. Executive Summary

- 1.1 The Strategic Plan 2016-20 describes the strategic objectives of the Council. In order to achieve the Council's strategic objectives, there needs to be a mechanism to ensure that there are clear plans and targets for each financial year and that the budget is aligned accordingly. At a strategic level, the council will adopt a Corporate Annual Action Plan (CAAP).
- 1.2 This report describes the top issues that Services in the Directorate of Place and Community that report to this Committee, will address and will be focusing on during the 2017/18 financial year in support of the Strategic Plan and the CAAP. The proposed Service Annual Action Plans are set out at **APPENDIX A**.
- 1.3 Members are requested to consider whether they believe the most appropriate and relevant issues have been selected, that there is a 'good fit' with the Strategic Plan and that the expected outcomes are sufficiently ambitious and measureable.

## 2. Recommendations

- 2.1 Members are requested to consider and comment on the top issues for Services.

## 3. Background

- 3.1 The CAAP is the high-level action plan for the council and its targets cascade into a series of Service Annual Action Plans which are being considered by O&S Committees during the early part of 2017. The Service Annual Action Plans will then inform the Service Plans which are due for completion by May 2017.
- 3.2 In turn, the targets in the Service Annual Action Plans are aligned with team and individual performance targets in 2017/18. The Performance and Activity Indicators for this directorate are attached at **APPENDIX B**.
- 3.3 The top actions facing the Services which are included within the CAAP, are as follows:

Reference	Issue/ Task	Reason for inclusion
AAP1 L & P 6	Submit bid for restoration of Stowe Pool to HLF by Autumn 2017	Improve the environment and maintain asset.

Alternative Options	The top issues were identified through discussions with the director, service management team and then with the respective Cabinet Members. There was a high degree of consensus on the most important issues. However, Members of the Committee may wish to suggest amendments/make alternative proposals.
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Consultation	The selection of the top issues has had regard to the outcome of consultation (with Members, partner organisations, residents and staff) which was conducted as part of the development of the Strategic Plan.
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Financial Implications	None arising directly from this report. However, Members and Officers need to be mindful of ensuring that the distribution of resources and capacity is adequate to progress the items listed.
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Contribution to the Delivery of the Strategic Plan	The vast majority of the actions within this Service help support the objective that we create clean, green and welcoming places and contribute to healthy and safe communities.
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Equality, Diversity and Human Rights Implications	Equality and diversity implications are dealt with at an appropriate time in the delivery of the actions in Appendix A. Overall it is anticipated that there will be a positive impact on people with protected characteristics.
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Crime & Safety Issues	Crime and safety issues are dealt with at an appropriate time in the delivery of the actions in Appendix A.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	An issue which should have been included in the top issues has been over looked	The process of identifying the top issues is rigorous and gives the opportunity for elected Members and Officers to contribute. However, if another issue arises or escalates, the top issues may need to be reviewed and rescheduled.	Yellow (material)
B	A new priority emerges which could potentially be a top issue	Any new issues would need to be considered and amendments made to the existing list (with appropriate Member approvals)	Yellow (material)

Background documents Strategic Plan 2016-2020
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Relevant web links
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LEISURE AND PARKS ANNUAL ACTION PLAN 2017 / 18

Reference no	Ambitions	What will success look like?	Responsible Officer	Governance (O&S)
<b>Vibrant and prosperous economy</b>				
L&P1	Host extensive and successful events programme based in our historic parks	Cars in the Parks successfully held. Fake Festival successfully held. Lichfield Bower successfully held. Lichfield Proms in the Park successfully held.	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
<b>Healthy and safe communities</b>				
L&P2	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 31-3-16. Implement Action Plan for PASS.	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
L&P3	Deliver action within PASS	Adoption of new Joint User Agreement for Friary Grange Leisure Centre	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
L&P4	Outsourcing of leisure centres by January 2018.	Completion of outsourcing.	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
<b>Clean, green and welcoming places to live</b>				
JWS6	Increase the tonnage of Dry Recyclate collected in the blue recycling bin and reduce the amount of waste in the black bin	Higher recycling rates; Lower residual waste; Improve participation levels; Increased income from recycling credit	Head of Joint Waste Services	Leisure, Parks & Waste Management
JWS5	Improve the quality of the dry recyclate collected in the blue recycling bin in order to meet the requirements of the reprocessors	Sample results will have lower levels of contamination. Reduction in the number of loads rejected. Higher income levels from the sale of dry recyclate. An effective education and communication programme	Head of Joint Waste Services	Leisure, Parks & Waste Management
JWS10	Increase income levels	Increase the number of second garden waste bins in Lichfield Increase the number of bulky item collections Increase the number of trade waste customers	Head of Joint Waste Services	Leisure, Parks & Waste Management
JWS7	Develop a programme for the replacement of old and defective bins in Tamworth and Lichfield	Undertake a bin condition survey to identify and prioritise the number of bins which require replacing. Evaluate replacement cost Develop a capital programme	Head of Joint Waste Services	Leisure, Parks & Waste Management

Reference no	Ambitions	What will success look like?	Responsible Officer	Governance (O&S)
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 including charging for garden waste	Head of Joint Waste Services	Leisure, Parks & Waste Management
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 Introduce charging for Garden Waste	Head of Joint Waste Services	Leisure, Parks & Waste Management
L&P5	To provide an effective and efficient street cleansing service throughout Lichfield District.	Investigation of all fly tipping	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
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 by Autumn 2017.	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
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	Head of Joint Waste Services	Leisure, Parks & Waste Management
<b>A council that is fit for the future</b>				
JWS1	Improve the health wellbeing and morale of the Joint Waste Service Staff	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	Head of Joint Waste Services	Leisure, Parks & Waste Management
L&P7	Ensure revenue and capital budgets are managed efficiently and effectively - Balancing the Budget	Ensure revenue and capital budgets are managed efficiently and effectively - Balancing the Budget	Head of Leisure & Operational Services	Leisure, Parks & Waste Management
L&P8	Implement the recommendations of the Fit for the Future Parks and Open Spaces Review	Delivery Plan developed and implemented for the following review <ul style="list-style-type: none"> <li>• Parks and Open Space</li> </ul>	Head of Leisure & Operational Services	Leisure, Parks & Waste Management

