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Ask for Mark Hooper
Email mark.hooper@lichfielddc.gov.uk



District Council House, Frog Lane
Lichfield, Staffordshire WS136YU

Customer Services 01543 308000
Direct Line 01543 308064

Monday, 25 November 2019

Dear Sir/Madam

CABINET

A meeting of the Cabinet has been arranged to take place on **TUESDAY, 3RD DECEMBER, 2019 at 6.00 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to The Committee Room is via the Members' Entrance.

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 Cabinet

Councillors Pullen (Chairman), Eadie (Vice-Chair), E Little, Lax, Smith, Strachan and A Yeates



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Money Matters 2019/20: Review of the Financial Performance Against the Financial Strategy 3 - 26
4. Calculation of Business Rates 2020/21, Council Tax Base for 2020/21 and the Projected Collection Funded Surplus/Deficit for 2019/20 27 - 36
5. Report on Performance Against our Delivery Plan – Half Year 2019/2020 37 - 58
6. Homelessness and Rough Sleeping 59 - 122
7. Joint Waste Service Fit for the Future Review 123 - 200
8. Cash Payment Facilities 201 - 206
9. Amendments to the list of Buildings of Local Architectural and Historic Interest 207 - 240
10. Revenues and Benefits Fit for the Future Fundamental Review 241 - 246
11. **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”
12. Revenues and Benefits Fit for the Future Fundamental Review - Confidential Appendices 247 - 332

The appendices to the public report (agenda item 10) are to be considered in private since they contains exempt information (as defined by Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972) relating to the financial and business affairs of the authority.
13. Commercial Property Acquisition Copy to follow

This report is to be considered in private since it contains exempt information (as defined by Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972) relating to the financial and business affairs of the authority.



Money Matters : 2019/20 Review of Financial Performance against the Financial Strategy

Agenda Item 3



Cabinet Member for Finance and Procurement

Date: 3 December 2019
Agenda Item: 3
Contact Officer: Anthony Thomas
Tel Number: 01543 308012
Email: Anthony.thomas@lichfielddc.gov.uk
Key Decision? YES
Local Ward Members : Full Council

Cabinet

1. Executive Summary

- 1.1 The report covers the financial performance from April to September (Quarter Two) for 2019/20.
- 1.2 The Original Budget estimated a transfer to general reserves of **£148,860**. At the six month stage it is projected that a contribution of **£753,710** will be made to general reserves, an increase of **£66,000** compared to the Approved Budget of **£687,710**.
- 1.3 The Capital Programme is projected to be **(£1,664,000)** lower than the Approved budget.
- 1.4 Capital Receipts are projected to be lower than the Approved Budget by **£5,000**.
- 1.5 In terms of Council Tax, Business Rates, Sundry Debtors and Supplier Performance:
 - Council Tax collection performance was **56.83%** and total arrears were **£2,447,889**.
 - The **Council Tax Collection Fund** is projected to be in surplus, with the Council's 13% share being **(£193,140)** compared to the Approved Budget of **(£34,600)** in 2020/21.
 - Sundry Debt for income to be collected in 2019/20 has reduced by **(£369,116)** compared to 2018/19 and the value outstanding at 30 September 2019 has increased by **£742,542**.
 - **Retained Business Rate Income** is currently projected to be in line with the Approved Budget.
 - The **Business Rates Collection Fund** is projected to be in surplus with the Council's 40% share being **(£121,300)** compared to the Approved Budget of **£0** in 2020/21.
 - Business Rates collection performance was **55.91%** and total arrears were **£628,737**.
 - The payment of suppliers within 30 days was **87.40%** and remains below our **90%** target.
- 1.6 The Council's treasury investments (excluding the two long dated pooled funds) achieved a risk status of **AA-** that was more secure than the aim of **A-** and yield exceeded all four of the industry standard London Interbank (LIBID) yield benchmarks.

2. Recommendations

- 2.1 To note the report and issues raised within and that Leadership Team with Cabinet Members will continue to closely monitor and manage the Medium Term Financial Strategy.

3. Background

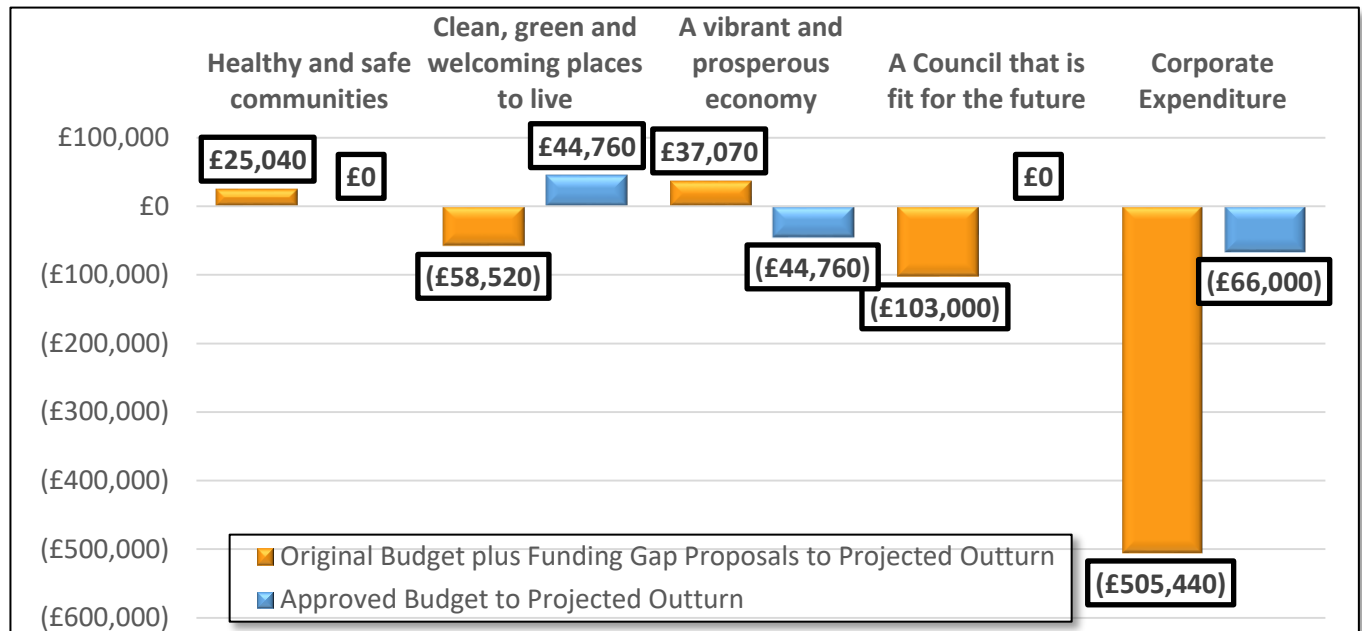
Budget Management

- 3.1. The MTFs 2018-23 approved by Council on 19 February 2019 included the Original Budget for 2019/20 and set out the allocation of resources and the policies and parameters within which managers are required to operate.

- 3.2. Throughout the financial year, Money Matters reports are provided to both Cabinet and Strategic (Overview and Scrutiny) Committee at three, six and eight month intervals to monitor performance.
- 3.3. The Money Matters reports update the Approved Budget for latest projections and the eight month report will form the basis of the Revised Approved Budget for 2019/20 and will be approved by Council on 18 February 2020.

The Revenue Budget

- 3.4. Financial performance is shown in detail at **APPENDIX A** and in summary by Strategic Priority below:



Performance compared to the Approved Budget

- 3.5. The variance is shown in summary below and in detail at **APPENDIX B** by Service Area:

	Variance	
	Virement	Other Variances
Clean, green and welcoming places to live		
• Additional Spend on Local Plan Review		51,200
• Transfers	(6,440)	
A vibrant and prosperous economy		
• Employee savings from Vacant Posts		(29,200)
• Additional Car Park Income		(22,000)
• Transfers	6,440	
Total - Net Cost of Services	0	0
Corporate Expenditure		
Net Treasury - increased interest receipts		(66,000)
Transfer (to)/from General Reserves		(£66,000)

- 3.6. At present, these projections assume projected budget pressures can be funded through savings in existing budgets and the impact of the review of the management structure will be financially neutral.
- 3.7. In addition, the progress to date on delivering Funding Gap proposals submitted by Leadership Team for 2019/20 is shown at **APPENDIX B**. A significant proportion (**£401,000**) or **85%** has been delivered with the only major item of non-delivery being related to Procurement savings (see later in the report for more details). Any shortfall in this area in 2019/20 will be funded through an earmarked reserve or existing budgets.

Earmarked Reserves

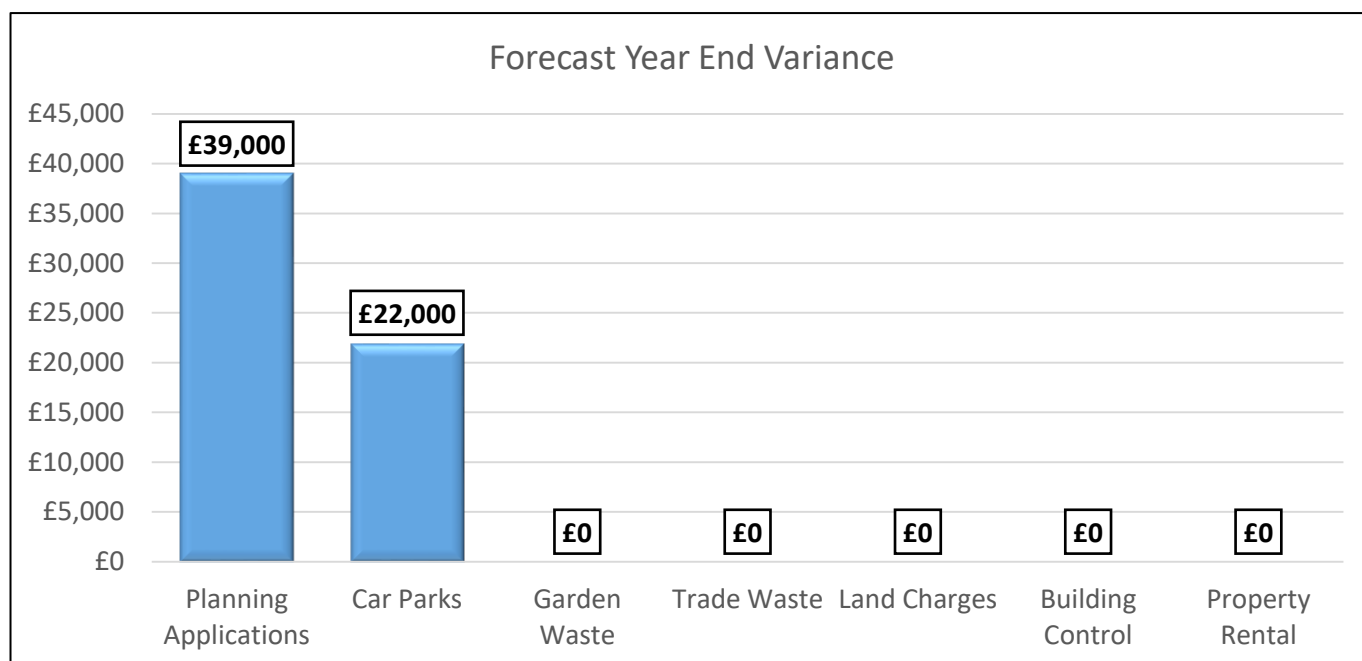
3.8. The earmarked reserves scheduled to be returned to General Reserves in 2019/20 under the three year time limit contained in the approved policy are detailed below along with updates where appropriate:

Reserve Name	Balance 30-Sep-19 £	Earmarked Reserves No longer required £	Comments
Digitisation Programme	(£78,234)		This has been used to offset expenditure during 2019/20 and the balance will be reviewed at period 8
Revenues & Benefits Service	(£195,190)		Awaiting outcome of the Revenues & Benefits Review and hence to be reviewed at period 8
Individual Electoral Registration	(£50,716)		Expenditure plan in place to spend during 2019/20 and progress will be reviewed at period 8
Elections Additional Support	(£24,999)		Expenditure plan in place to spend during 2019/20
CCTV Sinking Fund	(£60,996)		Awaiting outcome of CCTV consultancy report findings
Building Safer Communities	(£6,703)		May be used as part of wider work on anti-social behaviour and progress will be reviewed at period 8
Stock Condition Survey	(£32,000)		Will be spent during 2019/20
Total Earmarked Reserves	(£448,838)	£0	

3.9. Finance will continue to assess with Services throughout the financial year, if there are Business Cases that justify the retention beyond the three year limit.

Fees and Charges

3.10. The gross fees and charges budgets for 2019/20 together with actual income achieved over the last five years are shown in detail at **APPENDIX B**. The projected variance to Budget for those with the highest value are shown below:



3.11. The reasons for any significant variances are:

- **Planning Applications** – April to September income shows an increased performance against budget of **£39,000**, there will be corresponding expenditure incurred in relation to this income.
- **Car Parks** – April to September income shows an increased performance against budget of **£22,000**, 12% will be subject to income sharing arrangements.

Closing the Funding Gap Progress

3.12. The progress to date on closing the Funding Gap is summarised below:

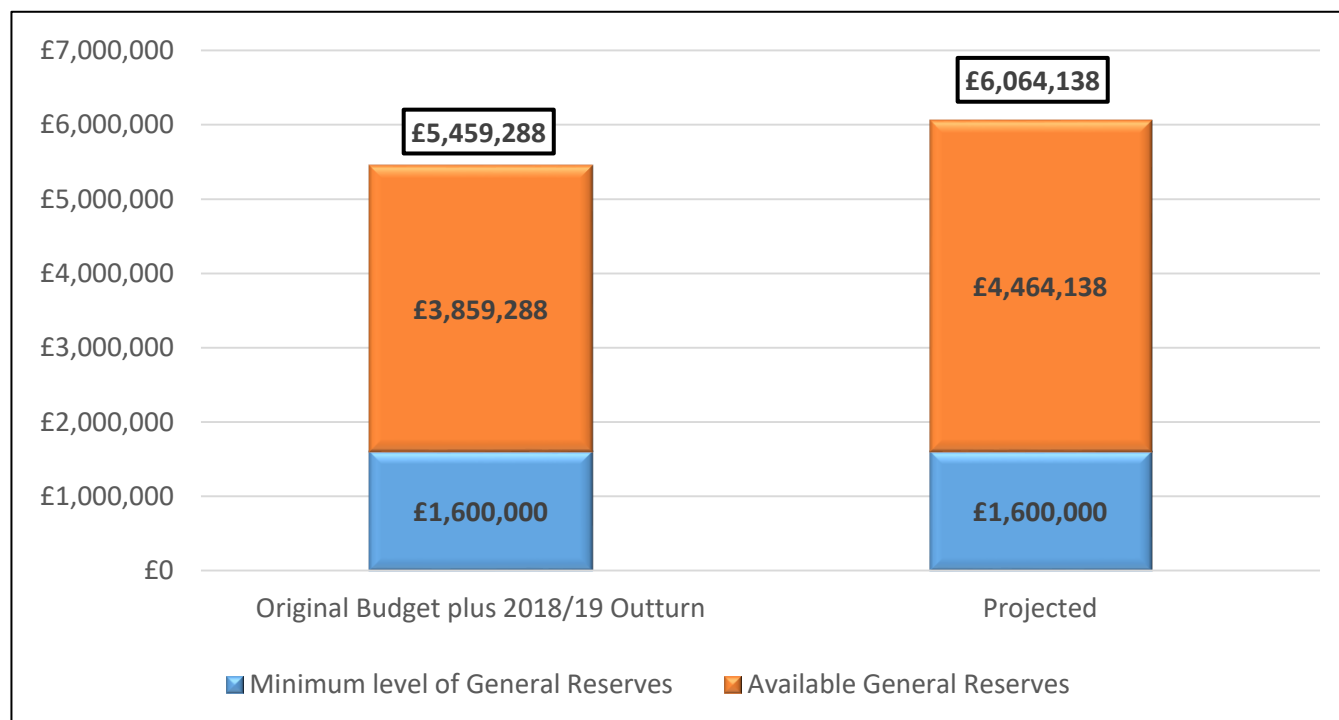
	Cabinet Report	2020/21	2021/22	2022/23	2023/24
Original Funding Gap		£841,620	£917,360	£1,012,070	£1,338,700
Upfront pension payment with savings	12/03/2019	4,420	(72,940)	(114,480)	(114,480)
Outturn 2018/19 Members Allowances	13/06/2019	(10,000)	(10,000)	(10,000)	(10,000)
Jigsaw Funding Agreement	09/07/2019	(9,660)	(9,660)	(9,660)	(9,660)
Higher Insurance - higher property values	10/09/2019	34,410	34,410	34,410	34,410
Lower Business Rate payments for Council Property following transitional arrangements		(36,750)	(36,750)	(36,750)	(36,750)
National Living Wage - scale points lower than projected		(54,900)	(54,900)	(54,900)	(54,900)
Additional Pensions – revised projections		(8,470)	(8,730)	(11,620)	(14,820)
Arts Development Residue Savings		(3,090)	(3,090)	(3,090)	(3,090)
Treasury Management - Increased Interest		(50,000)	(50,000)	(50,000)	(50,000)
Economic Growth Posts		100,000	100,000	100,000	100,000
Pensions Repayment		(57,970)	(57,970)	(57,970)	(57,970)
Collection Fund Surplus		(133,000)			
Interest on Property Company Loan		(4,000)	(18,000)	(22,000)	(22,000)
Friary Grange Leisure Centre	07/10/2019	135,000	135,000	135,000	135,000
Revised Funding Gap		£747,610	£864,730	£911,010	£1,234,440

3.13. The Finance Settlement could significantly influence the scale of the Funding Gap, although savings/additional income initiatives will continue to be pursued.

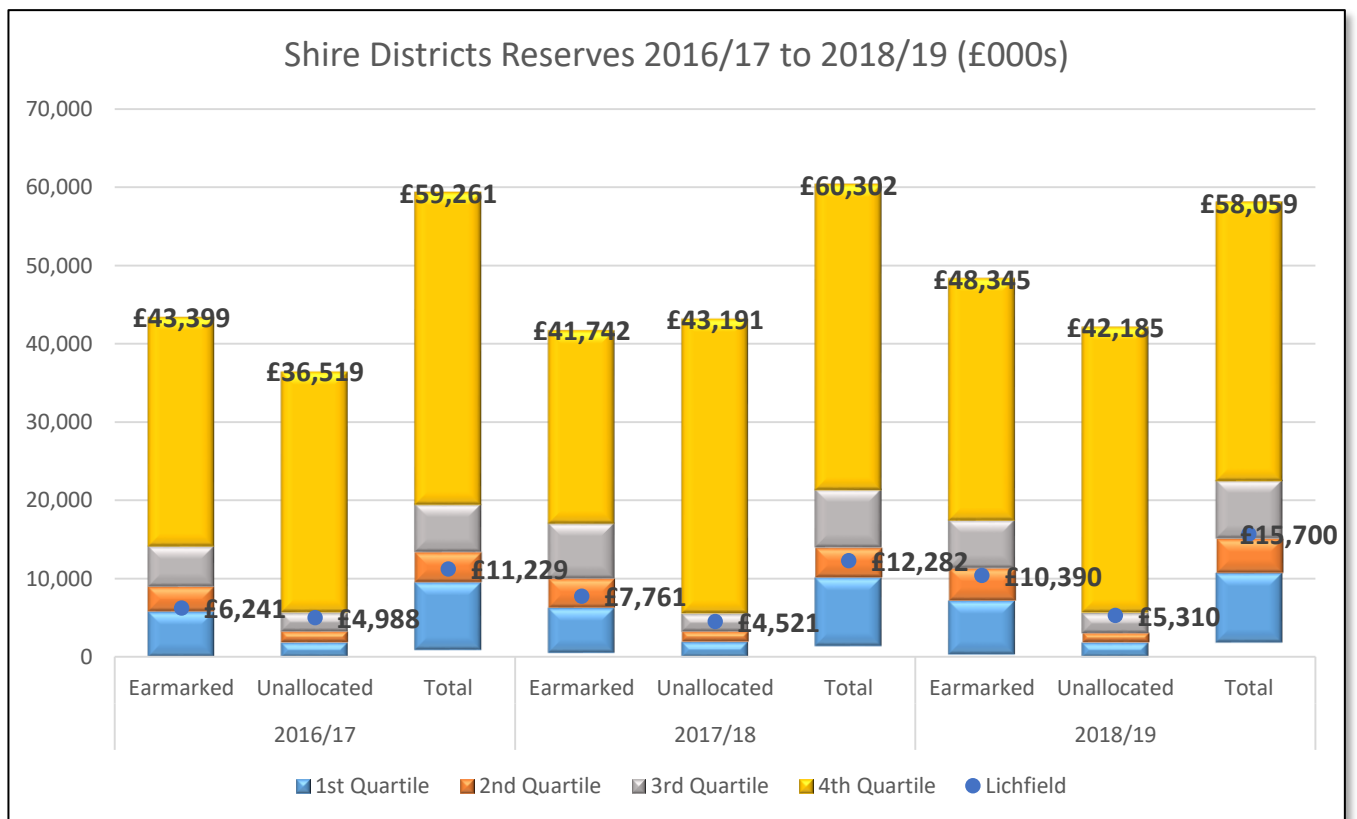
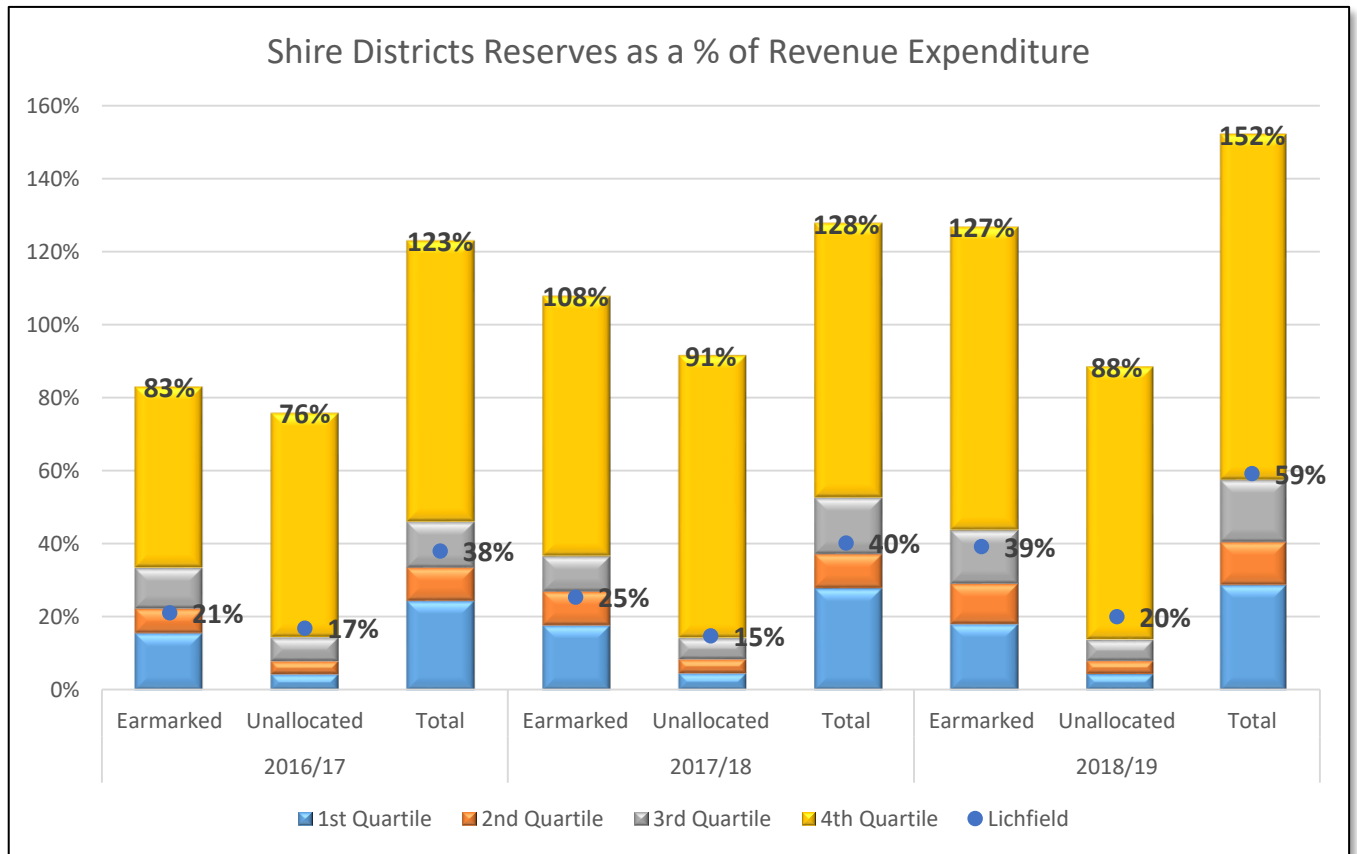
3.14. The progress on closing the Funding Gap will continue to be monitored throughout the year.

Revenue General Reserves

3.15. The Original Budget estimated a contribution to general reserves of **£148,860**, the Approved Budget a contribution to General Reserves of **£687,710** and this report shows a projected contribution of **£753,710**, an increase of **£66,000** compared to Approved Budget.



3.16 To determine how the level of Council's reserves compare to other District Councils, the level of General (unallocated) and Earmarked Reserves in relative terms and as a percentage of Revenue Expenditure (as defined in the Revenue Outturn Form) is shown for the last three years in the graphs below:



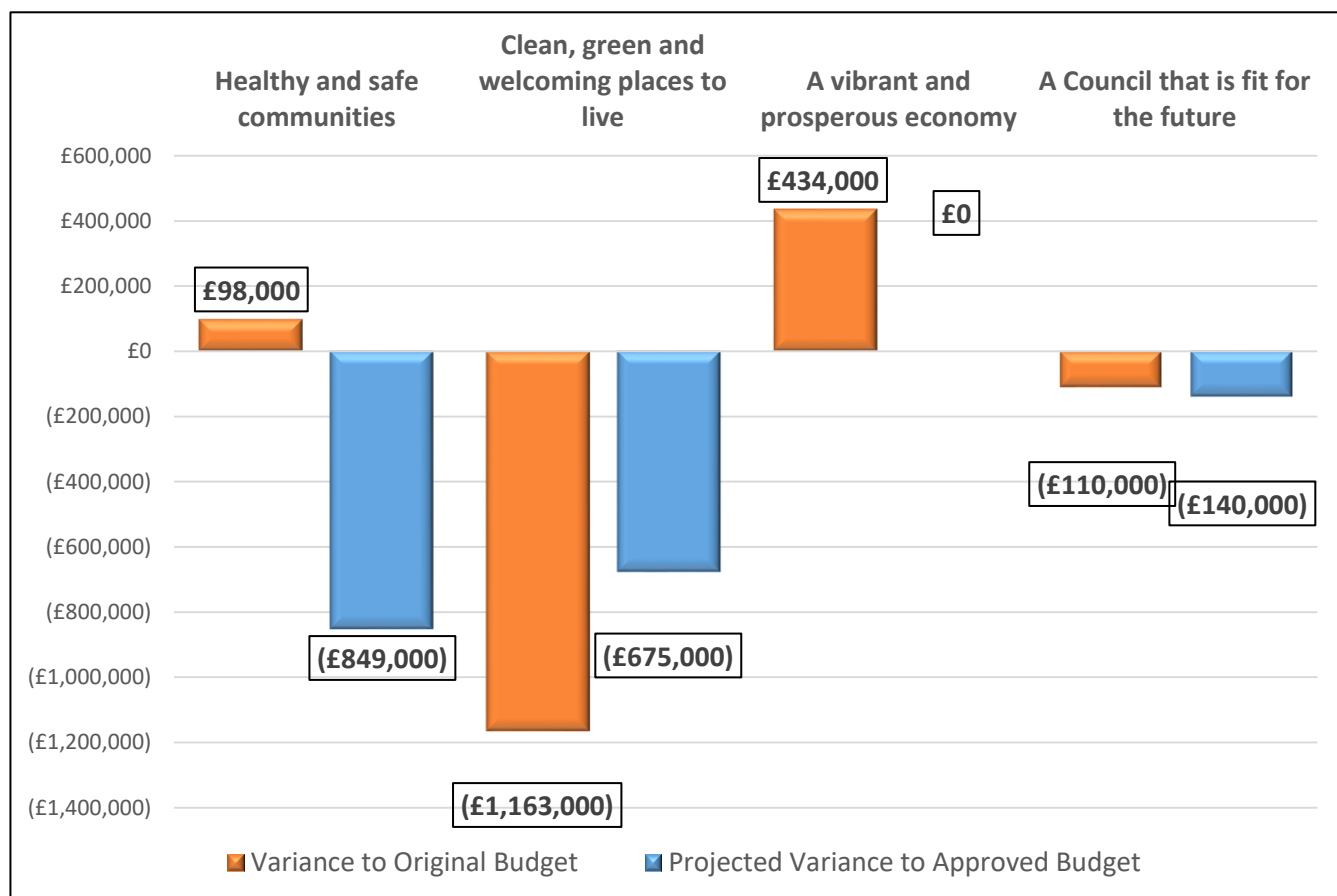
The Capital Programme

3.16. The Original Budget of **£11,618,000** was approved by Council on 19 February 2019. There have been a number of updates to this budget during 2019/20:

- Allocation of Community Infrastructure Levy of **£255,000** approved by Cabinet on 12 March 2019.
- Multi Storey Car Park refurbishment of **£300,000** approved by Council on 16 April 2019.
- Slippage from 2018/19 of **£819,000** approved by Cabinet on 13 June 2019.
- Changes relating to Quarter 1 Money Matters of **(£805,000)** approved by Cabinet on 10 September 2019
- Birmingham Road Enabling Works of **£120,000** approved by Cabinet on 10 September 2019.
- Friary Grange Leisure Centre expenditure of **£212,000** approved by Cabinet on 7 October 2019.
- St. Stephen's School Section 106 bid of **£22,000** approved by the Cabinet Member on 24 October 2019

3.17. The Approved Budget is therefore **£12,541,000**.

3.18. The Capital Programme performance is projected to be below budget by **(£1,664,000)** or 13% compared to the Approved Budget. This below budget performance compared to both the Original and the Approved Budgets, is shown by Strategic Plan Priority below and in detail at **APPENDIX C**:



Performance compared to the Approved Budget

3.19. There are projected variances compared to the Approved Budget related to:-

	Approved Budget Variance
Healthy and Safe Communities	
• New Build Parish Office/Community Hub – Parish appraising location options. Delay till 2020/21	(£92,000)
• Armitage with Handsacre Village Hall Storage Container - Scouts appraising location options. Delay till 2020/21	(£6,000)
• Decent Homes Standard – See below delay until 2020/21	(£197,000)
• DCLG Monies – See below delay until 2020/21	(£212,000)
• Unallocated S106 Affordable Housing Monies – See below delay until 2020/21	(£342,000)
Clean, Green and Welcoming Places to Live	
• Loan to Council Development Company – Delay until 2020/21	(£675,000)
A Council that is Fit for the Future	
• IT Innovation – Delay until 2020/21	(£140,000)
Total Projected Variance	(£1,664,000)

3.20. Loan to the Council Development Company

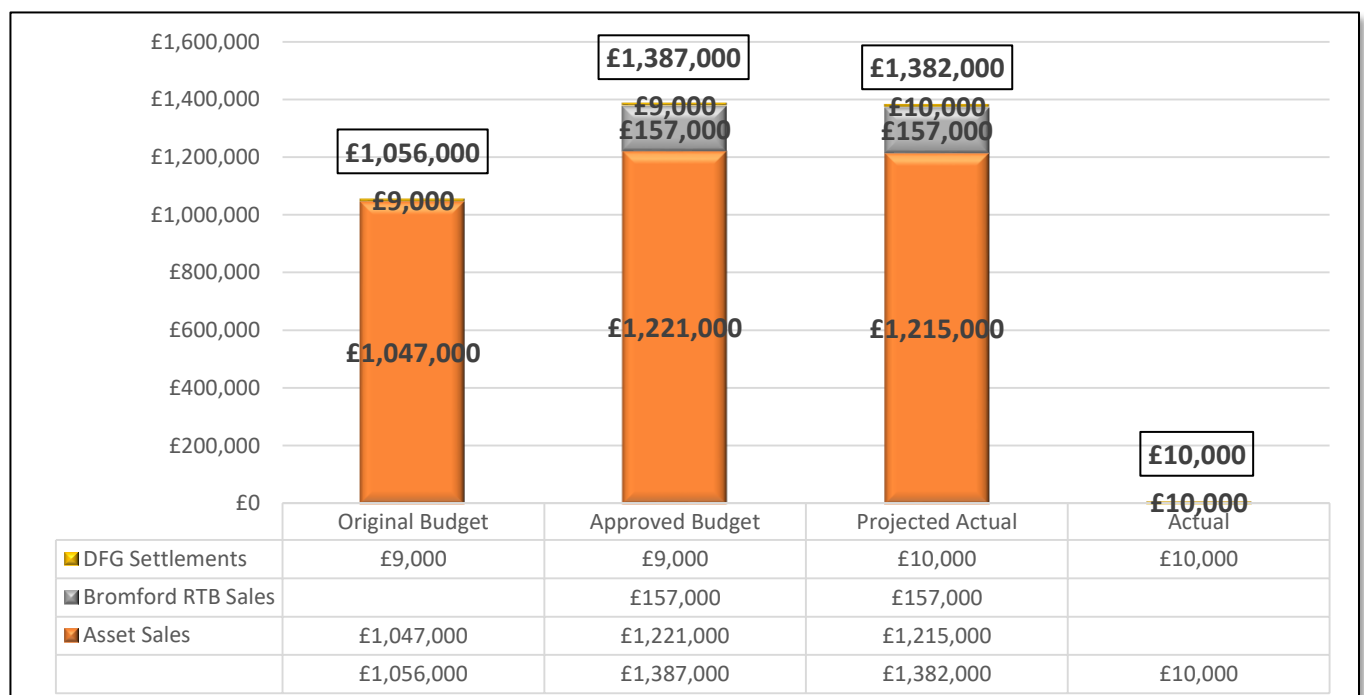
- The Company is unlikely to require the funding provided by the loan of **£675,000** in 2019/20. This is because any expenditure undertaken by the Company can be funded through the equity investment of **£225,000**.

3.21. Housing Grants and S106 Affordable Housing

- Our partners Spring, have identified the type of properties the Council will need to achieve its desired housing outcomes. We are currently trying to identify suitable properties that match our needs and purchase them. This process including due diligence will mean it is unlikely that any purchases will be completed by 31 March 2020.

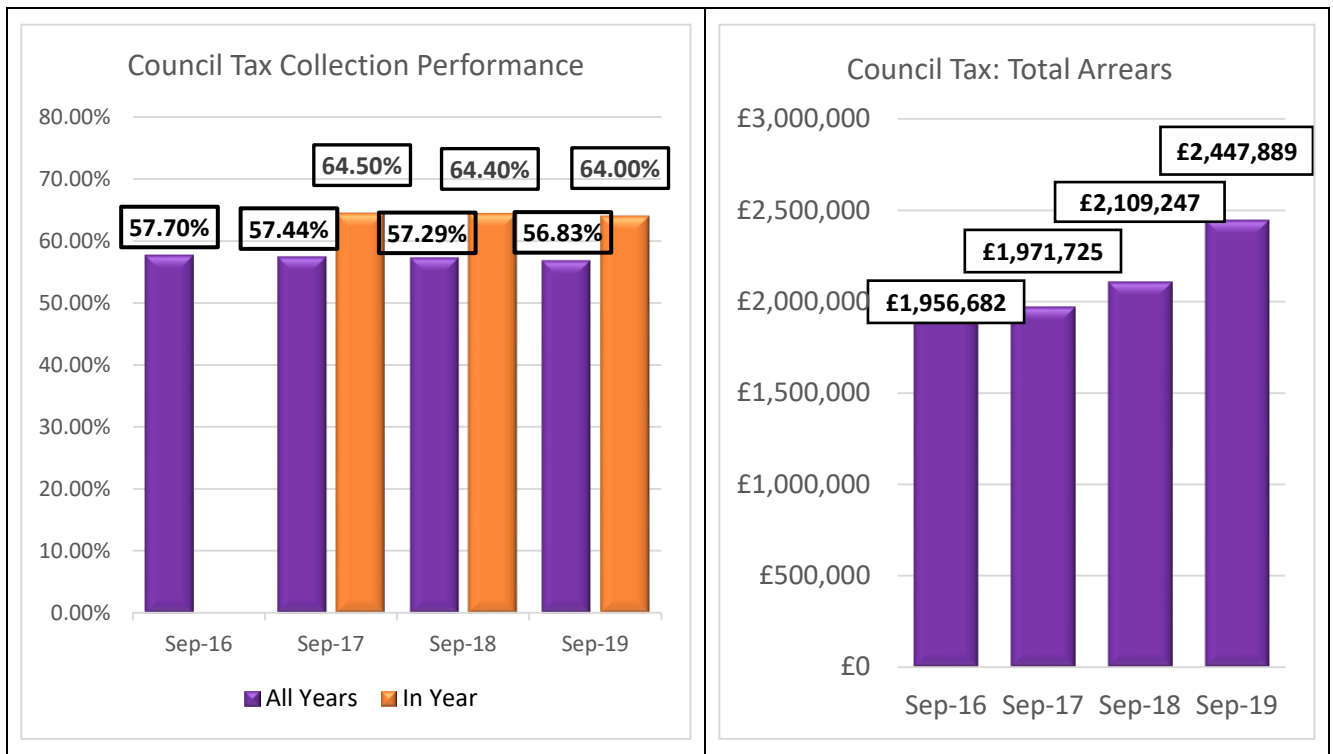
Capital Receipts

3.22. The Original Budget, projected and actual capital receipts received are:

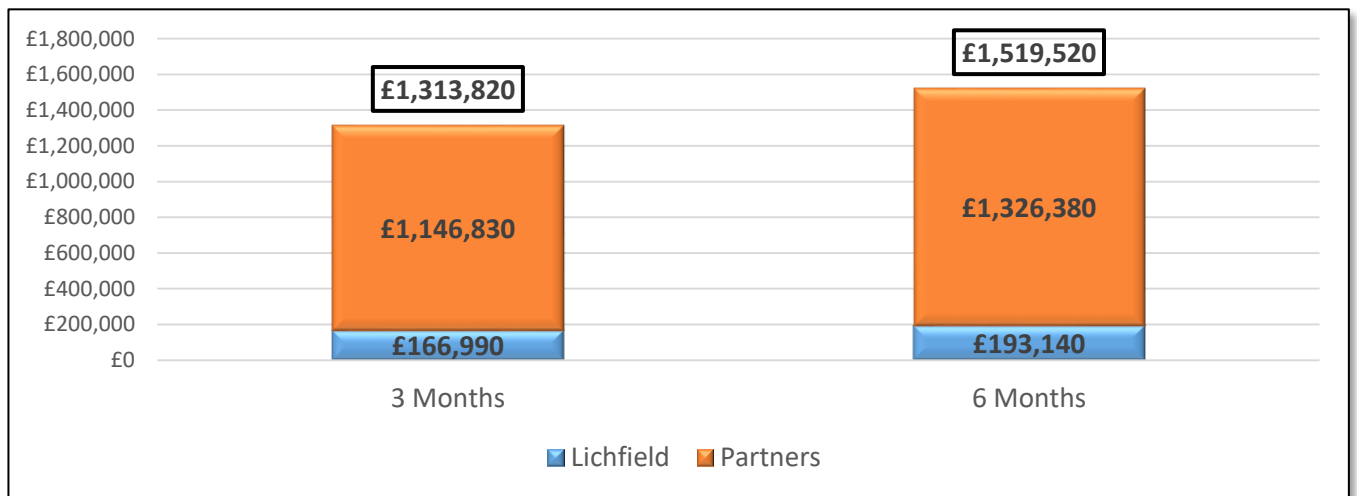


Council Tax

3.23. The collection performance for Council Tax debt is shown below:¹



3.24. The Council Tax Collection Fund is projected to be in surplus by **(£1,519,520)** and the Council's share is **(£193,140)** based on Lichfield's (including Parishes) current share of Council Tax of **13%**:



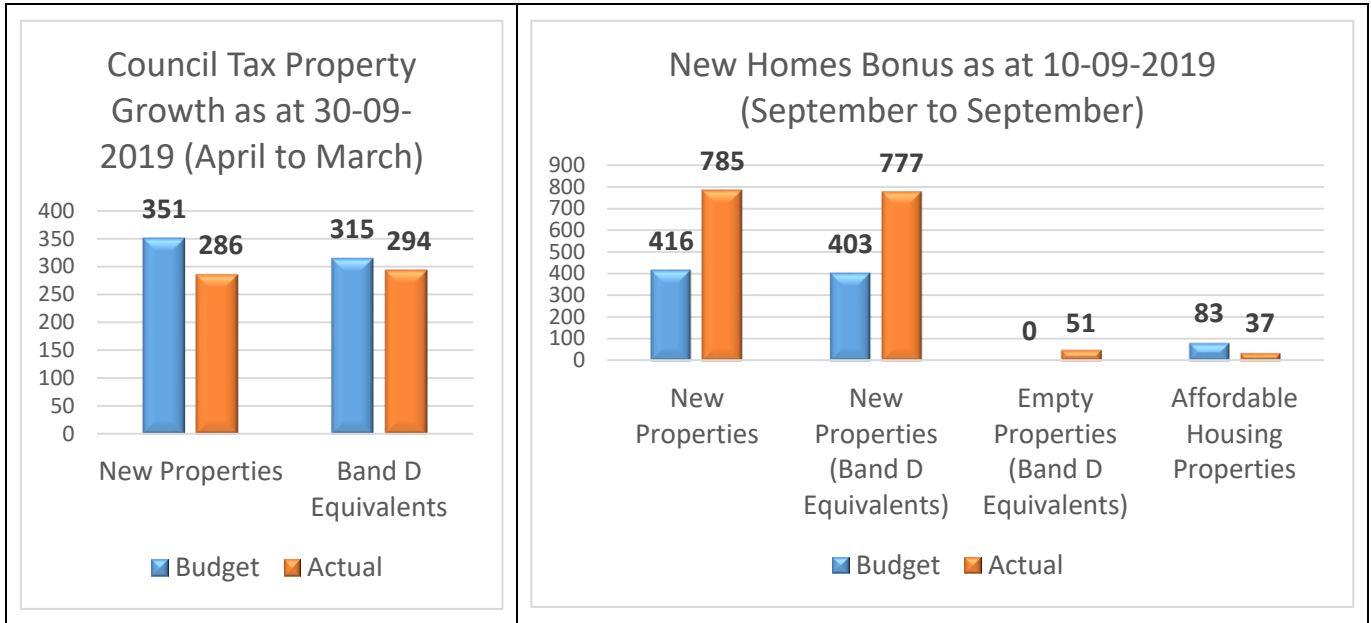
3.25. The main reasons for the surplus compared to the Approved Budget are:

- There was a higher surplus than projected in 2018/19 of **(£591,225)** due primarily to a lower level of bad debt provision.
- The projected net yield (after allowing for discounts and changes to the bad debt provision) from Council Tax in 2019/20 is **(£928,295)** higher than estimated.
- The Report to Cabinet on 13 June 2019 identified that Housing Supply had exceeded the Budget by **291** dwellings (68%) or **312** Band D equivalents (81%). This growth is projected to continue in 2019/20 (see Housing Supply below) and will be reflected in the Council Taxbase calculation for 2020/21 that is the subject of a separate report on the agenda.

¹ The in-year council tax collection performance data has only been collated since 2017.

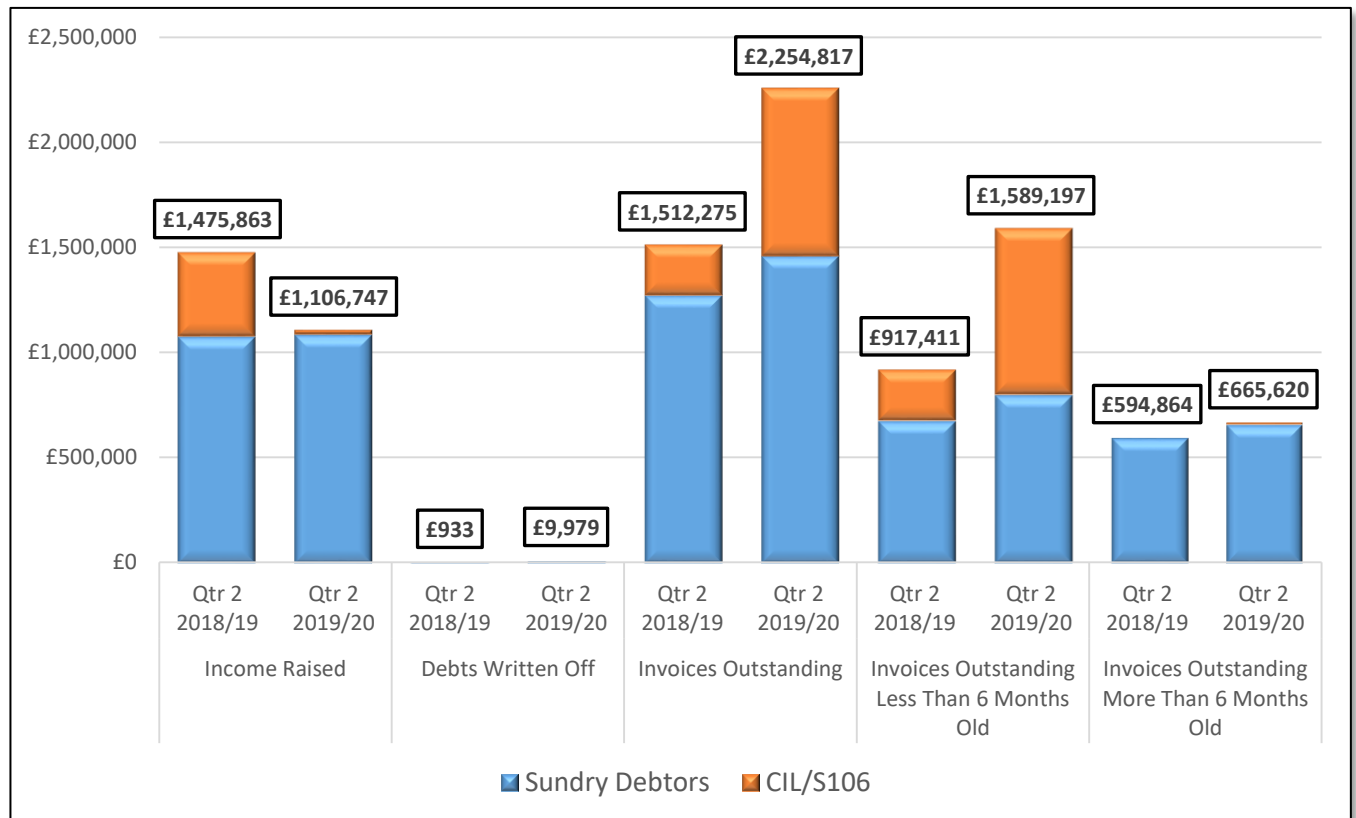
Housing Supply

3.26. The completions for Council Tax (left hand chart) from April 2019 to September 2019 and New Homes Bonus (right hand chart) from September 2018 to September 2019 are shown below:



Sundry Debtors (including Community Infrastructure Levy (CIL) and Section 106 (S106))

3.27. The transaction levels and collection performance in 2019/20 compared to 2018/19 is shown below:



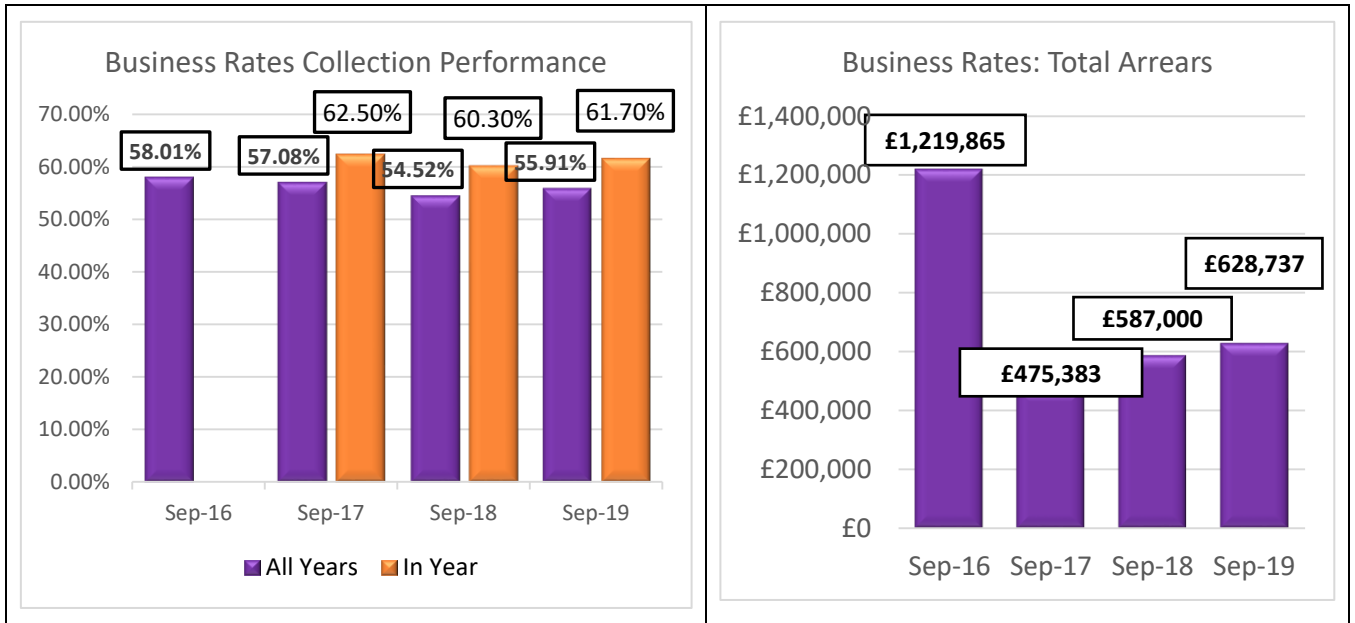
3.28. The increases in invoices outstanding are mainly related to CIL and Section 106 where the demand is raised when development triggers related to housing completions are reached.