## Joint Waste Service April - December Performance and Activity Indicators 2017/18

Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17	2016/17	Trend	Comment	2017/18
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗		Target
<b>Residual Waste Per Household (Kg) - Joint Waste Service</b>	467kg	118.8kg	235.5kg	352kg		≤ 460kg	✗	In line with national trend	≤ 475kg
<b>Residual Waste Per Household (Kg) Lichfield</b>	472kg	120.1kg	237.4kg	352.7kg		≤ 465kg	✗	In line with national trend	≤ 480kg
<b>Residual Waste Per Household (Kg) - Tamworth</b>	455kg	114.6kg	228.6kg	342.5kg		≤ 455kg	✗	In line with national trend	≤ 470kg
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Joint Waste Service</b>	51%	55.3%	55%	53.3%		52%	✗	In line with national trend	50%
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Lichfield</b>	52.4%	56.6%	56.9%	54.8%		54%	✗	In line with national trend	52%
<b>Percentage of Household Waste Sent for Reuse, Recycling and Composting - Tamworth</b>	48.8%	53.5%	53.1%	51%		50%	✗	In line with national trend	48%
<b>Percentage of Household Waste Sent for Dry Recycling - Joint Waste Service</b>	28.2%	23.4%	25.3%	26%		29%	✗	In line with national trend	26%
<b>Percentage of Household Waste Sent for Dry Recycling - Lichfield</b>	26.9%	23.2%	23.6%	24.7%		28%	✗	In line with national trend	25%
<b>Percentage of Household Waste Sent for Dry Recycling - Tamworth</b>	30%	26.3%	27.3%	27.9%		30%	✗	In line with national trend	26%
<b>Percentage of Household Waste Sent for Organic Recycling - Joint Waste Service</b>	22.8%	30.7%	30.6%	27.3%		23%	✓	Favourable weather conditions	24%
<b>Percentage of Household Waste Sent for Organic Recycling - Lichfield</b>	25.5%	33.4%	33.4%	30.1		26%	✓	Favourable weather conditions	27%
<b>Percentage of Household Waste Sent for Organic Recycling - Tamworth</b>	18.8%	31.1%	25.2%	23%		20%	✓	Favourable weather conditions	22%

Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17	2016/17	Trend	Comment	2017/18
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗		Target
<b>Number of Missed Bins Per 1000 Collections – Joint Waste Service</b>	1.5	1.1	1.1	1.1		≤ 1.1	✓		≤ 1.1
<b>Cost of Delivering the Joint Waste Service per Household</b>	£39.96	N/A	N/A	N/A		≤ £41.50	=		≤ £43.00



## Leisure & Operational Services Performance and Activity Indicators 2017/18

Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17	2017/18	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗	
<b>Swimming Admissions at Burntwood and Friary Grange leisure centres</b>	94480	23914	27720	16065		97000	✓	
<b>Adults</b>	50355	13763	15633	9193		51000	✓	
<b>Children</b>	30617	6784	8525	4162		31000	✗	
<b>Concessionary</b>	9257	2201	2490	1970		10500	✗	
<b>Family</b>	4251	1166	1072	740		4500	✓	
<b>No. of Concessionary Leisure Activity Passport (LAP) Members</b>	3233	3353	3500	3549		3500	✓	
<b>% rise in number of concessionary LAP members.</b>	12%	3.7%	8.3%			8.3%	✓	
<b>Over 60s</b>	3123	3239	3377	3441		3390	✓	
<b>Disabled and carers</b>	100	111	114	105		100	✓	
<b>Unemployed / benefits</b>	10	3	9	3		10	✓	
<b>Actual Net Direct Expenditure as a % of Budgeted Net Direct Expenditure</b>	98.1%			16065		95%		
				9193				
				4162				
				1970				
				740				
<b>% of adult residents active for at least 30 mins on at least 1 occasion per week.</b>	36.5%	32.3%	32.3%	35.3%		37.5%	=	
<b>% of adult residents active for at least 30 mins on at least 3 occasions per week</b>	26.3%	25.3%	27.2%	20.9%		27.3%	✓	
<b>No. of clubs supported in their development, or using our facilities</b>								Figures for quarters are No. of clubs supported during that period. Total is number of current clubs.
<b>Leisure Centres</b>	91	72	74	74		92	✓	
<b>Parks</b>	32	32	42	42		32	✓	
<b>Sports Development</b>	29	23	26	26		30	✓	
<b>Schools</b>	N/A	14	18	18		20	✓	

Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17	2017/18	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗	
<b>No. of events in our parks Approximate attendances</b>	186 60325	54 25,600	49 47,300	36 1171		150 65000	✓ ✓	
<b>Shopmobility Users Uses</b>	91 1326	70 241	89 252	82 220		100 1300	✗ ✗	We have a slightly lower number of registered scheme members this year but a significant reduction in equipment uses. This is mainly due to one very regular member no longer using the scheme.
<b>The number of calls and service requests to the Hit Squad and other teams.  Incidences of fly tipping</b>	406	307 105	302 86	276 83		1200 >406		We have improved communication channels between the members of the public and the council to encourage more people to report issues or concerns they have.  So far this year the number of fly tipping incidents has dropped compared to last year. However, although the number of incidents has reduced the volume and weight of the dumped material has increased
<b>No of court and fitness class bookings made on-line and percentage of all such bookings.</b>	0	0	0	Phil Kelly to advise		200		