3.29. The payment of these demands is based on the approved CIL/Section 106 policies including the ability to pay by instalments.

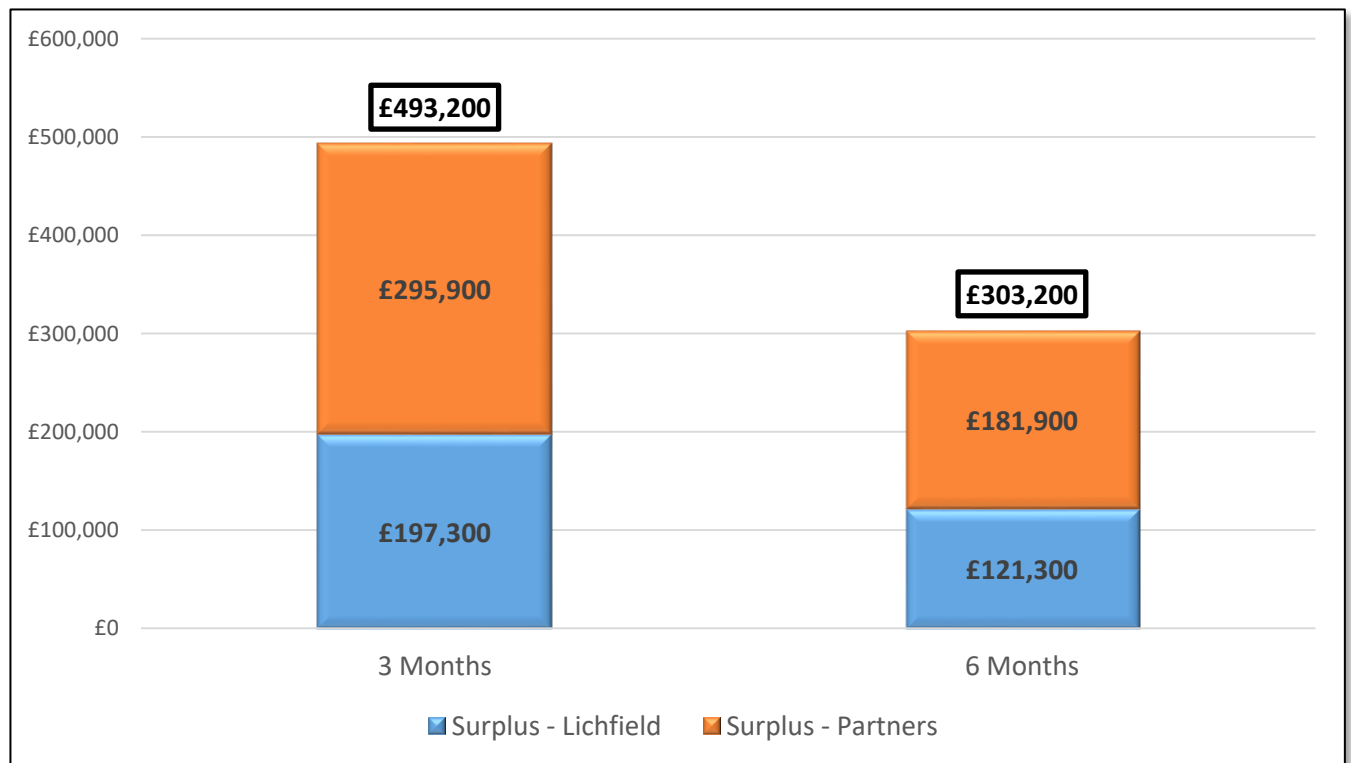
Business Rates

3.30. The Retained Business Rate income is projected to be **(£2,829,210)** in line with the Approved Budget with any variance being managed through the Business Rates Volatility Earmarked Reserve.

3.31. The collection performance for Business Rates is shown below:²



3.32. The Business Rates Collection Fund is projected to be in surplus by **(£303,200)** with the Council's share being **(£121,300)** based on our **40%** share of Business Rates:



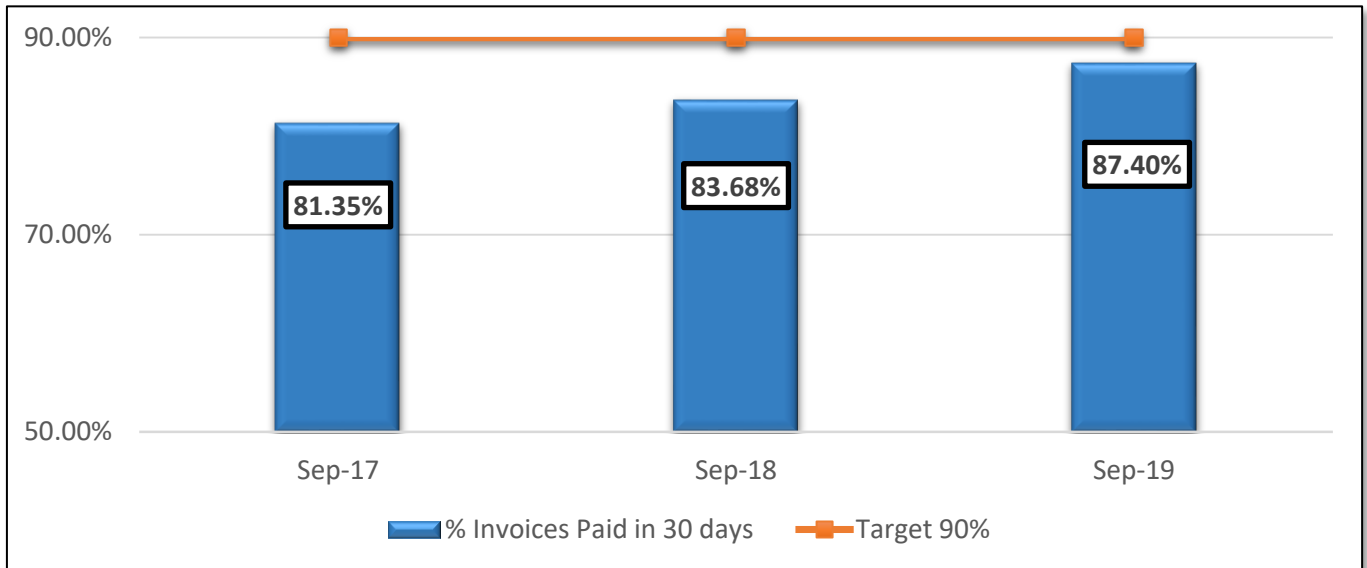
3.33. The main reasons for the projected surplus are:

- A higher than projected surplus in 2018/19 of **(£67,000)** and;
- A higher than projected surplus in 2019/20 by **(£236,200)** mainly due to lower appeals projections.

² The in year business rates collection performance data has only been collated since 2017.

Supplier Payment Performance

3.34. The performance of invoice payments to suppliers within 30 days for the last three years is:



3.35. There are initiatives taking place, including the improvements to procurement detailed below, wider use of payment cards for low value transactions and analysis of the performance by Service Area, that are aimed at improving payment performance.

Procurement Activity

3.36. The City of Wolverhampton Council notified us of their intention to withdraw from the Service Level Agreement for procurement support, the arrangement ended in early October. An interim Procurement Manager has been procured for six months to provide procurement support and investigate future options for the service provision.

3.37. Advice provided during the last three months has been in relation to ongoing procurements reported in the previous quarter.

Investment Strategy

3.38. The Council undertakes investments for three broad purposes:

- It approves the support of public services by lending or buying shares in other organisations – **Service Investments.**
- To earn investment income – **Commercial Investments.**
- It has surplus cash, as a result of its day to day activities, when income is received in advance of expenditure or where it holds cash on behalf of another body ready for payment in the future – **Treasury Management Investments.**

3.39. The Government has recognised in recent Ministry of Housing, Community and Local Government (MHCLG) guidance, as a result of increased commercial activity, that the principles included in Statutory Guidance requiring that all investments should prioritise security and liquidity over yield must also be applied to service and commercial investments.

3.40. The MHCLG Guidance requires the approval by Council of an Investment Strategy Report to increase the transparency around service and commercial investment activity. The Council approved its Investment Strategy Report on **19 February 2019.**

Service Investments

3.41. There are three approved investments of a service nature (the loan to the LA Company is shown at the approved level where no income to the Council was assumed). The investment and net return included in the Approved Budget is detailed below:

	Approved Budget				
	2019/20	2020/21	2021/22	2022/23	2023/24
Loan to the Local Authority Company	£675,000	£675,000	£675,000	£675,000	£675,000
Net Income (net of loss of investment income)	£0	(£4,000)	(£18,000)	(£22,000)	(£22,000)
Net Return	0.00%	0.59%	2.67%	3.26%	3.26%
Equity in the Local Authority Company	£225,000	£225,000	£225,000	£225,000	£225,000
Net Income	£0	£0	£0	£0	£0
Net Return	0.00%	0.00%	0.00%	0.00%	0.00%
Investment in Burntwood Leisure Centre	£1,395,000	£1,395,000	£1,395,000	£1,395,000	£1,395,000
VAT Benefit	(£19,000)	(£20,000)	(£23,000)	(£25,000)	(£25,000)
Net Income (after loan repayments)	(£38,000)	(£38,000)	(£38,000)	(£38,000)	(£38,000)
Net Return (excluding VAT Benefit)	2.72%	2.72%	2.72%	2.72%	2.72%
ICT Cloud	£25,000	£125,000	£125,000	£125,000	£125,000
Net Income	(£30,000)	(£100,000)	(£150,000)	(£150,000)	(£150,000)
Net Return	120.00%	80.00%	120.00%	120.00%	120.00%
Total Investment	£2,320,000	£2,420,000	£2,420,000	£2,420,000	£2,420,000
Total Net Income	(£68,000)	(£142,000)	(£206,000)	(£210,000)	(£210,000)
Net Return	2.93%	5.87%	8.51%	8.68%	8.68%

3.42. To date, only the investment in Burntwood Leisure Centre has taken place and is generating net income.

Commercial Investments

3.43. The only commercial investment currently planned relates to the Property Investment Strategy and the investment and net return in the Approved Budget is detailed below:

	Approved Budget				
	2019/20	2020/21	2021/22	2022/23	2023/24
Property Investment	£6,000,000	£19,000,000	£32,000,000	£45,000,000	£45,000,000
Net Income		(£56,000)	(£180,000)	(£303,000)	(£427,000)
Net Return (previous year end)		0.93%	0.95%	0.95%	0.95%

3.44. To date, no property investment has taken place and therefore the budgeted net income is not currently being generated.

Public Works Loans Board (PWLB) Interest Rate Rise

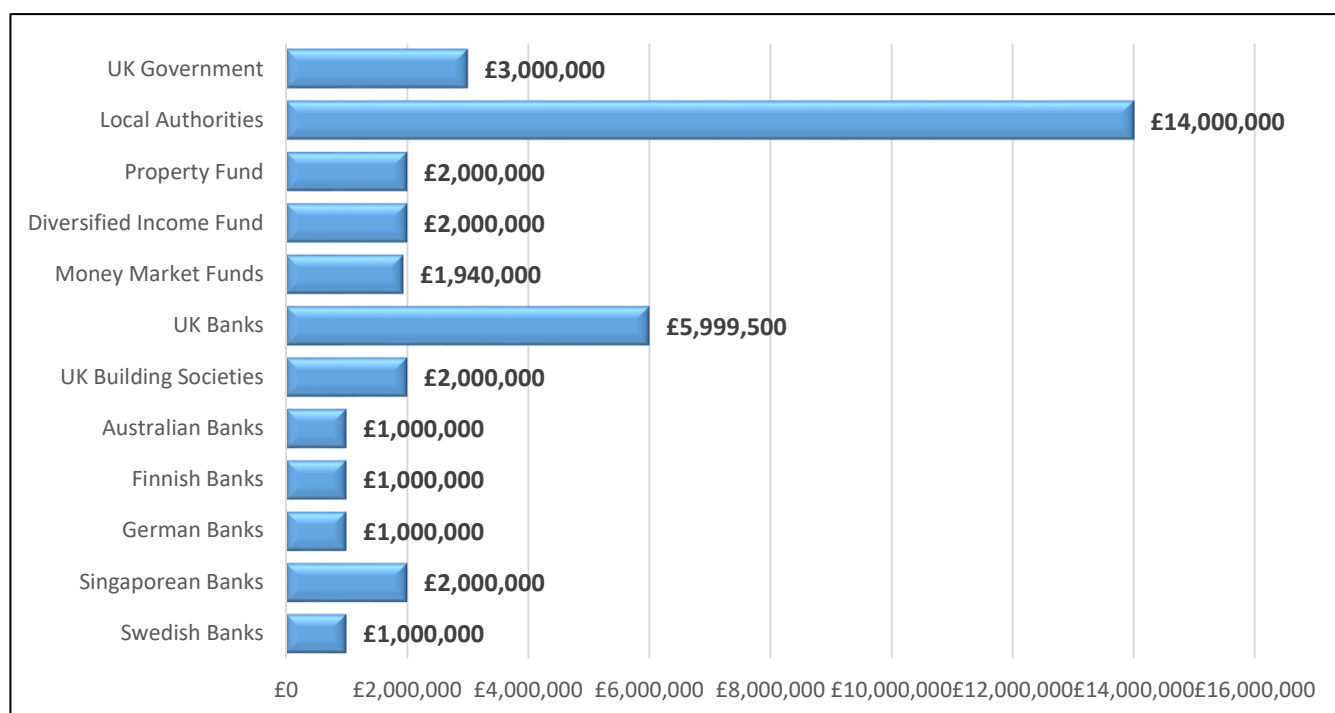
- 3.45. HM Treasury made an announcement on 9th October that with immediate effect the PWLB new loan rates would be increased by **100 basis points** or **1%**.
- 3.46. The PWLB will remain a funding source for the Council, however the Council will explore alternative funding sources which are likely to be cheaper than the now higher PWLB rates but will involve a longer lead time and more administration (lender's credit assessment, loan documentation, negotiation of terms etc).
- 3.47. The Council plans to borrow **£45m** over the next four years to fund its Property Investment Strategy and a further **£5m** to fund a replacement for Friary Grange Leisure Centre. Any increase in interest rates either from the Bank of England or other another arm of Government will impact on the viability of planned projects.
- 3.48. The external borrowing rates used in the Medium Term Financial Strategy (MTFS) compared to current rates (excluding any potential discounts) are shown below:
- **Property Investment Strategy** – MTFS rate **2.83%**, current rate **3.13%** (additional cost of £2,396,250 or on average £68,460 per year over 35 years).
 - **Replacement for Friary Grange Leisure Centre** – MTFS rate **1.87%**, current rate **2.79%** (additional cost of £586,500 or on average £23,460 per year over 25 years).

Treasury Management Investments

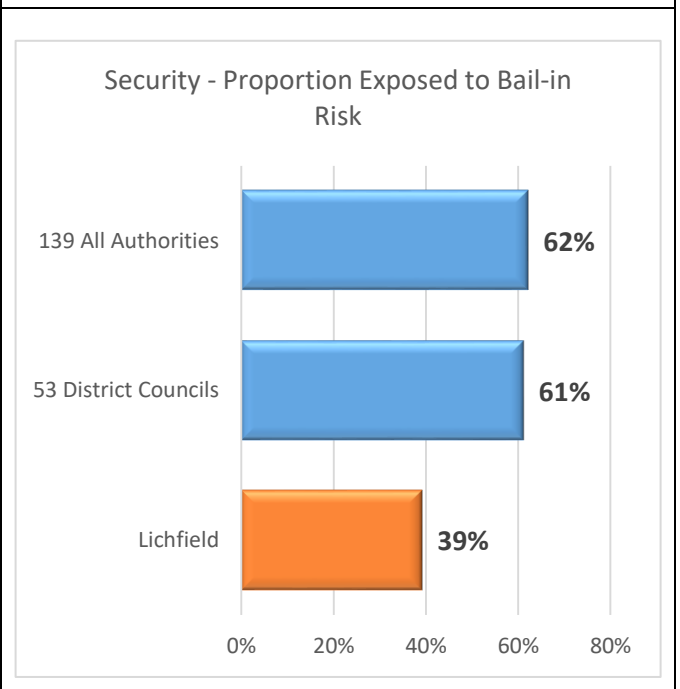
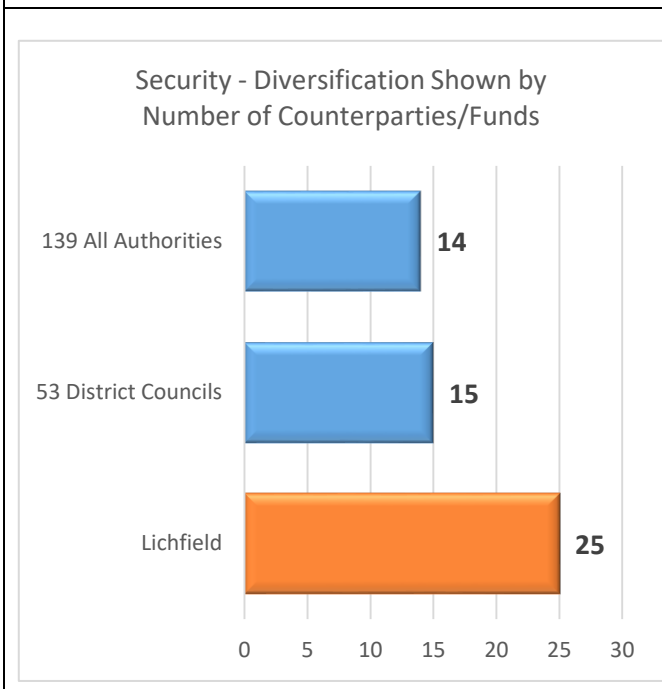
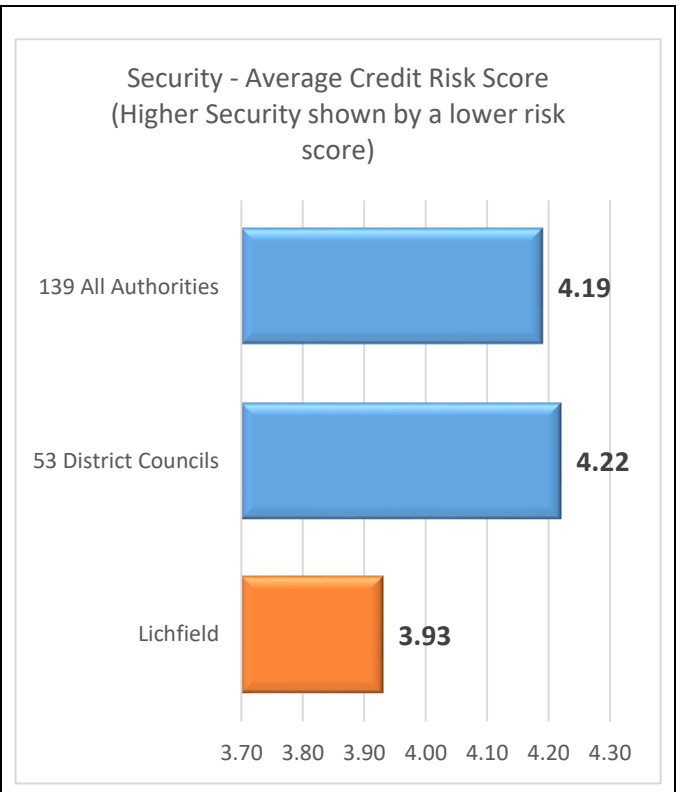
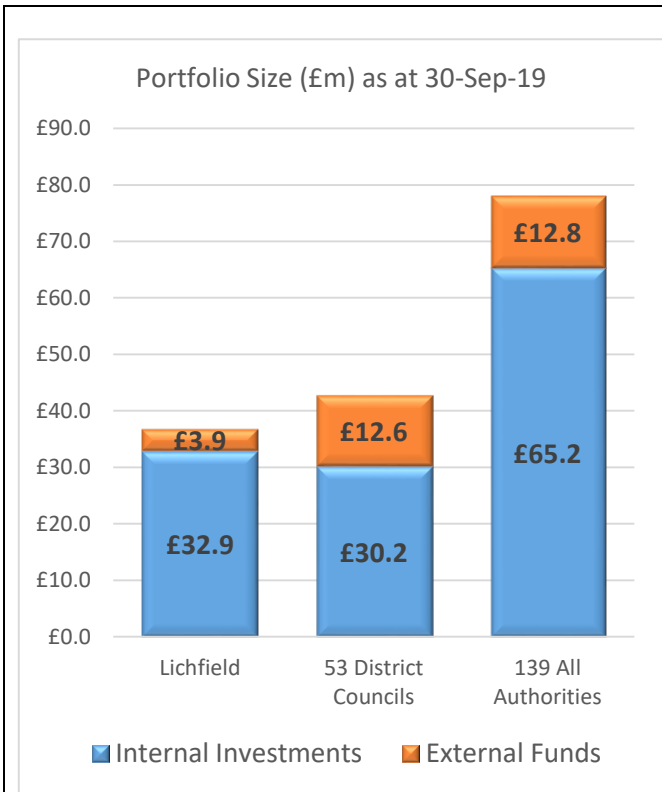
- 3.49. The performance of the Treasury Management function should be measured against the investment objectives of Security (the safe return of our monies), Liquidity (making sure we have sufficient money to pay for our services) and Yield (the return on our investments).
- 3.50. In addition, external borrowing is considered against the objectives of it being affordable (the impact on the budget and Council Tax), prudent and sustainable (over the whole life).

The Security of Our Investments

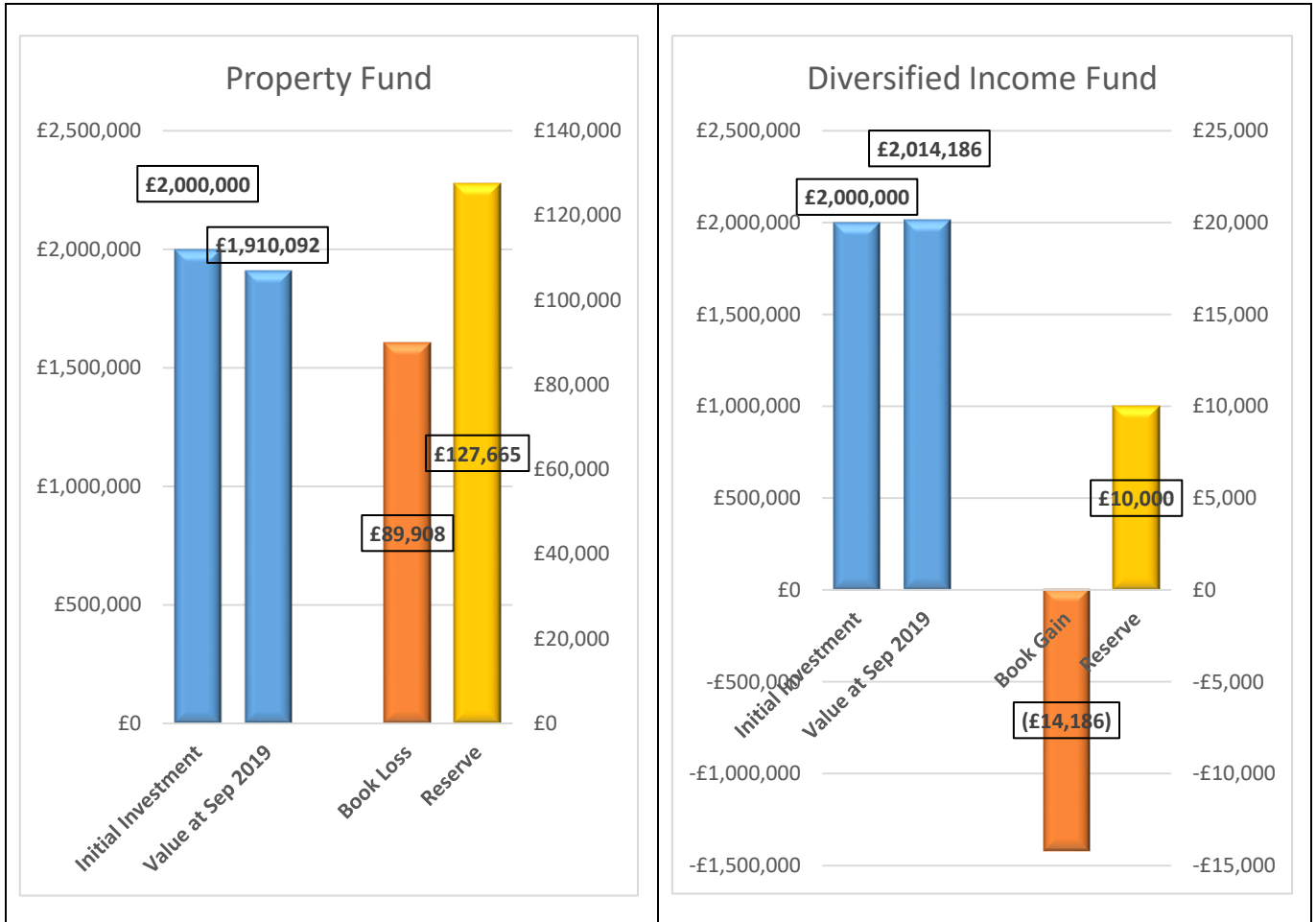
- 3.51. The investments the Council had at the 30 September 2019 of **£36.94m** (with the Property and Diversified Income Fund valued at original investment of **£2m** that was undertaken on 23 May 2019) by type and Country are summarised below and in detail at **APPENDIX D**:



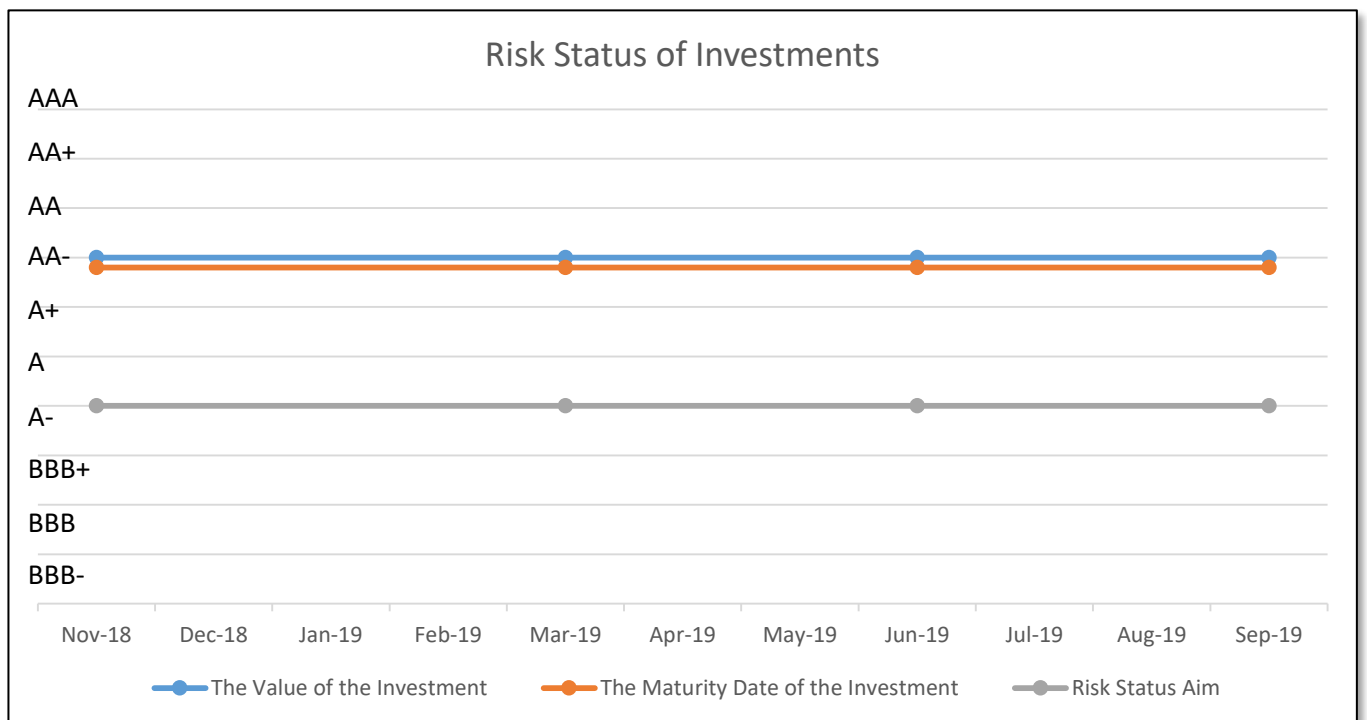
3.52. The Council's portfolio size (with the Property and Diversified Income Fund valued at its current value of **£3.9m**), average credit score, diversification and exposure to 'Bail in' risk compared to Arlingclose Clients is shown below:



3.53. The current value of the Property Fund and the new Diversified Income Fund together with the projected value of the earmarked reserves in 2019/20 intended to offset reductions in value (these are a book loss or gain until the investment is sold and they become actual) are shown below:

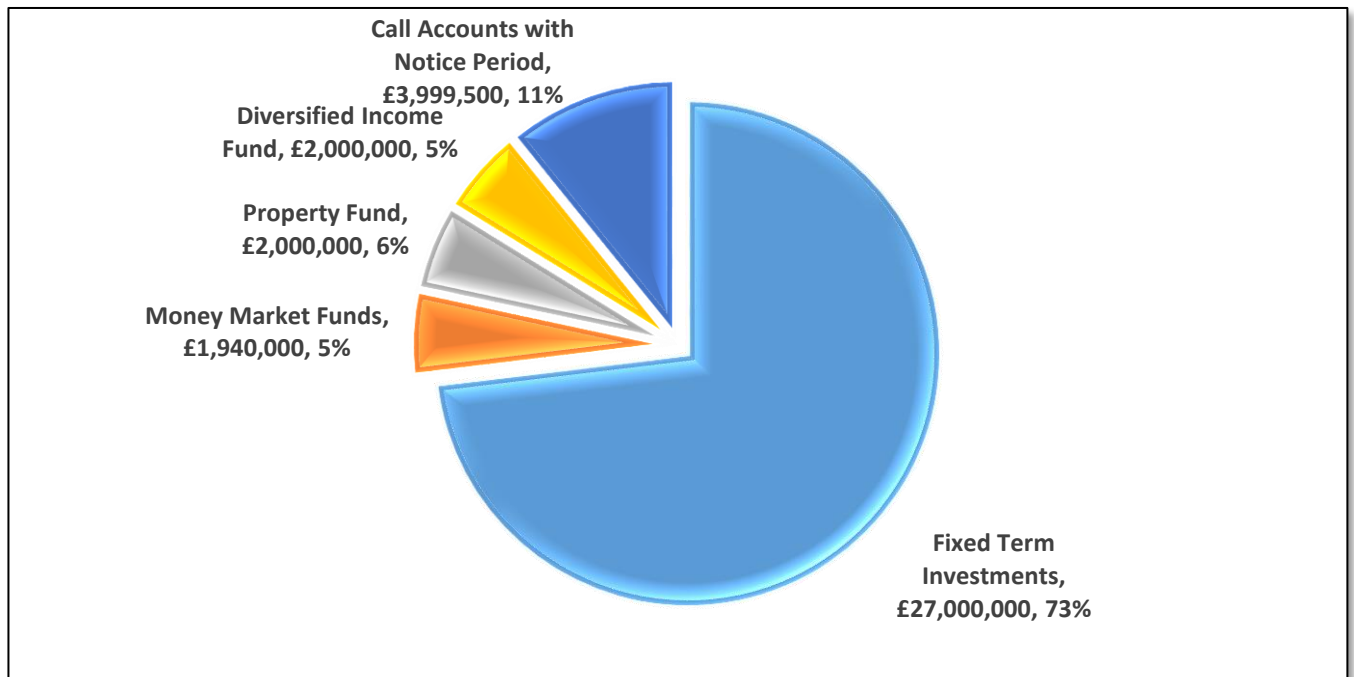


3.54. Our aim for the risk status of our investments was A- or higher. The risk status based on the length of the investment and the value for a 9 month period is summarised in the graph below:

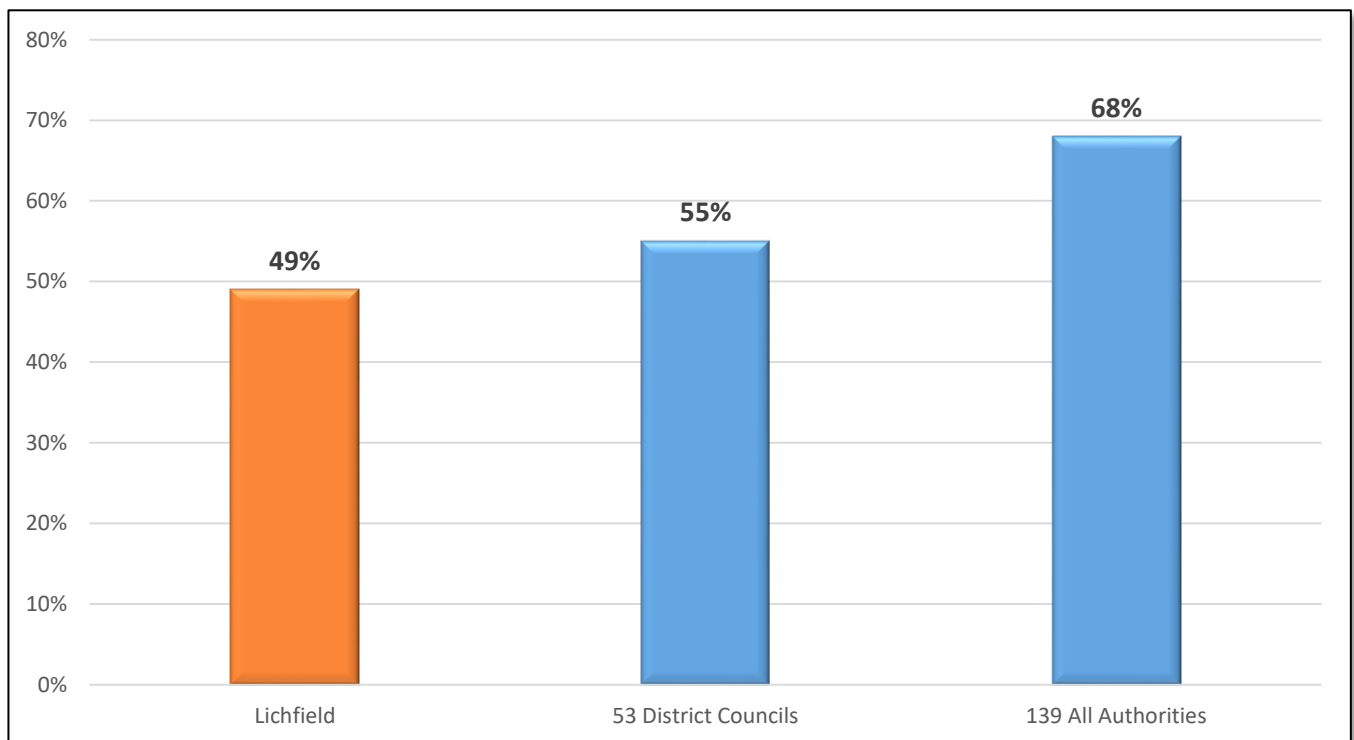


The Liquidity of our Investments

3.55. The Council has not had to temporarily borrow during 2019/20 and retains a proportion of its investments in instant access Money Market Fund investments to ensure there is sufficient cash available to pay for goods and services. The investments by type are shown below:

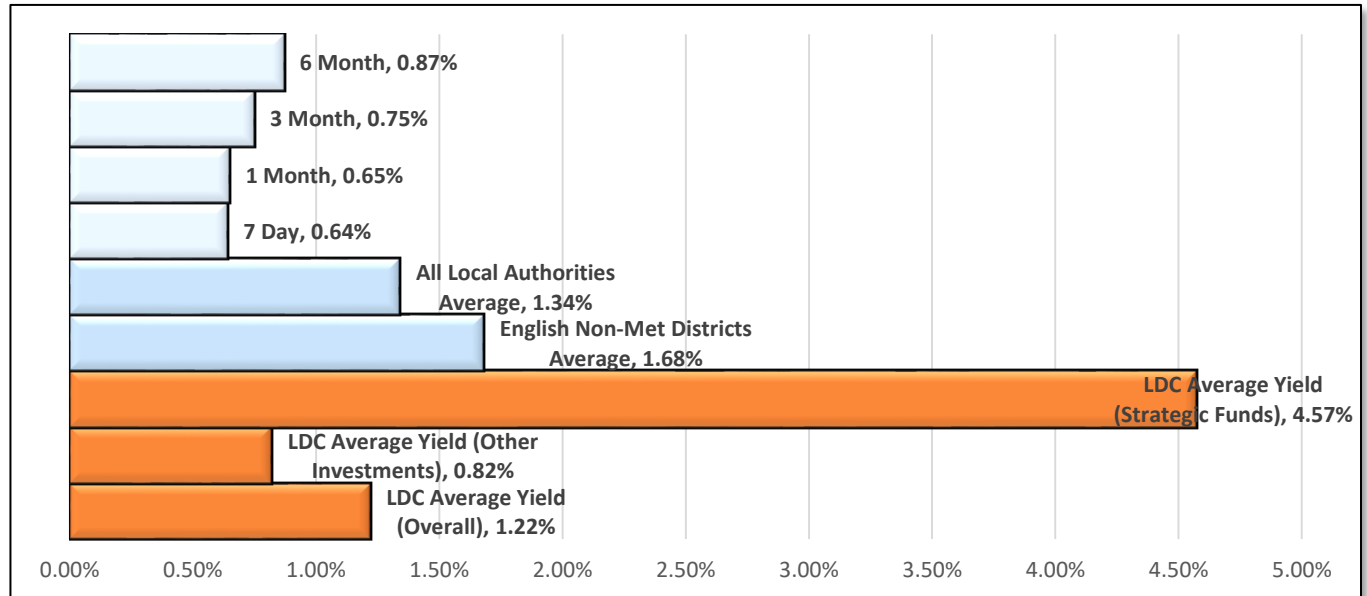


3.56. The proportion of the investment portfolio available within 100 days compared to all Arlingclose clients is shown below:



The Return or Yield of our Investments

3.57. The yield the Council achieved compared to a number of industry standard benchmarks (including our preferred benchmark of the seven day LIBID rate) and all Arlingclose clients is shown below:



3.58. The gross investment income is projected to be **(£408,000)** during the financial year and this is (£67,000) higher than the Approved budget of **(£341,000)**.

The External Borrowing Portfolio

3.59. The Council's external borrowing portfolio including the premiums for early repayment is shown below:

	Principal	Average Rate	Years to Final Maturity	(Premium) /Discount
PWLB Fixed Maturity	£0	-	-	£0
PWLB Fixed Equal Instalment of Principal (EIP)	£1,248,040	2.59%	20.5	(£284,836)
PWLB Fixed Annuity	£1,265,944	1.71%	8.7	(£89,523)
PWLB Variable Maturity	£0	-	-	£0
PWLB Variable EIP	£0	-	-	£0
TOTAL PWLB	£2,513,984	2.15%	14.5	(£374,359)
Lender Option Borrower Option (LOBO) Loans	£0	-	-	£0
Other Loans	£0	-	-	£0
TOTAL BORROWING	£2,513,984	2.15%	14.5	(£374,359)

Alternative Options

The approach to Treasury Management has been reviewed and will be incorporated into the Draft Medium Term Financial Strategy 2019-2024 process.

Consultation

Consultation is undertaken as part of the Strategic Plan 2016-20 and with Leadership Team.

Financial Implications

General Reserves

At this six months stage in the year, for the period up to September 2019, we forecast a contribution to general reserves of **£753,710** will be made, against a budgeted contribution of **£148,860** (£38,860 related to the Revenue Budget plus £110,000 of New Homes Bonus in excess of the 'cap') to general reserves.

Further detailed analysis on the Financial Performance up to September 2019 is shown in the attached Appendices.

Contribution to the Delivery of the Strategic Plan	The MTFS underpins the delivery of the Strategic Plan 2016-20.
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Equality, Diversity and Human Rights Implications	There are no additional Equality, Diversity or Human Rights implications.
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Crime & Safety Issues	There are no additional Crime and Safety Issues.
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	Risk Description	How We Manage It	Severity of Risk
A	Achievement of The Council's key Council priorities.	Close monitoring of performance and expenditure; maximising the potential of efficiency gains; early identification of any unexpected impact on costs including Central Government Policy changes, movement in the markets, and changes in the economic climate.	Green - Tolerable
B	Implementation of the Check, Challenge and Appeal Business Rates Appeals and more frequent revaluations.	To closely monitor the level of appeals. An allowance of 4.7% (in line with the MHCLG Allowance) for appeals has been included in the Business Rate Estimates.	Red - Severe
C	The review of the New Homes Bonus regime in 2020/21.	Not all of the projected New Homes Bonus is included as core funding in the Base Budget. In 2020/21 £600,000 is included and this is then being reduced by £100,000 per annum.	Red - Severe
D	The increased Localisation of Business Rates and the Fair Funding Review in 2020/2021.	To assess the implications of proposed changes and respond to consultations to attempt to influence the policy direction in the Council's favour.	Red - Severe
E	The affordability and risk associated with the Capital Strategy.		Yellow - Material
E1	Planned Capital Receipts are not received.	The budget for capital receipts will be monitored as part of the Council's normal budget monitoring procedures.	Yellow - Material
E2	Slippage Occurs in the Capital Spend	Spend will be monitored through normal budget monitoring procedures with budgets updated to reflect latest plans and projections.	Yellow - Material
E3	Actual cash flows differ planned cash flows	Cash flow is monitored on a daily basis through normal Treasury Management processes.	Green Tolerable
F	The affordability and risk associated with the Property Investment Strategy.		Yellow - Material
F1	Slippage occurs in the Capital Spend	Spend will be monitored through normal budget monitoring procedures with budgets updated to reflect latest plans and projections.	Yellow - Material
F2	Change in Government Policy including Regulatory Change	To monitor proposed changes to policy and regulation and seek to influence in the Council's favour.	Yellow - Material
F3	The form of exit from the EU adversely impacts on the UK economy including the Property Market and Borrowing Costs	To monitor the situation and where possible identify alternative options.	Red - Severe
F4	There is a cyclical 'downturn' in the wider markets	To monitor the wider markets and where possible adapt plans to minimise the Council's risk exposure.	Yellow - Material
F5	There is insufficient expertise to implement the Property Investment Strategy	Recruit an estates management team to provide professional expertise and advice in relation to the Property Investment Strategy.	Yellow - Material

	Risk Description	How We Manage It	Severity of Risk
F6	Inability to acquire or dispose of assets due to good opportunities not being identified	To utilise Property Agents to identify opportunities for potential acquisitions and disposals.	Red - Severe
Background Documents	<ul style="list-style-type: none"> • CIPFA Code of Practice for Treasury Management in the Public Services • The Prudential Code for Capital Finance in Local Authorities • Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2018-23 – Cabinet 12 February 2019. • Allocation of Strategic Community Infrastructure Levy (CIL) Funding – Cabinet 12 March 2019. • Multi Storey Car Park – Cabinet 12 March 2019. • Money Matters: 2018/19 Review of Financial Performance against the Financial Strategy – Cabinet 13 June 2019. • Jigsaw Funding Agreement – Cabinet 9 July 2019. • Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 10 September 2019. • Birmingham Road Site Enabling Works – Cabinet 10 September 2019. • Friary Grange Leisure Centre – Cabinet 7 October 2019. • Medium Term Financial Strategy 2019-24 – Cabinet 8 October 2019. • St Stephen’s School allocation of Section 106 – Cabinet Member Decision 24 October 2019. 		
Relevant web link			

Revenue Financial Performance – Variance to Budget 2019/20

Area	2019/20						
	Original Budget plus Funding Gap Proposals £	Approved Budget £	Projected Outturn £	Projected Variance £	● = adverse ☑ = favourable	Variance to Original Budget £	2019/20 Target Variance (+/-) £
Healthy and safe communities	1,529,270	1,554,310	1,554,310	-		25,040	
Clean, green and welcoming places to live	3,258,720	3,155,440	3,200,200	44,760	●	(58,520)	
A vibrant and prosperous economy	(1,079,200)	(997,370)	(1,042,130)	(44,760)	☑	37,070	
A council that is fit for the future	6,184,720	6,081,720	6,081,720	-		(103,000)	
Efficiency Plan	0	0	0	-		0	
Net Cost of Services	9,893,510	9,794,100	9,794,100	-		(99,410)	0
Chief Executive	459,650	388,650	388,650	-		(71,000)	4,000
Finance and Procurement	1,764,980	1,698,080	1,698,080	-		(66,900)	15,000
Legal, Property and Democratic Services	348,790	334,400	334,400	-		(14,390)	18,000
Revenues, Benefits and Customer Services	761,530	757,240	757,240	-		(4,290)	17,000
Corporate Services	2,609,180	2,639,620	2,639,620	-		30,440	23,000
Leisure & Operational Services	2,142,850	2,156,790	2,156,790	-		13,940	27,000
Regulatory Services, Housing & Wellbeing	1,300,670	1,259,390	1,259,390	-		(41,280)	16,000
Development Services	(25,550)	(26,930)	(26,930)	-		(1,380)	32,000
Economic Growth	(248,500)	(144,330)	(144,330)	-		104,170	34,000
Waste Services	779,910	731,190	731,190	-		(48,720)	64,000
Efficiency Plan	0	0	0	-		0	-
Net Cost of Services	9,893,510	9,794,100	9,794,100	0		(99,410)	250,000
Net Treasury Position	(6,000)	(56,000)	(122,000)	(66,000)			
Revenue Contributions to the Capital Programme	0	0	0	-			
Net Operating Cost	9,887,510	9,738,100	9,672,100	(66,000)			
Transfer (from) / to General Reserve	148,860	687,710	753,710	66,000			
Transfer (from) / to Earmarked Reserves	1,335,030	1,249,000	1,249,000	-			
Net Revenue Expenditure	11,371,400	11,674,810	11,674,810	0			
Financed by:							
Retained Business Rates	(2,525,800)	(2,829,210)	(2,829,210)	-			
Business Rates Cap	(68,000)	(68,000)	(68,000)	-			
Business Rates Pilot	(568,000)	(568,000)	(568,000)	-			
New Homes Bonus	(1,278,000)	(1,278,000)	(1,278,000)	-			
Business Rates Collection Fund (Surplus)/Deficit	(213,000)	(213,000)	(213,000)	-			
Council Tax Collection Fund (Surplus)/Deficit	(63,600)	(63,600)	(63,600)	-			
Council Tax	(6,655,000)	(6,655,000)	(6,655,000)	-			

Reasons for the Outturn Budget Performance by Service Area

Projected Variance £		Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
-	Chief Executive	-	-	-	-
-	Finance and Procurement	-	-	-	-
-	Legal, Property and Democratic Services	-	-	-	-
-	Revenues, Benefits and Customer Services	-	-	-	-
-	Corporate Services	-	-	-	-
-	Leisure & Operational Services	-	-	-	-
-	Regulatory Services, Housing & Wellbeing	-	-	-	-
-	Development Services	-	-	-	-
-	Economic Growth	-	-	-	-
-	Waste Services	-	-	-	-
(66,000)	Net Treasury Position	-	-	(66,000)	-
-	Efficiency Plan	-	-	-	-
(£66,000)	Net Operating Cost	£0	£0	(£66,000)	£0
-	Earmarked Reserves	-	-	-	-
(£66,000)	Net Operating Cost	£0	£0	(£66,000)	£0
-	Funding	-	-	-	-
(£66,000)	Transfer (to)/from General Reserves	£0	£0	(£66,000)	£0

Net Treasury Position

Projected Variance £	Reason	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(66,000)	Increased interest receipts			(66,000)	
(£66,000)	Total	-	-	(£66,000)	-

Funding Gap Proposals for 2019/20 Progress to Date

Initiatives	Service	2019/20	Achieved
Capital - IT Cloud	Corporate Services	£50,000	
Sharing Insurance expertise	Corporate Services	(£5,000)	
Extending the services of the new corporate service desk	Corporate Services	(£4,000)	
Recovery of HS2 costs.	Economic Growth & Development	(£10,000)	
Recover costs from The Bower of loss of car parking income for use of Bird Street Car Park	Economic Growth & Development	(£6,000)	(£1,000)
Charging for entry onto the Council's Self-Build Register.	Economic Growth & Development	(£1,500)	
Facilitating small workshops and networking events and charging for no shows at events	Economic Growth & Development	(£270)	
Procurement Savings from new arrangement with Wolverhampton MBC (1% per annum)	Finance & Procurement	(£86,970)	
Exploiting the Estate Fee Income	Legal, Property and Democratic	(£4,000)	
Democratic Services	Legal, Property and Democratic	(£1,000)	
Review of elections costs	Legal, Property and Democratic	(£1,000)	
Total		(£69,740)	(£1,000)
Funding Gap Proposals Achieved		(£400,000)	(£400,000)
Total Funding Gap Proposals		(£469,740)	(£401,000)

Fees and Charges

Income Type	Annual	Forecast	Forecast
	Budget	Year End	Year End
	£000	Q2	Variance
	£000	£000	£000
Planning Applications	781	820	39
Car Parks	2,178	2,200	22
Garden Waste	1,351	1,351	0
Trade Waste	440	440	0
Land Charges	283	283	0
Building Control ³	871	871	0
Property Rental	838	838	0
Total of Highest Value Fees & Charges	6,742	6,803	61
Other Income			
Licensing			
Leisure Centres ⁴			
VAT Claim ⁵			
Court Costs			
Recycling			
Grounds Maintenance			
Other			
Total Income			

Annual Trend				
2014/15	2015/16	2016/17	2017/18	2018/19
Actual	Actual	Actual	Actual	Actual
£000	£000	£000	£000	£000
771	629	1,030	824	797
1,746	1,748	1,986	2,078	2,198
0	0	0	231	1,495
338	390	407	415	443
183	297	312	279	286
454	507	557	547	553
644	681	687	729	839
4,134	4,251	4,980	5,102	6,611
217	185	236	224	241
1,782	1,819	1,879	1,629	183
0	0	0	0	1,103
252	233	218	198	214
14	347	439	463	331
162	161	168	195	217
1,839	1,139	1,319	1,124	1,057
8,400	8,136	9,239	8,936	9,957

³ The shared service has expanded in 2019/20.

⁴ Responsibility transferred to Freedom Leisure from February 2018.

⁵ Gross income before the deduction of related expenditure.

Capital Programme 2019/20 (£000)

Project	Original Budget	Approved Budget	Actual to Date	Projected Actual	Projected Variance
Leisure Review: Capital Investment	0	30	25	30	0
Replacement of Play Equipment at Hill Ridware Village Hall	71	30	30	30	0
New Build Parish Office/Community Hub	92	92	0	0	(92)
Fradley Village Heating & CCTV	0	5	0	5	0
Fradley Youth & Community Centre Cladding & Porch	0	15	10	15	0
Armitage with Handsacre Village Hall heating upgrade	0	5	5	5	0
Armitage with Handsacre Village Hall storage container	0	6	0	0	(6)
Re-siting/improvement of Armitage War Memorial	40	120	0	120	0
Canopy and installation of artificial grass at Armitage	0	13	10	13	0
Burntwood LC CHP Unit	235	235	9	235	0
Westgate Practice Refurbishment	0	120	0	120	0
King Edwards VI School	0	101	0	101	0
Friary Grange - Short Term Refurbishment	0	174	0	174	0
Replacement Leisure Centre	0	38	0	38	0
St. Stephen's School, Fradley	0	22	0	22	0
Accessible Homes (Disabled Facilities Grants)	1,104	1,500	660	1,500	0
Home Repair Assistance Grants	15	28	0	28	0
Decent Homes Standard	197	197	0	0	(197)
Energy Insulation Programme	10	38	0	38	0
DCLG Monies	212	212	0	0	(212)
Unallocated S106 Affordable Housing Monies	400	342	0	0	(342)
Healthy & Safe Communities Total	2,376	3,323	749	2,474	(849)
Darnford Park	13	0	0	0	0
Canal Towpath Improvements (Brereton & Ravenhill)	211	211	0	211	0
Loan to Council Dev Co.	900	675	0	0	(675)
Lichfield St Johns Community Link	0	10	0	10	0
Staffordshire Countryside Explorer	0	0	0	0	0
Equity in Council Dev Co.	0	225	0	225	0
Vehicle Replacement Programme	441	426	18	426	0
Shortbutts Park, Lichfield	23	23	0	23	0
Env. Improvements - Upper St John St & Birmingham Road	7	7	0	7	0
Stowe Pool Improvements	550	50	0	50	0
The Leomansley Area Improvement Project	0	3	0	3	0
Cannock Chase SAC	13	40	39	40	0
Clean, Green and Welcoming Places to Live Total	2,158	1,670	57	995	(675)
Multi Storey Car Park Refurbishment Project	0	300	0	300	0
Birmingham Road Site - Coach Park	238	236	0	236	0
Birmingham Road Site - Short Term Redevelopment	353	473	0	473	0
Car Parks Variable Message Signing	32	32	0	32	0
Old Mining College - Refurbish access and signs	0	13	0	13	0
Erasmus Darwin Lunar Legacy (Lichfield City Art Fund)	0	3	3	3	0
St. Chads Sculpture (Lichfield City Art Fund)	50	50	45	50	0
A Vibrant and Prosperous Economy Total	673	1,107	48	1,107	0
Property Investment Strategy	6,000	6,000	0	6,000	0
Depot Sinking Fund	11	0	0	0	0
IT Infrastructure	105	105	0	105	0
IT Cloud	25	25	0	25	0
IT Innovation	167	200	7	60	(140)
District Council House Repair Programme	103	111	0	111	0
A Council that is Fit for the Future Total	6,411	6,441	7	6,301	(140)
Approved Budget	11,618	12,541	861	10,877	(1,664)

Funding Source	Original Budget	Approved Budget	Projected Actual	Projected Variance
Capital Receipts	976	728	517	(211)
Borrowing Need - Borrowing and Finance Leases	6,140	6,208	6,208	0
Capital Grants and Contributions	2,769	3,210	2,361	(849)
Reserves and Sinking Funds	1,733	2,395	1,791	(604)
Capital Programme Total	11,618	12,541	10,877	(1,664)

Investments in the 2019/20 Financial Year

The table below shows a breakdown of our investments at the end of September 2019:

Counterparty	Principal	Matures	Days to Maturity	Rate	Credit Rating	Foreign Parent
Money Market Funds						
CCLA MMF	£1,940,000	01-Oct-19	Instant Access	0.74%	0	N/A
Strategic Funds						
CCLA Property Fund	£2,000,000	N/A	N/A	3.92%	N/A	No
CCLA Diversified Income Fund	£2,000,000	N/A	N/A	3.02%	N/A	No
Fixed Term Investments						
Lloyds	£1,000,000	15-Nov-19	46	1.00%	A+	
Coventry Building Society	£1,000,000	04-Oct-19	4	0.93%	A-	
Landesbank Hessen-Thüringen (Helaba)	£1,000,000	09-Oct-19	9	0.89%	A	
Fife Council	£2,000,000	07-Feb-20	130	1.00%	LOCAL	
United Overseas Bank	£1,000,000	18-Nov-19	49	0.86%	AA-	
Surrey Heath Borough Council	£2,000,000	13-Dec-19	74	0.80%	LOCAL	
Australia and New Zealand Banking Group	£1,000,000	12-Dec-19	73	0.92%	AA-	
Brentwood Borough Council	£2,000,000	29-Jul-20	303	0.93%	LOCAL	
Barclays Bank	£1,000,000	25-Oct-19	25	0.63%	A	
Nationwide	£1,000,000	20-Jan-20	112	0.79%	A	
Highland Council	£2,000,000	29-Jan-20	121	0.75%	LOCAL	
Monmouthshire Council	£2,000,000	27-Mar-20	179	0.78%	LOCAL	
Rugby Borough Council	£2,000,000	27-Mar-20	179	0.77%	LOCAL	
Aberdeen City Council	£2,000,000	24-Feb-20	147	0.75%	LOCAL	
DBS Bank	£1,000,000	19-Mar-20	171	0.82%	AA-	
Treasury Bills	£3,000,000	21-Oct-19	21	0.70%	UK Government	
Call Accounts with Notice Period						
Santander	£1,000,000	28-Mar-20	180	0.95%	A	
Goldman Sachs International Bank	£1,000,000	03-Jan-20	95	0.89%	A	
Svenska Handelsbanken AB	£1,000,000	04-Nov-19	35	0.65%	AA-	
HSBC	£999,500	31-Oct-19	31	0.85%	AA-	
Certificates of Deposit						
Standard Chartered	£1,000,000	04-Oct-19	4	0.98%	A	
Nordea Bank AB	£1,000,000	17-Oct-19	17	0.85%	AA-	
Total Investments	£36,939,500					

Money Matters : Calculation of Business Rates 2020/21, Council Tax Base for 2020/21 and the projected Collection Fund Surplus / Deficit for 2019/20

Cabinet Member for Finance and Procurement



Date:	3 December 2019
Agenda Item:	4
Contact Officer:	Anthony Thomas
Tel Number:	01543 308012
Email:	Anthony.thomas@lichfielddc.gov.uk
Key Decision?	YES
Local Ward Members	Full Council

Cabinet

1. Executive Summary

- 1.1 To approve the calculation of the Council Taxbase (Band D residential properties) for Lichfield District, as required under Section 67 of the Local Government Finance Act (LGFA) 1992.
- 1.2 In accordance with the LGFA 1992, the Council is required to estimate the surplus/deficit on the Collection Fund for both Council Tax and Business Rates. The dates these estimates must be made are:
 - Council Tax – **15 January** (or in the event this a Saturday, Sunday or Bank Holiday, the next working day). In 2019/20 the relevant date will be **15 January 2020**.
 - Business Rates (NNDR) – **31 January** using the NNDR1 Form.
- 1.3 The Council as the Billing Authority must then notify each relevant major Precepting Authority of their share of any estimated surplus or deficit within seven days of making the estimate.
- 1.4 The Council must submit its estimates for Business Rates to the Ministry of Housing, Communities and Local Government (MHCLG) using the NNDR1 form. This form includes:
 - An estimate of the Business Rates Collection Fund surplus/deficit for the current year.
 - Estimates of the level of Business Rates to be collected for the forthcoming financial year.
- 1.5 The timing of the NNDR1 form is uncertain. To enable completion by the statutory deadline, a delegation to the Cabinet Member for Finance and Procurement and the Chief Financial Officer is recommended.

2. Recommendations

- 2.1 Cabinet approve in accordance with the relevant legislation and regulations, the Council Taxbase (Band D residential properties) for Lichfield District for the financial year 2020/21 of **39,032.3**.
- 2.2 To note the estimated Council Tax Collection fund Surplus of **(£1,519,520)** and the estimated Business Rates Collection Fund surplus of **(£303,200)** for 2019/20.
- 2.3 To delegate authority to the Cabinet Member for Finance and Procurement and the Chief Financial Officer (Section 151) to complete and certify the NNDR1 for 2020/21 on behalf of the Council.

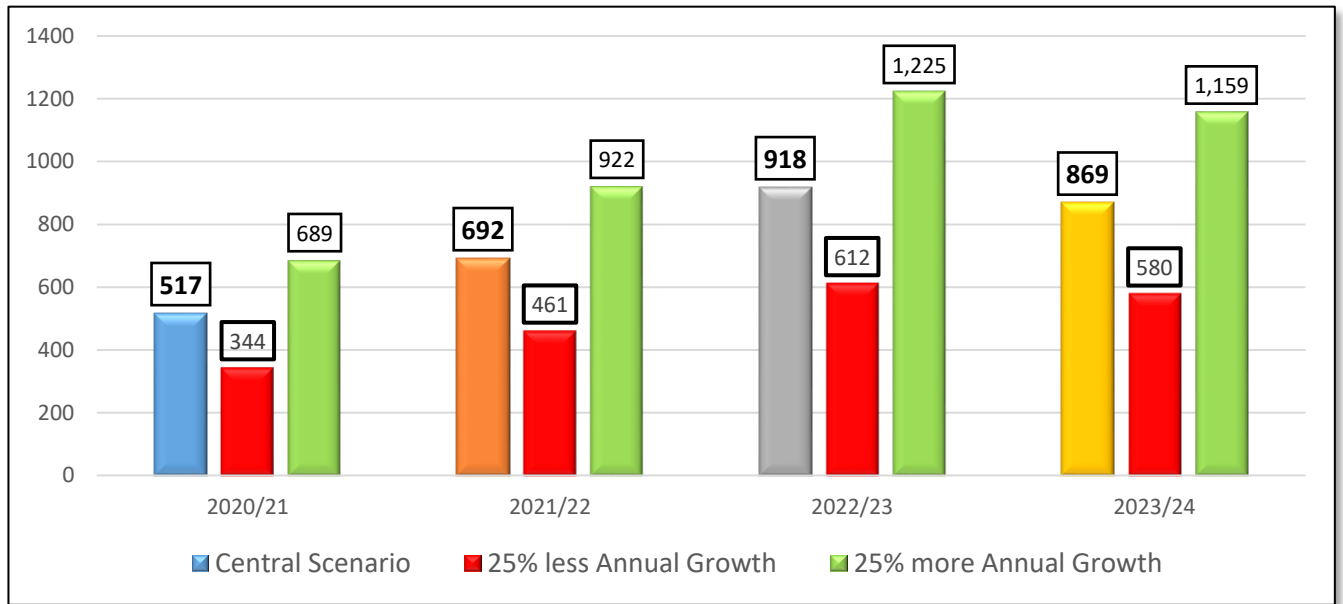
3. Background

Council Taxbase

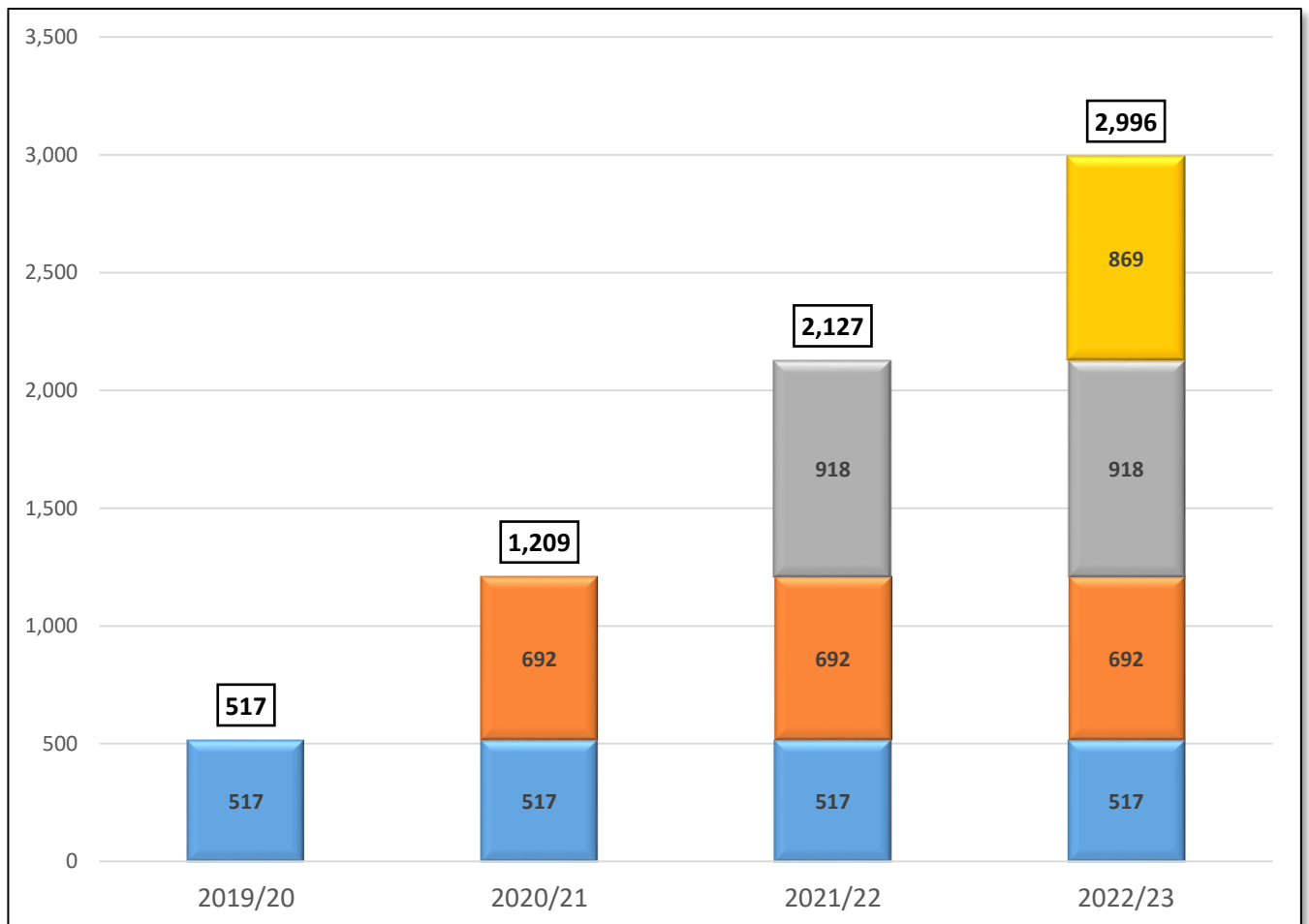
- 3.1 The Council Taxbase represents Band D residential properties within the District for Council Tax purposes.
- 3.2 The calculation includes an allowance for property growth. The starting point is the Five Year Housing Supply and this is adjusted by factors for risks such as delays or non-delivery and to convert growth to Band D equivalents.

Property Growth

3.3 The property growth (Band D Equivalent) estimated for the period of the Medium Term Financial Strategy based on the Mid-Point or central scenario of **75%** (previously this was 50% however over the last three years the average is 77% and therefore a higher delivery rate has been modelled) of planned property growth (shown as leftmost column for each year) being delivered plus two alternatives (50% and 100% of planned property growth), is shown in detail at **APPENDIX A** and in summary below:



3.4 The central scenario is also shown on a cumulative basis in the graph below. These growth projections will also be used as part of the calculation of New Homes Bonus income (or its replacement).

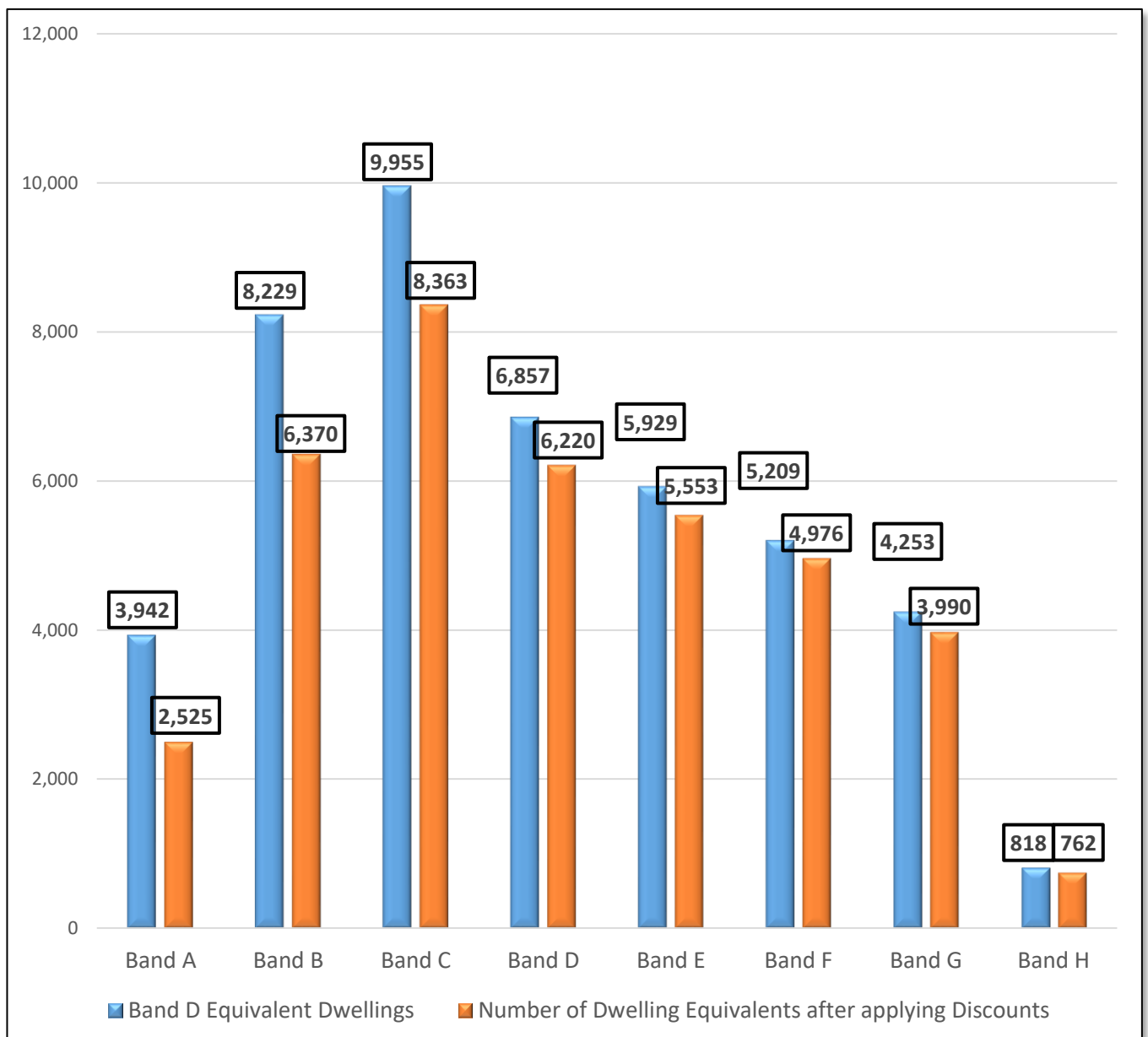


Council Taxbase Calculation

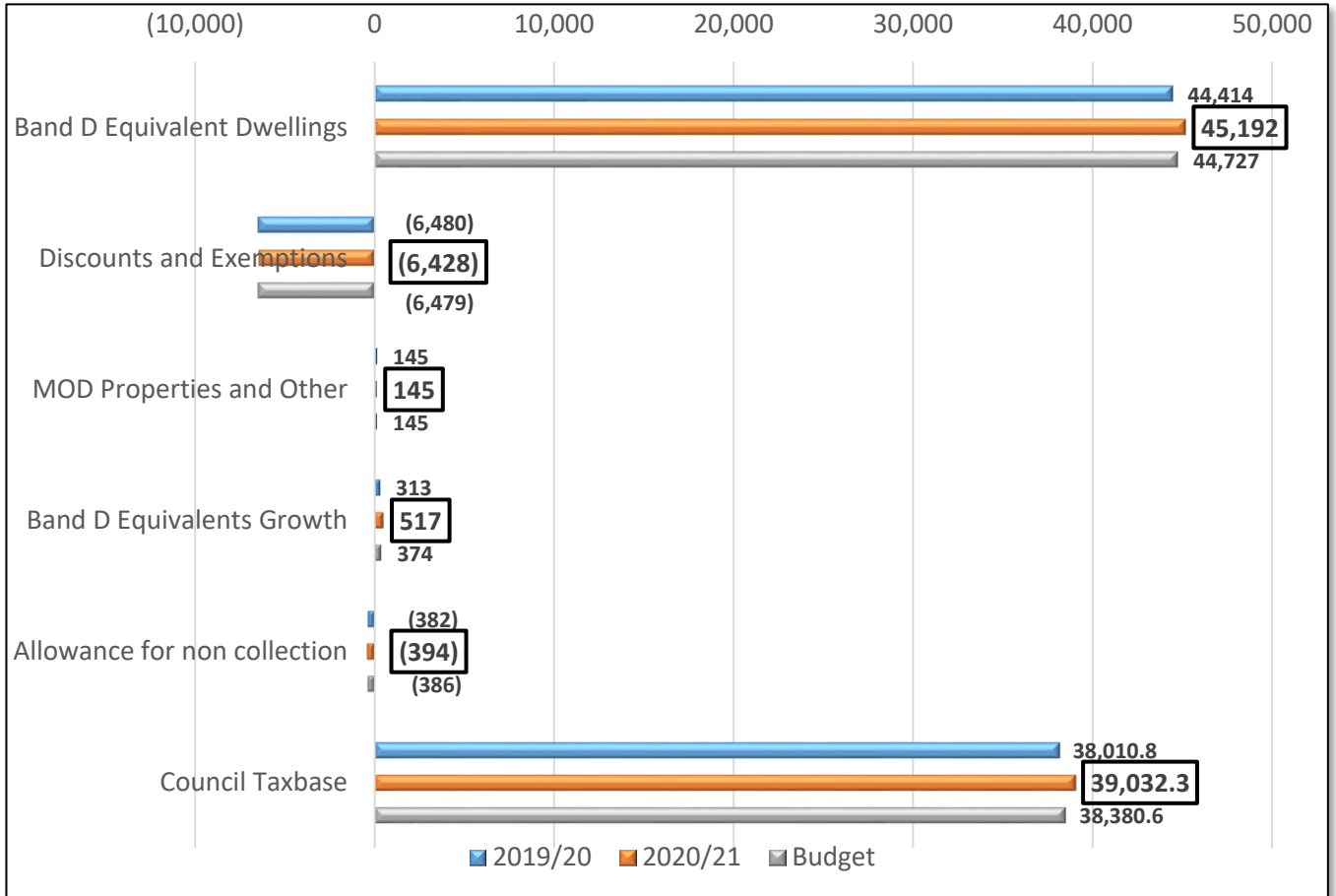
3.5 The Council Taxbase is calculated as follows:

- The Band D equivalent dwellings (the dwellings in each Council Tax Band multiplied by the Band D ratio).
- The Band D equivalent dwellings are reduced by discounts such as single person discount or Local Council Tax Support and exemptions.
- An allowance is made for contributions in lieu of Council Tax for Ministry of Defence Properties.
- An estimate is made for property growth during 2020/21.
- A projection is made for non-collection/in year change of **1%**. This reflects the risks and opportunities related to in year changes in properties, exemptions and discounts together with the collection rate (the actual collection performance for all years debt was **97.47%** in 2017/18 and in **97.19%** 2018/19).

3.6 The Council Taxbase (Band D equivalents) by Council Tax band for the District in 2020/21 prior to and after discounts and exemptions is shown in the graph below and in detail at **APPENDIX B**.



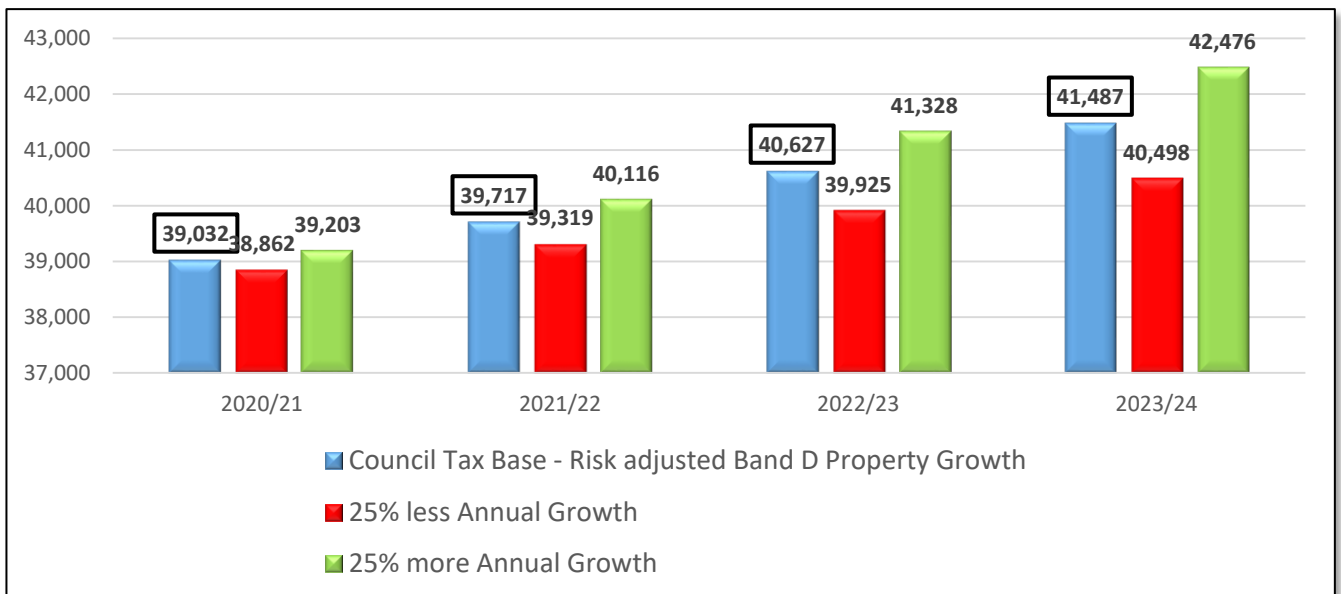
3.7 The figures in the calculation of the Council Taxbase for 2020/21 of **39,032.3** compared to the calculation for 2019/20 of **38,010.8** and the Approved Budget for 2020/21 of **38,380.6** are shown below:



3.8 The Council Taxbase will be used by this Council, Parish Councils, Staffordshire County Council, the Office of the Police and Crime Commissioner and Staffordshire Fire and Rescue to calculate their element of the Council Tax for 2020/21.

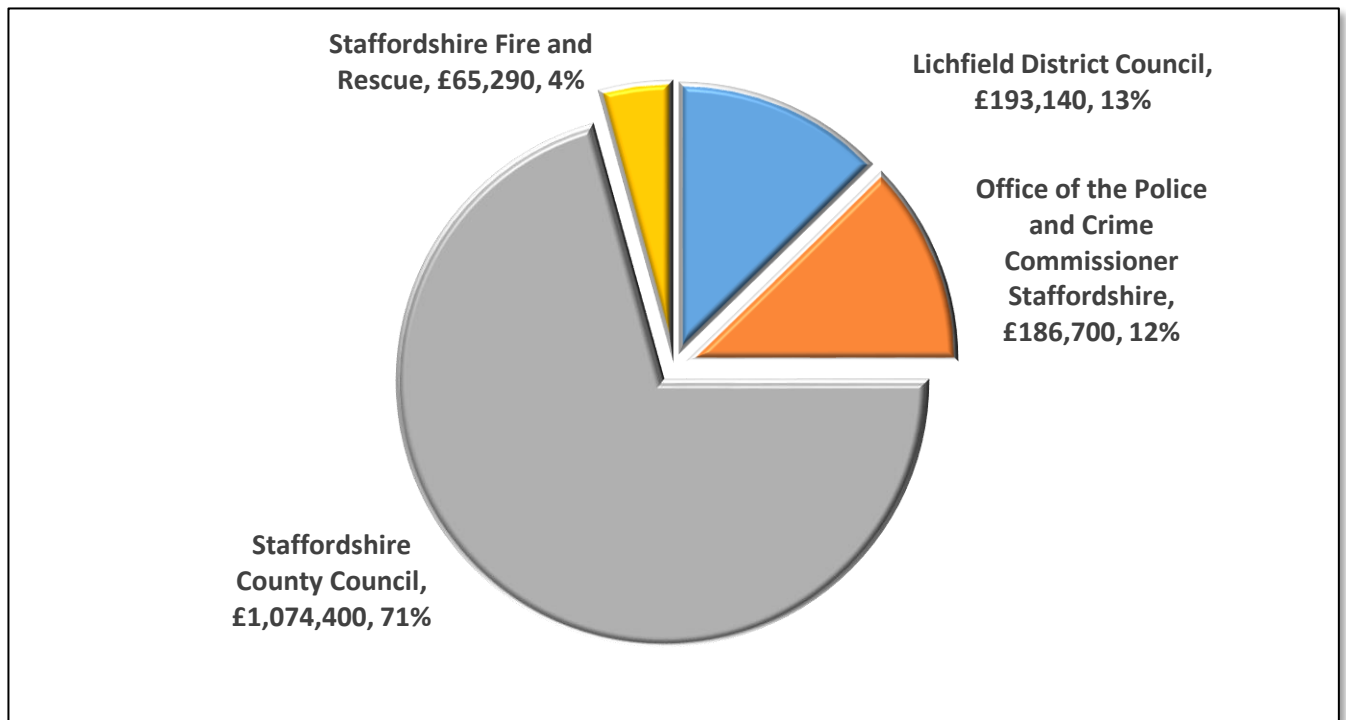
3.9 The Council Taxbase for 2020/21 by Parish area is shown at **APPENDIX C**.

3.10 In addition, to the Council Taxbase for 2020/21, the graph below shows the Council Taxbase for 21/22 to 2023/24. This information will be used in the Medium Term Financial Strategy for the calculation of Council Tax income.



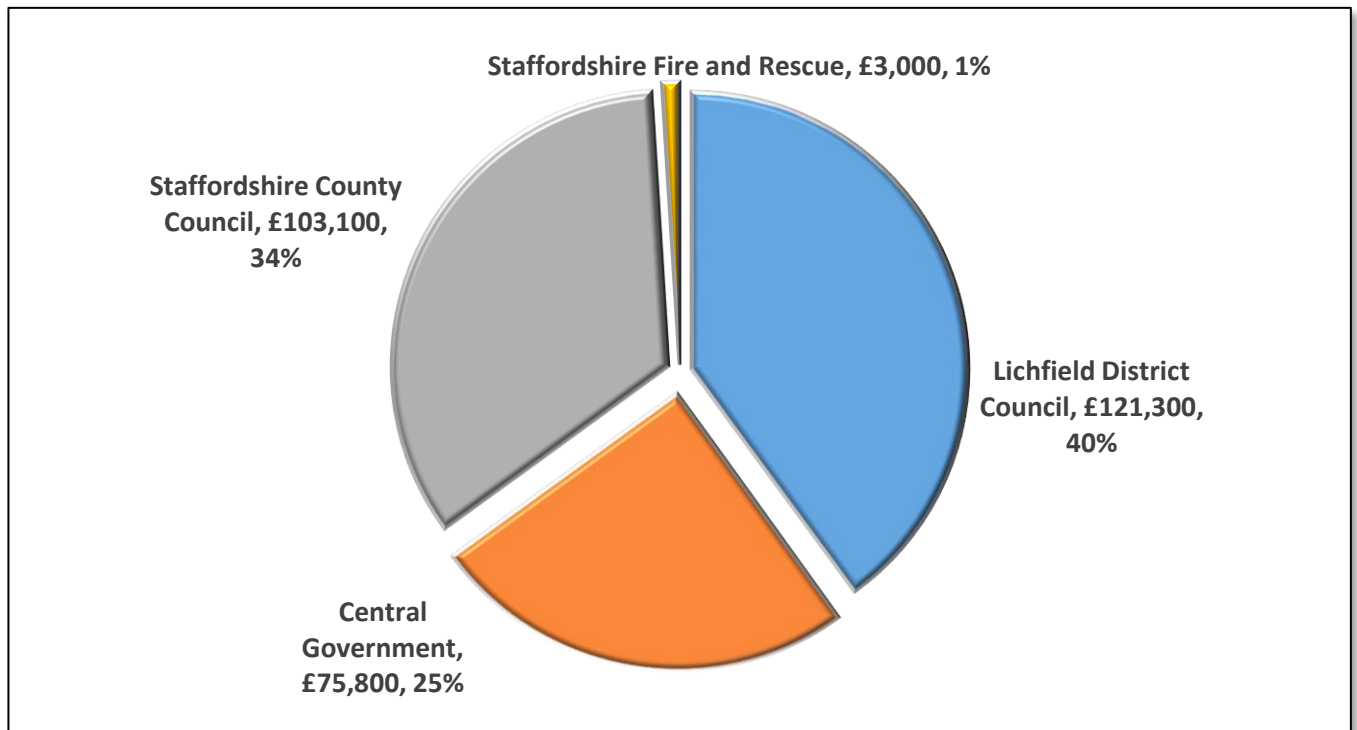
The Projected Council Tax Collection Fund Surplus for 2019/20

3.11 The six months projected Council Tax Collection Fund Surplus for 2019/20 of **(£1,519,520)** and its distribution to partners in 2020/21 is shown below (Lichfield’s share of 13% includes Parish Councils):



The Projected Business Rates Collection Fund Surplus for 2019/20

3.12 The six months projected Business Rates Collection Fund Surplus for 2019/20 of **(£303,200)** and its distribution to partners in 2020/21 is shown below:



Alternative Options

The calculation of the Council Taxbase and Collection Fund surpluses and deficits must be undertaken in line with statutory requirements and therefore there are no alternative options.

Consultation	There has been no consultation specifically about this Report due to the statutory nature of calculations.
Financial Implications	These are detailed in the background section of the Report.
Contribution to the Delivery of the Strategic Plan	The Medium Term Financial Strategy (MTFS) underpins the delivery of the Strategic Plan 2018-23.
Equality, Diversity and Human Rights Implications	None identified in this report.
Crime & Safety Issues	None identified in this report.
GDPR/Privacy Impact Assessment	None identified in this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Decrease in the Collection rates for Business Rates (NNDR) and Council Tax.	The periodic Money Matters Reports to Cabinet and Strategic (Overview and Scrutiny) Committee provide information on collection rates.	Yellow – Material
B	The assumed level of growth included in the calculation of the Council Taxbase is not achieved.	The periodic Money Matters Reports to Cabinet and Strategic (Overview and Scrutiny) Committee provide information on housing growth.	Yellow – Material
C	The assumed level of discounts and exemptions increases.	The periodic Money Matters Reports to Cabinet and Strategic (Overview and Scrutiny) Committee provide information on the projected surplus or deficit in the Council Tax Collection Fund.	Yellow – Material
D	Failure to calculate the Council Taxbase and Collection Fund Surplus or Deficit	These are calculated in accordance with the Local Government Finance Act 1992 and relevant regulations.	Green - Tolerable

Background documents

- Local Government Finance Act 1988
- Local Government Finance Act 1992
- Local Authorities (Calculation of Council Taxbase) Regulations 1992 (as amended).
- Local Government Act 2003
- Council Taxbase (CTB) Return at October 2019
- Money Matters : Council Tax, National Non Domestic Rates and Pension Contributions - Cabinet 4 December 2018
- Money Matters: Medium Term Financial Strategy (Revenue and Capital) 2018-23 – Cabinet 12 February 2019.
- Money Matters: 2018/19 Review of Financial Performance against the Financial Strategy – Cabinet 13 June 2019.
- Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 10 September 2019.
- Medium Term Financial Strategy 2019-24 – Cabinet 8 October 2019.
- Money Matters: 2019/20 Review of Financial Performance against the Financial Strategy – Cabinet 3 December 2019.

Relevant web links

Provision for Housing Growth

Actual Delivery Performance compared to the Projections

	2016/17	2017/18	2018/19
<u>Provision for Growth</u>			
Housing Completions per SHLAA	622	633	855
Risk Allowance for Non-Completions and timing differences	50%	50%	50%
Housing Completions Projection	311	317	428
Band D Ratio	0.9	0.9	0.9
Band D Equivalents	280	285	385

Actual Housing Completions	259	648	719
Actual Housing Completions compared to SHLAA	77%		

Housing Growth Projections

	2019/20	Medium Term Financial Strategy			
		2020/21	2021/22	2022/23	2023/24
<u>Provision for Growth</u>					
Housing Completions per SHLAA	701	725	971	1,289	1,220
Risk Allowance for Non-Completions and timing differences	50%	75%	75%	75%	75%
Housing Completions Projection	351	544	728	967	915
Band D Ratio	0.90	0.95	0.95	0.95	0.95
Band D Equivalents	315	517	692	918	869

25% less Annual Growth
25% more Annual Growth

344	461	612	580
689	922	1,225	1,159

The Council Taxbase Return and the Council Taxbase for the purposes of setting the Council Tax in 2020/21

	Band A Disabled Relief	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total 2020/21	Total 2019/20	Total 2018/19
Total Number of Dwellings on the Valuation List	0.0	5,913.0	10,580.0	11,199.0	6,857.0	4,851.0	3,606.0	2,552.0	409.0	45,967.0	45,182.0	44,515.0
Ratio to Band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9			
Band D Equivalent Dwellings	0.0	3,942.0	8,228.9	9,954.7	6,857.0	5,929.0	5,208.7	4,253.3	818.0	45,191.6	44,414.4	43,761.6
<u>Discounts and Exemptions</u>												
Exempt Dwellings	0.0	(100.7)	(111.2)	(178.7)	(95.0)	(47.7)	(28.9)	(45.0)	(10.0)	(617.1)	(615.3)	(578.6)
Disabled Relief	11.7	27.3	14.8	(39.1)	4.0	1.2	(4.3)	(41.7)	(28.0)	(54.1)	(56.1)	(53.4)
Single Person Discount - 25%	(1.8)	(534.0)	(776.8)	(809.1)	(422.8)	(281.1)	(190.3)	(157.5)	(21.0)	(3,194.4)	(3,092.2)	(2,994.5)
Discount - 50%	0.0	(5.3)	(3.5)	(1.8)	(1.0)	(3.1)	(2.9)	(10.0)	(3.0)	(30.6)	(29.3)	(26.4)
Local Council Tax Support Discount	(4.7)	(813.7)	(993.7)	(569.2)	(133.0)	(56.8)	(20.4)	(19.5)	(1.4)	(2,612.5)	(2,715.7)	(2,796.8)
Other Discounts	(0.3)	9.7	11.7	6.7	11.0	11.0	13.7	10.0	7.0	80.5	29.1	(105.8)
Sub Total - Discounts and Exemptions	4.9	(1,416.6)	(1,858.8)	(1,591.2)	(636.8)	(376.5)	(233.1)	(263.7)	(56.4)	(6,428.2)	(6,479.5)	(6,555.6)
Number of Dwelling Equivalents after applying Discounts	4.9	2,525.4	6,370.1	8,363.4	6,220.2	5,552.5	4,975.5	3,989.7	761.6	38,763.4	37,934.9	37,206.0
Contributions in Lieu (MOD Properties)										145.4	145.4	145.4
Council Taxbase Return (CTB) Taxbase										38,908.8	38,080.3	37,351.4
Provision for Growth										517.0	313.0	384.0
Provision for Non Collection @ 1%										(393.5)	(382.5)	(375.9)
Total Council Taxbase for Council Tax Setting Purposes										39,032.3	38,010.8	37,359.5

Council Taxbase for the purposes of setting the Council Tax in 2020/21 by Parish Area

Parish Areas	2020/21 Appportioned Taxbase	2019/20 Appportioned Taxbase	2018/19 Appportioned Taxbase
Alrewas	1,205.0	1,207.0	1,193.8
Armitage with Handsacre	2,121.7	2,094.0	2,065.2
Burntwood	8,533.4	8,408.7	8,275.6
Clifton Campville with Thorpe Constantine	396.2	366.0	358.4
Colton	332.8	329.2	327.0
Curborough and Elmhurst and Farewell and Chorley	245.8	245.6	245.3
Drayton Bassett	444.5	443.0	429.4
Edingale	270.9	271.8	270.2
Elford	286.8	286.5	284.8
Fazeley	1,497.4	1,484.3	1,468.2
Fradley and Streethay	2,131.3	1,614.2	1,466.9
Hammerwich	1,362.4	1,355.8	1,352.0
Hamstall Ridware	149.7	149.1	145.2
Harlaston	184.6	184.8	184.3
Hints and Canwell	178.8	180.8	179.4
King's Bromley	556.3	554.4	548.1
Lichfield	12,133.0	12,017.8	11,866.2
Longdon	756.4	753.1	747.5
Mavesyn Ridware	491.0	466.5	440.4
Shenstone	3,505.9	3,475.3	3,456.0
Swinfen and Packington	147.6	132.5	130.5
Wall	200.4	196.2	196.1
Weeford	96.2	95.3	93.6
Whittington and Fisherwick	1,153.5	1,164.0	1,131.9
Wigginton and Hopwas	650.9	535.0	503.6
Total Council Taxbase for Council Tax Setting Purposes	39,032.3	38,010.8	37,359.5

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Report on performance against our Delivery Plan – half year 2019/20



Cabinet Member for Customer Services & Innovation

Date: Tuesday, 3 December 2019

Contact Officer: Colin Cooke

Tel Number: Tel: 01543 308121

Email: colin.cooke@lichfielddc.gov.uk

Key Decision? N

Local Ward Members (All Wards); If any Wards are particularly affected insert the name of the Ward Members and their Ward. Ensure that the Ward Members have been consulted.

Cabinet

1. Executive Summary

- 1.1 This report describes the council’s progress towards its performance targets, as set out in its Delivery Plan, which reflects the commitments and priorities set out in the council’s Strategic Plan 2016 – 2020.
- 1.2 The report provides a snapshot of the council’s performance as of the end of September 2019, which represents the 2019/2020 half year position.
- 1.3 The Delivery Plan is monitored throughout the year and updates are entered into the council’s performance management system (Pentana). The **half year delivery plan performance update 2019 – 2020** (Appendix A) was drawn from the system in October 2019.

2. Recommendations

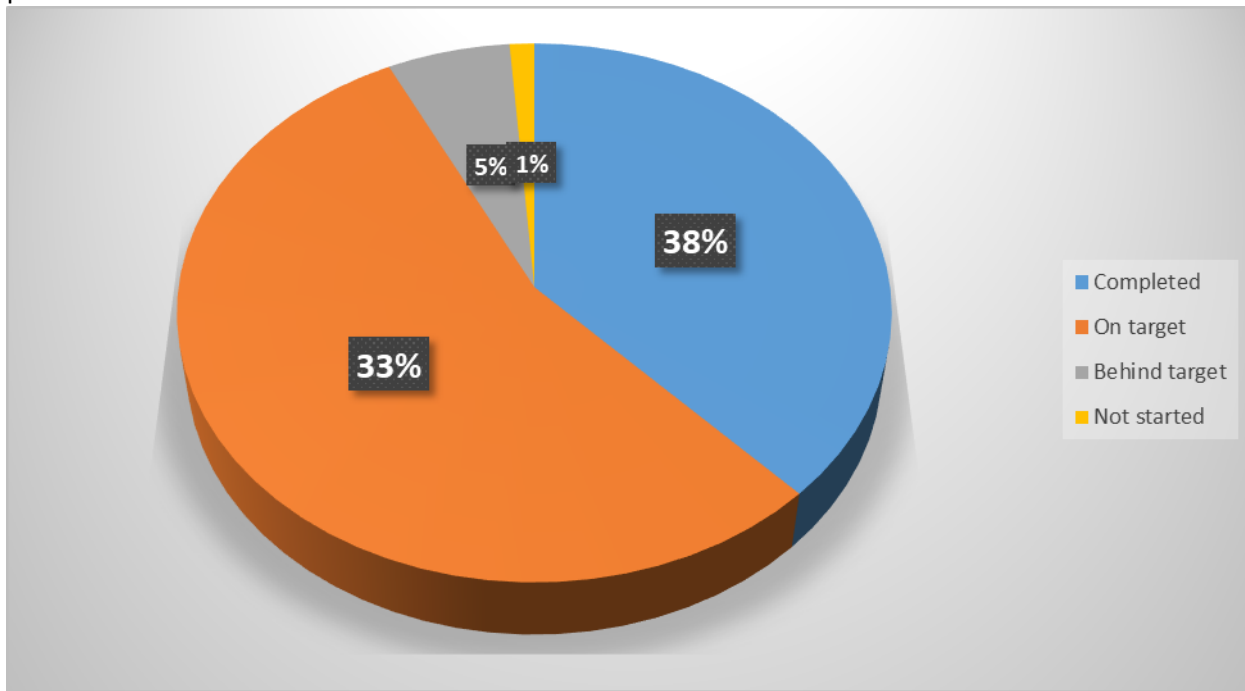
- 2.1 To note the council’s performance against its Delivery Plan targets as of September 2019.
- 2.2 To note that of the 82 actions, 76 actions are either complete or on target.
- 2.3 To note and approve that five actions are to have a revised due date, due in the main to external factors, and will need to go through the agreed process to revise their due date.
- 2.4 To note that five projects are currently behind target, and one has not yet been started.