## Garden Waste Subscription Service

### Report of Cabinet Member for Waste Management

Date:	8 <sup>th</sup> March 2017
Agenda Item:	7
Contact Officer:	Nigel Harris
Tel Number:	01827 687549
Email:	nigel.harris@lichfielddc.gov.uk
Key Decision?	YES
Local Ward Members	All

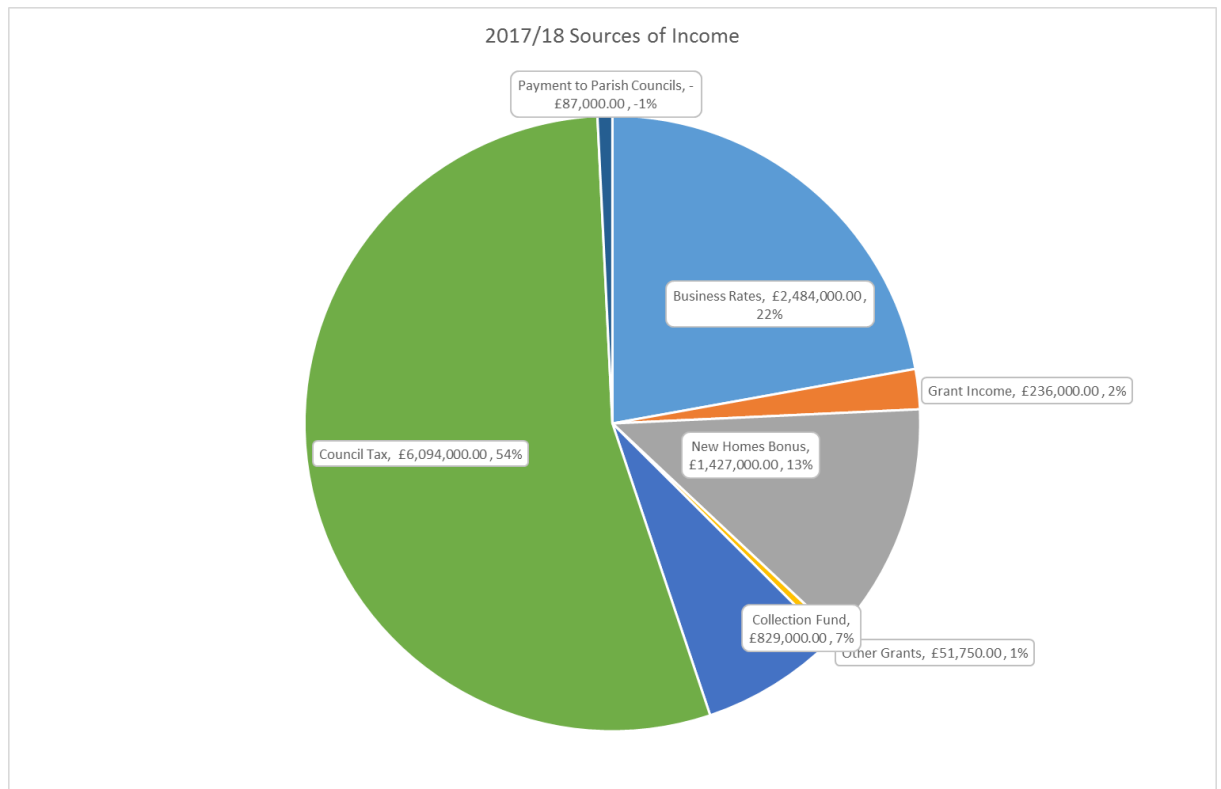
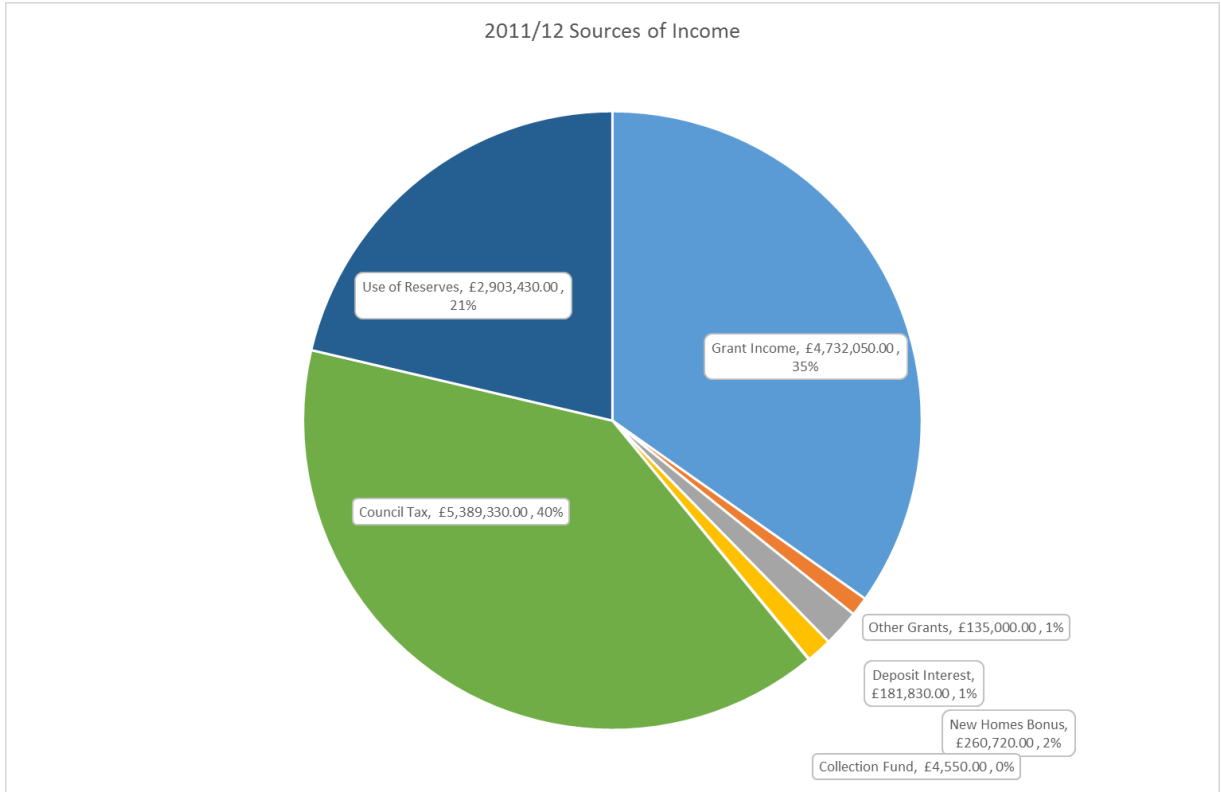