	Completed	On target	Behind target	Not started
Delivery Plan actions – total 82				
	32	44	5	1

3. Background

- 3.1 The Delivery Plan is broken down into four priority areas, in line with the core themes of the current Strategic Plan:
 - A vibrant and prosperous economy
 - Healthy and safe communities
 - Clean, green and welcoming places to live.
 - A council that’s fit for the future

3.2 The 82 actions in the Delivery Plan are designed to help the council achieve its strategic ambitions and are aligned directly to the plan's 36 core commitments. An overview of our performance against those actions is shown in the pie chart below:



3.3 The council's Corporate Indicators which describe the impact/outcomes of the council's work within the local community, will be considered by Cabinet in July 2020.

Performance highlights in this reporting period

3.4 Seventy six of the actions in the Delivery Plan are complete or on target. The table below shows those actions that were completed during this reporting cycle (April – September 2019):

Ambition	Progress
Vibrant & prosperous economy	
Introduce e-billing for business rates and BID	E-billing for business rates and BID payers is live. Promotional campaign to be prepared and implemented.
Healthy & safe communities	
Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	This document is now complete, the playing pitch strategy work has also begun KKP were appointed to undertake this.
Clean, green & welcoming places to live	
Adopt Local Plan land allocations	Following receipt of the Inspectors report the Land Allocations Plan was formally adopted. There was no subsequent legal challenge.
Implement air quality action plan.	Public / Stakeholder consultation ended 6th August and we had no comments which warranted a re-write in any way. The AQAP is therefore adopted and will effectively be updated via the Annual Status Reports.
Transfer line of Lichfield Canal to Trust.	Transfer of four sites to the Lichfield and Hatherton Canal Trust is now complete.
A council that is fit for the future	
Roll-out JADU to wider services in order to decommission Lagan.	This action was to move from the existing CRM LAGAN to the new one JADU, this has now been completed and all forms have now

	been transferred onto JADU. LAGAN has been decommissioned. A new action will be created to reflect ongoing development of JADU across the organisation
Deliver line of business system for grounds maintenance and operational services.	The team considered a stand-alone back office system, but has instead opted to use JADU – the council’s CRM and online forms system as a new back-office system to replace LAGAN. The migration from LAGAN to JADU has now been completed for grounds maintenance, street cleansing and public conveniences. The parks department will also be moving onto JADU during 2019. The need for a stand-alone back office system will continue to be considered.
Roll out new approach to commercialisation.	Commercial team meet regularly and initial project underway with other work being planned. Fees and charges group have agreed framework/calculator and work schedule prepared for 2020. Future of commercial training agreed and will be rolled out fully in 2020.
Ensure the council is prepared to meet its responsibilities as a category 1 responder in line with our Emergency Planning Annual Action Plan.	All plans reviewed in preparation for a no deal BREXIT.

Due date extensions

3.5 Two actions had their due dates extended, despite having delivered to target. The extensions will allow performance for the full plan period (2016 – 2020) to be recorded. These are:

- **VPE 006(b)** Deliver major event programme in the parks, including Proms in Beacon Park and Drive in Movies
- **CGW 01(d)** Encourage completion of housing that has been granted permission. Work with developers and other partners to overcome any barriers to delivery.

The latest position and original due date are included in the **half year delivery plan performance update 2019 – 2020** (Appendix A).

Performance exceptions

3.6 Six actions are either **behind target** or **not yet started**. The new target dates that are listed below are recorded in the **half year delivery plan performance update 2019 – 2020** (Appendix A). These are:

Ambition	Current position	New due date
Vibrant & prosperous economy		
Review and adopt revised discretionary rates relief policy.	The date for a policy is to be extended to 31 March 2010 due to the service review.	30 September 2019 revised date of 31 March 2020 to be agreed
Healthy & safe communities		
Utilise Sport England Facilities Planning Model to develop options appraisal and feasibility study for the future potential replacement of Friary Grange leisure centre.	Options appraisal presented to O&S and Cabinet, the decision to withdraw from FGLC was taken by cabinet in July 2019, but due to a petition and changes to the lease terms offered by SCC a special cabinet meeting was held to review the options. The Cabinet voted to keep FGLC open subject to approval of full council on 15th October 2019. A decision was also approved to invest £5M into a new facility.	31 July 2019 - new due date to be agreed

Adopt and implement revised Discretionary Housing Payment Policy.	The revised DHP policy is going to O&S on Tuesday 15/10/2019.	31 July 2019 – revised date to be agreed
Deliver Community Safety Delivery Plan.	The draft six monthly monitoring report will be considered by the Community Safety Delivery Group on 23.1.19 and then by the District Board in November. Information received to date shows that good progress is being made.	31 March 2019 – revised date to be agreed
Clean, green & welcoming places to live		
Restore the historic features of Stowe Pool and Fields	The project is on hold and will be considered as part of the next plan period.	On hold (This is the one project that has not yet started).
A council that is fit for the future		
Deliver elections review.	Progress delayed because of unforeseen European Parliamentary election and the long term absence of key officers. But some progress has been made in streamlining processes. Connects now answer and deal with most calls relating to elections and the elector registry thereby reducing the pressure on the core team. And the appointment of temporary staff is now supported by HR. Discussions are also taking place with the finance team so that they support relevant functions of the service. We are also progressing with an AEA health check to determine how we can improve. Completion of the project is now expected early 2020.	30 September 2019 – revised date 31 March 2020

Alternative Options	1. This report details performance against the council's Delivery Plan 2016 – 2020, which has previously been approved by Cabinet as the most appropriate method for managing and monitoring council performance.
Consultation	1. We have consulted with Leadership Team, Heads of Service and managers to prepare the performance report.
Financial Implications	1. There are no financial implications arising from the report.
Contribution to the Delivery of the Strategic Plan	1. This report sets out how the council is delivering against its key strategic themes.
Equality, Diversity and Human Rights Implications	1. There are no equality, diversity or human right issues arising from the report.
Crime & Safety Issues	1. The recommendation(s) will not impact on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988).
GDPR/Privacy Impact Assessment	1. There are no GDPR issues arising from the report, a privacy impact assessment has not been carried out.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That performance is not adequately/ accurately recorded	We use a system called Pentana that allows managers and heads of service to capture and report on the latest performance position. All updates have been thoroughly reviewed by Leadership Team to ensure that they reflect the latest/most accurate position.	Green (tolerable)
B	That the actions we are measuring are not contributing towards our strategic ambitions.	The Delivery Plan was created using the Strategic Plan as its backdrop, and each of the actions listed in our Delivery Plan directly link back to commitments made in the Strategic Plan 2016 - 2020	Green (tolerable)
C	The project extensions mask poor performance	Each project extension has been fully scrutinised by Heads of Service and Leadership Team to ensure that the reasons for the extension are valid and do not mask poor or below target performance.	
D			
E			







Background documents
Appendix 1 - Half year delivery plan performance update 2019 – 2020

Relevant web links

<https://www.lichfielddc.gov.uk/performance-efficiency/strategic-plan-2016-2020/1>




Appendix 1

Half year Delivery Plan performance update 2018-2019






Action Status	
	Behind target
	Behind target due to accepted project changes/external factors. New due date agreed.
	Slightly behind target
	On target
	Completed
	Not started

Vibrant and prosperous economy

Page 43

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Promoting Lichfield District as a good place to invest through the roll out of the local plan.	VPE 001(a)	Deliver outstanding commercial allocated sites and S106/CIL agreements, including Liberty Park, Wall Island, Cricket Lane and further sites at Fradley.	31-Mar-2020	/		<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	Application format for Cricket Lane amended in summer 2019 to outline application rather than hybrid, consultation responses require further information from applicant, with earliest anticipated committee Dec/Jan with signing of S106 agreement thereafter.	Development Services
Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and success in our key business centres and rural areas.	VPE 002(a)	Deliver an inward investment prospectus, promote this and use as the basis for discussions with development industry and other partners to attract new investment into our centres, on allocated housing and employment sites and suitable windfall opportunities.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	The investment prospectus was launched in July 2018 and also shared with strategic partners, such as the Chamber of Commerce, Federation of Small Businesses, Growth Hubs across both LEP areas, and to developers who are active within the district. An updated copy will be published digitally with updated key information as information changes.	Economic Growth Service
	VPE 002(b)	Work with Make it in Stoke and Staffs and the GBSLEP Investment Company and to attract new investment opportunities into the District.	31-Mar-2020	/		<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%	Between August 2017 and August 2019, 101 premises enquiries were received: 43 industrial, 31 office, 17 retail, one barn, two general, one community centre, two workshops, two halls, one studio and one showroom enquiry. Thirteen land enquiries have been received from businesses looking to build their own premises. Make it Stoke and Staffs received 74 enquiries, from July 2018 to March 2019, relating to businesses looking to relocate within Lichfield District or the surrounding area. Ongoing premises and land enquiries are received by Make It Stoke on Trent and Staffordshire, and the West Midlands Growth Company.	Economic Growth Service


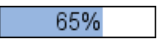

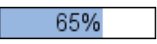

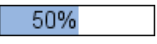
* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering support, signposting and networking opportunities to existing businesses to help them thrive.	VPE 003(a)	Continue to work with the two LEP Growth Hubs and partners to support business and promote the Business for Growth and Enterprise for Success Programmes, aiding existing businesses and new start-ups. Environmental Health to carry out advisory visits to all new food businesses to assist operators in achieving the highest food hygiene rating they can.	31-Mar-2020	/		<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%	The Enterprise for Success programme which ran from 2016 - March 2019 received 311 enquiries, creating 46 jobs. Whilst the transitional area average for the Enterprise for Success programme being 266 enquiries with 34 jobs created. The new Enterprise for Success programme, which began in April 2019, has so far (until June 2019) received 37 Lichfield District enquiries, creating 6 jobs. In comparison to the Southern Staffordshire average of 32 enquiries and 5 jobs created. As of December 2018 (when all funding was allocated), 14 district businesses have been successful in receiving a grant from the Business Growth Programme, creating 32 jobs. The transitional area average for the Business Growth Programme is 14 successful businesses per authority, creating 44 jobs. The new programme, Business Growth Programme 2, began in April 2019, which 4 Lichfield District businesses so far (until August 2019) have been successful in receiving a grant from, creating 9 jobs. In comparison to the Southern Staffordshire average of 2 successful businesses creating 5 jobs.	Economic Growth Service
Making it easier for businesses to interact with us.	VPE 004(a)	Design and embed new approach to trade waste booking and processing to make it easier for potential customers to deal with the council.	31-Mar-2019	31-Dec-2019*		<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%	Review has been undertaken alongside F4F fundamental review, report has been produced on expanding the service and the implications of this and is being presented in next month.	Joint Waste Service
	VPE 004(b)	Introduce e-billing for business rates and BID.	31-Mar-2020	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	E-billing for business rates and BID payers is live. Promotional campaign to be prepared and implemented.	Corporate Services; Customer Services, Revenues & Benefits
	VPE 004(c)	Roll out Jadu business account.	01-Jul-2019	31-Jul-2020*		<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%	We are awaiting further development by supplier to achieve the business account.	Corporate Services; Customer Services, Revenues & Benefits
Understanding, monitoring and adapting to business needs and issues across the district.	VPE 005(a)	Review and adopt revised discretionary rates relief policy.	31-Mar-2019	30-Sep-2019*		<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%	The date for a full review of the policy is to be extended to 31 March 2020. Minor update was delivered in September.	Customer Services, Revenues & Benefits

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encouraging increased visitors to our district, increase spend in our local economy and more overnight stays.	VPE 006(a)	Launch new tourism website and associated branding and marketing for Lichfield City and the wider district.	30-Sep-2018	/			The Visit Lichfield new mobile compatible website is now complete. Work continues to enhance the website and increase the visitor numbers.	Economic Growth Service
	VPE 006(b)	Deliver major event programme in the parks, including Proms in Beacon Park and Drive in Movies.	31-Mar-2019	31-Mar-2020*			The 2019 summer event season was successful and included Cars in the Park, FUSE, Lichfield Bower and Lichfield Proms in Beacon Park, supplemented by 2 events in their second year (Lichfield's Community Games and Oktoberfest). Several council wide initiatives are underway to help provide a clearer framework for events within the district, these include: event commercialisation, an independent study on events by Bournemouth University and an Officer/Member events task group. A pricing strategy review is underway and income plans are being prepared for 2020/21.	Leisure & Operational Services
	VPE 006(c)	Roll out new street trading policy and support safe delivery of events through the Safety Advisory Group (SAG).	01-Jan-2019	Mid-late Jan 2019			Policy was updated and was published on LDC website in September 2018. New online application forms developed and policy launched.	Regulatory Services, Housing & Wellbeing
	VPE 006(d)	Improve gateway to city centre for coach and bus passengers.	31-Mar-2020	Timeline will emerge with BRS*			The appointed consultants David Lock Associates have now commenced their work in respect of developing a master plan for Lichfield city centre. The Birmingham Road area is an integral part of the city centre and the aforementioned work, being in a prominent position at the junction of arterial routes and a location for the city rail station and bus/coach station. Transport advisors working alongside DLA will help inform options and a draft master plan which will be available for the Council to view in December of this year. One of the key requirements of the master plan brief is to consider the future scope for re-development of the Birmingham road site but also how transport and movement issues relating to this site and the wider city centre are addressed.	Economic Growth Service
Deliver good quality and safe car parking in our key retail areas.	VPE 007(a)	Consider car parking issues as part of Lichfield City master plan, including the future of the Multi-Storey Car Park.	31-Jul-2018	Timeline will emerge with BRS*			The consultants David Lock Associates working with ITP transport consultants are reviewing the Council's car parking estate as part of the on-going master plan work for Lichfield city centre. Information on the nature of the estate and car park occupancy figures have been provided to assist ITP in its work. A draft master plan informed by analysis of car parks and related functions/uses applicable to the city centre is to be submitted to the Council in December prior to public consultation in the new year.	Economic Growth Service
Undertake master planning to deliver a mixed use development in Lichfield City Centre and ensure it meets the needs of our community, particularly young	VPE 008(a)	Develop plans for the Birmingham Road site.	01-Jul-2019	Timeline will emerge with BRS*			The Birmingham Road site is being considered as part of the on-going master planning exercise led by David Lock Associates. A draft master plan will be submitted to the Council for consideration including proposals for Birmingham Road in December of this year. Separately, planning permission has been granted for an enabling works scheme on part of the site which will also improve and enhance the look of this area pending the results of the master plan. Contractors are in the process of being appointed to carry out these works.	Economic Growth Service

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

people	VPE 008(b)	Refresh development brief for Bird Street car park.	31-Oct-2018	Timeline will emerge with BRS*			Bird Street car park like that of the Birmingham Road site is being evaluated by David Lock Associates, the consultants appointed to carry out a master planning exercise of Lichfield city centre. A draft master plan identifying potential uses for Bird Street CP and the Birmingham Road site will be submitted to the Council in December of this year and be made available for public consultation in the new year.	Economic Growth Service
Help to support the delivery of an improved retail experience in Burntwood.	VPE 009(a)	Support delivery of Burntwood Town Centre - actively pursue development opportunities for the blue hoarding site in partnership with the landowner and Staffordshire County Council.	31-Mar-2020	/			Discussions about the blue hoarding site and its development potential for a range of uses are on-going with the landowner.	Economic Growth Service
	VPE 009(b)	Lobby partners for delivery of a new health centre(s) to serve the residents of Burntwood.	31-Mar-2020	/			Planning permission has been granted for the re-development of the Greenwood House site in Burntwood to serve as a health centre. Further work is being undertaken by the health authorities concerning provision of a second facility.	Economic Growth Service
Work with, influence and encourage landowners to make better use of under-used or derelict brownfield sites.	VPE 010(a)	Encourage development at key commercial sites including Lichfield South, Burntwood Business Park, Fradley Park and Liberty Park.	31-Mar-2020	/			Continued progress is being made on the following development sites: <ul style="list-style-type: none"> • Fradley Park - two development plots are available, one with plans submitted for three units of 50,000 sq ft, 60,000 sq ft and 70,000sq ft, and the other plot with consent granted for a 230,000 sq ft unit. • Prologis Fradley Park - with Screwfix and Anixter occupying the development site earlier this year, only one plot, DC2, is available. • Liberty Park - work is taking place on the site for the construction of two industrial units (115,000 sq ft and 48,000 sq ft) • Lichfield South - work is currently taking place on the second phase of development with there being reserved matters of a research and innovation centre at Wall Island approved. • Burntwood Business Park - work is currently taking place on the former Olaf Johnson site to build nine retail units. • Eastern Avenue - Imperial Retail Park on Eastern Avenue, Lichfield City has been completed with Lidl, Costa Coffee, Pure Gym and B&M occupying the retail site. The last available unit has gained the interest of The Food Warehouse from Iceland. • Land at Cricket Lane - A hybrid application has been submitted for the land at Cricket Lane, containing up to 10.73 hectares for employment use (use classes B1/B2/B8) with a full application for the construction of a 3,886 sq m (B1c/B2/B8) unit with ancillary office space. In January 2019, it went back to outline permission rather than becoming a hybrid application as concerns were brought up with the commercial aspect of the development. 	Economic Growth Service
	VPE 010(b)	Receive application for mixed use development (housing and employment) at Cricket Lane.	30-Sep-2018	/			Planning application valid 16/8/18 (ref. 18/01217/OUTFLM) - 13 week date 15 Nov 2018.	Development Services

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Encourage more visitors by enhancing and better promoting the arts, heritage, retail and cultural offer of the city and district with partnerships including the Lichfield BID, Lichfield City Centre Development Partnership and Burntwood Business Community.	VPE 011(a)	Progress plans and proposals contained in the Lichfield City Centre Development Strategy.	31-Mar-2020	/			The Lichfield City Centre Development Partnership continues to deliver improvements to the city centre in terms of its environment, economic standing and performance and ability to meet social needs. Through the collaborative arrangements branding, marketing and promotion are helping to promote the city, its leisure and recreational offer across a growing audience. The District Council is leading on a master planning exercise which amongst other things will assist in identifying future development opportunities on key sites including Birmingham Road. Dialogue with transport operators including WM Trains is taking place to enhance transport connections to and from the city. The overarching strategy first put in place in 2015 is now due for review, the partnership has started to look at this.	Economic Growth Service
Foster and encourage BIDs in other areas.	VPE 012(a)	Support the rebalot of the Lichfield BID in 2019/2020.	31-Mar-2020	/			The District Council continues to maintain a good working relationship with the Lichfield City BID. We work closely on a number of initiatives intended to support local business and the economy, including providing business support advice and guidance, helping promote and market the city and city activities and running events and festivals. In addition we use the Visit Lichfield website to help communicate what the city has to offer across a range of themes and facilitate increased numbers by residents and visitors.	Economic Growth Service
Encourage apprenticeships and other youth based work schemes.	VPE 013(a)	New opportunities to be identified and promoted across all service areas - target 8 apprenticeships in place annually.	31-Mar-2020	/			Currently three apprentices are in place and another is due to be appointed in May 2019. Options are being explored to increase the number of apprenticeships as part of the Workforce Development Plan (part of our emerging People Strategy). Other options being considered include apprentices to support car parks and CCTV and the planning service.	Corporate Services; Economic Growth Service

Healthy and safe communities

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Creating policies and events that promote healthy and active lifestyles for all, including young people - from cycle and safe walking routes through to events, community activities and more.	HSC 01(a)	Work with Sport England to undertake a review of the council's Physical Activity and Sports Strategy (PASS) which will in turn inform the LOPS new Health and Wellbeing Development Plan 2018 - 2023.	31-Jan-2019	31-Mar-2020*		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	Our Active Communities Plan, which we have developed in partnership with Freedom Leisure, is now in place. This is the delivery document that sits beneath our Physical Activity and Sports Strategy (PASS). The PASS review has been extended to March 2020 to enable us to ensure the two documents/outcomes are fully aligned.	Leisure & Operational Services
Providing support to help those with disabilities and older people stay healthy and active.	HSC 02(a)	Deliver Health and Wellbeing Delivery Plan 2018 - 2020 which will enable targeted intervention based on identified need.	31-Mar-2020	/		<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	The annual update report was well received by CHH O&S in June 2019. We are continuing to monitor the Delivery Plan in the final year.	Regulatory Services, Housing & Wellbeing
Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups.	HSC 03(a)	Utilise Sport England Facilities Planning Model to develop options appraisal and feasibility study for the future potential replacement of Friary Grange leisure centre.	31-Jul-2019	/		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Options appraisal presented to O&S and Cabinet, the decision to withdraw from FGLC was taken by cabinet in July 2019, but due to a petition and changes to the lease terms offered by SCC a special cabinet meeting was held to review the options. The Cabinet voted to keep FGLC open subject to approval of full council on 15th October 2019. A decision was also approved to invest £5M into a new facility.	Leisure & Operational Services
	HSC 03(b)	Produce a ten year Local Facility Football Pitch Plan and use this doc to review the council's current Playing Pitch Strategy.	31-Mar-2019	30-Nov-2019*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	This document is now complete, the playing pitch strategy work has also begun KKP were appointed to undertake this.	Leisure & Operational Services
Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure across the district.	HSC 04(b)	Revised partnership and funding agreement with Garrick theatre confirmed.	01-Apr-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	New partnership agreement has been entered into.	Leisure & Operational Services


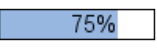

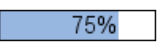

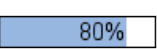

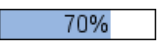
Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Delivering a programme of disabled facilities grants to help people remain living safely at home.	HSC 05(a)	Deliver Disabled Facilities Grants (DFGs) capital programme.	31-Mar-2019	31-Mar-2020*			<p>A total of 12 grants were completed during Q1 with a total spend of £169,860 and a further 20 grants to the value of £279,000 were approved. A total of 40 referrals were received for DFG during Q1, of which a total of 29 remain open. At the end of Q1 there were a total of 78 live/open cases for DFG funding for 20 had been approved and a further 58 currently having applications prepared.</p> <p>We have analysed the potential works for the 58 cases in the 'pipeline' on Millflow and looked at the 'indicative' costs of work associated with them. At the current time, our estimation is that the cost of these works will be over £570,000, which when Agency fees and other ancillary costs are included would mean that when added to grants already paid or approved (£448,860) means that the anticipated spend for 2019-20 is in the region of £1.12m. We will continue to monitor this and will update this estimation as the cases progress throughout the year and more referrals are received. We will continue to work with Millbrook to identify ways in which the budget spend can be maximised.</p>	Regulatory Services, Housing & Wellbeing
Providing help and advice to prevent homelessness.	HSC 06(a)	Develop a revised Housing & Homelessness Strategy 2019 - 2022.	31-Dec-2019	/			We are writing a Housing, Homelessness and Rough Sleeping Strategy 2019-2024. First section on homelessness and rough sleeping going to O&S on 17th October and Cabinet in December for approval. The full strategy will be completed by financial year end.	Regulatory Services, Housing & Wellbeing
	HSC 06(b)	Adopt and implement revised Discretionary Housing Payment Policy.	31-Dec-2018	31-Jul-2019*			The revised DHP policy is going to O&S on Tuesday 15/10/2019.	Customer Services, Revenues & Benefits
Deliver joined up, cohesive plans and funding decisions across partners.	HSC 07(a)	Monitor the impact and achievement of outcomes for the community and voluntary sector funding agreements.	31-Mar-2019	/			Six monthly monitoring reports are due 30/10/19.	Regulatory Services, Housing & Wellbeing
Reduce the fear of crime by promoting and communicating the successes in community safety and crime trends.	HSC 08(a)	Deliver Community Safety Delivery Plan.	31-Mar-2019	/			The draft six monthly monitoring report will be considered by the Community Safety Delivery Group on 23.1.19 and then by the District Board in November. Information received to date shows that good progress is being made.	Regulatory Services, Housing & Wellbeing

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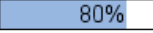

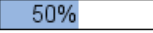



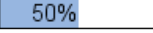
Clean, green and welcoming places to live

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Implement our Local Plan which will ensure a controlled and balanced growth of our district.	CGW 01(a)	Adopt Local Plan land allocations	31-Dec-2018	31-Jul-2019*		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Following fact checking the Inspector issued his final report. This was presented to Cabinet and Full Council for adoption. Legal challenge period ended in September 2019.	Economic Growth Service
	CGW 01(b)	Deliver SDAs for South of Lichfield, Cricket Lane and Deanslade Farm in accordance with housing trajectories.	31-Mar-2020	/		<div style="width: 15%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 15%	Proactive engagement with developers is continuing. Trajectories for delivery are within the council's five year land supply which was subject to examination. Planning applications are progressing. In addition updated trajectories established through 5 year land supply.	Economic Growth Service
	CGW 01(c)	Submit the Local Plan Site Allocations Document for examination and have this formally adopted following independent scrutiny.	31-Mar-2019	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Plan submitted in May 2018.	Economic Growth Service
	CGW 01(d)	Encourage completion of housing that has been granted permission. Work with developers and other partners to overcome any barriers to delivery.	31-Mar-2019	31-Mar-2020*		<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 90%	There were 2613 homes granted permission to the year ending March 2019, which exceeds the target for the year of 2300 dwellings. This improvement in housing supply is also reflected in housing completions with net completions at 740 homes. This exceeds this year's housing supply target of 680 (net completions).	Development Services
	CGW 01(e)	Support planning applications on outstanding allocated sites or suitable windfall sites to help meet housing targets.	31-Mar-2020	/		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%	Support provided on sites to support achievement of housing targets.	Economic Growth Service
	CGW 01(f)	Begin the review of the Local Plan.	31-Jul-2018	/		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	Local Plan review commenced in spring 2018.	Economic Growth Service
	CGW 01(g)	In line with agreed policies and procedures begin allocating discretionary CIL receipts to assist in delivering supporting infrastructure.	31-Mar-2020	/		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	First round of monies issued. Next meeting of SIG and JMOG is set for October	Economic Growth Service

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Developing supplementary planning guidance which will help to preserve our historic environment, support rural communities and ensure the district continues to be an attractive place.	CGW 02(a)	Support the development of conservation areas in - Drayton Bassett, Wall and Wiggington.	31-Dec-2018	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Conservation areas approved. Reports considered by O&S, Cabinet and Council in December 2018.	Development Services
	CGW 02(b)	Review the buildings at risk register (BAR).	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	The Buildings at Risk Register is up to date. It may be subject to some changes over the coming months, but is currently up to date.	Development Services
	CGW 02(c)	Adopt local list of historic buildings for Burntwood & Hammerwich	31-Oct-2018	31-Dec-2019*		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Report considered by O&S on 18/9/19 and endorsed. Cabinet report on forward plan for 12/11/19 and on target for final ratification by Council before end of calendar year.	Development Services
Maintaining our parks and open spaces which encourage residents to enjoy the outdoors.	CGW 03(a)	Implement air quality action plan.	31-Jul-2018	30-Jun-2019*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Public / Stakeholder consultation ended 6th August and we had no comments which warranted a re-write in any way. The AQAP is therefore adopted and will effectively be updated via the Annual Status Reports.	Regulatory Services, Housing & Wellbeing
	CGW 03(b)	Implement environmental crime strategy.	31-Oct-2018	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	No significant comments following consultation, hence strategy now in place.	Regulatory Services, Housing & Wellbeing
Restore the historic features of Stowe Pool and Fields	CGW 04(a)	The project is on hold.	31-Mar-2019	On hold.		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	The HLF project has been put on hold due to a change in the HLF grant application criteria. This project may be re-visited in the future. The LOPS team are currently looking at the options of providing an improved play area on Stowe fields during 2020.	Leisure & Operational Services
Continuing to help our residents recycle a large percentage of waste	CGW 05(a)	Implement action plan for improving collection productivity for Joint Waste.	31-Mar-2019	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Improvement plan approved by Joint Waste Committee in October 2018. A new way of working as a result of the new plan is being trialled for a 12 month period, which started in late February 2019. The outcome of the trial will be monitored against the KPIs ongoing.	Joint Waste Service
Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).	CGW 06(a)	Transfer beacon park tennis courts.	31-Mar-2019	31-Oct-2019*		<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%	Cabinet have now approved the transfer and we are in the process of finalising the legal documentation.	Leisure & Operational Services
	CGW 06(b)	Transfer line of Lichfield Canal to trust.	31-Mar-2020	/		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Transfer of four sites to the Canal Trust is now complete.	Legal, Property and Democratic Services
	CGW 06(c)	Implement public open space transfer/adoptions plan and review existing policy.	31-Jan-2019	31-Mar-2020*		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	A transfer / adoption plan has been drafted and this identifies what new development sites have historically been agreed to be adopted by the authority. One site that is currently going through the adoption process is Victoria Place in Lichfield, this is currently with the councils solicitors and is due to be adopted imminently.	Leisure & Operational Services

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date*	Status icon	Progress bar of action	Latest position	Responsible HoS
Work with developers and social landlords to encourage investment in affordable housing and encourage the development of owner occupied, shared ownership and rented housing to meet the needs of local people.	CGW 07(a)	Work with housing developers and housing associations to encourage the development of new affordable home and regeneration of existing housing stock.	31-Mar-2020	/			In quarter 1 there were 27 affordable completions, comprising 15 social rent, 2 affordable rent, and 10 shared ownership. We have contacted all RP's for quarter 2 information are waiting to receive figures. We will also be reviewing and revising our trajectory based on RP forecasts too.	Regulatory Services, Housing & Wellbeing
	CGW 07(b)	Identify and transfer land in our ownership suitable for affordable housing development.	31-Mar-2020	/			Sale details received from solicitors, purchase is imminent.	Legal, Property and Democratic Services
	CGW 07(c)	Work with housing associations to invest capital and Section 106 funds to help deliver affordable homes.	31-Dec-2018	31-Mar-2020*			Spring Housing were appointed as the provider and the rough sleeper outreach service commenced in September. Spring are making contact with each rough sleeper and will find out their housing requirements; once we know what type of properties are required we will begin to look for suitable ones to purchase.	Regulatory Services, Housing & Wellbeing
Work to mitigate the adverse impact of HS2 on communities and businesses across the district.	CGW 008(a)	Respond to HS2 planning applications and work with Staffordshire County Council and local communities to mitigate impacts of HS2 on Lichfield District.	31-Mar-2020	/			The Council continues to receive and process Schedule S17 consent applications as regards Phase 1. In respect of Phase 2 the hybrid bill is following its legislative path through the House of Commons and Lords prior to being enacted by the end of this year. The District Council and Staffordshire County Council received assurances and undertakings on the matter of the closure of Common lane at Kings Bromley and are in dialogue with HS2 about the implementation of measures to mitigate this. At the time of writing some enabling works are being carried out in the district in connection with Phase 1 however following a recent announcement of a review by Government of the HS2 project, certain planned works are being re-scheduled.	Development Services; Economic Growth Service





A council that is fit for the future

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Being financially stable, developing innovative approaches to generating income and less reliant on government grant funding.	F4F 01(a)	Approve MTFS annually.	31-Jan-2020	/			Draft MTFS report to Cabinet 8 October 2019	Finance and Procurement
	F4F 01(b)	Deliver unqualified audited accounts.	31-Jul-2019	/			2017/18 accounts approved in July 2018. Work on 2018/19 accounts underway. Set to be approved in July 2019.	Finance and Procurement
Embed our corporate values throughout the organisation.	F4F 02(a)	Approve the people strategy.	30-Mar 2019				Strategy document is drafted, consulted and approved. Key actions have been outlined and resourcing is being brought in to support delivery of short term activities and restructure of service to deliver longer term objectives. Previously the due date was extended to spring 2019. This has been further extended to 31 December 2019.	Corporate Services
Deliver good customer service in line with our customer promise and ensure information we publish is accessible and available in other formats.	F4F 03(a)	Review the customer promise and develop customer engagement plan.	31-Dec-2018	31-March - 2020*			The date for the revision of the customer promise is extended until 31 March 2020.	Corporate Services; Customer Services, Revenues & Benefits

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Make our top service requests fully bookable online and so easy to use that people choose to go online as a first port of call.	F4F 04(a)	Approve & roll-out Digital Strategy.	31-Mar-2020	/			Draft digital strategy developed to deal with underpinning ICT issues. Needs aligning to new Strategic ambitions and innovation projects for launch in April 2020.	Corporate Services
	F4F 04(b)	Roll-out Jadu to wider services in order to decommission Lagan.	30-Aug-2019	/			This action was to move from the existing CRM Lagan to the new one Jadu, this has now been completed and all forms have now been transferred onto Jadu. Lagan has been decommissioned. A new action will be created to reflect ongoing development of JAD across the organisation.	Corporate Services; Customer Services, Revenues & Benefits
	F4F 04(c)	Launch Modern Gov - democratic system - to members and officers.	01-Oct-2018	31-March-2020*			Training for final phase of officer roll out is currently underway. Roll out to members, all recent agendas/reports and new public facing website all delivered.	Legal, Property and Democratic Services
	F4F 04(d)	Deliver line of business system and integrations for regulatory services.	31-Mar-2019	30-Jun-2019*			Uniform has been significantly developed and better used for Licensing Act applications. Information has been migrated into uniform from the access database which was previously used for all Taxi licensing. This is resulting in a more robust and efficient process. Uniform is also being used for ASB cases and street trading. The housing strategy team are using Idox to monitor empty homes more effectively. It is enabling the Team to log empty homes activities and review property histories in real-time including previous enquiries, interventions and enforcement action across different teams. From the perspective of Environmental Protection, we have been using Uniform and Enterprise since the end of March 2019. This is now well embedded within the team but further development is coming (by Christmas) in relation to the Document Management System and letters etc. on the system. We are also moving towards mobile working but this is now likely to be via Citrix and use of the normal Uniform system rather than the Uniform App, which is not fit for our needs. The timescale on that is unknown at present. Further work is required in relation to Private Sector Housing to configure the system to our requirements. The Commercial Environmental Health Team have been using the Commercial module of Idox as the food inspection database since April. This is working well and all food safety and H&S interventions are now recorded using the Idox system. Since the beginning of August the service request module has been used to record all service requests. As all of the interventions carried out by the team are now in one central place the system has been configured to enable the annual LAEMS data return which is sent to the Food Standards Agency (FSA), to be automatically generated. This will save time as previously compiling the end of year data from various sources was time consuming and required duplication of record keeping throughout the year. Work is now to be undertaken to progress the use of Enterprise for the whole team and to bring online the DMS tool. The team still need support from IT with the deletion of old data which has appeared on the system and the development of access reports to better interrogate the data that is produced so that all of the old paper recording systems can be removed from use.	Leisure & Operational Services; Regulatory Services, Housing & Wellbeing

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Consult with local residents in a variety of ways.	F4F 05(a)	Approve and roll-out consultation plan.	31-Mar-2019	/			Consultation plan approved and being implemented as business as usual.	Corporate Services
	F4F 05(b)	Increase resident involvement in democratic process and promote member recruitment through Local Democracy Week.	30-Nov-2018	/			How to be a councillor event held on 10 October 2018 with 26 attending. A number of attendees were nominated/elected in the 2019 May district and parish council elections.	Legal, Property and Democratic Services
	F4F 05(c)	Establish resident focus group.	30-Sep-2018	/			First resident focus group took place in October 2018. Feedback from resident focus group being compiled and to be fed into work on developing new strategic plan (staff, partner and member workshops). Resident focus group to be maintained ongoing and ongoing recruitment to be carried out in all avenues - LDC news (1 per year), social media and press.	Corporate Services
Work together as one council.	F4F 06(a)	Deliver staff survey.	31-Jan-2019	/			Survey completed and shared with staff. Action plan, including three focus groups which took place on PDR process and Thrive agenda. Informal workshop with joint waste on low-take up also took place. Outcome report shared with staff. Outcomes have been fed into the People Strategy.	Corporate Services
	F4F 06(b)	Develop new Strategic Plan 2020 - 2024.	28-Feb-2020	/			First draft will be discussed at O&S in October - on target.	Corporate Services
	F4F 06(c)	Adopt and implement Property Asset Management Strategy.	31-Dec-2018	/			Property Investment Strategy approved by Council in October 2018 and implementation underway.	Legal, Property and Democratic Services
F4F 04(e)	F4F 04(e)	Deliver line of business system and integrations for grounds maintenance and operational services	30-Sep-2019	/			The team considered a stand-alone back office system, but has instead opted to use Jadu – the council's CRM and online forms system as a new back-office system to replace LAGAN. The migration from Lagan to JADU has now been completed for grounds maintenance, street cleansing and public conveniences. The parks department will also be moving onto JADU during 2019. The need for a stand-alone back office system will continue to be considered.	Leisure & Operational Services
	F4F 04(f)	Roll out IDOX DMS to planning.	31-Oct-2018	/			IDOX DMS rolled out in autumn 2018. Team now addressing residual issues including how DMS integrates with existing IDOX products, performance speed, software updates, and issues with data migration over from Comino.	Development Services
	F4F 04(g)	Continue digitisation programme for waste processes.	30-May-2019	31-Oct-2019*			Round balancer now installed, just some final testing required to check import link back into Bartec which is currently being undertaken.	Joint Waste Service
	F4F 04(h)	Implement online forms for revenues and benefits and introduce e-billing.	31-Mar-2019	/			Online forms delivered by June 2018. Extending the project to include integration with Jadu customer account and to implement marketing campaign to encourage take-up by customers.	Customer Services, Revenues & Benefits


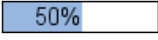
* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

	F4F 06(d)	Roll out new approach to commercialisation.	31-Dec-2018	31-Mar-2019			Commercial team meeting regularly and initial project underway with other work being planned for 2019 and beyond. Fees and charges group have agreed framework/calculator and work schedule prepared for 2019/20. Future of commercial training agreed and will be rolled out fully in 2019/20.	Chief Executive
	F4F 06(e)	Ensure the council is prepared to meet its responsibilities as a category 1 responder in line with our Emergency Planning Annual Action Plan.	31-Mar-2019	/			All business continuity plans and emergency planning documentation have been reviewed (Feb 2019) in preparation for a no deal BREXIT. Training continues to be undertaken through the three year cyclical arrangement with the CCU and has been identified at all levels across the organisation.	Regulatory Services, Housing & Wellbeing

* **Revised due date.** If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

Our Strategic Plan commitment - what we will do	URN	Key projects (2018 - 2020)	Original due date	Revised due date	Status icon	Progress bar of action	Latest position	Responsible HoS
Seeking out ways to increase productivity and efficiency through our Fit for the Future programme and service reviews.	F4F 07(a)	Relaunch Fit for the Future.	30-Sep-2018	/			The roadshows were delivered in November with high attendance and positive feedback. Business analyst recruitment process has been undertaken and first cohort ready for development / training in January. Blog launched and being updated weekly. Staff suggestion scheme launched electronically initially and then followed up with suggestion boxes around the offices. Receiving suggestions from across the organisation or a variety of topics.	Corporate Services
	F4F 07(b)	Deliver elections review.	30-Sep-2018	31-March-2020			Progress delayed because of unforeseen European Parliamentary election and the long term absence of key officers. But some progress has been made in streamlining processes. Connects now answer and deal with most calls relating to elections and the elector registry thereby reducing the pressure on the core team. And the appointment of temporary staff is now supported by HR. Discussions are also taking place with the finance team so that they support relevant functions of the service. We are also progressing with an AEA health check to determine how we can improve. Completion of the project is now expected early 2020.	Legal, Property and Democratic Services
	F4F 07(c)	Deliver waste, parks and grounds maintenance review.	31-Dec-2019	31-Dec-2019			Review is on schedule and report to be submitted to meeting of Leisure Parks and Waste Overview and Scrutiny Committee on 18 November 2019.	Joint Waste Service; Leisure & Operational Services
	F4F 07(d)	Deliver development management review including implementing IDOX and enterprise.	30-Sep-2019	/			Improvement work progressing well, and lots of testing and training undertaken to bring in new ways of working within the team, although remain to have issues with IT capability, including Server capacity and mobile devices not yet obtained due to these issues. Still on track to go paper-light by end of 2019 and it is scheduled that the improvement program will be complete by end of Jan 2020- subject to resolving IT matters.	Development Services
	F4F 07(e)	Implement property investment strategy.	31-Mar-2019	31-Jul-2019*			All governance is now in place and scheduled throughout the year. The company has been incorporated. Processes are in place and data cleanse is almost complete to introduce effective portfolio management. Project is now largely business as usual.	Chief Executive
	F4F 07(f)	Bring forward and adopt business case for development of Bore Street shops.	31-Dec-2018	31-Dec-2019*			Options known. Further work required to obtain final costs bid for capital funding to undertake works and then plan to sell or lease the resulting property. Business case needs to determine rate of return and further options may then be required for consideration. Due to resource issues and other priorities, project may be delayed until the next financial year.	Legal, Property and Democratic Services
	F4F 07(g)	Consider future office requirements for council and deliver business case.	31-Jan-2019	31-Dec-2019*			Specification for requirements confirmed. Further analysis of options undertaken. Report being presented to LT on 09 Oct 2019. Interim or long-term solutions to be considered. Future options for new build also being considered through PSP.	Legal, Property and Democratic Services
	F4F 07(h)	Replace sundry debtors system.	01-Oct-2018	31-Dec-2019*			Weekly meetings have been set up for this project.	Customer Services, Revenues & Benefits

* Revised due date. If shown in red with a *, this has been revised during this reporting cycle. If shown in black with no*, this was revised in a previous reporting cycle.

	F4F 07(i)	Deliver the revenues and benefits service review phase 2.	31-Mar-2019	31-Dec-2019*			A final report from the consultants has been received and will be taken to LT for discussion. Strategic overview and scrutiny had a presentation with the consultants in June 2019 and a report with recommendations will be taken to the committee on 21 November and to Cabinet on 3 December 2019.	Customer Services, Revenues & Benefits
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ENDS

Homelessness and Rough Sleeping

Report of Councillor Ashley Yeates Cabinet Member for Communities & Housing

Date: 3rd December 2019

Contact Officer: Lucy Robinson/Gareth Davies

Tel Number: Tel: 01543 308710/ 308741

Email: lucy.robinson@lichfielddc.gov.uk/
gareth.davies@lichfielddc.gov.uk

Key Decision? Y

Local Ward

Members

Lichfield
district council
www.lichfielddc.gov.uk

Cabinet

1. Executive Summary

- 1.1 The council is required to publish a homelessness strategy that outlines the main causes of homelessness and our strategic plans and actions in place to tackle them every five years. In 2018 the government published its Rough Sleeping Strategy along with guidance that requires local authorities to update their homelessness strategies to incorporate rough sleeping by the end of 2019. Our current Homelessness Strategy covers the period 2013 to 2018 and rather than directly replace it, to ensure that we take a comprehensive and joined up approach to all matters relating to housing, we are combining it with the Housing Strategy to create a Housing, Homelessness and Rough Sleeping Strategy 2019-2024. To meet the government's deadline, we are seeking Cabinet approval of the section of the draft Strategy that covers homelessness and rough sleeping prior to its publication on the website. We will then complete the rest of the Strategy, carry out consultation and seek approval of it early next year.
- 1.2 To inform our Strategy we have completed a Homelessness Review which provides a comprehensive review of available data and evidence relating to homelessness. This has been used to establish our priority to **'Prevent and relieve all forms of homelessness including rough sleeping'** and we have established three objectives to work with partners to achieve this:
- Improve the range of suitable housing options for those who are homeless or at risk of homelessness
 - Identify and provide support to those who face barriers to accessing and maintaining suitable accommodation, and
 - Tackle rough sleeping so that no one needs to sleep rough

2. Recommendations

- 2.1 That Cabinet approves the Homelessness Review (**Appendix 1**) and the homelessness and rough sleeping section of the draft Housing, Homelessness and Rough Sleeping Strategy 2019-2024 (**Appendix 2**) for publication as a draft document on the website.
- 2.2 That delegated authority be given to the Cabinet Member for Community and Housing in consultation with the Head of Regulatory Services, Housing and Wellbeing to make any minor changes to the appearance, format and text of the homelessness and rough sleeping section of the draft Housing, Homelessness and Rough Sleeping Strategy 2019-2024 or the supporting documents prior to publication on the website in the interests of clarity and accuracy.

3. Background

3.1 Section 1 of the Homelessness Act 2002 places a duty on housing authorities to carry out a homelessness review for their district and formulate and publish a homelessness strategy based on the results of the review every 5 years. This must outline the main causes of homelessness and the strategic plans and actions in place to tackle them. In 2018 the government launched its new Rough Sleeping Strategy¹ in which it set out its aims to halve rough sleeping by 2022 and end it by 2027. It requests that all homelessness strategies are reviewed and rebadged by the end of 2019 to include a specific focus on addressing rough sleeping. The strategy is based around three core principles of prevention, intervention and recovery.

3.2 Our current Homelessness Strategy covers the period from 2013 to 2018 and rather than directly replace it, we are combining it with the Housing Strategy that also needed reviewing, which is permissible under paragraph 2.9 of the Homelessness code of guidance². As well as saving resources, our combined approach means that homelessness and rough sleeping can be read as 'part of the bigger picture' within a wider housing strategy and are not seen in isolation from the range of other housing factors that would usually also be covered in the housing strategy. This approach will ensure that the council takes a comprehensive and joined up approach to all matters relating to housing, homelessness and rough sleeping.

3.3 The Strategy has been informed by the Homelessness Review 2019 at **Appendix 1** which provides a comprehensive review of a wide range of evidence relating to homelessness. The purpose of the review is to determine the extent of homelessness in the district and examine trends to formulate our strategy. Research for this began in 2018 and officers have analysed all available data since the last Strategy was developed in 2013/14 until 2019. The Homelessness Reduction Act 2017 (HRA) which came into force on 3rd April 2018 has fundamentally changed the way that local authorities deliver their statutory homelessness duties; it has also changed the way that homelessness data is measured and collated meaning that, in many cases data from 2018/19 cannot be directly compared with that from previous years. The first section of the review therefore examines data collected prior to the HRA giving a picture of homelessness since the last Homelessness Strategy was produced and the remaining part looks at information obtained since the HRA was enacted. Key issues that we have identified are:

- Homeless applications (assessments) increased by 81% from 2017/18 to 2018/19. A rise was predicted as following the HRA we now have statutory duties to try to prevent or relieve homelessness for all eligible applicants, not just those who are statutory homeless, however the rise was more than we expected.
- The number of applicants accepted as being owed the main housing duty reduced by 44% from 56 to 24 between 2017/18 and 2018/19; the new duty to prevent homelessness for 56 days and then if necessary, try to relieve homelessness for a further 56 days before applicants would be owed the main housing duty is the most likely reason for the reduction.
- The top three reasons for being accepted as statutorily homeless have consistently been due to family/parents no longer willing or able to accommodate, relationship breakdown and the ending of a private rented tenancy; these were also the most common reasons identified in the 2013-18 Homelessness Strategy.
- There has been a significant rise in the number of households that made a homeless application due to a private landlord ending their assured shorthold tenancy, from 13 households in 2017/18 to 49 in 2018/19, a rise of 277%.