Leisure, Parks & Waste  
Management (Overview &  
Scrutiny) Committee

## 1. Executive Summary

- 1.1 In 2005 the UK budget deficit, being the difference between the amount of money being spent by Government and the revenue received by it, was less than £20 billion. By 2009 the budget deficit had risen to £50 billion and by 2010 the budget deficit was £103 billion.
- 1.2 The coalition Government of 2010 and subsequent Government of 2015 have taken steps to reduce over spending. In order for Government to seek to live within its means and stop overspending, local authorities have seen a significant reduction in funding from central Government since 2010.
- 1.3 Against the backdrop of reduced funding to local Government, the changing demographic landscape has seen an increase in the demand for adult social care. Local authorities, such as Staffordshire County Council who are responsible for meeting the adult social care needs of Lichfield District's residents, have acute funding problems as a consequence and are looking to reduce spending wherever possible, so as to try and meet the rising adult social care costs they face.
- 1.4 Staffordshire County Council were intending to make £1.5 million of savings over the course of their 3-year Medium Term Financial Strategy (MTFS) in relation to waste by reducing the amount of Recycling Credit it pays to the district councils for diverting waste from landfill. The Recycling Credit helps meet the cost of collecting and disposing of waste and its reduction would have impacted directly upon the Joint Waste Service, operated as a partnership between Lichfield District Council and Tamworth.
- 1.5 Whilst Staffordshire County Council has removed the planned waste saving from its MTFS, this is anticipated to only be temporary and when it is reintroduced it will compound the problem of falling financial settlements from central to local Government. Currently the provision of services by Lichfield District Council is partly financed by central Government paying local authorities a Revenue Support Grant. The amount of this grant has been reducing every year since 2010 and by the 2018/19 fiscal year it will fall to zero; with a requirement in 2019/20 for Lichfield District Council to make a payment to central Government, rather than receiving any financial support. Other income streams from central Government, such as New Homes Bonus, are also being affected, requiring local authorities to continually review services and how they can pay for these.
- 1.6 The consequence of the reduced funding from central Government means that where Lichfield District Council was spending £13.6 million on services in 2011/12, it plans to spend £11 million in 2017/18. Lichfield District Council's MTFS has a funding gap of around £2.7m up until 2020/21 indicating that as it stands it cannot afford to pay for all its intended services over the next 3 years. Any reduction in recycling credits from Staffordshire County Council in relation to waste would exacerbate this funding shortfall, as will any negative impact from the upcoming review of how business rates are shared between the different levels of Government and the need to find additional means of funding adult social care.

1.7 Lichfield District Council needs to find further substantial savings in the cost of delivering its services and / or new sources of income, if it is to meet its funding gap. With the cap on increases to Council Tax, without the need to hold a referendum, the ability to increase income is limited. All Council services have therefore been subject to a Fit for the Future review to identify if these could be delivered in a different way at a lower cost. The Joint Waste Service now has to consider how it can continue to deliver waste collection services to residents, appreciating the current MTFs funding gap and also the anticipated reduction in recycling credits from Staffordshire County Council. The graphs below show the changing nature of how Lichfield District Council is financing the services it delivers;



- 1.8 The Joint Waste Service currently offers a fortnightly kerbside collection of garden waste from properties in both Lichfield and Tamworth. Unlike collecting residual waste or dry recyclate material, collecting organic garden waste is not a statutory requirement.
- 1.9 An external review of waste collection across Staffordshire, funded by DEFRA, concluded that reducing the frequency of waste collections delivered negligible savings and could potentially increase costs, where the need for a weekly food waste collection service was created.
- 1.10 The options to compensate for a reduction in recycling credits from Staffordshire County Council are to either stop collecting organic waste, or, to carry on doing so, but, with the organic waste collection needing to be self-financing as a service. To take monies out of other service areas would impact upon Lichfield District Council's ability to provide support for people who find themselves homeless, or, in need of a grant to change the facilities in their home to cope with disability, amongst other things.

## 2. Recommendations

- 2.1 The Committee recommend to Cabinet that they approve the following:
  - 1) The cessation of the current free garden waste service from 31<sup>st</sup> December 2017
  - 2) The introduction of a chargeable (opt in) garden waste service from 1<sup>st</sup> January 2018