¹ In August 2018, the Ministry of Housing, Communities and Local Government (MHCLG) published their first dedicated rough sleeping strategy <https://www.gov.uk/government/publications/the-rough-sleeping-strategy>

² https://assets.publishing.service.gov.uk/media/5a969da940f0b67aa5087b93/Homelessness_code_of_guidance.pdf

- The HRA has changed the most common type of household accepted as homeless; in 2018/19, it was single person households who made up the majority of homeless acceptances (53%), with female single parents, that were previously the main household type reducing to the third highest. This is another reflection of the new requirement to assist all eligible households not just those with a priority need.
- In 2018/9 11 people aged 65 or over were accepted as homeless (including 7 aged 75 or over), compared to only 4 in the five years from 2013 to 2018. We have also seen an increase in younger age groups being owed a duty.
- In 2018/19 of the 230 applicants found to be owed a duty, 151 (66%) were assessed as having a support need. Of these 46% were due to a history of mental health problems. Our records show that 24% of those with a support need were found to have two or more support needs and 19% had three or more support needs.
- Between 2013 and 2017 the numbers of official rough sleepers remained low, having fluctuated from 1 rough sleeper to 3, but in 2018 this rose to 5 with unofficial sightings being even higher.
- Our use of temporary accommodation peaked in 2015/16 with an average length of stay of 19 weeks. Whilst this dropped to 15 weeks in 2018/19, the average length of stay in B&B has increased over time. We continue to be a high user of temporary accommodation compared to the other Staffordshire local authorities (second only to Tamworth in 2018/9), which was also identified in the last Homelessness Strategy.
- In 2018/19, only 25% of households were prevented from becoming homeless by being able to remain in their existing home; the remaining 75% were found alternative accommodation before they became homeless. Moving home causes more disruption and is more costly so it is therefore preferable for households to remain in their existing home if at all possible.
- The majority of households (67%) who were owed a duty in 2018/19 had their homelessness prevented or relieved through the allocation of a registered provider property.

3.4 To consult our partners on the emerging evidence and help formulate our approach, a Homelessness Forum consultation event was held on 11th September 2019. This was attended by 30 delegates from 16 local partnership organisations, statutory and voluntary organisations and Registered Providers (RP's) of social housing. We have shared the review with all that attended the event and will also be consulting them on our draft Strategy.

3.5 From examining the evidence in the review and discussions with partners we are proposing to have one priority to cover this section of the Strategy: **'Prevent and relieve all forms of homelessness including rough sleeping'**.

We are proposing to achieve this priority by working with our partners on the following objectives:

One: Improve the range of suitable housing options for those who are homeless or at risk of homelessness.

Two: Identify and provide support to those who face barriers to accessing and maintaining suitable accommodation.

Three: Tackle rough sleeping so that no one needs to sleep rough.

3.6 We are developing an action plan, which forms an evolving part of the overall Strategy and sets out what we will do to achieve our objectives. It will act as a health check on the effective delivery of our service and will be updated annually on the council's website once live.

3.7 Several initiatives are now in progress which will form key areas of our action plan. The first is for those individuals who have more complex needs and require ongoing support to sustain a tenancy. We have recruited a Tenancy Sustainment Officer to provide personalised support to a customer for up to six months to ensure their tenancy starts well. This support will also be offered to individuals who are already in accommodation, but where it is at risk of breaking down and will form part of a suite of homeless preventative offers to support the Housing Options Team fulfil our statutory duties. The role will also be a key link between the council and private landlords, to enable us to also expand our private rented sector offer and hopefully encourage more landlords to work with us.

3.8 For rough sleepers, in conjunction with Cannock Chase District Council, we have commissioned a delivery partner Spring Housing to provide an independent and impartial outreach service. In addition to this, Spring will provide at least 5 units of supported accommodation to create a seamless pathway into accommodation for these customers. The accommodation will support those individuals with the most acute needs, forming part of the Housing First model³, but also flex to cater for those with lower level support needs who may be at risk of homelessness. It is being partly funded by government following successful bids to its Rough Sleeper Initiative (RSI) and Rapid Rehousing Pathway (RRP) fund. We are also using some Flexible Homelessness Support Grant (FHSG) to fund it; it is a two year project that we will look to extend if successful outcomes are achieved and the funding source remains. The council has committed to purchase some properties to use as part of the initiative and following initial engagement with rough sleepers, discussions have commenced with Spring on the types and locations of properties that are needed. This 'Housing First' offer will supplement our winter night shelter that we hope will be running again after opening for the first time last winter.

3.9 A project is also being developed to look at the available options to support those begging in the street that would work alongside the Housing First initiative to try to reduce the visible presence of street begging in the city centre. One option being considered is the creation of a 'diverted giving scheme' that would seek to dissuade people from giving money directly to street beggars but instead to a fund that would support people on the street to move away from begging and into a better alternative lifestyle, or for example, would assist the provision of a winter night shelter. The project would be delivered by the Lichfield District Community Safety Partnership and the proposal will be considered in detail by the District Board later this year.

Alternative Options	<ol style="list-style-type: none"> 1. To not publish a new Housing, Homelessness and Rough Sleeping Strategy 2019-2024: this is not recommended as we have a statutory duty to publish a homelessness strategy every five years after we have carried out a review of homelessness. 2. To do nothing: this is not an option as the governments Rough Sleeping Strategy 2018 requires us to have a plan in place to halve rough sleeping by 2020 and end it by 2027. 3. To have a separate homelessness strategy; the synergy between this and the housing strategy mean that it will be beneficial and more cost effective and efficient use of staff time to have both in one combined document.
Consultation	<p>We held our first Homelessness Forum on the 11th September that was well attended by 30 representatives from 16 organisations working with homeless and vulnerable people across the district. At the Forum we shared our emerging evidence and sought views on the priority and emerging objectives for this section of the Strategy, which were well received. We have also obtained feedback from this group on the homelessness review. The short time scale set by government for having a strategy in place that considers rough sleeping by the end of 2019 has</p>

³ The Housing First model originated in America with several pilots now having taken place in the UK. The premise of this model is the provision of accommodation with the only conditionality being the willingness of the individual to maintain the tenancy, the level of support provided is tailored to the individual.

	<p>inhibited our ability to complete further consultation until now, but we will be consulting all our relevant partners and stakeholders on the draft full Strategy document early next year.</p> <p>At its meeting on the 17th October 2019, the Community Housing and Health Overview and Scrutiny Committee considered the Homelessness Review and draft strategy section. Members were supportive of our approach and felt that both documents were extremely informative and well written. Members supported the priority and objectives and endorsed both documents to go to Cabinet for approval prior to publication on the website.</p>
<p>Financial Implications</p>	<p>Our action plan has been drawn up within existing budgets supplemented by additional government funding. We have received three years Flexible Homelessness Support Grant (FHSG) of £326,000 that we have been using to employ additional Housing Options Officers to be able to cope with the increased work and demands placed on us by the HRA. It will also part fund the rough sleeper outreach and Housing First service by Spring that we are supplementing with government funding awards of Rough Sleeper Initiative (RSI) of £25,000 and Rapid Rehousing Pathway (RRP) of £54,750. FHSG was also initially being used to fund the Tenancy Support Officer post but we have now agreed with Bromford that they will be funding this two year post. We have also received new burdens funding of £54,000 which we are using to pay for the new homelessness database (housing jigsaw).</p> <p>Our plans are currently based on only receiving three years of FHSG, however we have been notified that we are very likely to receive it for 2020/21. Additional staff resources needed after this funding has been fully utilised will be a budget pressure for the service should the HRA remain in its current form and the government no longer provides reimbursement for the costs we incur for its implications.</p> <p>We received a payment of £5,000 from the governments Cold Weather fund, which we match funded to assist Churches Together to establish the night shelter in several churches in Lichfield City in February and March 2019. It was announced that we can bid for circa £10,000 this year and so we have recently submitted a bid to enable the night shelter to be run again this winter.</p> <p>We have capital monies set aside in our capital programme⁴ for the purchase of up to four properties to be used to lease to Spring Housing as part of the Housing First initiative. Spring have informed us of the needs of the rough sleepers that they are working with and we are currently assessing suitable properties for purchase.</p>
<p>Contribution to the Delivery of the Strategic Plan</p>	<p>The Strategic Plan 2016-2020 sets out what we want to achieve in four main themes. The development of the Strategy will contribute most significantly towards the themes of ‘healthy and safe communities’ and ‘clean, green and welcoming places to live’ by preventing homelessness. In addition, the support element tied with accommodation will contribute to the ‘vibrant and prosperous economy’ by creating local jobs and allowing new business to locate and succeed. Spring already have a base here as they are currently managing a care leavers supported housing scheme in Lichfield city that has an office attached; the outreach workers and manager are using this as a base to work from.</p>

⁴ On 12th March 2019 Cabinet agreed to acquire property from a minimum approved budget of £400,000 up to a maximum of £809,000 of additional housing reserves with oversight by the s151 officer and monitoring officer. Additional expenditure will only occur if the project proves successful and further capacity is required.

<p>Equality, Diversity and Human Rights Implications</p>	<p>In 2018/19 there were 230 households accepted as owed a prevention or relief duty. The majority (34%) were single adult males, with female single parents with one child being the next largest category at 24%. 96% were White, 1% were Multiple or other ethnic origin and 2% were Asian/Asian British. 23% were under 25, 73% were aged between 25 and 64, and 4% were aged 65 or over.</p> <p>The implementation of the HRA means that the council now has additional duties to prevent homelessness and we must help to secure accommodation for all eligible households, regardless of whether they are in a 'priority need' category. This has increased the help given to single people and those without dependent children, especially single men, who were previously not in a 'priority need' category.</p> <p>It is not anticipated that the Strategy or action plan will have any negative implications for equality, diversity or human rights. The final draft will be evaluated by our Equality Impact Assessment group next year.</p>
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<p>Crime & Safety Issues</p>	<p>The provision of the Housing First scheme with supported accommodation options will potentially reduce the issues of anti-social behaviour created by some of our rough sleepers who have been using Friary Outer, Birmingham Road multi-storey and other car parks to sleep in, several of which are reported to be taking drugs and begging in the city centre.</p> <p>Although initial intelligence from partners suggested that there are also some individuals that visit the city to beg as a lifestyle choice, the current picture is less clear. Consequently, the initial priority is to create and maintain a comprehensive picture of those individuals who have a street based life. This will be part of a street begging project that will work alongside the Housing First initiative and seek to reduce the visible presence of street begging in the city. One option being considered is the creation of a 'diverted giving scheme' that would seek to dissuade people from giving money directly to street beggars but instead to a fund that would support people on the street to move away from begging and into a better alternative lifestyle, or for example, would assist the provision of a winter night shelter. Options around the implementation of this are currently being considered and will be presented to the District Board later this year; any scheme needs to ensure that only those genuinely in need are supported and the consideration for enforcement against those that continue to refuse to engage with support initiatives to beg, will be explored.</p>
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<p>GDPR/Privacy Impact Assessment</p>	<p>None identified.</p>
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Actions identified in the Strategy are not delivered	Our action plan will be monitored through Pentana and an annual review conducted.	Green
B	There are insufficient resources to deliver the emerging Strategy	The priority, objectives and associated actions have been established using existing budget and resources.	Green
C	The priority and objectives cannot be achieved within the timeframe set.	The priority and objectives proposed are very broad and the action plan will contain the	Yellow

		detail to deliver the overall Strategy. Many actions are existing project/commitments. We will monitor the impact of our actions and would develop business cases for any additional funding needed over time.	
D	FHSG or similar government funding is not received in 2020/21 or future years	The detailed action plan we are developing for the whole Strategy is based on current budgets, which includes FHSG received for three years 2017/18-2019/20. We will regularly review our action plan and the staff and other resources needed to deliver it to ensure that the plan is achievable. If government homelessness funding ceases we will develop a business case for additional council funding if required.	Yellow

Background documents

Report to CHH O&S 17th October 2019 - Homelessness and Rough Sleeping Strategy

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?Cid=143&Mid=1523>

Report to Cabinet 12th March 2019 - Homelessness and Rough Sleeper Pathway proposals and use of s106 commuted sums

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?Cid=138&Mid=240&Ver=4>

Relevant web links

Lichfield District Homelessness Strategy and Review 2013-2018

<https://www.lichfielddc.gov.uk/downloads/file/126/lichfield-district-homelessness-strategy-2013-2018>

Lichfield District Council (2013-2017) Housing Strategy: <https://www.lichfielddc.gov.uk/Residents/Housing/Housing-strategy/Download-our-housing-strategies>

MHCLG (2018) Rough Sleeping Strategy:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf

Health and Wellbeing Strategy 2018-2020- <https://www.lichfielddc.gov.uk/Council/Health-and-wellbeing-strategy.aspx>

Lichfield District Safer Community Partnership Draft Delivery Plan

<https://www.lichfielddc.gov.uk/downloads/file/1246/community-safety-delivery-plan-2019-22>

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A Review of Homelessness in Lichfield District

Contents

List of Tables	3
Introduction.....	5
Pre-Homelessness Reduction Act 2017	5
Levels of Homelessness	5
Relative Levels of Homelessness compared to other Staffordshire Local Authorities	6
Who is Being Made Homeless in Lichfield?	7
Household Type	7
Age.....	8
Ethnicity.....	8
Reasons for Homelessness	9
Homeless Prevention.....	10
Homelessness statistics since the Introduction of the Homelessness Reduction Act 2017	11
Levels of Homelessness 2018/19.....	11
Reasons for Approaching the Council.....	12
Duty to Refer	13
Relative Levels of Homelessness compared to other Staffordshire Local Authorities	14
Main Duty Decisions.....	14
Who is Being Made Homeless in Lichfield District?.....	15
Type of Household.....	15
Age.....	16
Ethnic Background.....	17
Reason for Loss of Last Settled Home in 2018-19	19
Employment Status	18
Accommodation at time of application for those owed duty	20
Support Needs for Households Owed a Duty.....	20
Homeless Preventions and Reliefs.....	22
Type of Accommodation Secured.....	22
How Accommodation was secured	23
Homeless Reliefs.....	24
Use of Temporary Accommodation.....	24
Number of Households in Temporary Accommodation.....	24

Average length of stay in Temporary Accommodation.....25

Cost of Bed and Breakfast Emergency Accommodation26

Homeless Prevention Schemes27

The use of Discretionary Housing Payments (DHP) to Prevent Homelessness28

The work of the Tenancy Sustainment Officer (TSO)29

Working with our Partner Agencies30

 Citizens Advice South East Staffordshire (CASES).....30

Rough Sleeping.....31

 Lichfield Emergency Night Shelter (LENS)32

 Severe Weather Emergency Protocol (SWEP).....32

Glossary33

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List of Tables

Title	Page No.
Graph 1: Homeless Applications & Acceptances in Lichfield 2013-2018	5
Graph 2: Comparative Homeless Acceptances - no. per 1000 households of population - Staffs Local Authorities	7
Graph 3: Homeless Acceptances by Household Composition 2013 - 2018	7
Graph 4: Household Acceptances by Age of Head of Household 2013 - 2018	8
Graph 5: Reason for Loss of Last Settled Home 2014 - 2018	9
Graph 6: Number of Homeless Preventions 2013 - 2018	10
Graph 7: Initial Approaches & Assessments 2018/19	11
Chart 8: Enquiries by Reason 2018/19	12
Table 9: Referrals under duty to refer (from October 2018 – September 10th 2019)	13
Graph 10: Initial Assessments for Each Staffordshire Local Authority 2018/19	14
Graph 11: Outcome of Main Duty Decisions for Eligible Households in Staffs 2018/19	15
Graph 12: Type of Household owed a Prevention & Relief Duty 2018/19	16
Graph 13: Age of Main Applicants owed a Prevention or Relief Duty 2018/19	17
Chart 14: Ethnicity of Applicants owed a Prevention or Relief Duty 2018/19	17
Graph 15: Employment Status of Main Applicants owed a Duty 2018/19	18
Graph 16: Reason for Loss of Last Settled Home 2018/19	19
Chart 17: Accommodation at time of Application for those owed a Duty 2018/19	20
Table 18: Support needs of households owed a prevention or relief duty	21
Chart 19: Outcome of Successful Prevention Duty 2018/19	22
Chart 20: Type of Accommodation secured at end of the Prevention Duty 2018/19	23
Graph 21: Main Activity that Resulted in Accommodation Secured for Households	23
Chart 22: Type of Accommodation secured at end of the Relief Duty 2018/19	24
Graph 23: Average no. of Households in Temporary Accommodation in Staffs 2018/19	25
Graph 24: Average length of Stay in Temporary Accommodation (weeks)	25

Graph 25: Cost of B & B use for Temporary Accommodation 2018/19	26
Graph 26: No. of Households given Assistance 2018/19	28
Graph 27: DHP Awards 2018/19	29
Graph 28: Reasons for Referral to TSO from May - Sept 2019	29
Table 29: No. of Homeless Prevention cases by Citizens Advice	30
Graph 30: No. of Estimated Rough Sleepers in Lichfield District	31
Graph 31: No. of Rough Sleepers in Staffordshire recorded at the Rough Sleeper Count/Estimate 2013 - 2018	31
Table 32: Information on use of Lichfield Emergency Night Shelter Feb & March 2019	32
Table 33: No. of Rough Sleepers assisted under the SWEP Protocol 2017-2019	32

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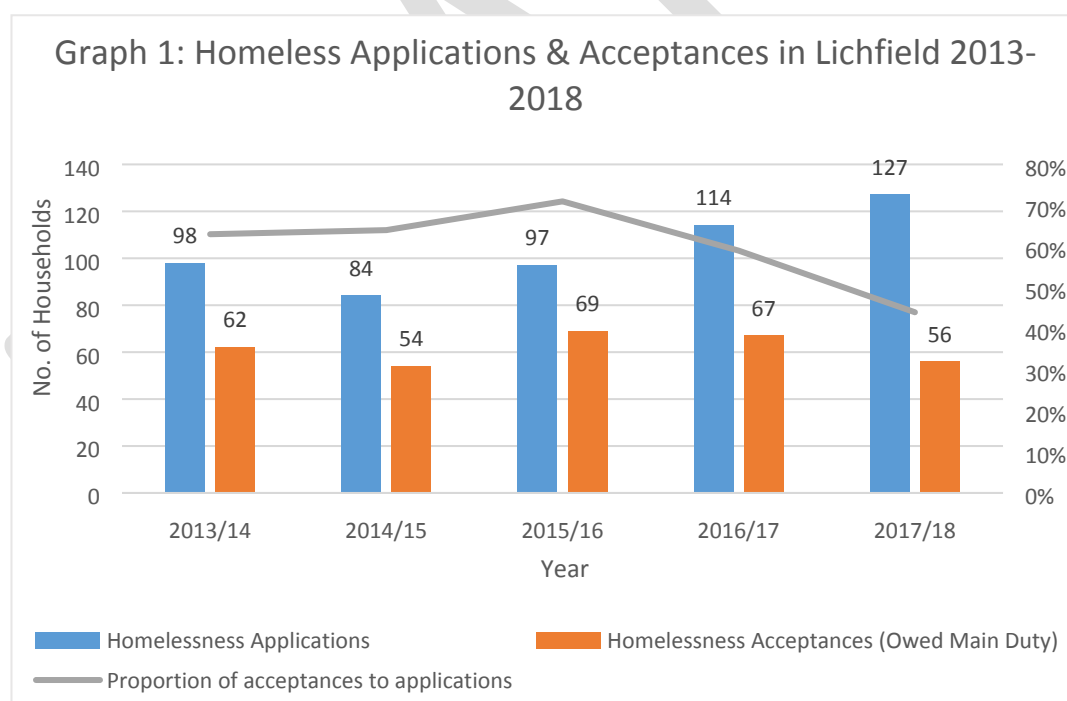
A Review of Homelessness in Lichfield District

Introduction

This purpose of this review is to obtain the most comprehensive and up to date information on homelessness in our district. This will give a clear understanding of the issues we face, enabling the development of robust policies and actions to tackle the causes of homelessness now and into the future. Since our last Homelessness Strategy was published in 2013, the Homelessness Reduction Act 2017 (HRA) has come into force, which has fundamentally changed the way that local authorities deliver their statutory homelessness duties. It has also affected how homelessness data is measured which has meant that, in many cases, data from 2018/19 cannot be directly compared with that from previous years. The first section of this review therefore examines data collected prior to the HRA giving a picture of homelessness since the last strategy was produced and the remaining part looks at information obtained since the HRA was introduced in April 2018. It is important to note that, due to initial problems with transitioning the old data gathering method to the new one, statistics for 2018/19 have been labelled by the Ministry of Housing, Communities and Local Government (MHCLG) as 'experimental' and therefore should be treated with caution.

Pre-Homelessness Reduction Act 2017

Levels of Homelessness



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Between 2013 and 2018, we received 6,308 housing advice enquiries¹ (an average of 1262 a year) from households who were either homeless or were worried about losing their home. The number of enquiries has reduced slightly since the last strategy as the average from 2008 to 2013 was 1425, a reduction of 11%. Of the 6,308 enquiries, 520 were found to be either homeless or at risk of homelessness (called homeless

¹ These consist of all enquiries regarding homelessness and other housing issues via telephone calls, emails or visits to reception including multiple enquiries for individual cases.

applications) as defined by housing law, of which 309 (59%) were accepted as homeless and owed the main housing duty².

Graph 1 above shows the breakdown of homeless applications and acceptances between 2013/14 to 2017/18 and shows that:

- ⌘ Homelessness applications were on the increase, rising from 84 to 127 households (an increase of 51%) between 2014/15 and 2017/18. This increase mirrors the national trend in rising homelessness. The reasons specific to Lichfield district are discussed later on page 5 under 'Reasons for Homelessness'.
- ⌘ The number of acceptances, however, dropped from 69 to 56 households (a decrease of 19%) between 2015/16 to 2017/18 and the number of acceptances in relation to applications was also decreasing. This is likely to be due to the council becoming more successful at preventing people from becoming homeless before they reached the main duty stage which was encouraged by the government in the lead up to the introduction of the HRA.

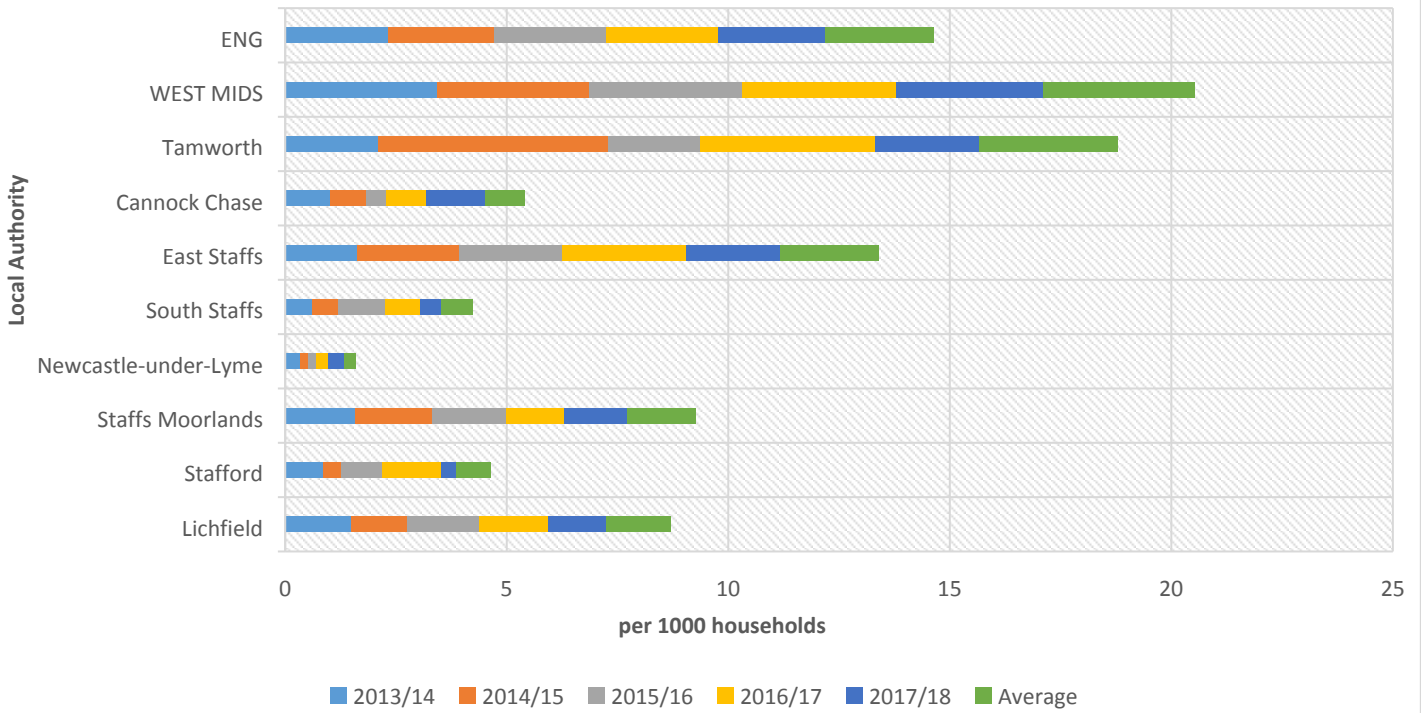
Relative Levels of Homelessness compared to other Staffordshire Local Authorities

To understand the levels of homelessness in relation to the population size, MHCLG measures the rate of homelessness acceptances per 1000 households. The graph below gives our homelessness acceptances in comparison to the other Staffordshire local authorities and shows that:-

- ⌘ Our number of homelessness acceptances in relation to population size is low compared to England and the West Midlands and, with the exception of Tamworth Borough, all other Staffordshire local authorities had a lower acceptance rate than England.
- ⌘ When calculating the average score for the Staffordshire local authorities, we had the fourth highest rate of acceptances per 1000 households, which is the middle position out of the eight authorities.

² These are households that are eligible, unintentionally homeless and in priority need.

Graph 2: Comparative Homeless Acceptances - no. per 1000 households of population - Staffs Local Authorities

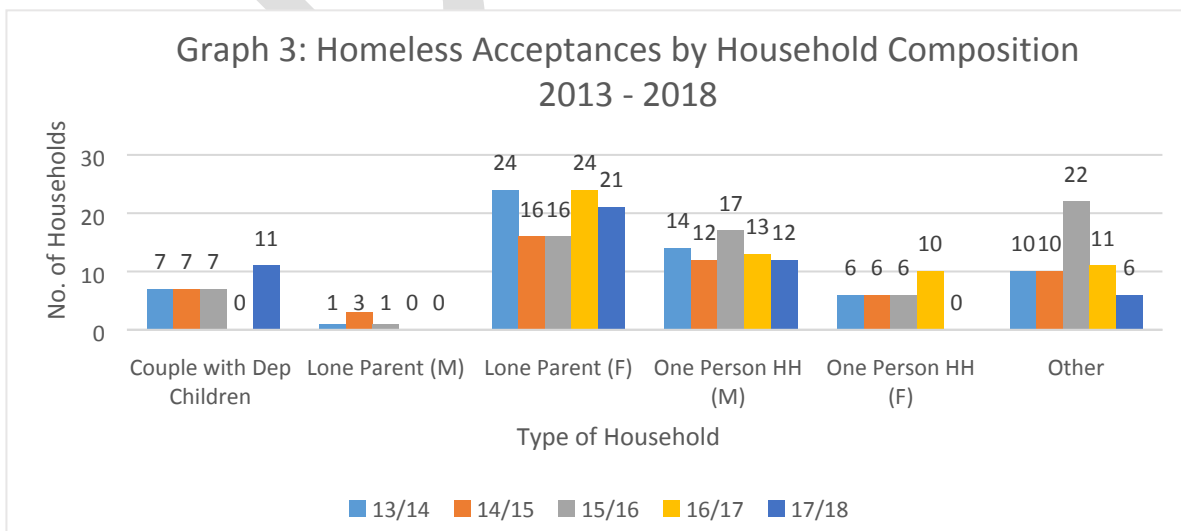


Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Who is Being Made Homeless in Lichfield?

Household Type

Data from the MHCLG can tell us what type of household is being made homeless. For example, the graph below shows the composition of households accepted as homeless between 2013 and 2018.



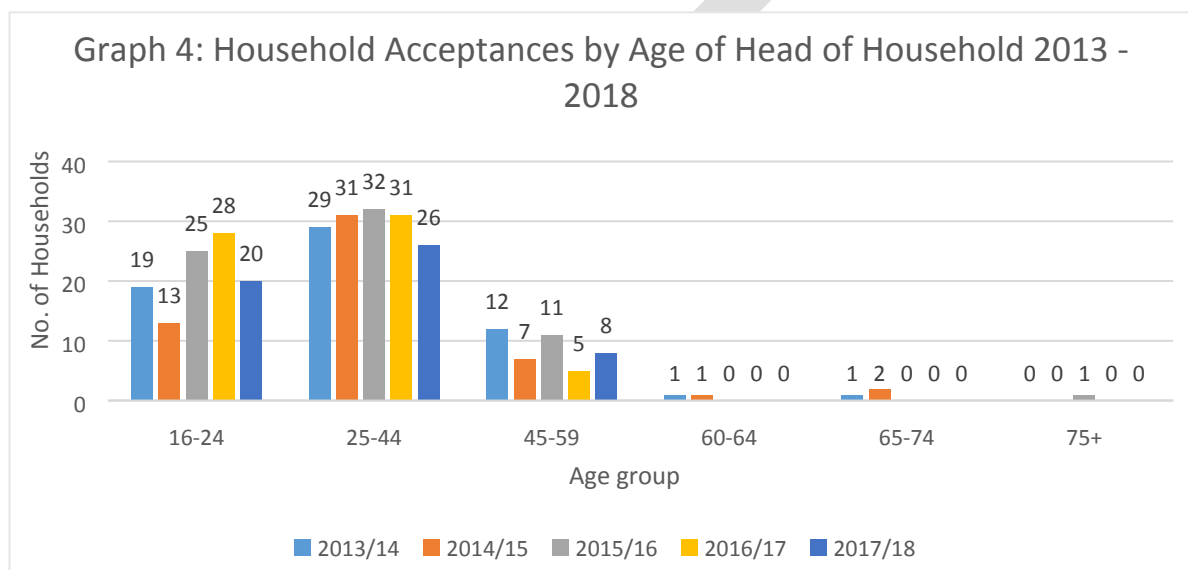
Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Key findings are:-

- ⌘ 34% of households accepted as homeless were female single parent families with the second most common type being single males, comprising 23% of the total.
- ⌘ 20% of acceptances were classed as 'other' types of household which would include families with multiple generations or childless couples.

Age

- ⌘ Graph 4 below shows that almost half (49%) of acceptances between 2013 and 2018 were aged between 25 and 44 years old.
- ⌘ 37% of the total acceptances in those five years (172 households) were young people aged 16 to 24.
- ⌘ In these five years, 6 people aged 60 or over were accepted as homeless.



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

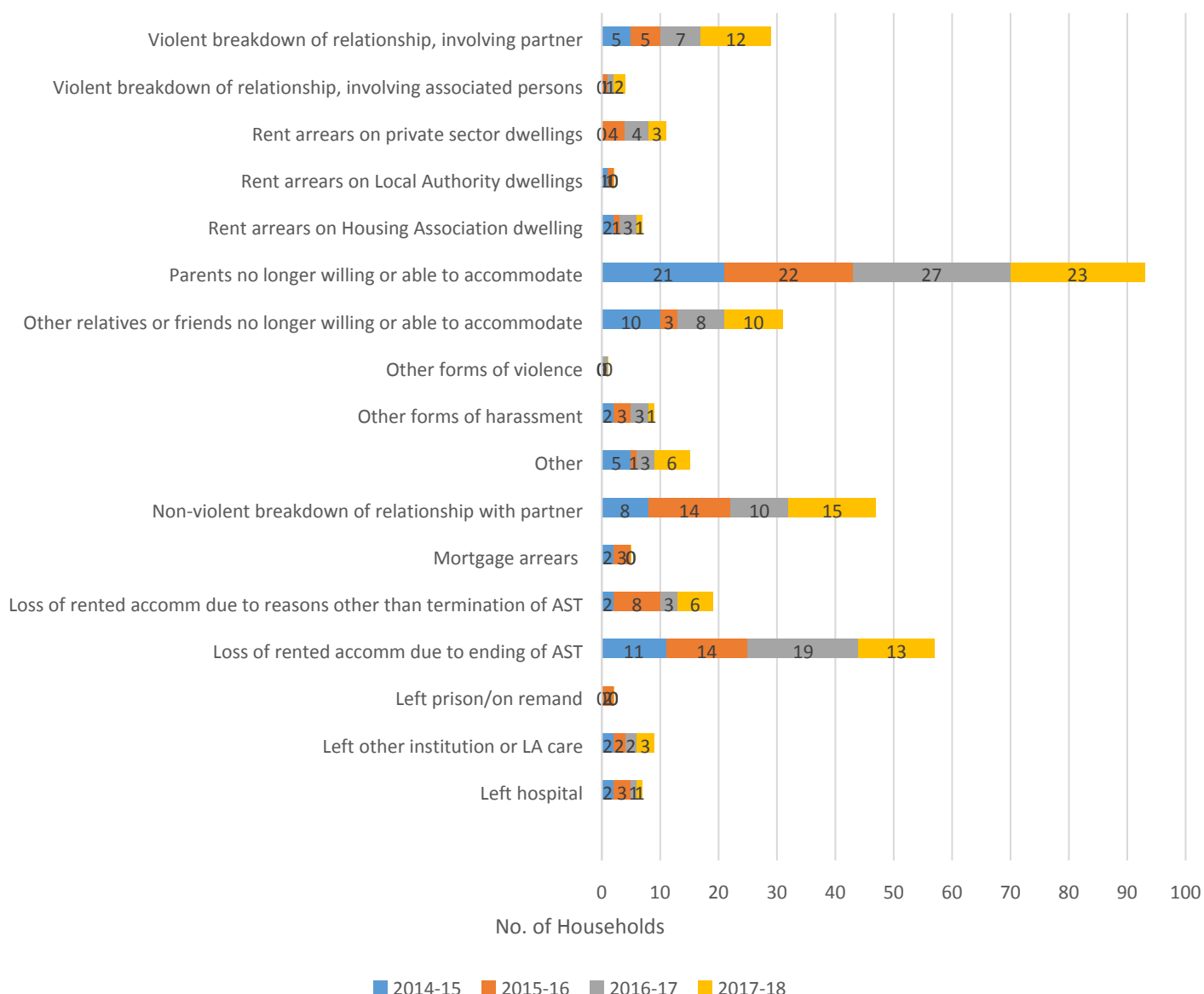
Ethnicity

Lichfield district’s population is predominantly White British which is reflected in the homeless acceptance figures and shows no particular group was over-represented in the homelessness statistics. Between 2015-2018, 95% of acceptances were White British. The remaining applicants described themselves as Black or Black British (3 applicants), Asian or Asian British (1) or mixed race (3) whereas 7 were recorded in the ‘other’ or ‘not recorded’ category.

The government now requires local authorities to include additional categories of household type and age in order to give more detailed information. This will, in future, give a better understanding of the composition of households accepted as homeless and will therefore improve the targeting of resources for different cohorts.

Reasons for Homelessness

Graph 5: Reason for Loss of Last Settled Home 2014 - 2018

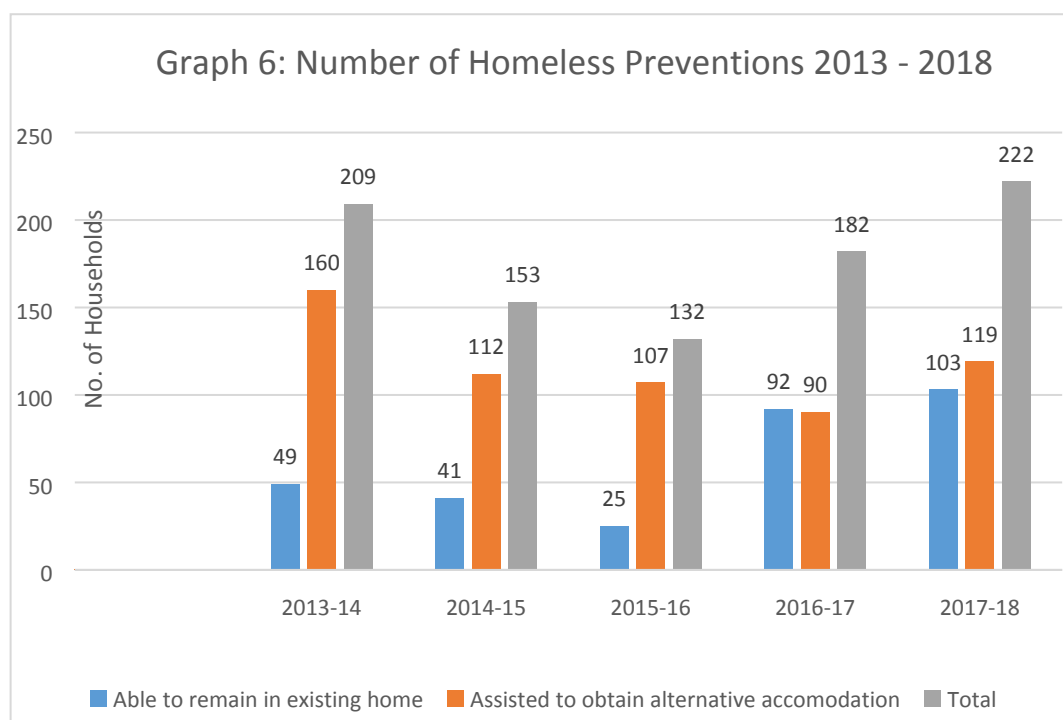


Source: Lichfield District Council

- 🏠 The graph above show that over the 5 year period the primary reason for being accepted as homeless was 'Parents no longer willing or able to accommodate' which accounted for over a quarter (27%) of all homeless acceptances. Over each of these five years, this has been the largest single reason for the loss of last settled home.
- 🏠 The second and third most common reasons for being accepted as homeless were:
 - Relationship breakdown (76 cases or 22%).
 - The loss of a private rented property due to termination of an assured shorthold tenancy (57 cases or 16%)
- 🏠 When combining all forms of violence (harassment, domestic violence and violence associated with other persons), as a reason for loss of last settled home, this accounted for 43 households or one in eight households accepted as homeless.

Homeless Prevention

Before the HRA was introduced, the duty for local authorities to prevent a household from becoming homeless was discretionary. It was, however, considered good practice and graph 1 on page 1 does indicate that our ability to prevent homelessness was improving between 2015 and 2018, shown by the decrease in homelessness acceptances and the reduction in the proportion of acceptances to applications.



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness and LDC & Citizens Advice South East Staffordshire (CASES)

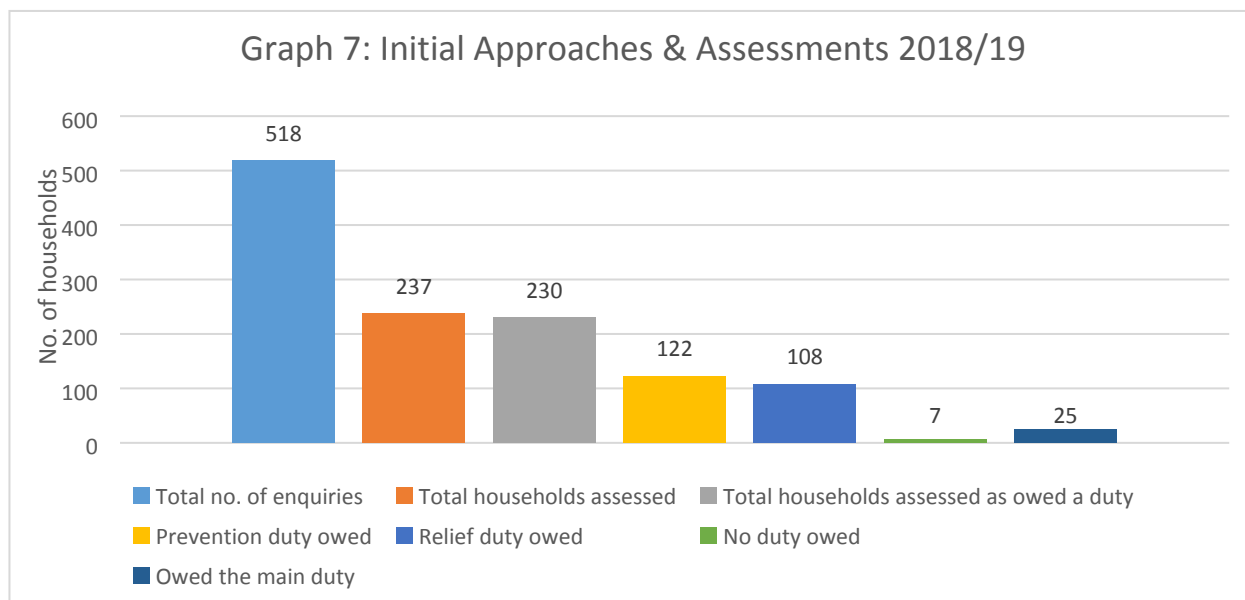
The graph above shows the number of cases where positive action was taken by the council to prevent homelessness between 2013 and 2018.

Key findings:-

- From 2015, we can see that the number of preventions was rising, in particular with regard to households able to remain in their existing home. In 2016, we supported the local Citizens Advice called Citizens Advice South East Staffordshire (CASES). This service helped to prevent homelessness through debt advice, dealing with housing benefit problems and resolving rent or service charge arrears in the social or private rented sector. It is clear that this proved to be an invaluable service, as the number of preventions rose considerably in the two years that CASES data was recorded.
- When comparing numbers with those following the introduction of the HRA (see page 17), this shows that the council was more successful at preventing homelessness prior to the new legislation. However, this is due to the simplicity in recording a 'successful prevention' before the HRA. Under the new Act, prevention of homelessness is now a statutory duty which requires certain actions to be undertaken before it can be officially recorded as a successful prevention. Eventually, this will enable the government to identify the most successful prevention methods but, in the short term, it will mean that prevention figures will be lower than before the new legislation was introduced.

Homelessness statistics since the Introduction of the Homelessness Reduction Act 2017

Levels of Homelessness 2018/19



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Homelessness applications are now called assessments in the MHCLG data and are the number of households that approach the council and are then assessed as being owed a prevention or relief duty, or have no duty owed to them (i.e. they are not homeless or threatened with homelessness within 56 days). Once the relief duty expires if the household has still not secured permanent accommodation, then they will be assessed as being owed the main duty³.

The graph above shows that:-

- 🏠 Last year, we received 518 homelessness enquiries, a significant drop from previous years which showed an average of 1262 from 2013 to 2018. However, this is probably due to the change in the way that we record enquiries in the data we provide to MHCLG, as we now record how many new enquiries are made by household, but previously, there could have been multiple enquiries recorded per household. This new method, coupled with the fact that accessing homelessness information online has been made much easier means that fewer enquiries will be made directly to the council.
- 🏠 In 2018/19 230 households were assessed as being owed a duty. This could be seen as an increase of 81% from the previous year, although as explained above they are not comparable numbers. The increase is therefore, most likely due to the following reasons:
 - A household can now be regarded as at risk of homelessness 56 days before losing their home, rather than 28 days under the previous legislation, meaning that more people will now meet the homelessness criteria.
 - Local authorities are now required to prevent or relieve homelessness for anyone who is eligible⁴ not just those in priority need.
 - More people are coming forward for assistance as they are made aware of the changes in legislation. Under the previous law, where statutory duties were fewer, households (particularly

³ This definition has not changed with the introduction of the HRA and still refers to households who are eligible, unintentionally homeless and in priority need

⁴ Eligibility for assistance is dependent upon the applicant's immigration status, or her/his right of residence in the UK.

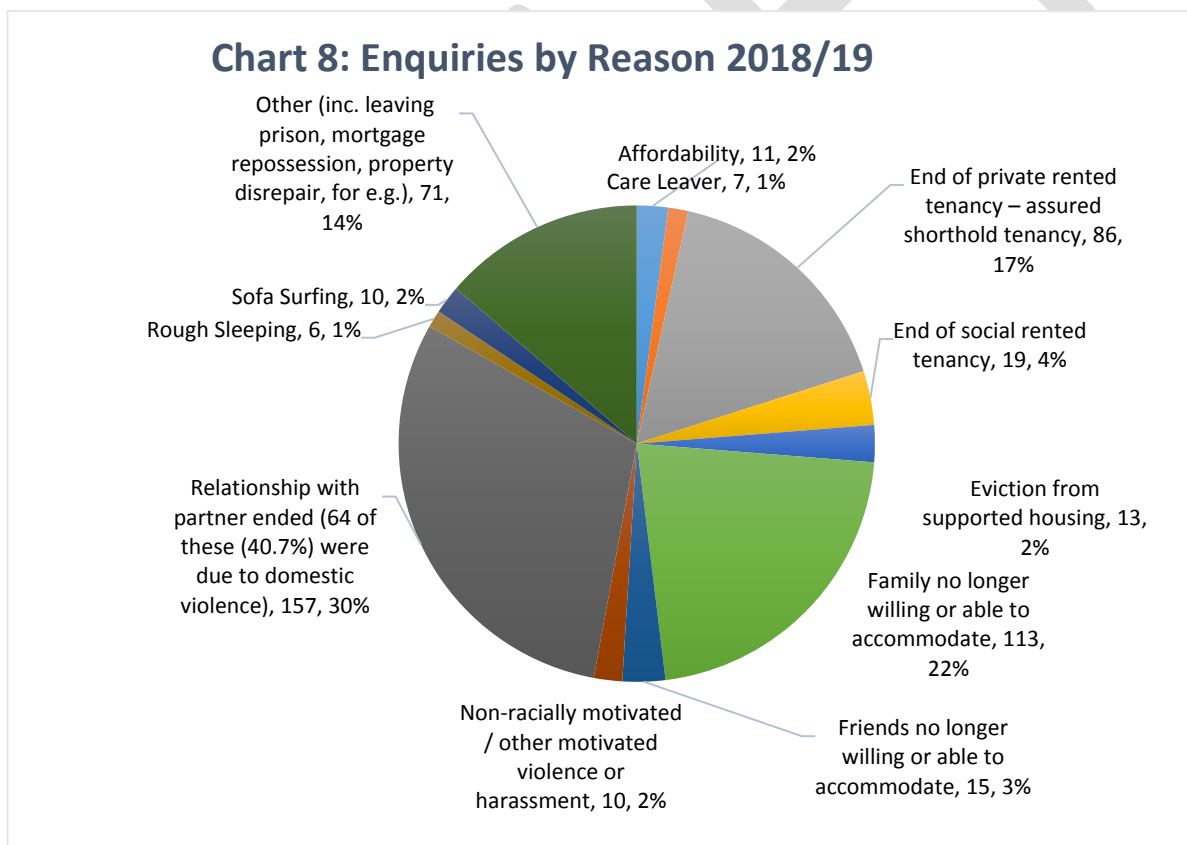
single person) often chose not to make a formal homeless application as no advantage could be gained.

Graph 1 on page 1 shows that homeless acceptances were reducing prior to the introduction of the HRA, which, in part was due to our proactive approach to preventing homelessness. These cases have dropped even further, with the number of households owed the main housing duty decreasing by 57% from 56 in 2017/18 to 24 in 2018/19. Again, this is expected due to the changes in legislation as we now have a duty to prevent (for 56 days) or relieve (for 56 days) an applicant from homelessness, and so it is more likely that they would have had their housing issue resolved in the 112 days before they would be owed the main duty.

Reasons for Approaching the Council

The graph below gives a breakdown of why the 518 households approached the council for advice and it shows that the top three most common reasons were:-

- Relationship breakdown (30%)⁵
- Family not being able to accommodate (22%)
- The ending of a private rented tenancy (17%)



Source: Lichfield District Council

These are also the most common reasons why households were ultimately accepted as homeless both in the years 2014 to 2018 and 2018/19 which is discussed further on page 14 under 'Reason for Loss of Last Settled Home'.