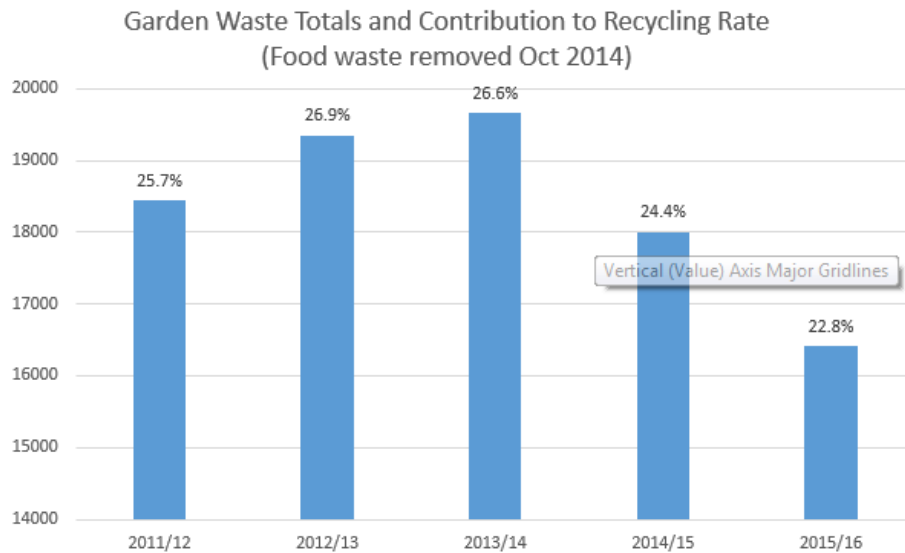
## 3. Background

- 3.1 The Joint Waste Service between Tamworth Borough Council and Lichfield District Council started on 5<sup>th</sup> July 2010. The partnership provides all waste collection services to the residents of both authorities including the existing garden waste service.
- 3.2 Lichfield is facing a funding gap in its MTFs of £2,743,060 in 2020/21. The situation is anticipated to deteriorate as Staffordshire County Council look to make their own substantial savings in order to prioritise spending on adult social care. The County Council are unable to guarantee that they will be able to continue pay recycling credits at the current rate in future years, despite the fact Districts and Boroughs have already looked to support the County Council by giving up the annual 3% uplift for successive fiscal years.
- 3.3 With the reduction in funding to local authorities, both Lichfield and Tamworth have undergone a wholesale review of all their services in order to identify where budget savings can be made. Lichfield has had its Fit for Future programme in place since 2012 and Tamworth has undertaken a similar review. At the same time as looking at the cost and need for services, both authorities have looked to consider what they can do differently in the future to become more commercial and replace some of the income they no longer receive from central Government.
- 3.4 Approximately half of the local authorities in the UK have moved to a chargeable organic garden waste collection service. This recognises that local authorities have a duty to collect household residual waste under Section 45 of the Environmental Protection Act 1990. However, there is no duty placed on local authorities to provide a separate collection of garden waste.
- 3.5 Section 46 of the same Act, allows local authorities to specify to the householder how the waste is to be presented and policies associated with waste collection. It also allows for a charge for the provision of waste receptacles either by charging a single payment for the provision or periodical payments.
- 3.6 Schedule 2 of The Controlled Waste Regulations 1990 (amended in 2012) allows local authorities to make a charge specifically for the collection of garden waste but not for the treatment of garden waste.

- 3.7 The implementation of a charging scheme in both Tamworth and Lichfield would help the Joint Waste Service to offset the anticipated reduction in recycling credits from Staffordshire County Council. The subscription scheme would be on an opt in basis which means only those residents who choose to use the garden waste collection service will have to pay for it. Those residents who do not wish to use a chargeable service would still have the option of disposing of their organic waste without charge by taking it to a Household Waste Recycling Centre, or, by home composting their waste.

**Current Service Provision**

- 3.8 The current garden waste service is offered to 31,500 properties in Tamworth and 43,000 properties in Lichfield. The service is funded in part by each council’s income and by the recycling credits from Staffordshire County Council. The exception is for additional garden waste bins that Lichfield charges £40 per annum for. This year 1,174 residents have paid for an additional brown bin.
- 3.9 The graph below shows the garden waste tonnages collected over the last 5 years. The amount of organic garden waste collected is variable as it is dependent on weather conditions.



- 3.10 The weather is a principal factor in determining the collection infrastructure that is required to provide the organic waste collection service. In the height of the growing season, which tends to be late spring and early summer, up to seven trucks and crews are required. In the winter months the need for collection is reduced and the service is scaled back to three trucks and crews.
- 3.11 The cost of providing the garden waste collection service will be approximately £1 million in 2016/17. This takes into consideration the value of the Recycling Credit payments from Staffordshire County Council which will be nearly £800k.

**Proposal – Charge for the collection of garden waste on an ‘Opt in’ basis**

- 3.12 Under the proposal of introducing a chargeable garden waste service, residents will use the existing brown garden waste wheelie bins (Green bins in Tamworth) and will be supplied with a sticker stating that they have subscribed. The resident will need to attach the sticker to their bin otherwise they will not receive the service. The subscription list will also be uploaded onto the in cab Bartec System so that the crew will be able to see which residents have paid on the computers in the collection vehicles.

- 3.13 The subscription period will be for a full calendar year with the chargeable service commencing on 1<sup>st</sup> January 2018. The service will be suspended for a fortnight over the Christmas and New Year holiday period which is as per the current collection arrangements.
- 3.14 The charge will be £36 per bin per annum for residents who subscribe to the service on line and £40 per bin per annum for other means of payment. The on line charge is significantly lower than the national average which is currently £41.20 per annum. Research has revealed that there is strong correlation between the charge and the number of residents who subscribe to a scheme. It is hoped that the low charge will result in a higher uptake in both Lichfield and Tamworth.
- 3.15 Residents will also be able to pay their subscription over the telephone and in person at Council offices and it will be a one off annual payment. The intention is not to offer the option for spreading the cost over the year, so as to reduce the costs of administering the service. Payment by direct debit is an option which will be considered as part of the project implementation plan.
- 3.16 No discounts will be offered to residents who choose to subscribe after the launch date, or, are in receipt of benefits, elderly or disabled. This is because administering discounts would significantly increase the cost of administering the service and result in a higher level of charge to compensate.
- 3.17 Residents will be able to subscribe for additional bins. There will be no discounts offered for the same reasons given in paragraph 3.16.
- 3.18 Those residents who do not subscribe to the scheme will be asked to retain their garden waste bin. This is because the bin is relevant to the property and needs to be present should there be a change of occupier, who in turn may wish to subscribe to the service. By retaining the brown bin, anyone who does not wish to sign up to the chargeable service at outset will be able to do so at any time and will have a bin at their property to use for this purpose.
- 3.19 The Joint Waste Service will continue to provide assisted collections to those residents who are unable to move bins for themselves. These residents will only be charged the standard rate for the garden waste service.
- 3.20 There will be no refunds offered to residents that want to stop using the service after they have paid their subscription or for force majeure. Missed bins will be dealt with in accordance with current service delivery standards. As the service will be subject to an annual renewal, residents can opt out at the next renewal date.
- 3.21 Residents who move house and remain within the either Tamworth or Lichfield authority areas will be able to transfer the service to their new property for no extra charge.
- 3.22 A comprehensive Communications Plan will be developed to support the introduction of the chargeable service. The communications will fully explain why the change has had to be introduced, advising residents how they can subscribe to the scheme and highlight alternative methods of disposal.
- 3.23 Options for how the scheme will be administered are currently being developed. Discussions are due to take place with authorities which have already introduced similar schemes to see whether we can take advantage of joint working or partnership arrangements.
- 3.24 The introduction of a chargeable service will have an impact on the logistical delivery of the collections. Under the current arrangements the trucks visit every street on their round each collection day because the crews don't know which properties will present bins. With a subscription service we anticipate there will be areas with a high take up rate and also areas with a low take up. This will necessitate an ongoing review of the deployment of resources.

- 3.25 With a proposed start date of 1<sup>st</sup> January it is anticipated that subscriptions may be lower at commencement, with additional subscriptions happening once the grass starts to grow. The variations in the number of customers will have to be managed very carefully so as to ensure that the appropriate level of resource is allocated to the service. On one hand we want to make sure that there are enough men and trucks deployed in order to complete collections but on the other hand we don't want to over resource the service as this will be financially inefficient. The efficient management of the resource is going to require a high degree of logistical skill and planning.
- 3.25 Using an anticipated participation rate of 45% for a chargeable service indicates a modest reduction in the infrastructure required to operate the garden waste service. However, this reduction is difficult to quantify at this stage as it will very much depend on the geographical dispersal pattern of the residents who decide to subscribe to the service and the point in the year when they elect to take out the service. Redundancies are not anticipated as a result of this decision, as any staff not needed to collect organic waste would be used to cover holidays and sickness thus reducing reliance on agency staff.
- 3.26 A detailed Implementation Plan for the introduction of the chargeable garden waste service is currently being prepared. This will include all key milestones, tasks and project risks etc.

### **Alternative routes for garden waste**

- 3.27 Where residents do not wish to opt into the service then the main alternatives are to home compost garden waste or take the material to Household Waste Recycling Centres (HWRCs). It is essential that as part of the communications campaign residents are made aware of the reasons for the change and the importance of making an informed choice as to how they manage their garden waste based on the options explored below.

### **Home Composting**

- 3.28 Home composting is ideal for grass cuttings, leaves, prunings, weeds and other small items of garden waste. Composting also provides a benefit to the environment by allowing the householder to compost kitchen waste such as fruit and vegetable peelings, tea bags and egg shells, therefore promoting recycling and carbon reduction. It is estimated that the average household can compost up to 250 kg of organic waste per year which is approximately 25% of the total amount of waste generated. The Joint Waste Service will continue to promote the existing home composting campaign named "Get Composting" which enables residents to purchase composting bins at a reduced price.

### **Household Waste Recycling Centres**

- 3.29 There are two HWRCs in the district of Lichfield (Trent Valley and Burntwood). Tamworth residents have access to a site at Lower House Farm which is situated just over the border in Warwickshire. Residents will be allowed to dispose of their garden waste at these facilities without charge. It is acknowledged that a chargeable garden waste service will increase users at these sites and they will get busier especially at peak times.



## Anticipated Environmental Performance

- 3.30 The introduction of a chargeable service will inevitably have an impact on the recycling performance of the Joint Waste Service. The level of impact will be dependant primarily by the number of residents who subscribe to the service. Research undertaken has suggested that the proposed charge of £36 could result in a participation rate in line with 45%. Modelling of this participation rate has suggested that the amount of garden waste collected will fall by around 6,000 tonnes per annum which is about 35% of current yield. The tonnage won't fall as much as the participation rate because residents generally ensure they use a collection service more effectively if they have to pay for it. National studies indicate that on average subscribers to an opt-in service put out for collection between 300 - 400kgs per household per year. This is a higher figure than we currently achieve through our existing scheme. The loss of 6,000 tonnes of garden waste will result in the headline recycling rate for the Joint waste falling by around 5-6 percentage points. The recycling rate achieved in 2015/16 was 51%.
- 3.31 The introduction of a chargeable garden waste service could see an increase in the amount of fly tipping in both Lichfield and Tamworth. Experiences of other authorities who have introduced chargeable services is that the anticipated increase does not materialise. Officers currently monitor fly tipping incidents on a monthly basis and they will be able to identify any trends that occur following the introduction of the charge.