⁵ Total of 157 households, of which 64 of these (40.7%) were due to domestic violence

Duty to Refer

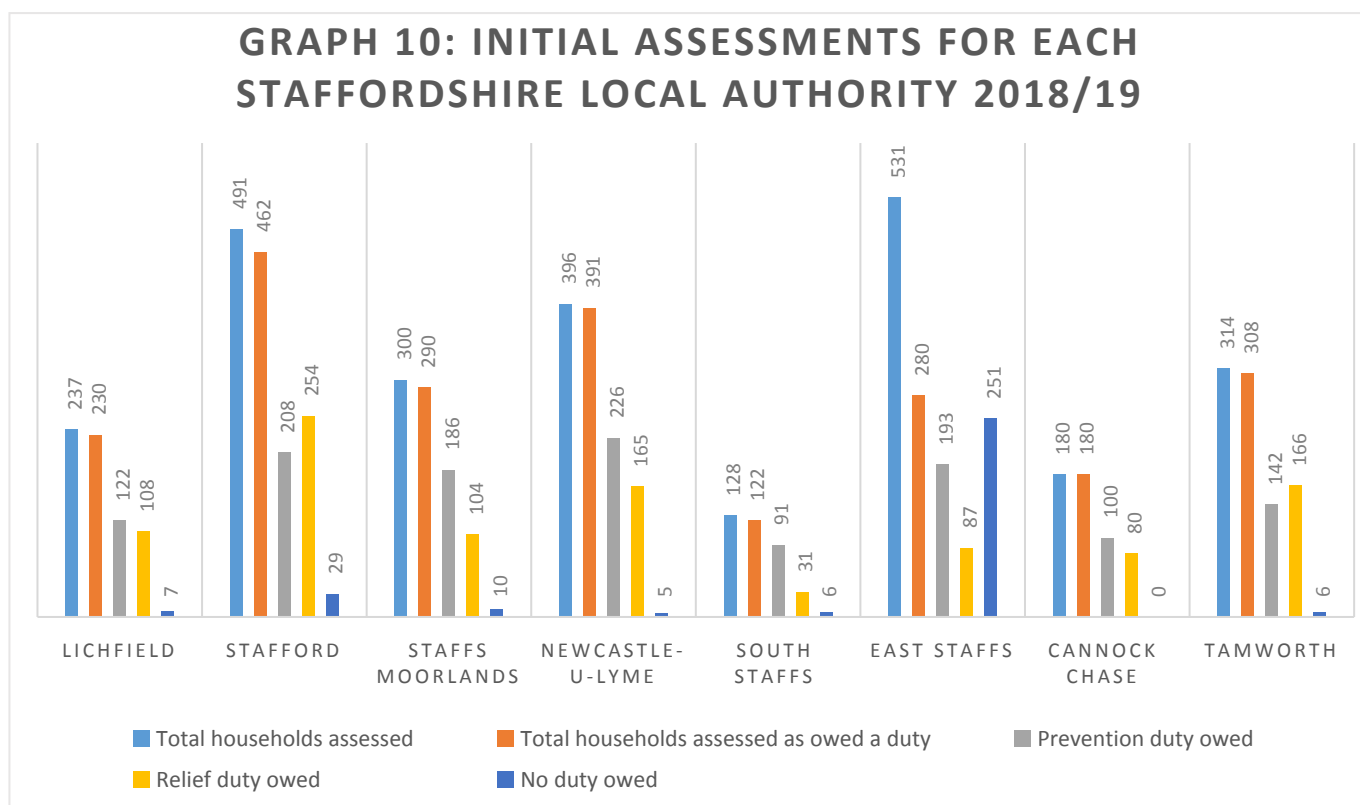
From October 2018, as part of the HRA, certain public bodies have a Duty to Refer, which places an obligation on specified public authorities to notify the relevant local authority of households they consider may be at risk of homelessness within 56 days. This means a person's housing situation must be considered whenever they come into contact with wider public services. The aim of the change is to intervene at an earlier stage when a person is at risk of becoming homeless and give meaningful assistance to someone who may not yet have made contact with their local authority.

- 🏠 Table 9 below shows that, already, this is proving to be an important service as we have received 44 referrals since October 2018 with the most number of referrals from Job Centre Plus.
- 🏠 9 referrals have come from agencies which are not required by law to notify us but it is considered good practice, such as registered providers (housing associations).

Organisation	No. of referrals
Job Centre Plus	19
Probation	7
Social services	4
Hospital	1
Mental health	4
Wider agencies (non-statutory) e.g. Registered Providers	9
Total	44

Source: Lichfield District Council

Relative Levels of Homelessness compared to other Staffordshire Local Authorities



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

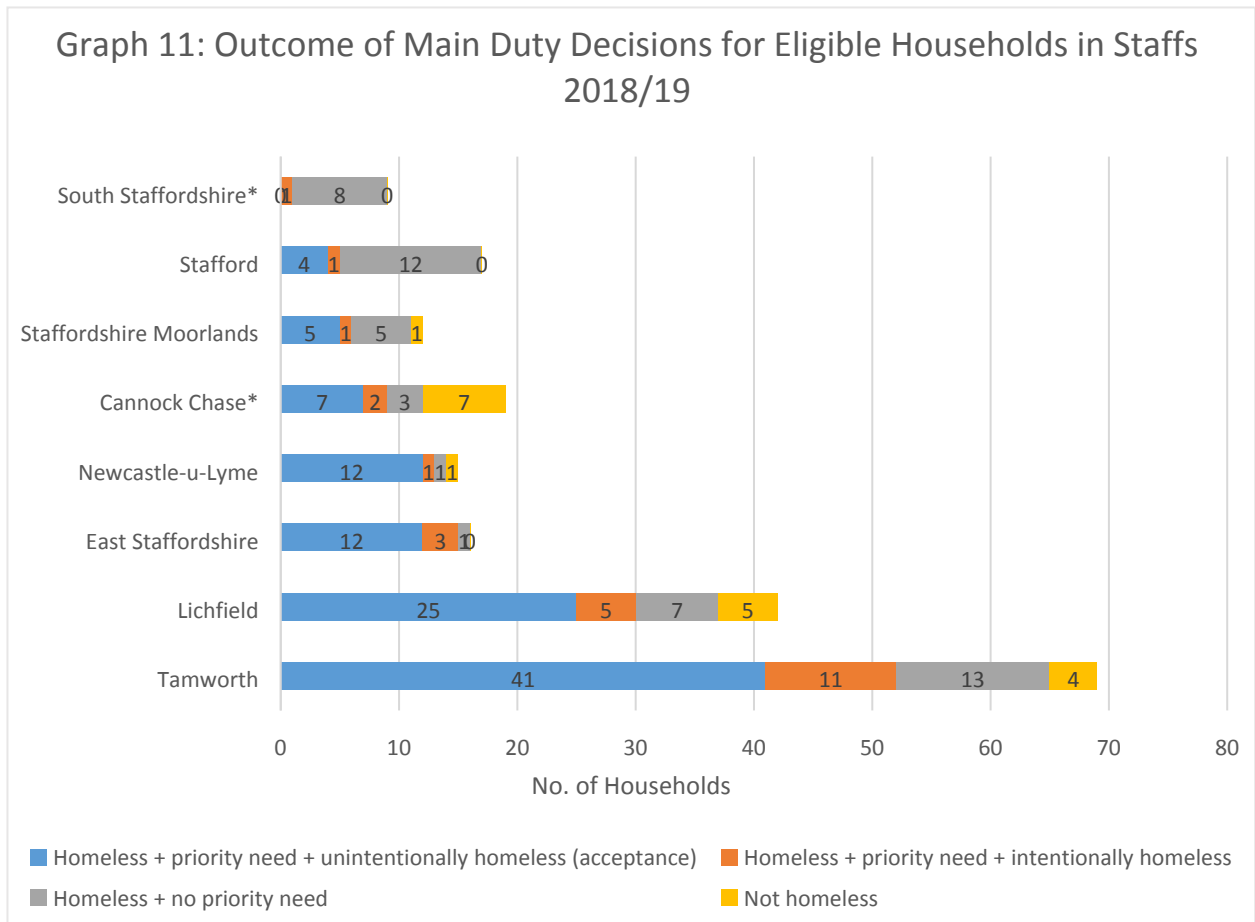
- 🏠 Graph 10 above shows that we still have relatively few numbers of households who are homeless or at risk of homelessness compared to the other Staffordshire local authorities. Graph 2 compared the numbers under previous housing legislation showing that we had the fourth lowest number of acceptances. With the change in homeless definitions, we now have the third lowest number of total assessments and households owed the prevention duty, with only Cannock Chase and South Staffordshire having fewer.
- 🏠 The number of households owed the relief duty is slightly higher as we had the fourth lowest numbers in 2018/19.

Main Duty Decisions

The full housing or main duty applies where the duty to prevent or relieve homelessness has not been successful. Only those who are eligible for assistance, unintentionally homeless, and have a priority need will qualify.

- 🏠 Despite Graph 10 showing that we had low numbers of assessments, Graph 11 below shows that this was very different with regard to main duty decisions made in 2018/19. Here, we had the second largest number in the county behind Tamworth Borough Council and the next placed local authorities (East Staffordshire and Newcastle-under-Lyme) had less than half the number of decisions compared to Lichfield. There are a number of explanations regarding this inconsistency, namely:-
 - We have a shortage of affordable private rental properties available to low-income families resulting in fewer options when it comes to finding alternative accommodation, which means that more will consequently be owed the main housing duty as they have not been rehoused once the relief stage had ended.

- Some of the other local authorities in Staffordshire have more supported accommodation than we do which are vital in helping vulnerable households to secure housing.



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

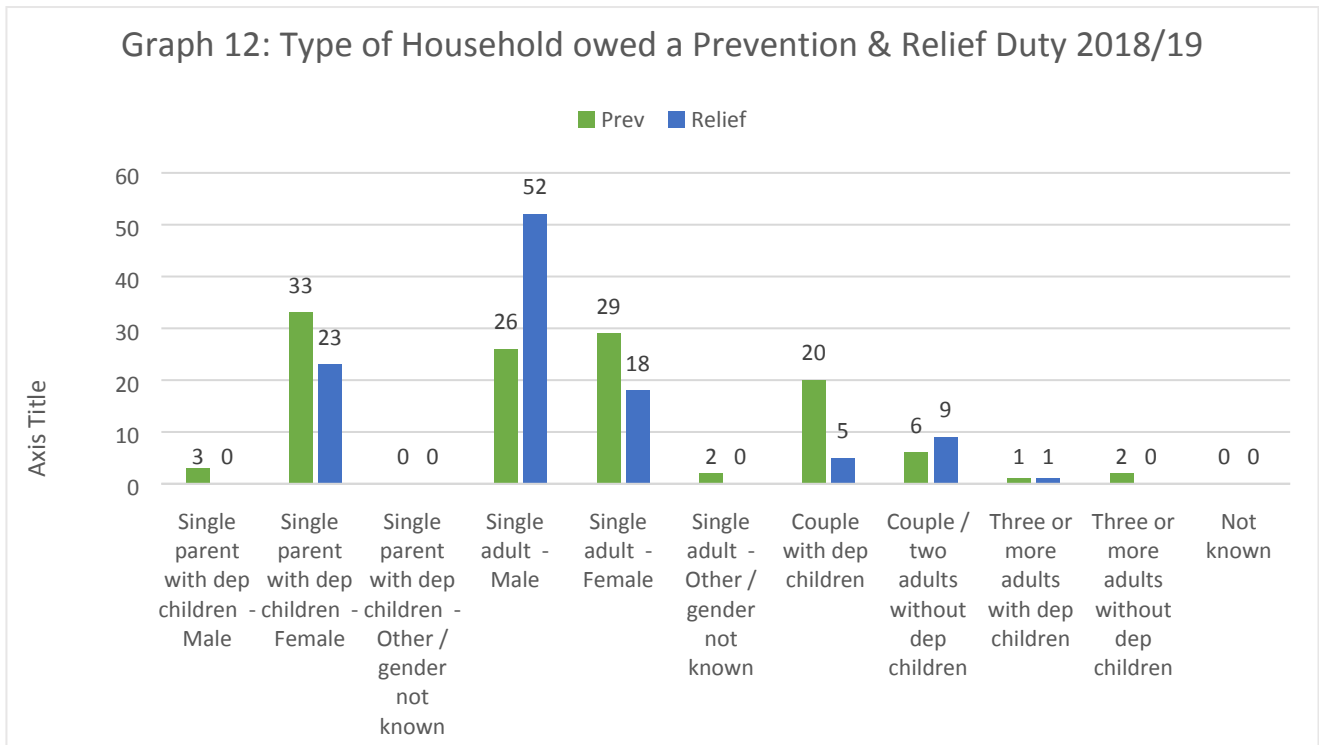
Who is Being Made Homeless in Lichfield District?

Type of Household

The information collated under the new legislation is more detailed than before, particularly with regard to the type of household which will give a better understanding of who is most at risk of homelessness. The graph below shows that:-

- 🏠 In 2018/19, single males were most likely to be owed a duty with twice the number being owed the relief duty rather than prevention. This suggests that single men are more likely to only seek help when they are at crisis point and actually homeless. This may be for the following reasons:-
 - In the past, this group were not entitled to much assistance with their homelessness and so single men may not have bothered seeking help from the council.
 - For some time, we have had little access to supported accommodation and floating services for complex needs such as drug and alcohol dependency which is more prevalent in men than women.
- 🏠 The next most likely group was female single parents though, in these cases, there were more owed the prevention duty rather than relief.
- 🏠 The third most likely group to seek help with homelessness was single females, making up 20% of the total owed a duty.

- 🏠 In 2018/19 there were a total of 29 households with dependent children who were owed the relief duty. In other words, there were 29 families who were at the most extreme end of homelessness and at crisis point.
- 🏠 These figures contradict the trends we were seeing prior to the introduction of the HRA when it was most common for families with females as the head of the household to be homeless. The new trends of single males and females now being more likely to be owed a duty shows that these groups were largely overlooked before the HRA. It also strongly suggests a lack of housing related support in the district which is vital in helping to prevent homelessness.

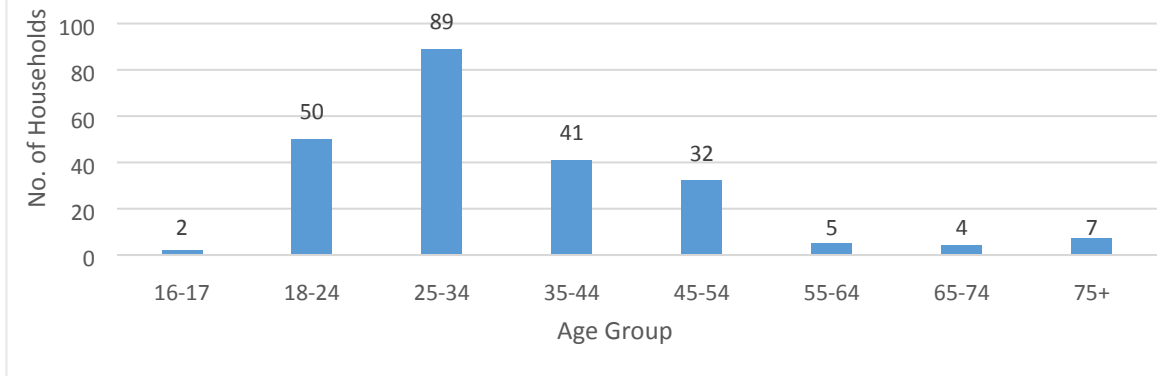


Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Age

- 🏠 The graph below shows that there were 52 households aged between 18 and 24 who were owed a duty. This is a very young age to be facing homelessness and suggests that, in many cases, these are individuals who have just left the parental home and are struggling with finding suitable and affordable accommodation. This may be a reflection on the lack of housing options for this group as a single person up to the age of 34 is usually only entitled to housing costs based on the single room rate of Local Housing Allowance, meaning they are further disadvantaged by the lack of affordable shared housing in the district.

Graph 13: Age of Main Applicants owed a Prevention or Relief Duty 2018/19



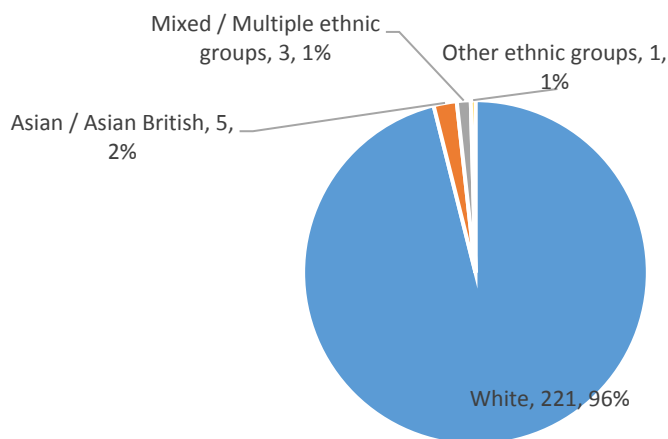
Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

11 households aged 65 or over were also accepted as homeless including 7 aged 75 or older. This may suggest a rise in the number of older people facing homelessness, which is something that is also emerging on a national level.

Ethnic Background

The chart below shows that the ethnicity of those households owed a duty in 2018/19 has not altered significantly since the introduction of the HRA and still reflects the composition of the district population as a whole.

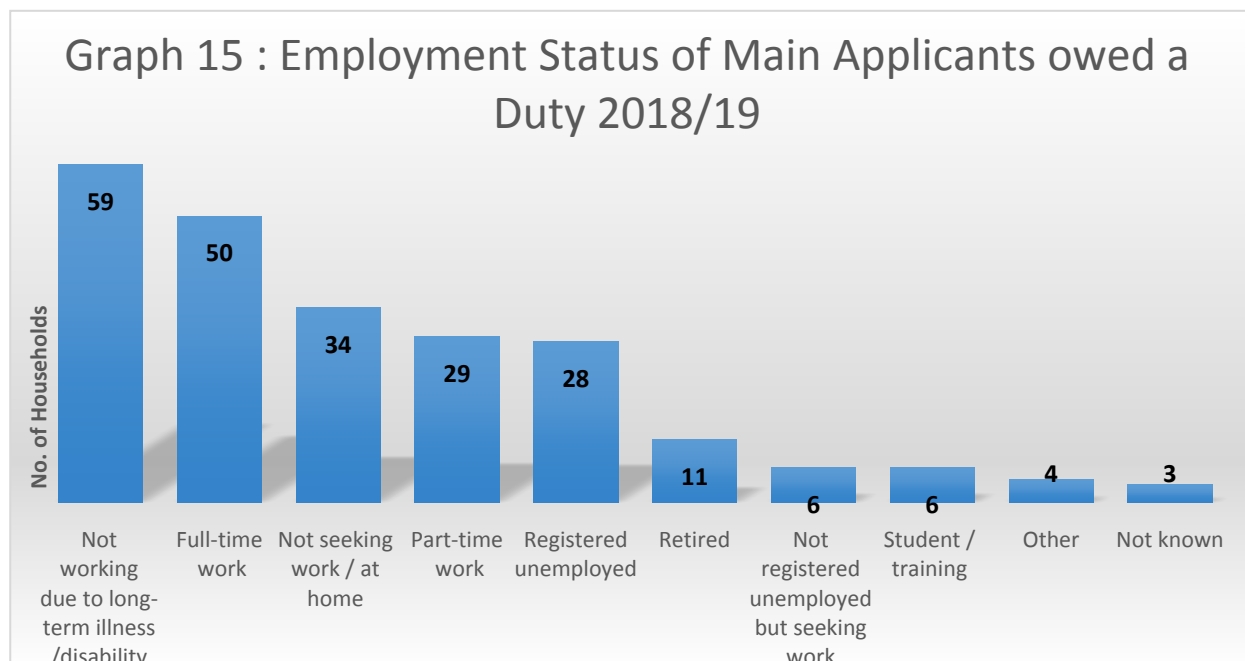
Chart 14: Ethnicity of Applicants owed a Prevention or Relief Duty 2018/19



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Employment Status

The graph below shows the employment status of the main applicants owed a duty in 2018/19.



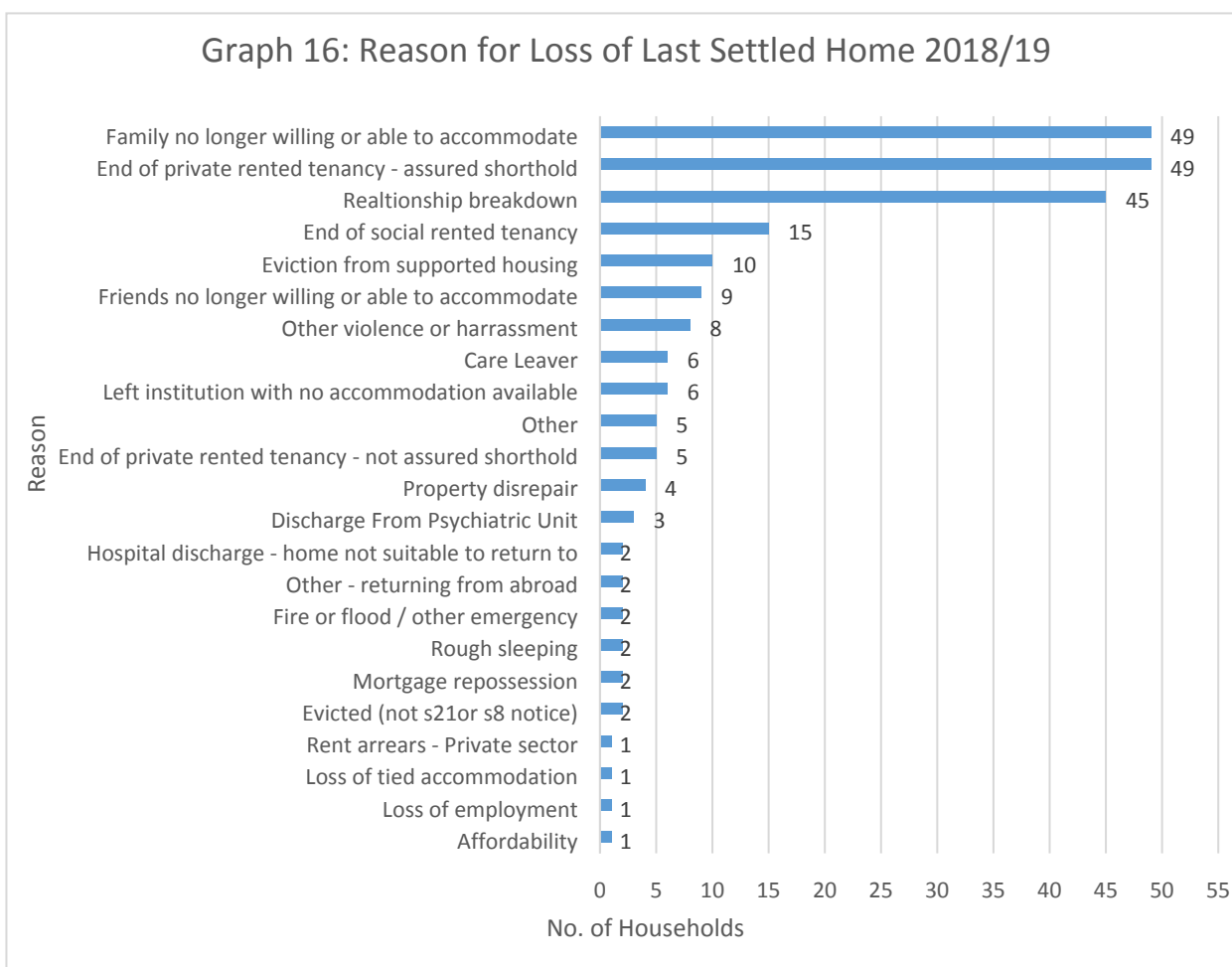
Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Key findings:

- 🏠 The majority of homeless applicants were those who were not working due to a long-term illness or disability.
- 🏠 22% of applicants owed a duty were in full-time work, which is again an indication that there is a lack of affordable housing in the district if households cannot find a suitable property on a full-time salary.
- 🏠 The number of applicants not seeking work is most likely a reflection on the number of single parent households that present to the council
- 🏠 The number of applicants in part-time work and registered unemployed/seeking work shows that there is a need for support services that can advise on seeking appropriate and better paid employment. It also suggests a need for suitable advice on benefit entitlement, which may also help those who are retired or studying and facing homelessness.

Reason for Loss of Last Settled Home in 2018-19

Graph 16: Reason for Loss of Last Settled Home 2018/19



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

The graph above gives the most common reasons for households to lose their home in 2018/19 and shows that:-

🏠 The top three most common reasons for homelessness applications in 2018/19 were:-

- Families no longer able or willing to accommodate (21%) (joint first),
- The ending of a private tenancy (21%) (joint first)
- Relationship breakdown (19.5%)⁶

🏠 These were also the top three reasons, although in a slightly different order, for homelessness in 2014-2018 (see Graph 5) though numbers have increased considerably. For example, Graph 5 shows that in 2017/18, 21 households were accepted as homeless due to parental eviction compared to 49 in 2018/19. It is not clear, however, if these cases are parents evicting their children as the category is now 'family eviction'. There were 13 households made homeless due to the loss of a private tenancy and 27 were due to a relationship breakdown in 2017/18 whereas graph 5 shows these numbers have noticeably increased to 49 and 45 respectively.

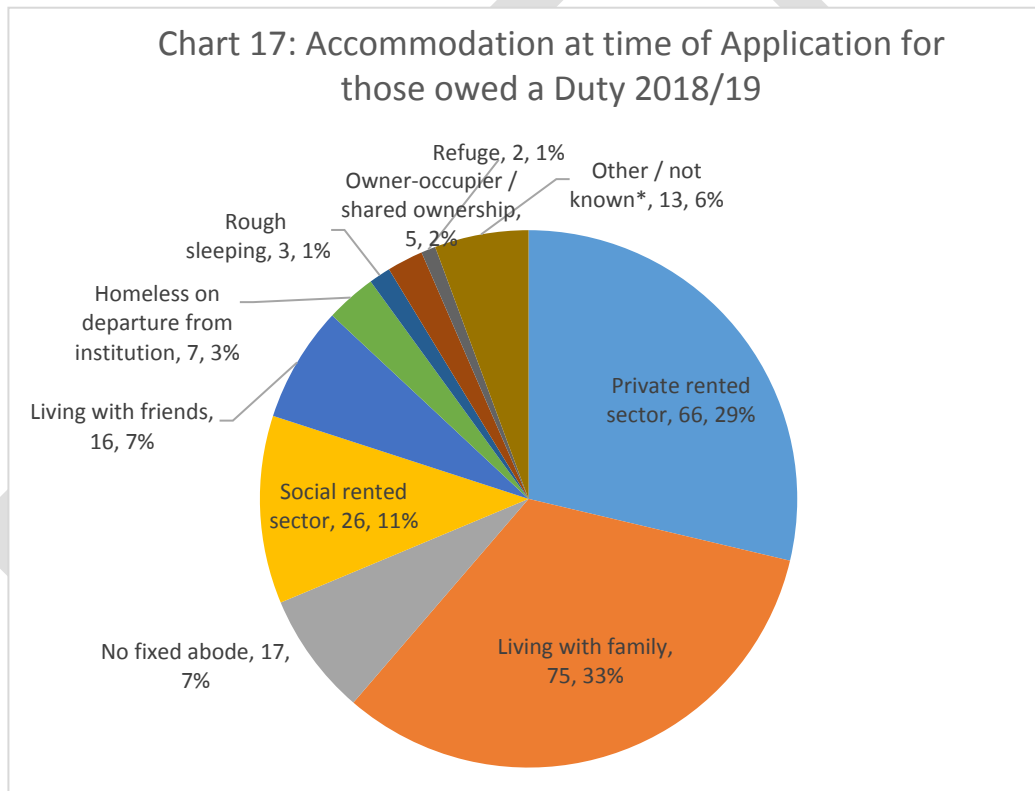
🏠 In 2018/19, the number of domestic violence cases doubled from 12 in 2017/18 to 24 in 2018/19. Homelessness due to domestic violence was, in fact, on a steady increase from 2014 to 2018. This may have been due to the closure of refuges which were shut due to funding cuts around this time. The rise to 24 domestic abuse cases in 2018/19 may also be because, under the HRA, these households are now owed a housing duty. Before the HRA, these cases would not always have made a formal homeless application and would have been rehoused directly from the refuge due to having a priority status on our housing register.

⁶ 24 of relationship breakdowns were due to domestic abuse

Domestic abuse cases may therefore have been higher before the HRA, but previously they would not have been included in our homeless data.

Accommodation at time of application for those owed duty

The chart below shows that the majority (33%) of households owed a duty were living with family at the time, followed by 29% of households who were in private rented accommodation. The third group was households living in the social sector. There is a worrying trend of households being made homeless by both private and social landlords which we have noticed for some time and in many cases, the eviction is due to rent arrears. As Lichfield district has a very buoyant private rental market it has disadvantaged low-income households. Some landlords are therefore quick to serve a section 21 notice on a tenant if they are having difficulty paying their rent, rather than allow time for them to pay off their debts. In addition, registered providers have become much more commercial and risk averse in recent years and so we are seeing more social sector tenants losing their tenancy through rent arrears.



Source:

Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Support Needs for Households Owed a Duty

The recording of support needs is a new requirement under the HRA, which will give us a greater understanding of issues that could have a contributing factor to a person’s homelessness.

Of the 230 households that were owed a duty, 151 (66%) were identified as having support needs. The table below shows a list of support needs that were recorded on the personal housing plans of those who were owed a duty in 2018/19. Households can have multiple support needs, so the total number of support needs is more than the actual number of households. Our records show that 24% of those with a support need were

found to have two or more support needs and 19% had three or more support needs. Information shown from the table below includes:-

- 🏠 The most common support need was help with mental health issues, accounting for 46% of households with support needs who were owed a duty. 22% of cases had a physical health issue or disability followed by 18.5% who were at risk of or experienced domestic abuse.
- 🏠 2 of those who were owed a duty had served in the armed forces. It is now a requirement for all local authorities to record this number due to the rise in homeless applicants who are veterans.
- 🏠 This is a reflection on the growing number of households that approach the council with multiple and complex support needs. It goes some way in explaining how these households became homeless in the first place but also demonstrates the importance of effective referral processes and protocols with our stakeholders, to ensure that vulnerable households are given the support they need to find and keep suitable accommodation.

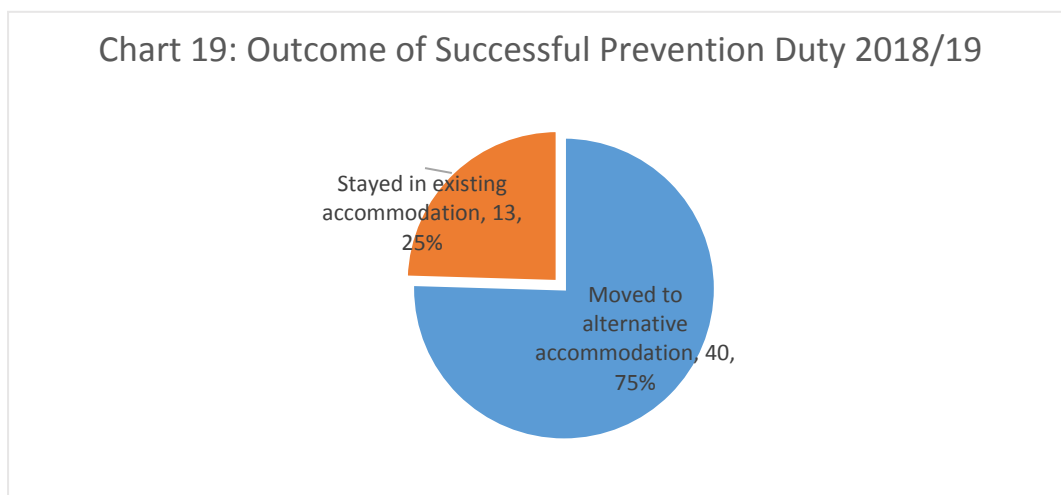
Table 18: Support needs of households owed a prevention or relief duty	No. of times reported
History of mental health problems	69
Physical ill health and disability	33
At risk of / has experienced domestic abuse	28
Access to education, employment or training	27
Drug dependency needs	19
Young person aged 18-25 years requiring support to manage independently	15
Alcohol dependency needs	12
Offending history	9
History of repeat homelessness	9
History of rough sleeping	7
Learning disability	6
At risk of / has experienced abuse (non-domestic abuse)	6
Old age	6
Care leaver aged 18-20 years	6
Care leaver aged 21+ years	5
Young person aged 16-17 years	5
Young parent requiring support to manage independently	4
At risk of / has experienced sexual abuse / exploitation	2
Served in HM Forces	2
Total (for 151 individual households)	270

Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

Homeless Preventions and Reliefs

Of the 122 households owed the prevention duty (see Graph 10), 109 had their prevention duty discharged⁷ and, of the 108 households owed the relief duty, 106 had this duty discharged.

These new prevention figures cannot be directly compared with those in Graph 6 due to the change in definition under the HRA, which, as highlighted earlier, now places more obligations on local authorities before they can record a successful prevention. In addition, the relief duty which helps to secure suitable accommodation for applicants who are homeless and eligible for assistance was not included in previous legislation.

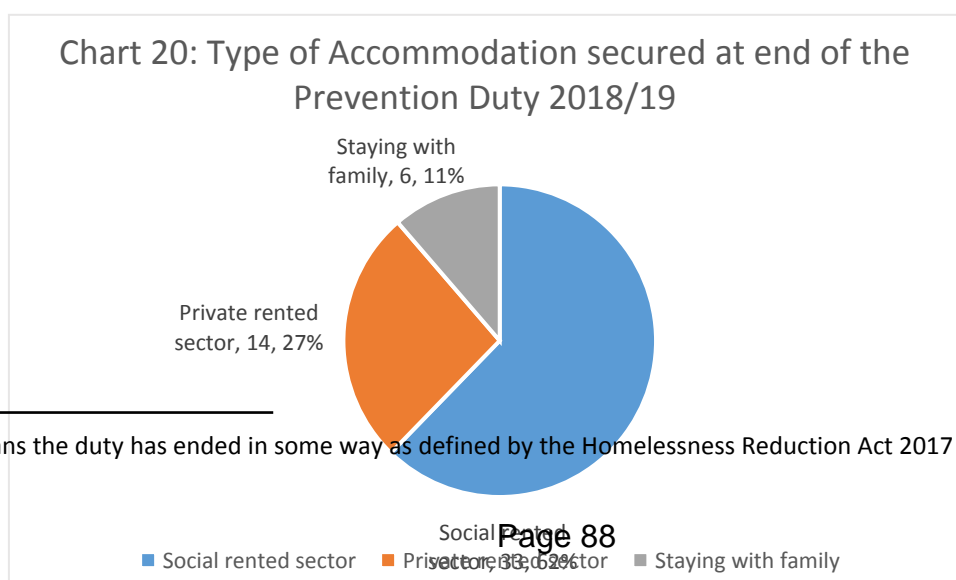


Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

- ⌘ The chart above shows that three quarters of prevention cases avoided homelessness by moving to alternative accommodation. This is not ideal and it is usually preferable for households to remain in their existing accommodation, as it is less disruptive, costly and time-consuming than having to relocate. In some circumstances, however, accommodation will be unsustainable or inappropriate (e.g. if the applicant is fleeing domestic abuse).

Type of Accommodation Secured

- ⌘ Chart 20 below shows that, the majority (62%) of households owed a prevention duty were found alternative accommodation in the social rented sector whereas only 14 households were rehoused in the private sector. This clearly shows the difficulty that the council has in finding suitable affordable accommodation in the private rented sector. In most cases, social rented accommodation is the preferred option for households though we are always in need of private rented properties if suitable social housing is not immediately available or if households need a short term tenancy.



⁷ This means the duty has ended in some way as defined by the Homelessness Reduction Act 2017

Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

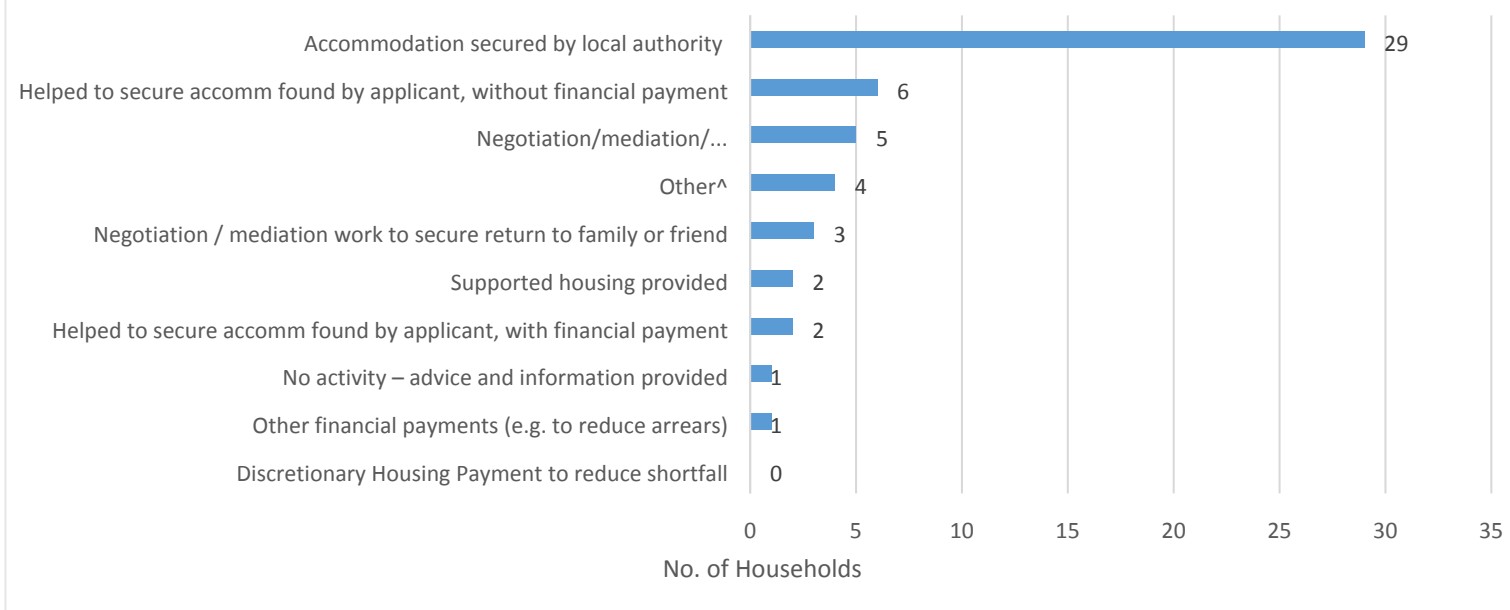
How Accommodation was secured

^ Other includes debt advice, resolved benefit problems, sanctuary or other security measures to home, not known, housing related support to sustain accommodation

Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

🏠 The graph above shows that, the majority of households (55%) were able to secure accommodation through positive action by our Housing Options team. We also negotiated for 5 households to remain in their home and for 3 to stay with family or friends. This demonstrates the importance of thorough and more complex working with customers under the HRA which will help to keep evictions down.

Graph 21: Main Activity that Resulted in Accommodation Secured for Households



🏠 It is interesting that no DHP's were used in 2018/19. We will investigate the use of these payments in more prevention cases in the future as they are an invaluable way of reducing homelessness, particularly when a short-term solution, such as paying rent arrears or securing a rental bond, is required.

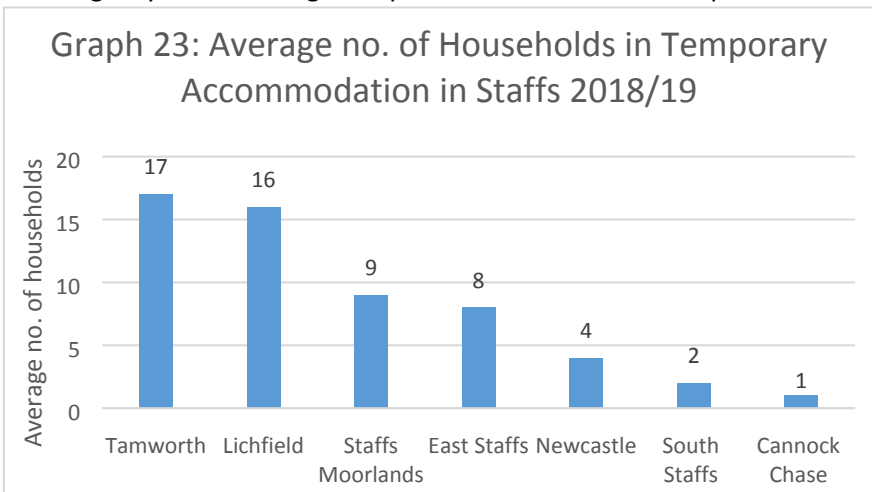
Homeless Reliefs

🏠 Chart 22 below shows that the top three ways that households were relieved of their homelessness were:-

- The provision of a tenancy in the social rented sector

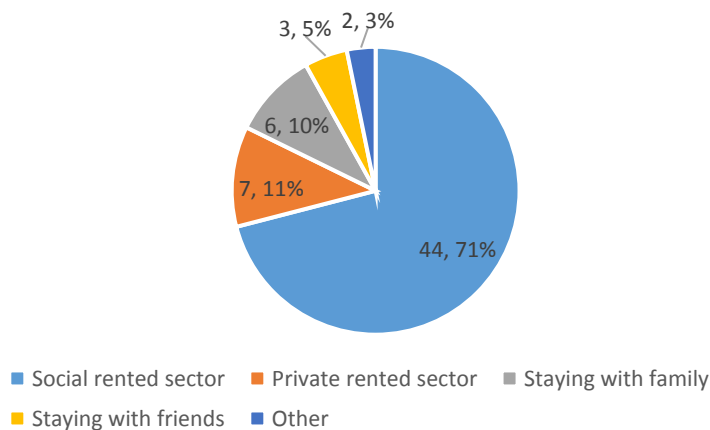
- A private rented property
- Staying with family

There is, however, a significant difference between the number of households that secured accommodation in the social sector (44) and those that took on a private tenancy (7). We will endeavour to address this imbalance through seeking ways to encourage our private sector landlords to provide affordable accommodation households.



to low income

Chart 22: Type of Accommodation secured at end of the Relief Duty 2018/19



Source: Ministry of Housing, Local Govt (MHCLG) Live Homelessness

Communities & Tables on

Use of

Temporary Accommodation

Number of Households in Temporary Accommodation

Local authorities have a statutory duty to secure accommodation for unintentionally homeless households that are in a priority need group⁸. Once this has been established, temporary accommodation must be provided whilst the local authority is investigating their homelessness. The cost of accommodation is paid for by the council, for which we can be reimbursed from housing benefit.

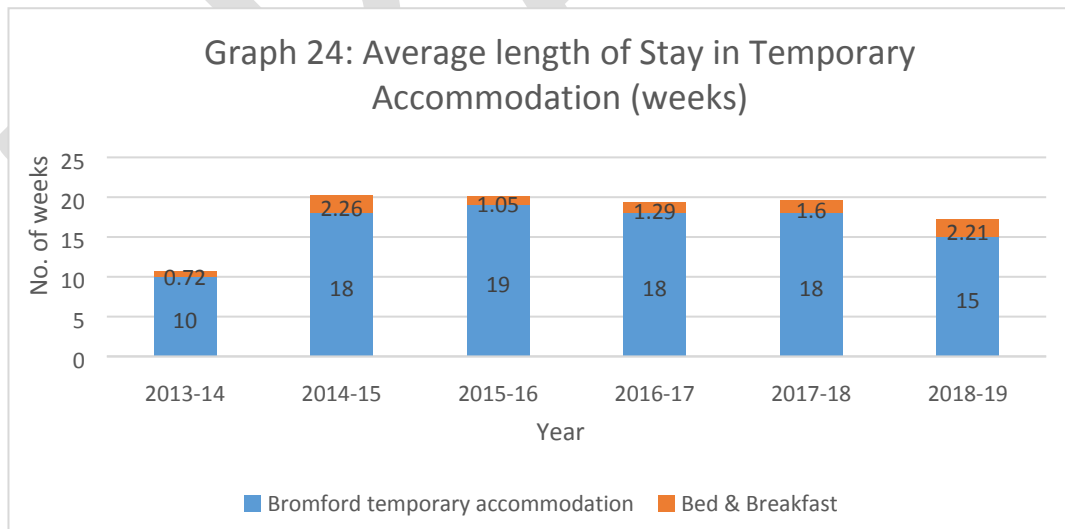
Government statistics show the number of households that are in temporary accommodation at the end of each quarter in the year. This means that some households may be in this accommodation for more than one quarter and so will be counted twice. In order to give an indication of our use of temporary accommodation compared to the other Staffordshire authorities, the table below shows the average number of households that were in temporary accommodation at the end of quarter.

⁸ Includes pregnant women, those who have dependent children living with them, 16- and 17-year-olds, care leavers aged 18 to 20 years old and anyone considered vulnerable due to old age, mental illness or disability, or physical disability.

Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

- ⊞ The graph above shows that, despite having lower numbers of homeless acceptances in relation to the other Staffordshire authorities, we are a high user of temporary accommodation. This is due to the difficulty we have in securing accommodation for our most vulnerable and/or low income families which is, most likely for the following reasons:-
 - Private landlords are reluctant to offer accommodation to tenants with support needs, such as mental health issues or drug or alcohol dependency that may cause issues with their tenancy.
 - In addition, registered providers are refusing to take on tenants if they are in rent arrears or cannot demonstrate their ability to sustain a tenancy. This results in households staying in temporary accommodation for longer than is necessary.

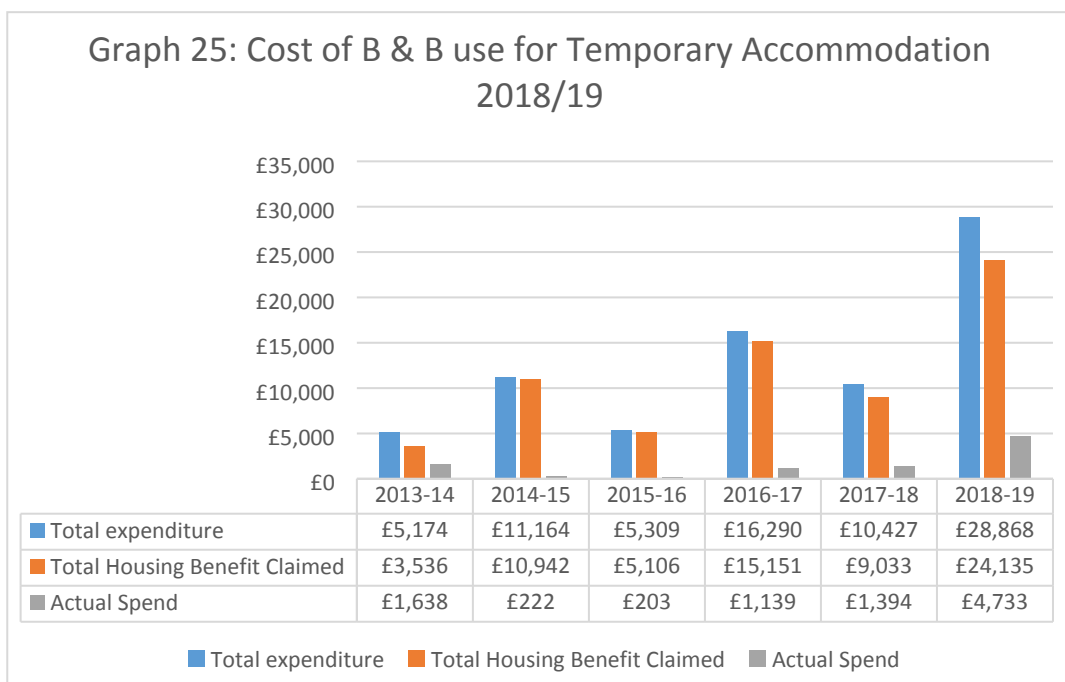
Average length of stay in Temporary Accommodation.



Source: Source: Lichfield District Council

- ⊞ Table 24 above shows that the length of time that households stayed in temporary accommodation until they found a suitable home almost doubled from 10 weeks in 2013/14 to a peak of 19 weeks in 2015/16.
- ⊞ The length of stay decreased from 2017/18 to 2018/19 by a drop of 3 weeks (18 weeks to 15 weeks).
- ⊞ However, the length of stay in Bed and Breakfast accommodation in 2018/19 was three times longer than in 2013/14.

Cost of Bed and Breakfast Emergency Accommodation



Source: Lichfield District Council

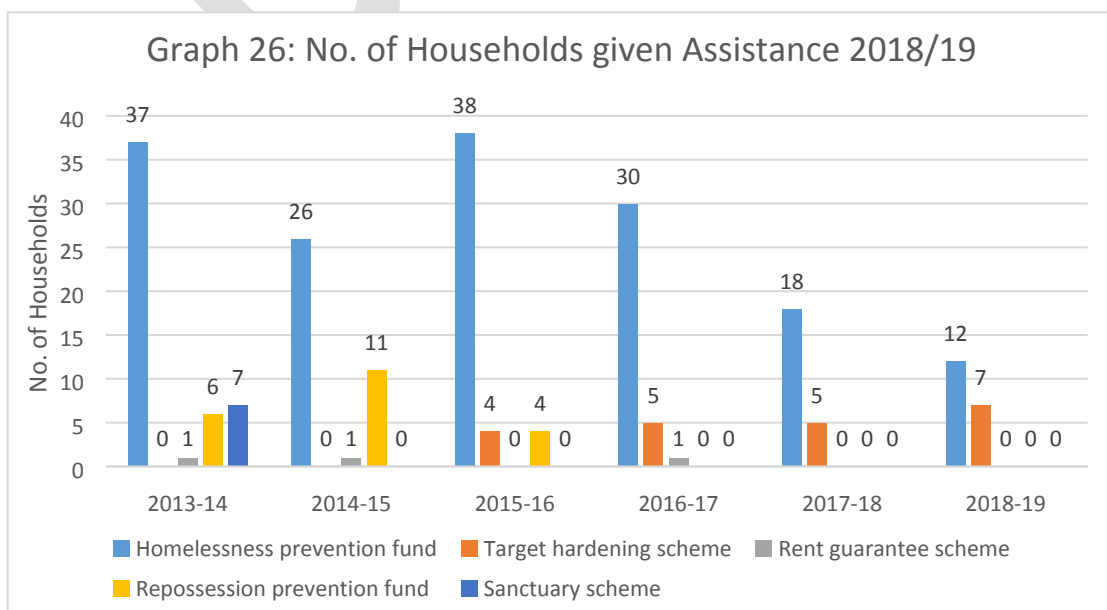
- ⌘ The graph above shows that in 2018/19, the council spent nearly three times as much on B&B accommodation than in 2013/14.
- ⌘ It is likely that the increase in the use of temporary accommodation and the length of stay in Bed & Breakfast establishments is due to the new legislation as
 - households spend more time in temporary accommodation whilst their homelessness situation is thoroughly investigated
 - the new statutory duties to prevent or relieve homelessness have added to the length of time an application is open
- ⌘ The council is also seeing more households becoming homeless who have multiple support needs and, as registered providers are now insisting that support for these needs is put in place before they are offered accommodation, it has resulted in a longer stay in emergency provision.