Alternative Options	<ol style="list-style-type: none"> <li>1. The review of alternative options for the Joint Waste Service was considered by the Leisure Parks and Waste Management (Scrutiny and Overview) Committee at its meeting on 1<sup>st</sup> February 2017. The options included the complete cessation of the garden waste service and reducing the number of weeks it operates. The Committee concluded that charging for garden waste collection was the most appropriate option to investigate further.</li> <li>2. As referred to in the Medium Term Financial Strategy, Lichfield District Council is facing a funding gap up until 2020/21 of £2,743,060. Also this does not allow for the likely reduction in the level of Recycling Credit received. If a new income source is not found the Council would need to cease or reduce services and associated expenditure outside of waste collection in order to address the gap.</li> </ol>
Consultation	<ol style="list-style-type: none"> <li>1. A Communication Plan will be put into place to fully explain why the change in service and charge is being introduced.</li> <li>2. Consultation will need to take place with Staffordshire County Council, Trade Unions and the disposal contractor for the garden waste.</li> <li>3. An options appraisal was considered by the Joint Waste Service Committee on 17<sup>th</sup> October 2016 and Leisure Parks and Waste Management (Scrutiny and Overview) Committee at its meeting on 1<sup>st</sup> February 2017.</li> </ol>
Financial Implications	<ol style="list-style-type: none"> <li>1. The Medium Term Financial forecast indicates a funding gap for the Council of £2,743,060 by 20/21.</li> <li>2. The introduction of a chargeable garden waste could raise an additional £333,379 per annum for the authority. This prediction is based on a financial model which adopts a participation rate of 45% and assumes that the County Council do not lower the Recycling Rate below the cost of disposal. The model uses provisional costs for administering the service as solutions to these issues have not been finalised.</li> <li>3. A capital investment of £17,250 would be required to upgrade storage facilities for unwanted garden waste bins at the Burntwood Depot.</li> <li>4. The financial model is attached as Appendix A.</li> </ol>

<b>Contribution to the Delivery of the Strategic Plan</b>	1. The Joint Waste Service plays a key role in assuring we have a clean, green and welcoming place. Being financially stable is a key element of the Council's aspirations to be Fit for the Future.
<b>Equality, Diversity and Human Rights Implications</b>	1. The charge could have a disproportionately higher impact on residents on low income because the proposal does not include any concessions. However, all residents have the option to dispose of their garden waste by other means which do not incur a charge.
<b>Crime &amp; Safety Issues</b>	1. There is a concern that if a charge for garden waste is introduced, there could be an increase in fly-tipping, however, it is not anticipated that this would be a significant issue.

	<b>Risk Description</b>	<b>How We Manage It</b>	<b>Severity of Risk (RYG)</b>
A	Adverse publicity given to the Council's proposal to charge for garden waste collection as no charge is currently levied.	A communications plan will be devised which will fully explain why the charge has had to be introduced	Yellow (Material)
B	An increase in fly-tipping	The low level of charge is unlikely to lead to a significant increase in unlawful disposal of garden waste	Yellow (Material)
C	Low participation	It is proposed to introduce a charge at the lower end of potential charges to encourage take-up A discount will be available for on line subscriptions Effective promotion of the service Redeployment of staff to backfill agencies etc.	Yellow (Material)
D	Higher than expected participation	Residents will be encouraged to subscribe on line. Capacity issues will be considered in the Implementation Plan	Yellow (Material)
E	Uneven distribution of participants	Effective promotion of the service Undertake a round review. Logistical management of the service	Yellow (Material)
F	Increased residual waste due to residents putting garden waste into their black bin instead of paying for a chargeable service. This could put pressure on the collection infrastructure.	Education of residents. Consider implementing Section 46 of the EPA and prohibit use of black bin for garden waste	Yellow (Material)

G	Residents abandon unwanted garden waste bins	Consideration to be given to the issue in the Implementation Plan	Yellow (Material)
H	Higher reduction in the Recycling Credit than anticipated	Further savings and sources of income will have to be identified	Red (Severe)
I	Reduced tonnage will have a significant financial impact on the disposal contractor and this may jeopardise the viability of the site.	Consultation and negotiations with the contractor. Consideration to be given to the issue in the Implementation Plan	Yellow (Material)
J	Commercial sector could provide an alternative service	Regular review of charge Promotion of the service	Yellow (Material)
k	Insufficient project support resources	Consideration to be given to the issue in the Implementation Plan	Yellow (Material)

Background documents Report to Leisure, Parks and Waste Management (Overview and Scrutiny) Committee on 1<sup>st</sup> February 2017.

Relevant web links

**Joint Waste Service – Analysis of Service Delivery Options**  
**Predicted Cost Implications**  
**DRAFT**

	<b>Impact on Revenue Budget (Saving)/Pressure £</b>	<b>Impact on Capital Budget (Saving)/Pressure £</b>
<b>Charge for Garden Waste</b>		
£36 charge per bin per annum (45% uptake - total property count 75,000 properties)	(1,215,000)	
Reduction in number of properties paying for a second bin - 200 properties	8,000	
Saving on operational infrastructure (vehicles and operatives)	(102,490)	
Saving on disposal gate fees (6,000 tonnes less garden waste)	(120,000)	
Loss of recycling credit on 6,000 tonnes of garden waste no longer collected	294,600	
Recycling credit for garden waste reduced to the actual cost of disposal on 11,000 tonnes	320,100	
Administration of the chargeable service	160,000	
Promotion of the chargeable service	35,000	
Logistical support	10,000	
Dealing with unwanted bins - collection and storage	30,000	
Capital/one off expenditure		30,000
<b>Totals</b>	<b>(579,790)</b>	<b>30,000</b>
<b>LDC Share</b>	<b>(333,379)</b>	<b>17,250</b>
<b>TBC Share</b>	<b>(246,411)</b>	<b>12,750</b>

**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
<b>Policy Development</b>								
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: 24.02.2017

Effective for the Period 01.03.2017 – 31.05.2017

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) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*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	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	Copy of the three Overview & Scrutiny reports.  Copy of the scheme member's survey/consultation report.	<b>OFFICER:</b> Mr G Brownridge (01543) 687572  <b>CABINET MEMBER:</b> Councillor Mrs H Fisher (01543) 305070

\* DENOTES KEY DECISION

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		recent Shopmobility service review.		Members September 2016 Consultation with Officers from Economic Development December 2016.		
*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 28/02/2017	Consultation with major Registered Providers and the Strategic Housing Partnership has been undertaken.	Revised DHP Policy	<b>OFFICERS:</b> Mrs P Leybourne (01543) 308921 Mr C Gibbins (01543) 308702  <b>CABINET MEMBERS:</b> Councillor Greatorex (01543) 416677 Councillor Spruce (01543) 258120