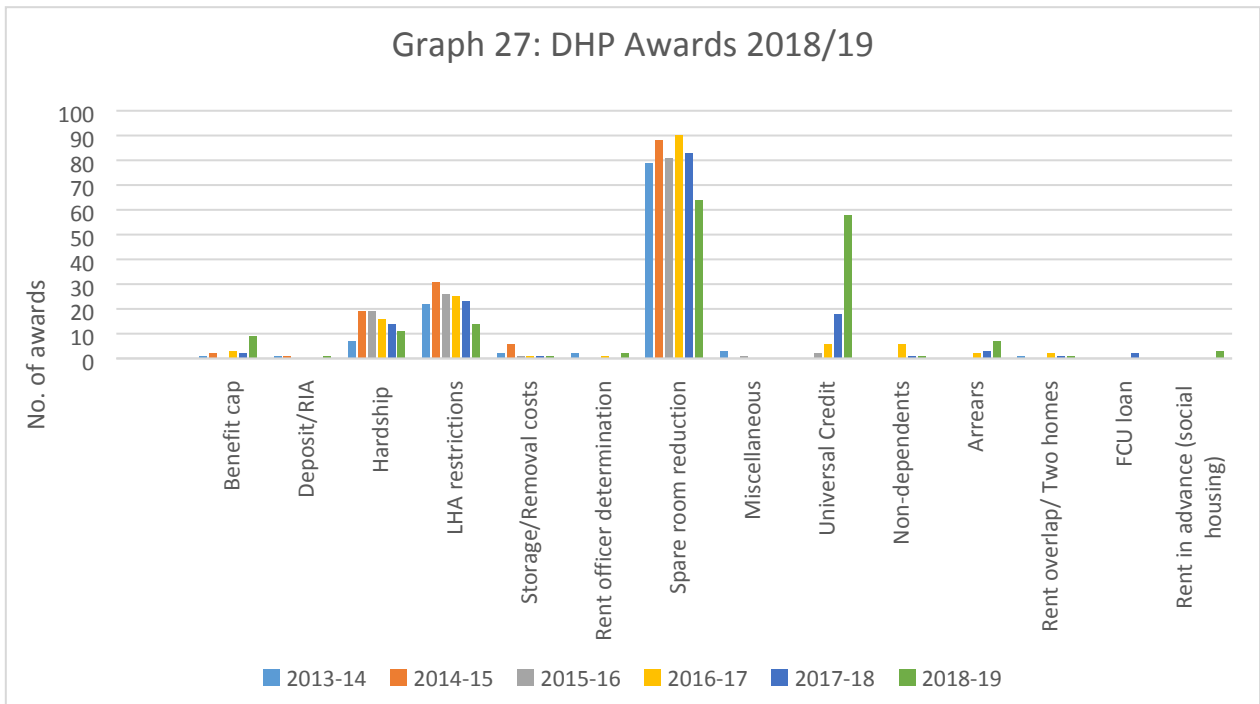
Homeless Prevention Schemes

The council has a number of schemes that it can access in order to help prevent homelessness. These are summarised below:

Scheme	Description of scheme
Homelessness prevention fund	A financial assistance scheme (in the form of loans or grants) available to applicants to be used where homelessness can be prevented or relieved and/or the use of temporary accommodation avoided or brought to an end. Can be used for rent in advance, deposits for private rental and Housing Association tenancies. The loans are provided by Fusion Credit Union and underwritten by the council.
Sanctuary (Target hardening) scheme	The prevention of homelessness by ensuring that survivors of domestic abuse and other violent crimes are able to remain in their homes and feel safer and more secure in doing so by the installation of security measures to make a home more resistant to attack or damage.
Rent guarantee scheme	To assist homeless households access private rented sector accommodation. Under this scheme, the council will provide a guarantee against the value of the rent deposit or rent in advance, rather than it being actually paid to the landlord. These are not popular with landlords so few have been used over the last 6 years.
Repossession prevention fund	Specific loans available for any households, which risk becoming homeless through repossession or eviction. It can also be used for individuals at risk of rough sleeping. Merged with the homelessness prevention fund in 2016.
Discretionary Housing Payments(DHP)	A DHP is a payment made in addition to housing benefit or universal credit where the applicant needs financial assistance with housing costs.

Source: Lichfield District Council





- ⊞ Graph 26 above shows that the Homeless Prevention fund has, by far, assisted the most households. This is used mainly for helping households with rent deposits in order to secure a tenancy in the private sector and is therefore a reflection on the increase in the number of households that now rely on this tenure for housing. The number of households being offered this assistance has, however, dropped considerably, particularly when it merged with the repossession fund in 2016/17. Only a third of households were offered this fund in 2018/19 compared to 2013/14. This is partly due to our increased use of DHP to cover such costs as rent arrears, rent in advance and rent deposits (see page 25).
- ⊞ The number of households that were assisted through the target hardening (sanctuary) scheme is likely to be a reflection on the rising numbers of domestic violence incidents in the district which is also displayed in the figures of households who are being made homeless.

The use of Discretionary Housing Payments (DHP) to Prevent Homelessness

DHP is available to anyone in rented accommodation who needs further financial assistance with their housing costs and is currently, or will be claiming Housing Benefit or Universal Credit that includes a housing element. Further financial assistance is defined as additional financial help that is needed where an applicant is unable to meet their housing costs from their available household income, for example because they have a shortfall or need help with rent arrears. Housing costs generally means rent but can be interpreted more widely to include rent in advance, rent deposits, storage/removal costs or other lump sums associated with a housing need.

Source: Lichfield District Council Revenues & Benefits Team

DHP payments can be used to support the prevention of homelessness. By assisting people to maintain or move to more affordable tenancies, it can be used to prevent households from falling into debt that might cause them to lose their homes.

- 🏠 The graph above shows that the majority of payments were for customers affected by the spare room reduction. However, there are an increasing number receiving DHP for help with Universal Credit issues, such as changes to the frequency of payments and changes in the amount that is awarded. It is expected that, as more claimants move to Universal Credit that this may increase over the next few years.

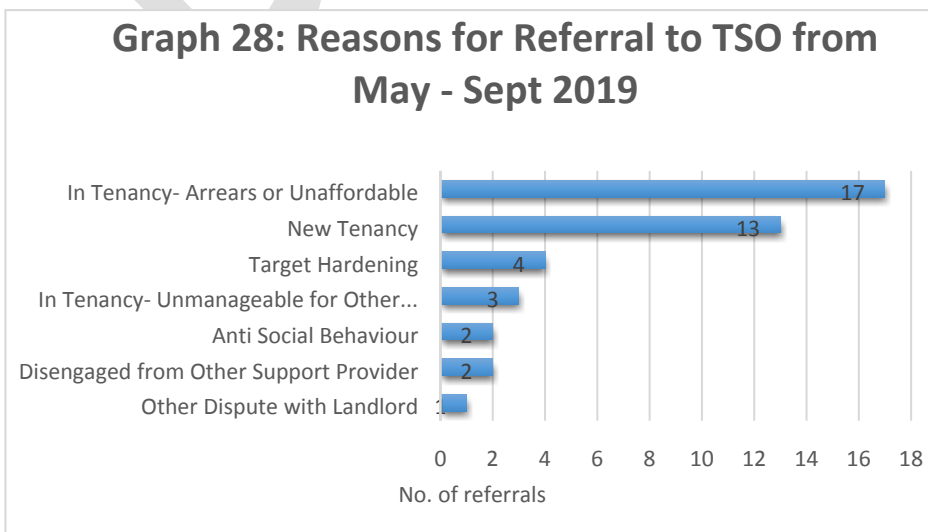
The work of the Tenancy Sustainment Officer (TSO)

The purpose of tenancy sustainment is to enable people to keep their tenancies, thereby reducing evictions and preventing homelessness. Our TSO was appointed in April 2019 to assist vulnerable people by connecting them to the right services and support agencies who can help them with issues they might have which can have an impact on their ability to sustain a tenancy.

Source: Lichfield District Council

- 🏠 Graph 28 above shows the invaluable work that our TSO is carrying out to help prevent homelessness. Through advising the client on debt management and liaising with other support agencies this has resulted

being in their



in a number of households able to remain

accommodation.

- 13 households have also been supported in preparing for their new tenancies. This includes training on paying utilities and budgeting advice which will help them to sustain their tenancies in the long-term.

Working with our Partner Agencies

Citizens Advice South East Staffordshire (CASES)

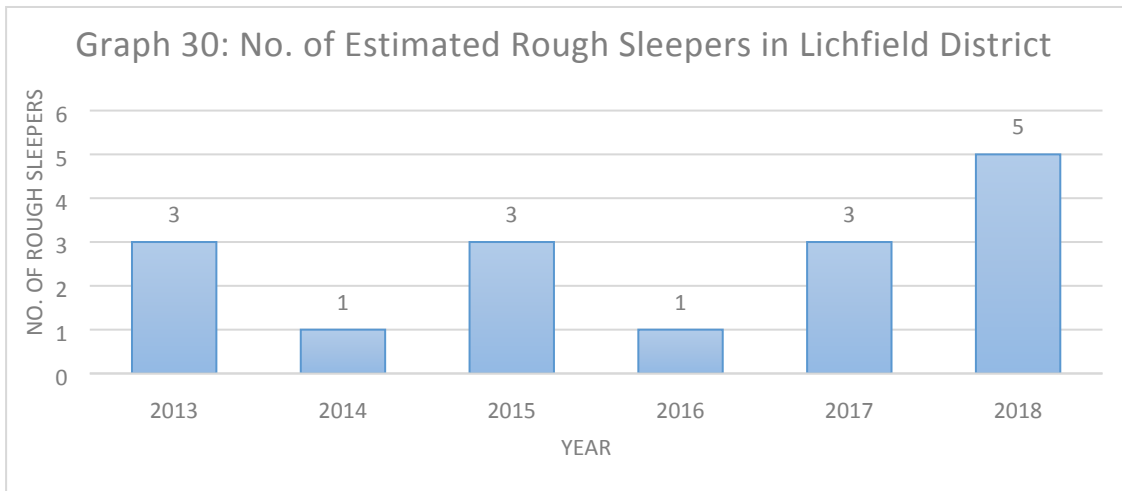
The local Citizens Advice advises residents on issues such as debt management, welfare benefits and housing advice. The council supports this service through our community and voluntary sector grant funding in recognition of how important this work is in the prevention of homelessness.

The table below shows the number of homelessness preventions that were directly related to the work of Citizens Advice in 2018/19 and demonstrates how significant their role is in helping us to prevent homelessness. These cases are additional to the number of preventions that were reported on page 10, Graph 10.

Type of action	How prevented from becoming homeless	No. of cases
Debt Advice	Remain in existing accommodation	12
Resolving rent or service charge arrears in the social or private rented sector	Remain in existing accommodation	8
Accommodation arranged with friends or relatives	Found alternative accommodation before became homeless	2
Total		22

Source: CASES

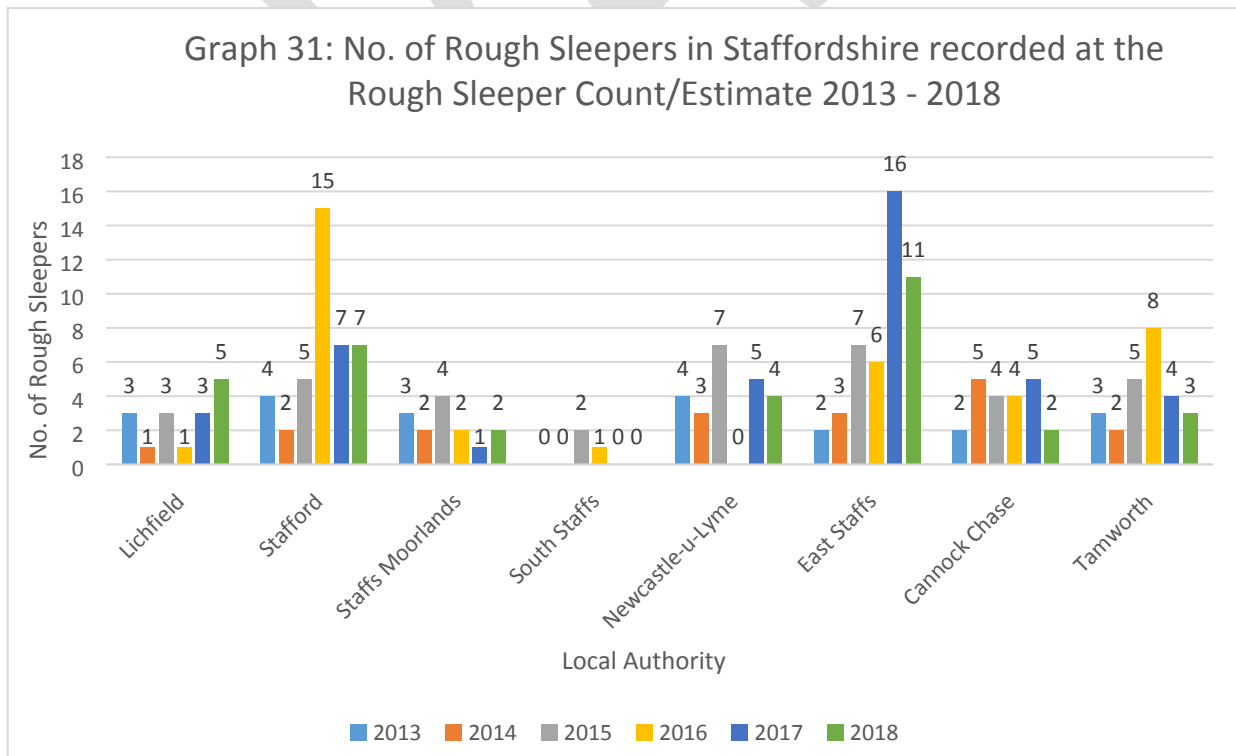
Rough Sleeping



Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness

- 🏠 The above figures represent the official rough sleeper annual estimate, which is a snapshot of a single night.
- 🏠 The chart above shows that we had relatively few numbers of people rough sleeping throughout this time period, but there has been a steady increase in the last three years.
- 🏠 Graph 31 below shows that our overall level of rough sleeping is low compared to other areas within Staffordshire with East Staffordshire and Stafford having the highest numbers.

Source: Ministry of Housing, Communities & Local Govt (MHCLG) Live Tables on Homelessness



Lichfield Emergency Night Shelter (LENS)

The Lichfield Emergency Night Shelter opened for the first time in 2018/19 for two months running from 2 February to 31 March 2019. The table below shows how successful the scheme was in its first year.

Table 32: Information on use of Lichfield Emergency Night Shelter Feb & March 2019	
No. of rough sleepers that used the shelter	8
Average occupancy levels per night	3
Average no. of nights people stayed	22
No. of rough sleepers helped to move to independent or supported accomm.	4
No. offered permanent accommodation	3
No. began engaging in recovery services	2

Source: Lichfield District Council

Severe Weather Emergency Protocol (SWEP)

The SWEP is designed to protect rough sleepers from the effects of severe weather by providing accommodation to any rough sleepers, regardless of their eligibility under the homelessness legislation when the night time temperature is likely to be 0 degrees C or below for at least three consecutive nights.

The table below show the number of nights that the SWEP was active and the number of rough sleepers assisted.

Table 33: No. of Rough Sleepers assisted under the SWEP Protocol 2017-2019				
Year	No. of nights	No. of Rough Sleepers assisted	No. of nights	Total cost (£)
2017	19	1	3	144
2018	30	3	3	162
2019	11	3	8	360

Source: Lichfield District Council

Glossary

Discretionary Housing Payment (DHP)

This is a payment that can be granted at the discretion of the local authority to help towards housing costs. Only those entitled to Housing Benefit or the Housing Costs element of Universal Credit can receive it.

Duty to Refer

Certain public authorities must notify a local housing authority in England where one of its service users may be homeless or at risk of homelessness (and they agree to the referral). The following are public authorities with a duty to refer:-

- prisons
- youth offender institutions and youth offending teams
- secure training centres and colleges
- probation services
- jobcentre plus
- accident and emergency services provided in a hospital
- social service authorities.
- The Ministry of Defence is also subject to the duty to refer in relation to members of the Royal Navy, the Royal Marines, the regular army and the Royal Air Force.

Eligible for Assistance

To qualify for help under the homelessness legislation or to be entitled to housing benefit, an applicant must be eligible for assistance. Eligibility for assistance is dependent upon the applicant's immigration status, or her/his right of residence in the UK or whether s/he is habitually resident in the UK.

Homeless acceptances (pre HRA)

Acceptances: households found to be eligible for assistance, unintentionally homeless and falling within a priority need group (as defined by homelessness legislation - see below) during the quarter are referred to as "acceptances". These households are consequently owed a main homelessness duty by a local housing authority. The main duty is to secure settled accommodation.

Homeless Application (prior to the Homelessness Reduction Act)

This refers to when a person who may be homeless or threatened with homelessness within 56 days applies to the local authority for help in finding them a home, to prevent them from losing their home, or to secure alternative accommodation. The application does not need to be in writing and can be made on a person's behalf.

Homelessness Assessments (after the Homelessness Reduction Act)

This is a new definition introduced by the HRA and refers to those households who approach the council as homeless or threatened with homelessness. They are then assessed as being owed either the prevention or relief duty or no duty at all (i.e. they are not homeless or threatened with homelessness within 56 days).

Housing Enquiries

These are all enquiries made to the council about issues regarding housing and homelessness. They include telephone calls, emails or visits to reception.

Housing Main Duty (post HRA)

A person or household is owed the main housing duty if they are found to be eligible, unintentionally homeless and in priority need.

Intentionally Homeless

Section 191(1) provides that a person becomes homeless intentionally if ALL of the following apply:

- a. they deliberately do or fail to do anything in consequence of which they cease to occupy accommodation; and,
- b. the accommodation is available for their occupation; and,
- c. it would have been reasonable for them to continue to occupy the accommodation.

Prevention Duty

The prevention duty applies when a local authority is satisfied that an applicant is

threatened with homelessness within 56 days and eligible for assistance. The LA is required to 'take reasonable steps to help the applicant to secure that accommodation does not cease to be available'.

Priority Need

The Housing Act 1996 defines five categories of people who must be accepted as in priority need, namely:-

- pregnant women, or any person who resides with a pregnant woman
- households with dependent children
- all 16- and 17-year-olds, provided they are not a 'relevant child' (i.e. they remain the responsibility of social services) or a child in need to whom a local authority owes a duty under section 20 of the Children Act 1989
- all 18- to 20-year olds, who 'at any time after reaching the age of 16, but while still under 18' were, but are no longer, looked after, accommodated or fostered
- any person who has lost her/his accommodation as a result of an emergency such as flood, fire or other disaster.

The Housing Act 1996 also defines the following groups who will be accepted as in priority need provided that the authority is satisfied that they are vulnerable. A person may be vulnerable as a result of:

- old age, mental illness or disability, physical disability or other special reason, or someone who lives with one of these categories of vulnerable person
- having been looked after, accommodated or fostered and is aged 21 or over

- having been a member of Her Majesty's regular naval, military or air forces
- having served a custodial sentence
- having had to leave accommodation because of violence or threats of violence from another person that are likely to be carried out.

Registered Providers (Housing Associations)

Registered Providers in England are independent societies, bodies of trustees or companies that provide low-cost social housing for people in housing need on a non-profit-making basis. They are predominantly charities and any trading surplus is used to maintain existing homes and to help finance new ones.

Relief Duty

The relief duty applies when a local authority is satisfied that an applicant is homeless and eligible for assistance. It requires an authority to 'take reasonable steps to help the applicant to secure that suitable accommodation becomes available for the applicant's occupation' for at least six months.

Rough Sleeping

A person who is sleeping rough as defined by the government is someone who is sleeping, or bedded down, in the open air (such as on the streets, or in doorways, parks or bus shelters); or are in buildings or other places not designed for habitation (such as barns, sheds, car parks, cars, derelict boats or stations).

Temporary Accommodation

This is accommodation provided by the local authority to homeless households in priority need owed the relief duty or the main duty

Housing, Homelessness and Rough Sleeping Strategy 2019 – 2024

Homelessness and Rough Sleeping

Introduction

This section sets out how we plan to tackle homelessness and rough sleeping in our district. The evidence from the Homelessness Review (see Appendix A) has shown that tackling homelessness is a complex issue and can only be addressed through a thorough understanding of the reasons why people lose their home or become at risk of homelessness. It is also important to understand why some people, in particular vulnerable adults and rough sleepers, repeatedly struggle to sustain their tenancies. The review has shown that one of the most important ways of successfully preventing homelessness is through good partnership working with other agencies and stakeholders to provide sustainable solutions. With this in mind, this Strategy has been written in consultation with partners who share a common goal with us to prevent homelessness and rough sleeping.

Homelessness can be extremely traumatic on individuals and families and have a huge impact on their health and wellbeing. For example, a report by the Local Government Association¹ found that homeless people in England are more likely to have long-term physical health or mental health problems than the general population, and children who experience homelessness are more likely to suffer from stress and anxiety, resulting in depression and behavioural issues. In

addition, they are also at greater risk of becoming homeless themselves when they reach adulthood.

We are therefore committed to tackling all forms of homelessness by either preventing households from becoming homeless or assisting those that do to secure suitable and permanent accommodation as soon as possible. In many cases, this will require strong multi-agency partnership working to help those with complex needs who may struggle to find and keep a home.

In addition to tackling homelessness in general, all local authorities are now required to update their homelessness strategies to incorporate how they plan to address rough sleeping in their area. This is in response to the government's own Rough Sleeping Strategy 2018, which states the commitment to halve rough sleeping in England by 2022 and end it by 2027.

This Strategy therefore sets out how the council plans to tackle both homelessness and rough sleeping in the district over the next five years. This will be achieved through our priority and objectives which have been compiled based on the evidence from the homelessness review and through consultation with our stakeholders.

¹ Leng, G. (2017). The Impact of Homelessness on Health – A guide for Local Authorities. London. Local Government Association

Achievements

Since the adoption of Lichfield District's last Homelessness Strategy in 2013, we have:-

- **Reviewed our use of temporary accommodation** resulting in better self-contained unfurnished accommodation which has removed the need for us to pay storage costs.
- **Improved access to the Discretionary Housing Payment scheme** to make it more accessible to households who are in hardship and facing potential homelessness.
- **Revitalised the local Landlord's Forum** by combining it with Tamworth Borough Council's in order to make it more appealing to landlords with property in both areas. This group meets quarterly and gives private landlords the opportunity to meet with other landlords, council officers and other relevant organisations to discuss issues and best practice relating to the private rented sector.
- **Successfully bid for Rough Sleeper Initiative and Rapid Rehousing Pathway funding** to enable our rough sleeper outreach and Housing First scheme to commence.
- **Facilitated the opening of a Winter Night Shelter for the first time in February/March 2019.** This was run by a local charity called Churches Together and was made possible through government cold weather funding awarded to us that we match funded.
- **Reviewed our Homeless Prevention schemes** to simplify the number available and make it easier for vulnerable households to access grants or loans to secure suitable accommodation.
- **Set up a partnership with Fusion Credit Union (FCU),** a not-for-profit financial co-operative that administers low-cost loans, including loans for deposits or rent in advance.
- **Provided funding for Citizens Advice South East Staffordshire (CASES)** through our Community and Voluntary Sector funding to enable them to advise and support people who are in crisis due to homelessness or at risk of homelessness due to debt.

The Homelessness Reduction Act 2017

By far the most significant event to occur since the adoption of our last Homelessness Strategy is the introduction of the Homelessness Reduction Act (HRA) which was enacted in April 2018. This has fundamentally changed the way that local authorities in England deliver their homelessness and housing options services. Councils now have a duty to assist all those affected by homelessness, not just those in 'priority need' or with a local connection. In addition, a person can now be considered at risk of homelessness if they are in danger of losing their home within 56 days rather than 28 under the previous legislation. Councils also now have a statutory duty to prevent or relieve homelessness and are required to carry out in-depth interviews to compile a personal housing plan (PHP) for each household that presents as homeless or at risk. The PHP contains actions that the applicant and the council must take in order to help them with their homelessness, including contact with supporting agencies, if appropriate. These new duties have increased the number of customers accessing our housing option services and also lengthened the time that officers will assist them in resolving their housing issue. As a result, we have:-

- **Appointed an additional Housing Options Officer** to address the need for more in-depth interviews and the creation of PHP's.
- **Seconded an officer to undertake additional projects** relating to the implementation of the HRA and the requirement to record more detailed homelessness information required by the Ministry of Housing Communities and Local Government (MHCLG).
- **Purchased a new IT system**, which has resulted in an improved service to customers. This new homelessness database (called Housing Jigsaw) records activity in response to the HRA and collates data required by MHCLG. It enables customers to submit an online homeless application through a customer portal which can also be used to access their PHP, upload documents and update actions.
- **Raised Awareness with our Stakeholders** through meetings with agencies such as mental health services, the Through Care Service (which supports Care Leavers) and Probation to make them aware of the new legislation and their role in helping to prevent homelessness.
- **Appointed a Tenancy Sustainment Officer** to help deliver the new prevention duty. This officer will assist those customers who need additional help to become 'tenancy ready' and help vulnerable tenants who may be at risk of losing their home through debt issues or underlying support needs.
- **Commissioned Spring Housing Association to manage accommodation and provide an outreach service for rough sleepers and other homeless people.** This service, which commenced in September 2019, is in conjunction with Cannock District Council and will provide at least five units of supported accommodation within the district. It is based on the Housing First model and has been enabled by government funding.

In addition, we have committed to the purchase of up to four properties, to

be used by Spring as supported accommodation for rough sleepers and homeless people with complex needs. Funding for this has come from

unallocated section 106 affordable housing money along with some housing capital reserves.

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A Snapshot of Homelessness and Rough Sleeping in Lichfield District

[Infographics will go here]

Infographics

- 2013-2018 we received 6308 housing advice enquiries
- 2018/19
518 households contacted us for housing advice
230 households were owed a prevention or relief duty
- 2018/19
The top three reasons for the loss of last settled home
 - Family no longer willing or able to accommodate
 - The ending of a private rented tenancy
 - Relationship breakdown
- 2018/19
44 referrals were made us under the Duty to Refer
- 2018/19
122 households were owed the prevention duty, 108 households were owed the relief duty
13 households were able to remain in their existing home, 40 were found alternative accommodation
- 2018/19
49 households made a homeless application due to the ending of a private rented tenancy – nearly 4 times as many than 2017/18
- 16
The average number of households in temporary accommodation at the end of each quarter in 2018/19

Average length of stay in temporary accommodation 15 weeks

- 24

The number of households recorded that lost their home due to domestic violence (an increase from 12 in 2017/18)

- 14

The number of households that secured private rented accommodation to relieve their homelessness in 2018/19

- 33

The number of households that secured social rented accommodation to relieve their homelessness in 2018/19

- 5

The number of rough sleepers at the annual rough sleeper estimate 2018

- 151

The number of households identified as having support needs

- 69

The number of households identified as needing support due to mental health issues

Our approach to tackling homelessness will not be without its challenges and we recognise that the following factors will have a significant effect on the delivery of our services:-

- **We have the highest house prices in Staffordshire** meaning that home ownership is out of reach for many local residents. This has resulted in an increased demand for alternative housing options such as private rent and social housing.
- **The district has a smaller than average private rental sector** with high rent levels. Low income households are therefore priced out of the market with landlords more likely to rent to higher earning households with more stable incomes.
- **There is a shortage of affordable social rented housing** and the turnover does not meet demand.
- **We have a low number of shared housing**, which is often the choice of young people moving out of the family home.
- **The lack of shared properties and small private rented sector** particularly affects the ability of single non-priority applicants to find suitable accommodation.
- **The ending of Supporting People funding** resulted in the loss of several local schemes designed to help vulnerable people. The Lichfield Foyer, which helped young people live independently, has closed as well as supported housing for adults with mental health issues and the county floating support scheme also ended.
- **Access to local support agencies for people at risk of homelessness is limited in Lichfield district.** Numbers of homeless people and rough sleepers are relatively low compared to those of other local authorities in the county. This means that resources tend to be located in other local authority areas with greater need.
- **There are an increasing number of customers with multiple and complex housing needs** and the accommodation options available to them are limited. Access to registered provider housing is now based on an assessment of a customer's ability to sustain a tenancy, with higher risk customers often being denied access to accommodation without a package of support in place. The erosion of support available from the statutory and voluntary sector and the lack of supported accommodation within the district makes options for rehousing this cohort extremely difficult, and may have impacted upon the increase in rough sleepers.
- **There is also an increasing number of customers with low level support needs** that currently lack all the skills to enable them to successfully sustain a tenancy
- **Lichfield district has no direct access hostel** which limits the choice of emergency accommodation for single homeless people and rough sleepers.

- **The introduction of Universal Credit and other welfare reform initiatives**, such as the spare room subsidy have caused difficulties for some households.
- **Some households are having to stay in temporary accommodation for longer than is necessary due to**

a history of debt issues and/or rent arrears. This is because some registered providers and private sector landlords are reluctant to offer these households accommodation until they have proven they can afford and maintain the tenancy.

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What are the Homelessness Issues in Lichfield District?

The evidence from the Homelessness Review tells us that, prior to the introduction of the HRA:-

- The number of housing enquiries made to the council had reduced since the last Strategy was produced in 2013 with the annual average dropping by 11%.
- The number of housing applications made to the council increased by 51% from 2014 to 2018. Homeless acceptances, however decreased by 19% over the same time.
- The number of acceptances in relation to applications was also decreasing due to a focus on homeless prevention techniques adopted by the council.
- The number of homeless acceptances was low in comparison to the rest of the county, the West Midlands and England as a whole.
- From 2013 to 2018, over a third of households accepted as homeless were female single parent families. Single men made up about one in five of homeless acceptances during these years.
- Almost half of households accepted as homeless from 2013 to 2018 were aged between 25 and 44 years old. It was rare for an older person to be made homeless, as only four applicants aged 65 or over were accepted as homeless over the years 2013 to 2018.
- The most common reason for being made homeless was due to 'parents no longer willing or able to accommodate', which accounted for 27% of cases over the five years. The second and third most common reasons were relationship breakdown (22%) and the loss of a private rented tenancy (16%).
- The last rough sleeper estimate before the HRA came into force showed that numbers were low, having fluctuated from one rough sleeper to three from 2013 to 2017. Lichfield district had the county's third lowest number of rough sleepers recorded during the annual count over these 5 years.

Since the introduction of the HRA:-

- At 518, this is less than half the number of approaches to the council regarding homelessness issues in 2018/19 than in 2017/18. All approaches to the council are now directed through the new Jigsaw housing portal. Customers can either self-refer through the portal or a Housing Options Officer will assist them. This has resulted in the drop in housing enquiries recorded as logging them has become more streamlined and efficient.
- Households owed a housing duty increased by 81% from 127 in 2017/18 to 230 in 2018/19. However, the number of applicants accepted as owed the main housing duty reduced by 44% from 56 to 24 in the same years. The rise in applications is predictable as we have new statutory duties to help all eligible applicants (not just those who are statutory homeless). The new duties to prevent and relieve homelessness before applicants are owed the main housing duty is also the most likely reason for the dramatic reduction in these figures, as many applicants will have had their homelessness issue resolved before they would be owed the main duty.
- From October 2018 to September 2019, we received 44 referrals from public agencies under the new 'Duty to Refer' requirement.

- The number of households owed the main housing duty decreased by 57% from 56 in 2017/18 to 24 in 2018/19. This is expected due to the changes in legislation which gives councils additional responsibilities before the main duty is owed.
- The number of households owed a housing duty is low compared to other Staffordshire local authorities. This shows that homeless numbers are still relatively low even with the new responsibilities of the HRA.
- However, this is not the case with households who were owed the main duty we had the second largest number of households in 2018/19 in the county.
- The new requirements brought about by the HRA has changed the most common type of household owed a housing duty. In 2018/19, single males were most likely to be owed a duty with single females the next most likely group. These groups made up 54% of the total households owed a duty. This amounted to 125 single people in 2018/19 compared to only 12 in 2017/18. The third most common type of household was female single parent families. This is a reflection of the new requirement to assist all eligible households rather than just those with a priority need. It also demonstrates how disregarded these groups were under previous legislation.
- There is evidence that homelessness is affecting more households at both young and old age ranges. 52 households aged between 18 and 24 were owed a duty in 2018/19 compared to only 20 in 2017/18 and 28 in 2016/17. 11 households aged 65 or over were also accepted as homeless including 7 aged 75 or older. Between 2014 and 2018 only 4 people in total aged 65 or over were accepted as homeless.
- The top three most common reasons for homelessness applications in 2018/19 were families no longer able or willing to accommodate (21%), the ending of a private tenancy (21%) and relationship breakdowns (19.5%). These were the most common reasons identified in the 2013–2018 Homelessness Strategy though numbers are on the rise with double the number of relationship breakdowns and family evictions occurring in 2018/19 compared to 2017/18 and nearly quadruple the number of private rented tenancy losses.
- In 2018/19, the number of domestic violence cases recorded doubled from 12 in 2017/18 to 24 in 2018/19.
- 22% of applicants owed a duty in 2018/19 were in full-time work, which confirms there is a lack of affordable housing options in Lichfield district.
- It is clear that many households who are assessed as owed a duty now have more complex and multiple support needs. Two-thirds (66%) of households owed a duty were assessed as having a support need, 46% of which needed support with their mental health and 22% were due to physical disability.
- In 2018/19, only 25% of households were prevented from becoming homeless by being able to remain in their existing home. The remaining 75% were found alternative accommodation before they became homeless. Moving home causes more disruption and is more costly and time-consuming than being able to stay. It is therefore preferable for households to remain in their existing home if at all possible.

- The use of temporary accommodation peaked in 2015/16 with an average stay of 19 weeks. This dropped to 15 weeks in 2018/19. However, the average length of stay in B&B accommodation has increased.
- We have continued to be a high user of temporary accommodation compared to the other Staffordshire local authorities (second only to Tamworth). This was also identified in the 2013 Homelessness Strategy.
- The majority of households (77) who were owed a duty had their homelessness resolved through the allocation of a registered provider property whereas only 21 were offered a private rented tenancy.

In addition to identifying issues through the Homelessness Review, the council has also carried out consultation with our partners and stakeholders to share our emerging priorities and seek additional evidence to assist with the formation of this Strategy. This event was held on 11 September 2019 and was attended by 30 people representing 16 organisations working with homeless and vulnerable people across the district.

The attendees were invited to comment on our findings of the homeless review as well as participating in a workshop to discuss case studies based on recent homeless cases.

As a result of this consultation, a number of recommendations were made:-

- Investigate the possibility of a private sector leasing scheme
- Promote the use of shared accommodation
- Identify private sector landlords with a social conscience
- Have access to more support services especially around tenancy support
- Develop eviction panels and protocols with registered providers to reduce the number of evictions due to rent arrears.
- Facilitate the development of more supported accommodation
- Utilise the availability of Discretionary Housing Payments to prevent more homelessness through payment of rent arrears.
- Reduce debt by encouraging referrals to money advice e.g. CASES
- Ensure registered providers' policies do not exclude people on financial grounds
- Promote the services of Fusion Credit Union
- Ensure there is access to employment & training opportunities such as those provided by Job Centre Plus.

How we currently tackle Homelessness through Partnership

Working

We recognise that, in order to successfully tackle homelessness issues in Lichfield district, it is vital to work in partnership with other public agencies and organisations. We have good working relationships with our voluntary and statutory agencies and without them, it would not be possible to provide a complete service to our customers. We will, therefore, continue to build good working relationships with these agencies and also develop new partnerships with others that can help us to address the key homelessness issues in the district.

Currently, the council has access to the following services to assist in the prevention and relief of homelessness:

Registered Providers (Housing Associations)

The council works very closely with several registered providers to ensure they provide the right type and number of affordable housing to meet local needs. For those who are homeless, access to this housing is through the council's Housing Register which ensures that all social housing within the district is allocated fairly to those in greatest housing need. The provision of affordable housing plays a vital role in preventing homelessness and reducing the number of households that require temporary accommodation.

Support for Young People

YMCA Rugeley Foyer has 26 self-contained flats and provides supported housing for young people aged 16 - 25 with a local connection.

Sutton Coldfield YMCA accommodates young single people aged 18-30 in housing need, especially those moving out of home for the first time and those newly arrived in the area for training, study or work. The person must have a local connection to Sutton Coldfield, Tamworth or Lichfield district.

YMCA Burton provides supported housing that assists single homeless people aged 18 – 64. It has 71 single occupancy units of accommodation across 3 sites, all located in the Burton area.

YMCA - Walsall Housing. Accommodation for vulnerable single young people aged 16-30 with support needs. No local connection required.

Wilbraham Court Support Care Accommodation. Supported accommodation for vulnerable single homeless men aged 18 and over in need of support who may have a diagnosis of mental health, learning difficulties, drug or alcohol addictions. No local connection is required.

Erdington YMCA - The Orchard. Accommodation for young homeless people aged 16 plus. Can include parent and a child and no local connection required.

T3 Young Person's Substance Misuse Service – Staffordshire. This is a free and confidential service for young people up to 18 years old in Staffordshire and helps young people make informed choices about their alcohol and drug use, and to raise awareness of all the risks involved. This includes providing high quality and

responsive support to parents, carers and statutory services.

Floating Support and Supported housing for people with drug/alcohol issues.

Burton Addiction Centre specialise in rehabilitating people who are dependent on alcohol or drugs.

One Recovery Staffordshire offer help and support to people with substance misuse problems. They offer a range of activities, one to ones and group work to design a care plan personally tailored to the individual.

Supported housing for ex-offenders.

Nacro provides self-contained leased and managed properties in Burton-on-Trent, Newcastle-under Lyme, Rugeley and Stoke-on-Trent to individuals or families in need of housing, including those moving on from supported or insecure housing.

Debt advice & Loans

Citizens Advice South East Staffordshire (CASES) advises residents in the district on issues such as debt management, welfare benefits and housing advice. The council provides grant funding in recognition of how important this advice is in the prevention of homelessness.

Fusion Credit Union offers a community information service as well as savings and loans. The council provides support to eligible applicants by underwriting any loans provided for housing issues such as rent deposits or rent in advance.

Domestic Abuse

Pathway Project provides accommodation and support for adults, young people and children who are experiencing or affected by domestic abuse.

New Era offers help to all those affected by domestic abuse in Staffordshire and provides free and confidential support for victims, perpetrators and their families.

Employment Education and Training

Evolve helps people with multiple barriers to regain their confidence and move closer to the jobs market. Evolve can support anyone who is aged 16 years and over, is unemployed or economically inactive, have complex needs or multiple barriers and require support to fully and independently engage with existing services. Available to residents of Lichfield District, Cannock Chase, Tamworth or East Staffordshire.

Talent Match works with 16-30 year olds to get them into employment, education and volunteering. The service covers Lichfield and Cannock districts.

Care Leavers

Through Care Service. Young people leaving care are provided with support to enable them to live independently in the community. A range of supported and other accommodation is available, as well as the Staffordshire mentoring project.

Those who have served in HM Forces

We have access to several organisations which give accommodation and support

to ex-forces personnel, such as Alabare Supported Housing (ex-service personnel) Royal British Legion, SSAFA (Soldiers, Sailors, Airmen and Families Association), Veterans Gateway and Haig Housing.

Rough Sleepers

Lichfield Emergency Night Shelter (LENS) Churches Together Lichfield provided an emergency night shelter in several Lichfield city churches for rough sleepers throughout February and March 2019, offering a hot evening meal and bed and breakfast for up to eight street homeless people a night. This was the first year this service was offered and was a joint initiative by churches and other faiths, the council and the local community. It received funding from the government's Cold Weather Fund, which we match-funded.

Spring Housing Association. In September 2019, we commissioned Spring Housing Association to manage accommodation and provide an outreach service for rough sleepers and other homeless people in the district. This will be a two year project, with a view to extend if successful and funding allows.

Late Night Listeners. This service, run by volunteers occurs every Friday and Saturday night in Lichfield city centre and offers assistance to late night revellers as well as rough sleepers who are bedding down for the night.

Foodbank

Lichfield Food Bank provides emergency food parcels to people on low incomes and in crisis.

In addition, we also attend the following meetings to assist with homeless prevention, particularly in relation to vulnerable groups:-

Lichfield & Tamworth Through Care Working Group. Brings representatives from Lichfield District Council, Tamworth Borough Council, Through Care and registered providers together. This enables identification of imminent care leavers, suitable accommodation upon leaving care and barriers to their independent living, promoting a smooth transition for applicants leaving care.

MARAC (Multi-Agency Risk Assessment Conference)

This group focuses on domestic abuse cases that are prioritised according to severity and risk. The MARAC then creates a multi-agency action plan to address the identified risks and increase the safety and wellbeing of all those at risk. It is a victim focused information sharing and risk management meeting attended by all key agencies and housing is often a key issue in these cases. The meetings are currently held on a fortnightly basis and we are able to offer advice and assistance when appropriate. Many of our Target Hardening referrals originate from MARAC.

MAPPA (Multi-Agency Public Protection Arrangements)

Police, probation and prison services have a duty to make arrangements for the identification, risk assessment and management of people with convictions for violent or sexual offences in the community. These arrangements are known as MAPPA. The aim of MAPPA is to

identify relevant offenders, share information about them, assess the risks they may pose and manage those risks. MAPPA is intended to promote the sharing of information between all the agencies, resulting in more effective supervision and better public protection. We are asked for our input when an offender is being released from prison and has nowhere to live.

Vulnerability Hub

This is a local multi-agency panel that meets on a weekly basis to discuss referrals that are made by partner agencies with concerns over the welfare and vulnerability of people they may be dealing with, or have had contact with, in the course of their work. The aim is to ensure that these people are receiving an appropriate service and that the relevant agencies are made aware of them. The agenda also covers anti-social behaviour, domestic abuse, hate crime and child sexual exploitation. Housing and homelessness is often a common thread meaning our input is important. The Hub is currently under review to increase its effectiveness and scope.

Lichfield & Tamworth Private Landlords Forum

We hold a quarterly private landlords' forum in conjunction with Tamworth Borough Council and the National Landlords Association. The forum gives private landlords the opportunity to meet with other landlords, council officers and other relevant organisations to discuss issues relating to the private rented sector. We also use the forum to consult with landlords, update them on the latest regulations and legislation, and make them aware of new products, services and

training. We also host guest speakers from public, private and commercial organisations. We are currently reviewing the structure and frequency of the Forum meetings to ensure that it meets our needs.

Rough Sleeping

We are committed to helping rough sleepers get the right support and services as soon as possible to end rough sleeping and access settled housing. We have set ourselves the national target to halve rough sleeping by 2022 and end it by 2027.

We recognise that rough sleepers are one of the most vulnerable groups in society. A recent parliamentary briefing² refers to studies showing a strong link between homelessness and complex personal situations and support needs. Some can suffer from substance misuse (alcohol or drug dependency) and mental or physical health issues, or a combination of these. Evidence has also shown that many entrenched rough sleepers are homeless because they have repeatedly been unable to sustain accommodation due to these multiple and complex support needs.

Since 2010, we have carried out an annual rough sleeper estimate in accordance with government requirements. The estimate is based on consultation with various external agencies who encounter rough sleepers during the course of their work, such as the police, probation, the community mental health team, citizen's advice and local voluntary groups. The purpose of the estimate is to get as accurate a representation as possible of the number of people sleeping rough on one particular night. Though this method does have its limitations, it is an effective way of standardising the process and comparing levels amongst local

² Rough sleeping (England) BRIEFING PAPER Number 02007, 6 February 2019 By Wendy Wilson Cassie Barton

authorities and monitoring numbers annually.

Rough Sleeping data

- The last annual rough sleeper estimate in November 2018 reported five rough sleepers. This was the third largest number of rough sleepers in the county behind East Staffordshire and Stafford.
- As the rough sleeper estimate is only a snapshot of numbers on one particular night, we know from unofficial sightings that there could be more.
- The numbers in Lichfield district are relatively low but are increasing, as three were recorded in 2017 and one in 2016.
- Of the 151 individuals owed a prevention or relief duty in 2018/19, eight of those had a history of rough sleeping.

The Challenges

- Over the last year the council has been aware that it has a growing number of rough sleepers with complex needs (2 or more support needs).
- A shortage of supported housing and support for substance misuse and mental health issues plus high housing costs and welfare reform are all factors that have contributed to the rise in rough sleeping.
- Of the five rough sleepers recorded in November 2018, at least 2 of these can also be described as entrenched.
- We have no direct access hostels, for either men or women, and no residential treatment centres for drug or alcohol addiction. This often leaves the only available option as

accommodation outside of the district and away from any support networks an individual may have, which in turn reduces the likelihood of success and increases the incidence of repeat homeless presentations.

How we currently help Rough Sleepers

Homeless & Rough Sleeper Housing Pathway

In June 2019, the council, along with Cannock Chase District Council, entered into a partnership with Spring Housing Association to deliver a housing pathway for rough sleepers and homeless individuals with multiple and complex needs to ensure that no one has to spend a night sleeping on our streets. It is hoped this pathway will contribute to a reduction in rough sleeping and repeat homelessness in both districts by the end of 2020 and increase the housing options available to individuals with multiple and complex needs living in precarious housing circumstances. The service incorporates a street outreach facility where officers will monitor areas of known rough sleeping at appropriate times of the day when they are likely to make contact. A rapid assessment of need is undertaken to support rough sleepers away from the street as quickly and sustainably as possible. Where a connection to the district doesn't exist, Spring will support individuals to access accommodation and support options in areas where they do have a local connection.

A significant barrier to ending rough sleeping and homelessness for those with multiple and complex needs within the district is the lack of supported

accommodation. To combat this, the pathway also delivers units of supported accommodation in the form of Housing First which will include flexible support for as long as is needed as well as accommodation.

Lichfield Emergency Night Shelter (LENS)

In 2019, the council and central government funded an emergency night shelter provision within the district throughout the months of February and March, to provide shelter, food and support to our rough sleepers.

- The service was managed by Churches Together, a local faith group and was hosted by five different churches over seven nights a week.
- It was staffed by eight paid members of staff and fifty-eight volunteers.
- Over the course of the two months, eight rough sleepers accessed the provision with average occupancy levels of three rough sleepers on any given night.
- On average people tended to stay for twenty-two nights.
- Four of the rough sleepers were supported in moving into their own independent or supported accommodation.
- Three have since been offered accommodation.
- Two are now engaging in recovery services to support them with their substance misuse.

It is clear from the above results that there is a need for this service and so we are planning to fund a night shelter this winter as well. It also demonstrates that when services are in place, people can be

helped to lead a life away from the streets.

The Severe Weather Emergency Protocol (SWEP)

In times of severe weather³, rough sleepers are particularly at risk of harm and in extreme cases, death. The SWEP is therefore intended to get rough sleepers off the streets during periods of extreme weather. It has two aims:

- to ensure that no-one dies on the streets due to severe weather
- to ensure that every effort is made to engage individuals with support services during the coldest months

Anyone who is sleeping rough is eligible for accommodation whilst the SWEP is in place; they do not need to fit the eligibility criteria for temporary accommodation.