\* DENOTES KEY DECISION



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*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	<b>OFFICER:</b> Mr G Davies (01543) 308741  <b>CABINET MEMBER:</b> Councillor Pullen (01543) 300075
*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	<b>OFFICER:</b> Mr G Davies (01543) 308741  <b>CABINET MEMBER:</b> Councillor Pullen (01543) 300075

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*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	<b>OFFICER:</b> Mr Baldwin (01543) 308147  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472732
*Lichfield District Council's CCTV Policy and the Annual Report (2015/16) & Code of Practice for the Public CCTV Static Camera Scheme	No	To approve and comment on the Policy, Annual Report and Code of Practice	Cabinet 07/03/2017	Report on the Public Static Camera Scheme considered by the CHH (O&S) 12/09/16	LDC's CCTV Policy, the Annual Report and Code of Practice for the Public CCTV Static Camera Scheme	<b>OFFICER:</b> Mrs B Nahal (01543) 308002 Ms J Coleman (01543) 308005  <b>CABINET MEMBER:</b> Councillor Pullen (01532) 300075

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DCLG grant funding for specialised young people's sexual health services across the District to be provided through the Pathway Project.	No	To accept the funding as the accountable body.	Cabinet 07/03/2017	Consultation has taken place with the Lichfield & Tamworth Domestic Abuse Forum. Tight timescale (Dec '16 to 16 <sup>th</sup> Jan '17) did not enable CHH O&S to be consulted.	Notification of funding and funding application.	<b>OFFICER:</b> Ms J Coleman (01543) 308005  <b>CABINET MEMBER:</b> Councillor Pullen (01532) 300075
*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 07/03/2017	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	<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor Smith (01543) 410685
Northgate Revenues and Benefits software	Yes	Approval expenditure under the Public Procurement Regulations	07/03/2017	None		<b>OFFICER</b> Mrs P Leybourne (01543 308921)  <b>CABINET MEMBERS:</b> Councillor Spruce

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*Cabinet approval to the appointment of Re-form Landscape Architects as a single sourced quotation in excess of £50k	No	Approval to the appointment of Reform Landscape Architect's on the Castle Dyke /Frog Lane, Station Forecourt enhancement Public Realm works for fees in excess of £50k	Cabinet 07/03/17	None	Quotation & statement of best value	<b>OFFICER:</b> Ms Sarah Woffenden 07710 554 817  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472 732
*To note the progress on the move to 100% Business Rates Retention  To approve the response to the further consultation on the design of the reformed system.	No	To note the progress on the move to 100% Business Rates Retention  To approve the response to the further consultation on the design of the reformed system and to delegate to the Cabinet Member for Finance and Democracy and the Head of Finance and Procurement the	Cabinet 04/04/2016	None An update related to the move to 100% Business Rates Retention	100% Business Rates Retention  Further Consultation on the design of the reformed system.	<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120

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		ability to make changes prior to submission on 3 May 2017.				
*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 04/04/2017	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)	<b>OFFICER:</b> Mr G Cooper (01543) 308199  <b>CABINET MEMBER:</b> Councillor Pritchard (01543) 472232
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	<b>OFFICER:</b> Ms J Coleman (01543) 308005  <b>CABINET MEMBER:</b> Councillor Pullen (01532) 300075
*Garden Waste Subscription Service	No	Approve:  1) The cessation of the current free garden waste service	Cabinet 04/04/2017	Leisure, Parks and waste Management (Overview and Scrutiny) on 1 February 2017 and 4 April 2018.	Reports to Leisure, Parks and Waste Management (Overview and Scrutiny) dated 1	<b>OFFICER:</b> Mr N Harris (01543) 687549  <b>CABINET MEMBER:</b>

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		from 31 December 2017 2) The introduction of a chargeable (opt in) garden waste service from 1 January 2018.			February 2017 and 4 April 2018.	Councillor Eadie (07916) 139803
*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.	<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120
*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	<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120
*Money Matters 2017/18 : Review of the Financial	No	To note the report and the issues raised on this.	Cabinet December 2017	Strategic (Overview and Scrutiny) Committee	Medium Term Financial Strategy 2016-2021	<b>OFFICER:</b> Mr A Thomas (01543) 308012

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Performance against the Financial Strategy April to September 2017				November / December 2017	Money Matters Report for 3 Months.	<b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120

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*Calculation of Business Rates 2018/19, Council Tax Base for 2018/19 and the projected Collection Funded Surplus / Deficit for 2017/18	No	<p>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 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>	Cabinet December 2017 / January 2018	No consultation Statutory calculations	<ul style="list-style-type: none"> <li>• Local Government Acts 1988, 1992 and 2003.</li> <li>• Local Authorities (Calculation of Council Taxbase) Regulations 1992.</li> <li>• Money Matters Reports.</li> </ul>	<p><b>OFFICER:</b> Mr A Thomas (01543) 308012</p> <p><b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120</p>

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*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.	<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120
*Medium Term Financial Strategy (Revenue and Capital) 2017-22	No	To approve and recommend to Council: <ul style="list-style-type: none"> <li>• The MTFS including the Revenue Budget and Capital Programme.</li> <li>• The MRP Policy.</li> <li>• Treasury Management Strategy.</li> <li>• Prudential Indicators.</li> </ul>	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.	<b>OFFICER:</b> Mr A Thomas (01543) 308012  <b>CABINET MEMBER:</b> Councillor Spruce (01543) 258120

\* DENOTES KEY DECISION

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

### MEMBERS OF THE CABINET

**Leader of Cabinet**

**Deputy Leader of Cabinet and**

**Cabinet Member for 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

England, 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

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

**\* DENOTES KEY DECISION**