Evidence from the SWEP data from the last three years demonstrates that this is an important service and, though it is not a legal requirement, we see it as a moral duty to help rough sleepers in extreme weather. Over the last three years, this protocol was triggered seven times from 2017 to 2019 for a total of 60 nights. A total of 7 rough sleepers were accommodated at a cost of £667.

Street Begging

Street begging is often associated with rough sleeping and we have seen an increase in the number of street beggars, particularly in Lichfield city centre. However, not all street beggars are rough sleepers. Intelligence from Staffordshire

Police and other partners suggests that there are some individuals who visit the city to beg as a lifestyle choice. They are not homeless but 'professional' street beggars. A project is therefore being developed to look at the available options to support those begging in the street, to work alongside the Housing First initiative and to reduce the visible presence of street begging in the city. The primary option being considered is to develop a 'diverted giving scheme' that would seek to dissuade people from giving money directly to street beggars but instead to a scheme that would support people on the street to move away from begging and into a better alternative lifestyle, or would fund a winter night shelter. Options around the implementation of this are currently being considered; any scheme needs to ensure that only those genuinely in need are supported and the consideration for enforcement against those that travel to the city to beg should be explored.

³ The SWEP arrangements are activated when the night time temperature is predicted to be zero degrees Celsius for three consecutive nights.

Action Plan

Following consideration of the Homeless Review and in consultation with our partners, we have identified the following priority and 3 objectives for this section of our Housing, Homelessness and Rough Sleeper Strategy 2019 – 2014:

‘To prevent or relieve all forms of homelessness including rough sleeping’

This will be achieved through the following objectives:-

Objective One: Improve the range of suitable housing options for those who are homeless or at risk of homelessness.

To achieve this our actions will include the following:-

- Work to increase the supply of affordable private rented accommodation by developing a ‘Landlords’ Offer’ for those landlords who are likely to rent to low-income/vulnerable households
- Consider the introduction of schemes that reduce homelessness caused by loss of private sector tenancies e.g. Derbyshire Call Before you Serve campaign
- Continue to promote DHP and homeless prevention schemes to enable households and individuals to access or remain in the private or social rented sector
- Regularly review the information on our website to ensure that it contains comprehensive and up to date information about the housing options available to prevent homelessness
- To continue to work with RP’s and developers to maximise the number of new affordable homes that meets local needs

Objective Two: Identify and provide support to those who face barriers to accessing and maintaining suitable accommodation.

To achieve this our actions will include the following:-

- Develop effective joint working arrangements with all partners, public and third sector organisations to identify and provide support to those with complex and multiple needs
- Review how we assist households who are at risk of homelessness through domestic abuse
- Promote the work of the Tenancy Sustainment Officer to private sector landlords and RP's
- Work with RP's to establish a protocol to reduce the number of evictions from social housing and increase access to their accommodation
- Review the suitability of the temporary accommodation we have available to ensure that we can meet the needs of all applicants
- Ensure effective discharge protocols are in place with public agencies where appropriate and possible eg. hospitals and prisons
- To work in partnership with other council departments to improve the prevention of homelessness

Objective Three: Tackle rough sleeping so that no one needs to sleep rough

To achieve this our actions will include the following:-

- Monitor and review the Spring Housing rough sleeper outreach service and supported accommodation 'Housing First' project to ensure it delivers its outcomes
- Develop our Homeless Prevention Forum of housing providers, support services and partner agencies to cultivate close links and devise sustainable solutions to tackling homelessness and rough sleeping
- Actively promote and engage with the agencies and charities that support rough sleepers, such as 'Late Night Listeners'
- Review the SWEP protocol in line with government guidance to include the option to trigger it in all cases of extreme weather
- Work closely with Churches Together and Spring Housing to deliver the night shelter in winter 2019-2020 and evaluate the future need for a shelter

- To work with partners to explore the suitability of a 'diverted giving scheme' or similar initiative to discourage street begging and promote proactive schemes that would support people to move away from begging

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Joint Waste Service Fit For The Future Review



Cabinet Member for Recycling & Leisure

Date: 3rd December 2019

Agenda Item: 8

Contact Officer: Nigel Harris

Tel Number: 01543 687549

Email: nigel.harris@lichfielddc.gov.uk

Key Decision? NO

Local Ward Members All Wards are affected.

Cabinet

1. Executive Summary

- 1.1 On 25th September 2019 the Overview and Scrutiny Committee received a report from the Cabinet Member for Recycling and Leisure outlining the approach that had been taken for the fundamental review of the Joint Waste Service which is delivered in partnership with Tamworth Borough Council.
- 1.2 The purpose of the review was to help inform the future approach of the Councils towards delivering better and more cost efficient services. Specifically the Councils wanted to understand the current performance in terms of operational and financial performance compared with councils that operate using a similar or alternative model. In consequence the expectation was that the review would produce a clear and reasoned recommendation as to the most advantageous model for the service in the future.
- 1.3 The review was undertaken against the back drop of the Government's Resources and Waste Strategy which was out for consultation earlier in the year. The Strategy sets out a plan for improving resource productivity and eliminating avoidable waste of all kinds. One particular theme of the consultation was concerned with having consistent collections and recycling in order to improve the quantity and quality of municipal waste recycled in England. There were a number of proposals in the consultation which if adopted will change how Councils deliver waste services to their residents and businesses. The consultations were issued after the review commenced and it is unlikely that DEFRA will make further announcements on any changes until at least the middle of 2020. Therefore a lot of uncertainty exists not only for local authorities but for the whole of the waste industry and this has had an impact on the review and the recommendations that could be made at the current time.
- 1.4 The key elements of the review included Service Delivery Benchmarking, SWOT Analysis, Service Delivery Options Assessment and Service Change Options. An assessment/observation of bin collection operations was also undertaken to assess productivity and compliance with health and safety standards.
- 1.5 The Councils identified four Service Delivery Options to be considered by the review: In-house, Local Authority Trading Company (LATC), Local Authority Trading Company Joint Venture (LATC JV) and Outsourcing. The criteria used to assess the options were flexibility, control and cost.
- 1.6 The Service Change Options that were chosen for assessment reflected the proposals contained in the Government's Strategy to improve the consistency of collections and recycling and included the introduction of food waste collections, reductions in residual bin capacity and twin stream recycling (mixed dry and paper/cardboard).
- 1.7 The consultants appointed to undertake the review have recently finished the work and published their report which is attached as **Appendix A**.
- 1.8 The benchmarking exercise ascertained that the performance of the existing service is rated as good when compared against similar authorities using both similar and alternative delivery models. The cost

of the service was also one of the lowest amongst the benchmarked authorities. However the exercise highlighted that the service was over reliant on agency staff particularly because of difficulties in retaining and recruiting HGV drivers.

- 1.9 Analysis of the Service Delivery Options against the criteria ascertained that the LATC option was ranked in first place. The gap in scoring to the second and third ranked options which were the existing In house service and the LATC (JV) respectively was marginal and therefore the exercise didn't produce a clear cut result. In contrast there was a significant gap in the scores to the fourth ranked option which was Outsourcing.
- 1.10 The assessment of the Service Change Options concluded that there will be a considerable cost pressure for the Councils if they have to change the service in response to the proposals contained in the Government's Strategy. Whilst the Government have given a commitment that Councils will not have to fund any new burdens, no detail has been published to date regarding the level of financial support that may be provided.
- 1.11 As the existing service was deemed to be efficient, the review didn't identify any significant savings that could be made in its delivery. In fact the service will face a number of cost pressures over the next few years irrespective of whether the proposals in the Government's Waste Strategy have to be adopted. The pressures will result from new housing developments, higher gate fees for the cost of disposing of dry recycle when the current contract expires in 2022 and resolving the difficulties in attracting and retaining HGV drivers.
- 1.12 With the uncertainty surrounding the Government's Waste Strategy proposals, plus there being no clear winner from the Service Delivery Options assessment, it is considered prudent to continue delivering the service using the current in house arrangements for the short to medium term. The long term direction of the service can then be determined once the full implications of the Strategy are known. In the meantime the main priorities for the service are to undertake an options appraisal for the future disposal of dry recycle and to address the over reliance on agency staff.

2. Recommendations

That Cabinet:

- 2.1 Approve the approach taken during the fundamental review of the Joint Waste Service and its key findings.
- 2.2 Approve the proposal to continue providing the Joint Waste Service using the current in house arrangements and delay any decision on the future provision of the service until the implications of the Government's Resources and Waste Strategy are fully known.
- 2.3 Approve the proposals to undertake an appraisal of options for the future disposal of dry recycle and identify measures to address the issue of over reliance on agency staff.

3. Background

- 1.1 A fundamental review of the Joint Waste Service commenced in April 2019 as part of Lichfield's Fit for the Future Programme. This follows a fast service review which was completed in October 2018. Tamworth Borough Council was invited and agreed to participate in the review.
- 1.13 A brief was prepared and proposals sought from suitably qualified organisations to help inform the future approach of the Councils towards delivering better and more cost efficient waste collection services.
- 1.14 Three tenders were received in response to the brief and following their evaluation a contract was awarded to Frith Resource Management Ltd.

- 1.15 A Project Board with terms of reference was established and has met on a regular basis. A representative from Tamworth Borough Council has sat on the Project Board and the Consultants have attended all the meetings. There was also representation on the Project Team from Finance and Customer Services who along with the Consultants were able to provide the necessary external challenge during the review.
- 1.16 Key milestones and deadlines were drawn up for the review which is due for completion by December 2019 when both Councils Cabinets will consider the findings.
- 1.17 The project has subsequently been expanded to include a review of Lichfield's trade waste services. The purpose of this review is to ascertain whether there are opportunities for the trade services to expand by competing directly with private operators in order to increase market share and deliver a surplus. The findings of this review together with the business case for expanding the service will be presented in a further report.
- 1.18 In addition to the Service Delivery Benchmarking, SWOT Analysis, Service Delivery Options Assessment and Service Change Options the consultants were asked to undertake an assessment/observation of bin collection operations to assess productivity and compliance with health and safety standards.
- 1.19 A workshop which involved elected members was held in June to review the collection observations and benchmarking, identify and agree service options for modelling and identify and agree the evaluation criteria for options.
- 1.20 The benchmarking part of the review examined a number of factors including recycling rates, collection productivity, missed collections, use of resource and cost. The overall performance was rated as good with the main explanation for any variation between existing performance and benchmarking findings being due to different demographics and service delivery methods.
- 1.21 The cost of waste collection for Lichfield and Tamworth is one of the lowest overall and the lowest in-house benchmarked service at just under £48/household. The cost is approximately £10 less per household than the average across the 11 authorities that provided data. However the financial appraisal identified that some of Lichfield's overheads are not currently being accounted for in the Joint Waste budget. In addition the overheads for Lichfield's trade services need to be reviewed to make sure they are being apportioned correctly to the different services. These matters are subject to discussions between Tamworth and Lichfield and could result in a higher figure being declared as the "true" cost of delivering the service to each household.
- 1.22 The operational staffing arrangements for the benchmarked authorities varies quite significantly. Lichfield and Tamworth use on average, 29 agency staff members a week which makes up approximately 27% of the workforce. In comparison the benchmarked authorities reported that they only fill 0% -5% of their posts using agency staff. The Joint Waste Service requires a lot of agency staff because of a relatively high sickness rate and difficulties in recruiting and retaining staff, particularly LGV Category 2 drivers due to a national shortage of suitable candidates. An over reliance on agency staff is not good practice as such a high turnover can result in service delivery problems such as an increase in the number of missed bins because of a lack of round knowledge. In addition all new agency staff have to be recruited, inducted and trained which puts pressure on the Supervisors and Managers. This impact needs to be minimised because the Service was found to have a lean management structure.
- 1.23 The observations of the collection practices ascertained that the service is well managed with high productivity levels and good compliance with safety standards. In particular bin collection productivity has increased by around 12% since improvements were introduced following the earlier fast review. However operational efficiency is constrained by the unfavourable location of both the depot and some of the disposal outlets plus the high number of long bin pull outs on estates which have restricted vehicular access.
- 1.24 The four Service Delivery Options considered by the review are those most widely used by local authorities to deliver waste services. Traditionally it used to be a straight choice between in house or

outsourcing. Nowadays alternative delivery models such as Local Authority Trading Companies and Joint Ventures are becoming more popular as Councils try to find innovative ways to mitigate funding pressures and other risks.

1.25 The criteria and weighting used to assess the Service Delivery Options were agreed at the June workshop as follows:

- Flexibility to change (25%)
- Service control (25%)
- Cost (50%)

The flexibility and control criteria were split into sub criteria using the outcome from the SWOT analysis and weighted according to their relative level of importance. A bespoke Excel model was developed to compare the current in-house costs with the same service delivered through the other three options.

1.26 The assessment of the Service Delivery Options in accordance with the criteria and weighting produced the following results and ranking:

- 1 LATC – 83.2%
- 2 In House – 81.4%
- 3 LATC JV -79.8%
- 4 Outsource – 70.7%

There was little difference between the first three options scores which could easily change with amendments to the assumptions made on the model input data.

1.27 The consultants have concluded from the results that they do not consider it appropriate to recommend the outsourcing of the service in the short to medium term. They were also unable to give a firm recommendation on the other service delivery models because of the proximity of the evaluation scores. They did determine that if the Councils want the lowest cost service with the potential to make a profit then the LATC (JV) should be investigated further. Conversely, should the Councils wish to retain the current level of flexibility and control, they recommended that the service should stay in house or be provided through a Lichfield and Tamworth specific LATC.

1.28 Analysis of the Service Change Options ascertained that substantial financial investment would be needed if the Councils are mandated to implement the proposals contained in the Government' Waste Strategy. In particular the introduction of weekly food waste collections would have the greatest financial impact on the Councils.

1.29 In addition to the potential challenges contained in the Strategy the service will eventually have to deploy additional collection infrastructure to cope with demand from all the new housing developments that are planned to be built in both districts over the next ten years.

1.30 Recommendations were made by the consultants on tackling workforce issues including the over reliance on agency staff due to the shortage of LGV Category 2 drivers. These included paying a competitive wage to drivers and then mitigating the impact on the budget by reducing the number of drivers on each crew from two to one.

1.31 The contract that the Service has with Biffa Waste Ltd for the disposal of dry recycle is due to expire in 2022. The gate fee paid to the company under the terms of the contract is very favourable compared to the current market conditions. Gate fees have continued to rise considerably ever since China imposed a ban on imports of certain materials at the start of 2018. Post 2022 it is inevitable that the Service will have to pay a substantial increase in the gate face, possibly double the current rate. Difficulties may also be faced in securing a contractor as demand for material has fallen since the ban, especially when it is collected in a single bin which is the methodology adopted by the Service. An options appraisal for the future disposal of dry recycle needs to be carried out as soon as possible.

Alternative Options

- 4.1 The service review identified that using a Local Authority Trading Company (LATC) is probably the most viable alternative option to retaining the service in house.
- 4.2 A number of Councils have gone down this route not just for waste on its own but have included other operational services such as grounds maintenance, street scene and housing maintenance. There is guidance available on the setting up of an LATC which recommends the following key steps:
- I. Consultation with employees/Unions as the employees need to be on board. Unison also has a guide on LATCs.
 - II. Councils decision in principle to set up a LATC – this will need to consider the structure of the LATC and how it fits in with the Council’s vision (i.e. income, social value, improved services, control etc.)
 - III. Set up a LATC delivery team
 - Seek advice for legal, finance and tax aspects.
 - To ensure compliance against Companies Act and prevent local government conflicts.
 - Support for HR (TUPE, Pensions, Incentives etc.).
 - IV. Prepare a Business Case – The appraisal and evaluation of the LATC should follow Government Green Book guidance in order to:
 - Identify key areas for the business; set objectives but also recognise risks within each area (i.e. commercial activity, strategic direction, assets, markets etc.).
 - Set reasonable goals over the short, medium and long term i.e. allowing growth / transfer in short term, and expansion thereafter.
 - Establish what skills are needed to deliver (e.g. commercial, marketing).
 - Build a customer focus – shift the focus from Council as the controller, to Council as a client.
 - Set out leadership and governance arrangements, agree the powers of directors and shareholders, roles for officers and members.
 - Develop a risk register between Council and LATC.
 - V. Councils approval of the Business Case.
 - VI. Legally set up the LATC.
 - Shareholder Agreement.
 - Articles of Association.
 - Working Capital Loan Agreement.
 - Service Level Agreement.
 - Operation and Management Services Company.
 - VII. Mobilisation
 - Staff transfer.
 - Asset transfer.
 - Service mobilisation.

The expectation is that this process would take 9-10 months with Council approvals.

Consultation	5.1 The review and its findings were considered by the Joint Waste Committee on 5 th November 2019 and the Leisure, Parks and Waste Management (Overview and Scrutiny) Committee on 18 th November 2019 and they both endorsed the recommendations made in this report.
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Financial Implications	<p>6.1 There are no immediate cost implications associated with continuing to provide the Joint Waste Service using the in house arrangements. However there are a number of cost pressures which are likely to affect the Service over the next few years. These cost pressures which are detailed in the table below would apply to all the Service Delivery Options assessed in the review and therefore they would not affect the overall ranking.</p> <table border="1" data-bbox="469 533 1517 1512"> <thead> <tr> <th data-bbox="469 533 1002 611">Issue</th> <th data-bbox="1002 533 1171 611">Tamworth Share</th> <th data-bbox="1171 533 1342 611">Lichfield Share</th> <th data-bbox="1342 533 1517 611">Total for JWS</th> </tr> </thead> <tbody> <tr> <td data-bbox="469 611 1002 846">Disposal of dry recyclate once the existing contract expires in 2022. Assumption that the gate fee will double which is based on the current market rate for new contracts and the existing tonnage.</td> <td data-bbox="1002 611 1171 846">£257K</td> <td data-bbox="1171 611 1342 846">£359K</td> <td data-bbox="1342 611 1517 846">£616K</td> </tr> <tr> <td data-bbox="469 846 1002 1122">Additional collection infrastructure to meet service demand from new properties. The 10 year property growth figures indicate that an additional 0.5 crew will be needed on both the refuse and recycling crews from 2022/23.</td> <td data-bbox="1002 846 1171 1122">£71K</td> <td data-bbox="1171 846 1342 1122">£99K</td> <td data-bbox="1342 846 1517 1122">£170K</td> </tr> <tr> <td data-bbox="469 1122 1002 1512">Increase in salary for HGV drivers from 2020/21 to improve recruitment and retention and thus reduce the reliance on agency. The second figure shows the increase in salary cost if the number of drivers per crew is reduced from two to one. The figures are based on increasing the salary band from E to F and are net of savings on agency staff.</td> <td data-bbox="1002 1122 1171 1512">£97K £57K</td> <td data-bbox="1171 1122 1342 1512">£136K £79K</td> <td data-bbox="1342 1122 1517 1512">£233K £136K</td> </tr> </tbody> </table> <p>6.2 The MTFs for the Joint Waste Service does already contain £125k from 21/22 and £150k from 22/23 to fund the additional collection infrastructure required to serve new property growth. Furthermore the fast service review recently implemented measures which should delay the requirement for the new infrastructure until 22/23 at the earliest so the £125k due to be spent in 21/22 can now be used to offset the future requirements.</p> <p>6.3 The Joint Waste Service also has two reserves which will help to mitigate the impact of some of the cost pressures on both Councils in the short term. There is a balance of £510k in the Property Growth Reserve and £282k in the Dry Recycling Reserve. However it is not recommended practice to use reserves to offset ongoing costs such as increased driver pay because this only masks the impact. Therefore the impact of these cost pressures will need to be addressed by the MTFs.</p> <p>6.4 The information contained in the paragraphs above is shown for each Council</p>	Issue	Tamworth Share	Lichfield Share	Total for JWS	Disposal of dry recyclate once the existing contract expires in 2022. Assumption that the gate fee will double which is based on the current market rate for new contracts and the existing tonnage.	£257K	£359K	£616K	Additional collection infrastructure to meet service demand from new properties. The 10 year property growth figures indicate that an additional 0.5 crew will be needed on both the refuse and recycling crews from 2022/23.	£71K	£99K	£170K	Increase in salary for HGV drivers from 2020/21 to improve recruitment and retention and thus reduce the reliance on agency. The second figure shows the increase in salary cost if the number of drivers per crew is reduced from two to one. The figures are based on increasing the salary band from E to F and are net of savings on agency staff.	£97K £57K	£136K £79K	£233K £136K
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by financial year below:

	Lichfield			
	2020/21	2021/22	2022/23	2023/24
Disposal of Dry Recyclate			359	376
Additional Collection Infrastructure			99	99
Less : Approved JWS Budget Pressure		(72)	(87)	(87)
Increase in HGV Drivers - Option 1	136	138	141	144
Budget Pressure - Option 1	136	66	512	532
Increase in HGV Drivers - Option 2	79	80	82	84
Budget Pressure - Option 2	79	8	453	472

	Tamworth			
	2020/21	2021/22	2022/23	2023/24
Disposal of Dry Recyclate			257	269
Additional Collection Infrastructure			71	71
Less : Approved JWS Budget Pressure		(53)	(63)	(63)
Increase in HGV Drivers - Option 1	97	98	101	103
Budget Pressure - Option 1	97	45	366	380
Increase in HGV Drivers - Option 2	57	58	59	60
Budget Pressure - Option 2	57	5	324	338

	By Year for Both			
	2020/21	2021/22	2022/23	2023/24
Disposal of Dry Recyclate	0	0	616	645
Additional Collection Infrastructure	0	0	170	170
Less : Approved JWS Budget Pressure	0	(125)	(150)	(150)
Increase in HGV Drivers - Option 1	233	236	242	247
Budget Pressure - Option 1	233	111	878	912
Increase in HGV Drivers - Option 2	136	138	141	144
Budget Pressure - Option 2	136	13	777	809

	Tamworth	Lichfield	Total
Property Growth Reserve	(274)	(236)	(510)
Dry Recycling Reserve	(120)	(162)	(282)

6.5 There is insufficient information available at this time to predict the likely impact of adopting the proposals contained in the Government's Resources and Waste Strategy. This makes it very difficult to model the medium and long term finances for the Joint Waste Service.

6.6 Lichfield has identified £354k of additional overheads that will be incurred in supporting the delivery of the Joint Waste Service in 2020/21. These are currently allocated to Lichfield's MTFs and not the Service's budget. Tamworth are also reviewing the overheads that it incurs in supporting the Service. The two Councils are due to hold further meetings with the aim of reaching agreement on the overheads which should be allocated to the Joint Waste budget.

Contribution to the

7.1 The provision of the Joint Waste Service plays a key role in assuring we have a clean, green and welcoming place.

Delivery of the Strategic Plan	
Equality, Diversity and Human Rights Implications	8.1 There are no equality, diversity and human right implications associated with the review.
Crime & Safety Issues	9.1 The review has not had an impact on any crime and safety issues.
GDPR/Privacy Impact Assessment	10.1 A Privacy Impact Assessment has not been undertaken because the review didn't involve the handling of any personal data.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Delays in finalising the outcome of the Government's Resources and Waste Strategy. This will make it difficult for the Councils to plan for the future provision of the Joint Waste Service especially as the vehicle and disposal contracts are due to expire in 2022.	<ul style="list-style-type: none"> Keep up to date with developments Lobby DEFRA either individually or through JWMB and LARAC. Continue to delay any decision on how the service is provided until the outcome of the Government's Strategy is known. Negotiate contract extensions. 	Yellow
B	The Councils fail to reach agreement on the allocation of overheads to the Joint Waste budget.	<ul style="list-style-type: none"> Sharing of justification for overheads. Further negotiations External mediation 	Yellow
C	The review of the disposal outlets for dry recyclate does not identify a suitable option.	<ul style="list-style-type: none"> Consider handing back responsibility for disposal to the County Council. 	Yellow
D	The service fails to reduce its reliance on agency staff.	<ul style="list-style-type: none"> Further review of the measures. 	Yellow

Background documents

Relevant web links

A large, abstract graphic composed of several overlapping, curved shapes in shades of green and dark purple, resembling a stylized leaf or a modern logo element, set against a white background.

**Joint Waste Service Review of Household
waste Collection - Lichfield District Council**

8-October 2019

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However, no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Executive Summary

Frith Resource Management (FRM) has been engaged to undertake a waste services review for Lichfield District Council. The review of waste collection services forms part of Lichfield's Fit for the Future programme. Lichfield District Council and Tamworth Borough Council (the Councils) deliver in-house joint waste collection services across both local authority areas.

This report summarises an evaluation of waste collection services delivery options for the Councils, and then assesses potential waste collection changes against the current service. This report complements the Round Review report issued by FRM in May 2019, and summarises the appraisal of the different service delivery options and service change options that emerged through the Service Benchmarking report issued by FRM in June.

The current shared waste service provides an alternate weekly residual and co-mingled recycling domestic collection, a charged garden collection and limited commercial (trade) waste collections. Lichfield District Council is the service provider and employs all staff, owns or leases all vehicles, and provides the depot. Lichfield District Council manages the waste collection services on behalf of both Councils. Most service levels are the same for both Councils including garden waste collection.

Observations during accompanied visits on residual and dry recycle collection rounds suggest that the service is managed well, with crews operating safely and efficiently. Productivity is good, but is limited by the location of the depot and tipping points, which place further constraints on the capacity of the service to deal with housing growth within the current collection rounds.

Service delivery options

The Councils wish to determine the suitable way to deliver sustainable waste collection services. Service delivery options include:

- In-house
- Outsourced
- Local Authority Trading Company (Teckal-exempt) – Lichfield & Tamworth operated (LATC (single))
- Local Authority Trading Company (Teckal-exempt) – joint venture with private sector partner (LATC (JV))

It was agreed at a Workshop in June with the Council's project team that the evaluation for service delivery options should be:

- Cost (50%)
- Flexibility to change (25%)
- Service control (25%)

Flexibility and control are evaluated and scored with consideration to a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. This analysis shows that the Councils might have least flexibility and control over outsourced services based on these criteria, and greatest flexibility and control if the services are delivered through a LATC (single), closely followed by in-house delivery.

A bespoke Excel model has been developed to compare the current in-house costs with the same service delivered through either a LATC (single), LATC (JV) or an outsourced contract. The full service costs have been assessed according to the following headings:

- Staffing – including crew, supervision and agency costs
- Premises – relating to the depot
- Vehicles – lease, maintenance, fuel, purchase costs
- Overheads – including supplies and services
- Procurement costs – for outsourced and LATC set up
- Gate fees – for recycle, garden waste
- Income – from recycle, recycling credits, garden waste subscriptions, recharge to Tamworth

The in-house costs have been taken from the current budget out-turn figures for 2018/19. Some adjustments have been made for overheads not currently accounted for by the JWS budget and cross-subsidies to Lichfield’s trade waste service. These adjustments are being reviewed by the JWS finance team and may be subject to change.

The net costs for the JWS¹ after income are calculated as:

- True in-house costs £2,372,000
- Outsourced service £2,316,000
- Delivery by LATC (single) £2,328,000
- Delivery by LATC (JV) £2,169,000

The cost, flexibility and control evaluation model scored and ranks the four service delivery options as:

Evaluation		In-house (true costs)	LATC (single)	LATC (JV)	Outsourced
<i>Criteria</i>	<i>Weighting</i>				
Cost	50%	45.7%	46.6%	50.0%	46.8%
Flexibility to adapt to future service changes	25%	15.6%	19.5%	15.6%	12.7%
Control	25%	20.1%	17.1%	14.1%	11.1%
Total		81.4%	83.2%	79.8%	70.7%
Rank		2	1	3	4

LATC (single) ranks ahead of in-house service with true costs, followed by LATC (JV) with outsourced the lowest scoring. The scores above could easily change with amendments to the assumptions made on the model input data. The LATC (JV) option has the lowest cost. It should be noted that the true costs for in-house all other LATC options are within 10% of each other, which is considered close to the others given some uncertainty in the modelling assumptions.

¹ Excluding Tamworth recharge

The in-house (true costs) and LATC (single) incur a cost of c.£90k for use of the existing depot (based on current arrangements), with LATC (JV) and outsourced options assumed to have a new depot at a cost of £150k per annum. The current depot arrangements does not include any rental charge to the JWS from Lichfield, so could be considered to be an artificial position. If depot costs for the in-house and LATC (single) options are increased to match the £150k per annum assumption used for outsourcing and LATC (JV) delivery, the scoring and the ranking is as follows:

Evaluation		In-house (true costs)	LATC (single)	LATC (JV)	Outsourced
<i>Criteria</i>	<i>Weighting</i>				
Cost	50%	44.6%	45.4%	50.0%	46.8%
Flexibility to adapt to future service changes	25%	15.6%	19.5%	15.6%	12.7%
Control	25%	20.1%	17.1%	14.1%	11.1%
Total		80.3%	82.1%	79.8%	70.7%
Rank		2	1	3	4

The implication of the depot costs does not affect the overall ranking of service delivery options against the criteria. The scores for in-house and both LATC options are very close but the LATC (single) remains the highest ranking option. Allowing £150k/yr rental cost for the depot increases the costs of the in-house and LATC (single) options by c.£60k, making costings for in-house, LATC (single) and outsourced to within 2% of each other. LATC (JV) has the lowest cost under both scenarios (but notably where depot costs are equalised), while outsourced has a lower cost than in-house and LATC (single) where depot costs are equalised, but these service delivery options do not score so well against others for flexibility and control.

The Baseline (in-house true costs) has been assessed to consider the financial implications of the following service change options. The financial implications should be very similar for other service delivery options (LATC (single), LATC (JV), outsourced).

Service change options

The service change options considered are expected to increase the current cost to the JWS. Such changes are likely to be driven by legislation and national policy, and it is understood that local authorities would be compensated for additional costs should service changes be mandated through Extended Producer Responsibility (EPR).

Four service change options have been modelled using the Kerbside Analysis Tool (KAT):

- Service efficiencies
 - *Alternative depot location*
 - At present, 7 vehicles are required to operate the dry recycling collection service and 7 to operate the residual waste collection service. Modelling a reduction in drive time showed that incrementally one-fifth of vehicle could be saved for every 5 minutes saved on the drive time to and from the depot for the dry recycling. For the residual waste, however, changing the drive time has no material impact on the number of vehicles required to

operate the service as the number of vehicles is largely driven by the number of households required to collect from amount of waste collected on the rounds.

- The Council could consider increasing the annual charge for the subscription-based garden waste service. However, although there would be an increase in the income from the subscribed households, this could have the effect of reducing the number of households subscribing to the service which would reduce the income from the service
- Whilst relocating the depot to a more central location is unlikely to reduce the number of vehicles currently required, it will provide more capacity for collection for projected housing growth, and extend the date when additional waste collection vehicles are required.
- It is noted that current depot is unlikely to have space needed for food waste collection vehicles from 2023 as required by the national Resources and Waste Strategy. Consequently, for future waste collection requirements, a site search and viability assessment should be carried out for a more central depot.
- *Waste minimisation (education & awareness), and reduced residual waste tonnages*
 - Education and awareness of households is most unlikely to reduce residual waste vehicle numbers, but it will provide capacity for household growth and the need for more RCVs. The Councils should consider a budget and personnel for waste education and awareness.
- *Implications of the national Resource and Waste Strategy*
 - Deposit Return Scheme (DRS): for a medium projection, there would be a decrease of approximately 2,400 tonnes of dry recyclables, but 7 vehicles would still be required, although there would be greater capacity for housing growth.
 - Other implications of the national Resource and Waste Strategy are covered by the service change options below.
- Service Change Option A – weekly food waste collections
 - Weekly food waste collections. There is no reduction in residual waste collection vehicles expected², and the need for at least 8 food waste collection vehicles, crews (driver and loader), kitchen and out-door caddies, and caddy liners. The kerbside recycling rate is calculated to increase from 45% to 53%.
- Service Change Option B – weekly food waste collections, reduced residual waste capacity
 - Reduced capacity residual collection (180litre residual bin collected fortnightly). When compared with Option A, there appears to be no further decrease in the number of vehicles required to collect residual waste, however, there is a slight increase in the amount of food waste vehicles required (from 7.1 to 7.7 vehicles, but still at least 8 vehicles). The recycling rate is calculated to increase to 55%. If residual waste collection is reduced to 3 weekly in the same bins as present, it could be c.£100k per annum less than the fortnightly collection with a smaller bin, but there is no flexibility in the vehicles to

² The KAT modelling estimates that a saving of one residual vehicle could be achieved. However, the Councils believe this will be operationally challenging. Therefore 7 vehicles are costed in this assessment for all options.

allow for growth. However, the process of switching to a three-weekly residual collection can be a difficult transition for householders when compared to reducing the bin size.

- Service Change Option C – weekly food waste collections, reduced residual waste capacity, twin-stream dry recycling
 - Twin-stream dry recycling (4-weekly, alternate fortnightly), fibre collected in separate bin. It is calculated that 9 food waste vehicles would be required. Six vehicles would be required to collect the paper and card recycling, and 7 would be required to collect the remaining co-mingled fraction. Overall, however a total of at least 26 vehicles are required to operate the service. This is an increase of 8 from the current service.

Waste collection services cost increases for service change Options A, B and C are calculated as follows:

Annual Collection Costs	Difference from Baseline		
	Option A	Option B	Option C
Vehicle operating costs (labour, vehicle standing, vehicle running and fuel)	£496,000	£523,000	£583,000
Vehicle capital costs	£105,000	£105,000	£118,000
Container Costs	£89,000	£89,000	£308,000
Overheads (supervision)	£60,000	£63,000	£70,000
Cost of liners (annual)	£398,000	£398,000	£398,000
Difference to adjusted Baseline	£1,148,000	£1,177,000	£1,477,000

These costs include £398,000 for the provision of food caddy liners by the Council to households. There is the potential to save this cost.

The additional collection costs to the JWS for service change Options A, B and C can be summarised as:

Cost item	Difference from Baseline		
	Option A	Option B	Option C
Annualised recycling collection cost	£0	£0	£218,000
Annualised organics (garden waste) collection cost	£0	£0	£0
Annualised food waste collection costs	£749,000	£779,000	£861,000
Annual cost of providing food caddy liners	£398,000	£398,000	£398,000
Annualised residual collection costs	£0	£0	£0
Total gross collection cost difference	£1,148,000	£1,177,000	£1,477,000
Kerbside recycling rate ³	53%	55%	56%

The introduction of a separate food waste collection service, using the modelled assumptions, is estimated to cost Lichfield at least c.£750,000 per year more than the current service, excluding the cost of caddy liner provision. Implementing the Option C two-stream collection service will incur an

³ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRCs and other collection activity, but is purely the performance of the main collection systems from households

additional recycling collection cost of approximately £218,000. It is assumed that the vehicles and staff will be shared across the two recycling streams. If separate vehicles were required to collect the two-stream dry recycling, the collection cost for Option C would be considerably higher.

To understand the annual whole system cost implications of service change options, the potential income revenue and gate fee costs need to be compared to the Baseline:

	Revenue assumption			
	(£/t)	Option A	Option B	Option C
Gate fees and income, comprising:		£127,000	£164,500	-£225,000
<i>Dry Recycling⁴, of which:</i>		£0	£16,500	-£394,000
<i>Paper: Mixed papers domestic</i>	-£21.33			-£151,000
<i>Non-corrugated card</i>	-£50.76			-£97,000
<i>Co-mingled DMR⁵</i>	£18.00		£16,500	-£146,000 ⁶
<i>Garden Waste Composting</i>	£21.06	£0	£0	£0
<i>Food Waste Treatment⁷</i>	£26.00	£127,000	£148,000	£169,000
Revenue from garden waste subscription ⁸		£0	£0	£0
Recycling Credits (dry)	-£53.24	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£51.58	-£252,000	-£293,000	-£334,000
Net Cost (difference to Baseline)		-£125,000	-£178,000	-£609,000

All options are expected to generate net income compared to the Baseline, due to the value of the recycling credit and recycle income. Option C is expected to generate the highest net income compared to the current service. This saving is largely dependent on the JWS securing market prices for fibre that are similar to industry published averages (c.£21/tonne for paper, c.£50/tonne for cardboard). It can also be seen from these figures that the additional recycling credits more than offset the gate fees for food waste; the same applies to additional dry recycling.

A comparison of the whole system costs for delivering the service changes in Options A, B and C are summarised as:

	Option A	Option B	Option C
Collection Cost difference	£1,148,000	£1,177,000	£1,477,000
Net Cost difference	-£125,000	-£178,000	-£609,000
Whole System Cost difference	£1,023,000	£999,000	£868,000

These figures include the additional cost of collection as well as the net income associated with recycling credits, recycling revenue, and gate fees. These results show that when the cost of treatment and

⁴ Average Let's Recycle Material Price (Jan-May 2019) minus 10% to account for smaller buying power

⁵ WRAP (2018) MRF Gate Fee Report

⁶ This is not a revenue. Note that there is still a cost of sending the co-mingled DMR to be recycling. However, as there is less DMR on the basis of separating the paper and card, JWS will save approximately £146,000.

⁷ WRAP (2018) MRF Gate Fee Report

⁸ Assumed no change to garden waste service or subscription throughout

potential income is taken into account, although Option C has the highest increase in collection costs, it results in the lowest increase from the current service. This is driven by an income of c.£250,000 for the separately collected paper and card fraction, and recycling credits for food waste. It is recommended that further research is undertaken to ensure similar gate fees could be secured should the JWS consider a two-stream dry recycling system.

Notable sensitivities include to the above costs include:

- Recycling credits

Whole System (without recycling credits) Difference			
	Option A	Option B	Option C
Difference from Baseline	£1,275,000	£1,358,000	£1,231,000

- MRF gate fee / recycling income; variance from current

	Income per tonne (£/t)	Option A	Option B	Option C
Gate Fees and income, comprising		£127,000	£181,000	-£248,000
<i>Dry Recycling⁹, of which:</i>		£0	£33,000	-£415,000
<i>Paper: Mixed papers domestic</i>	-£10.67			-£76,000
<i>Non-corrugated card</i>	-£25.38			-£48,000
<i>Co-mingled DMR¹⁰</i>	£36.00		£33,000	-£291,000
<i>Garden Waste Composting</i>	£21.06	£0	£0	£0
<i>Food Waste Treatment¹¹</i>	£26.00	£127,000	£148,000	£167,000
Revenue from garden waste subscription ¹²		£0	£0	£0
Recycling Credits (dry)	-£53.24	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£51.58	-£252,000	-£293,000	-£334,000
Net Cost		-£125,000	-£161,000	-£630,000
Annual gross collection costs		£1,148,000	£1,177,000	£1,477,000
Whole System Cost		£1,023,000	£1,016,000	£847,000

- Moving from 2 drivers + 1 loader, to 1 driver + 2 loaders. It is calculated that there would be an annual £44,700 cost saving by changing to 1 driver and 2 loaders. There would be an additional cost saving if drivers were currently paid industry rates.

The whole system cost variance for service change options is summarised as:

⁹ Average Let's Recycle Material Price (Jan-May 2019) minus 10% to account for smaller buying power

¹⁰ WRAP (2018) MRF Gate Fee Report

¹¹ WRAP (2018) MRF Gate Fee Report

¹² Assumed no change to garden waste service or subscription throughout

Difference from Baseline	Option A (Current service + food)	Option B (Current service + food + restricted residual)	Option C (A4WC + food, +restricted residual)
Annual gross collection costs	£749,000	£779,000	£1,079,000
Annual cost of food caddy liners	£398,000	£398,000	£398,000
Gate Fees for recycling	£0	£20,000	-£426,000
Garden Waste Treatment	£0	£0	£0
Garden waste Income	£0	£0	£0
Food Waste Treatment	£127,000	£148,000	£169,000
Recycling Credits (dry)	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£252,000	-£293,000	-£334,000
Whole System Cost (difference from Baseline)	£1,023,000	£999,000	£868,000

Whole System Cost – Sensitivities			
No recycling credits	£1,274,000	£1,341,000	£1,251,000
MRF gate fee sensitivity	£1,023,000	£1,016,000	£847,000

Option C has the lowest whole system cost of all the alternative collection options. Although there is an increase in gross collection costs, the material revenue gained from a separate paper and card system and recycling credits offsets this to become the most cost-effective option (although still at increased cost compared to the Baseline). Material income revenue of £248,000 is assumed based on the high proportion of paper and card found within JWS current recycling composition.

Sensitivity analysis has shown that the JWS could incur significant cost increases should the recycling credits be withdrawn, or the MRF gate fees continue to rise. However, Option C still has the lowest whole system costs of the service change options considered once these have been taken into account.

Next steps

It is not considered appropriate, based on the cost and factors of flexibility and control that are important to the Councils, to recommend outsourcing the services in the short to medium term. If the Councils wish for the lowest cost services with the potential to make a profit, then the LATC (JV) should be investigated further, i.e. through an approach to the Norse Group in which they are asked to provide a detailed cost estimate for delivery of the services. The Council can then make a decision on a LATC (JV) when they have a costed proposal. However, should the Councils wish to retain the current level of flexibility and control, particularly with the uncertainty over the implementation of the national Resource and Waste Strategy, then the service should remain in-house or through the setting up of a Lichfield and Tamworth specific LATC. Given the proximity of the evaluation scores, it is not appropriate to make a firm recommendation on the service delivery model.

The potential cost implications of setting up a local authority trading company, meeting the requirements set out below. It is noted that some of these items may not be mandatory.

Year	Item	Cost
2020	LATC agreement, set up costs	c.£100-£150k, depending on the level of external advice sought
	New depot	To be determined
2022	Reducing garden waste collections over winter months	To be determined
2023	Weekly food waste collection	c£760k

Contents

1	Introduction	1
1.1	Background	1
1.2	Options appraisal objective	1
1.3	Report structure.....	2
2	Collection Round Observations	4
2.1	Introduction	4
2.2	General observations	4
3	Service Delivery Benchmarking	6
3.1	Introduction	6
3.2	Benchmarking conclusions.....	6
4	SWOT Analysis	9
4.1	Initial SWOT analysis.....	9
5	Service Delivery Options Assessment	11
5.1	Introduction	11
5.2	Service flexibility and control.....	11
5.3	Cost assessment.....	12
5.3.1	Model description.....	12
5.3.2	Input data and assumptions	13
5.3.3	Model output	14
5.4	Results and Ranking	17
5.5	Conclusions	18
6	Service Change Options	20
6.1	Introduction	20
6.2	Methodology.....	21
6.3	Service Change Options – Assessment of collection costs	22
6.3.1	Baseline (current service)	22
6.3.2	Service efficiencies.....	23
6.3.3	Service Change Option A – Food waste collection.....	25
6.3.4	Service Change Option B – Food waste collection & reduced residual waste capacity	27
6.3.5	Service Change Option C – Food waste collection, restricted residual & twin stream recycling	28

6.3.6	Total Collection Costs.....	30
6.4	Gate Fee and Net Income	31
6.5	Whole System Costs.....	33
6.5.1	Sensitivity analysis	33
6.5.2	Garden waste collection	36
6.6	Recycling rate.....	36
6.7	Summary of Service Change Options.....	37
7	Summary and Conclusions	39
7.1	Council challenges.....	39
7.2	Summary of potential changes	41
7.2.1	Service delivery options	41
7.2.2	Service change options	42
7.2.3	Effect of changes.....	42
7.3	Conclusion.....	43
Appendix A – SWOT Analysis on Service Delivery Options		45
Appendix B – Service Delivery Option Assumptions.....		48
Appendix C – KAT Modelling Assumptions		52

1 Introduction

Frith Resource Management (FRM) has been engaged to undertake a waste services review for Lichfield District Council. Lichfield District Council and Tamworth Borough Council (the Councils) deliver in-house joint waste services (JWS) across both local authority areas.

This report complements the Round Review report issued by FRM in May 2019 as part of this project, and summarises the appraisal of the different service delivery options and service change options that emerged through the Service Benchmarking report issued by FRM in June.

1.1 Background

The review of waste collection services forms part of Lichfield's Fit for the Future programme, which is a comprehensive, corporate, cross departmental transformation programme with the following objectives:

- To embed a culture of change and continuous improvement within the organisation so that it is better placed to play its future role;
- To support the delivery of the outcomes described within the Strategic Plan 2016-20 and prepare for the 2020-2024 Strategic Plan;
- To improve the customer experience of dealing with the Council whether that be digitally or through more traditional contact routes;
- To move the Council towards becoming a more self-sufficient and sustainable organisation; and
- To nurture and support the Council's ambition to be more commercial in everything that it does.

The current shared waste service with Tamworth provides an alternate weekly residual and co-mingled recycling domestic collection, a charged garden collection and limited commercial (trade) waste collections. Lichfield District Council is the service provider and employs all staff and owns or leases all vehicles. Lichfield District Council manages the waste collection services on behalf of both Councils. Most service levels are the same for both Councils including garden waste collection.

1.2 Options appraisal objective

Local authorities in England have been exploring the most suitable ways to deliver sustainable waste collection services. The service delivery options are:

- In-house
- Outsourced
- Local Authority Trading Company (Teckal-exempt) – Lichfield & Tamworth operated (LATC (single))
- Local Authority Trading Company (Teckal-exempt) – joint venture with private sector partner (LATC (JV))

Some local authorities which had outsourced services have brought them back in-house, and some local authorities with in-sourced services have set up a LATC (single) or LATC (JV), or have outsourced the services, so all the options above have been demonstrated as being successful.

FRM's proposal to the Councils for the service delivery options appraisal was to:

- Review the waste collection services (Round Review report);
- Benchmark the Councils wastes collection services against similar authorities with LATC (single), LATC (JV), and outsourced (Service Benchmarking report);
- Workshop service delivery options evaluation criteria and service change options with the Councils Officers and Members;
- Evaluate service delivery options;
- Cost the service change options for the highest scoring service delivery option; and
- Report and present to Councils.

FRM's proposal for the evaluation of the four service delivery options was to include a strengths, weaknesses, opportunities, and threats (SWOT) analysis. FRM prepared a draft SWOT analysis for the service delivery options evaluation criteria and service change options Workshop on 7th June. It was agreed at this Workshop that the evaluation for service delivery options should be:

- Cost (50%)
- Flexibility to change (25%)
- Service control (25%)

The current waste collection service has been assessed to consider the financial implications of the following service change options:

- Service efficiencies
 - Alternative depot location;
 - Vehicle acquisition and maintenance, extended vehicle life; and
 - Waste minimisation (education & awareness), and reduced residual waste tonnages.
- Service change A
 - Weekly food waste collections.
- Service change B – as A but also
 - Reduced capacity residual collection (180litre residual bin/ fortnightly).
- Service change C - as B but also
 - Twin-stream dry recycling (4-weekly, alternate fortnightly), fibre collected in separate bin.

1.3 Report structure

Following this introduction, this report contains the following Chapters:

- Chapter 2: Collection Round Observations – summary of the observations from FRM's on-vehicle review of the residual and recyclables collection rounds;
- Chapter 3: Service Delivery Benchmarking - the summary conclusions from the Service Benchmarking report;

- Chapter 4: Service Delivery Options SWOT Analysis - a summary of the SWOT analysis of the different service delivery options and a discussion of the key issues arising;
- Chapter 5: Service Delivery Options Assessment - a description of the cost model and a comparison of the service delivery options with regards to the evaluation criteria;
- Chapter 6: Service Change Options - details of the cost implication associated with the service change options; and
- Chapter 7: Conclusions - a discussion around the key findings from the assessment.

2 Collection Round Observations

2.1 Introduction

On 16th and 17th April, Tim Byrne (B.Sc. (Wastes Management), MCIWM, ISWA IWM) undertook a review of the residual and recyclable waste collection rounds for Lichfield District Council and Tamworth Borough Council (the Councils). Tim has been both a driver and collector in the past and has c.25 years in the sector and has an expert knowledge of waste collection activities and vehicles. He is now a consultant working with Frith Resource Management (FRM).

Tim accompanied a residual waste collection crew on 16th April and a dry recyclables collection crew on 17th April, for collection from Tamworth. The objectives of the independent review were to assess the infrastructure and design of the rounds and whether they could be improved, together with the productivity and activities of the crews.

2.2 General observations

The Joint Waste Services management team manages the joint service well. If more sustainable solutions could be found for a better sited depot than Burntwood and improvements to the location of the waste transfer station infrastructure for the residual waste and dry recyclate, the overall operational element of the service will become more efficient for collection from Tamworth. This could be reduced by having two depots, one in Lichfield and one in Tamworth. The additional cost for the provision and operation of two depots against the cost reduction in vehicles and round time should be assessed. If this demonstrates that two depots provide cost advantages, then a site search should be carried out.

The Councils do not have control over the tipping location for residual waste as this is directed by Staffordshire County Council. However, irrespective that the Councils should be paid a “tipping away” payment for out of District travel costs by Staffordshire County Council, the Councils should consider a transfer station for residual waste, and potentially for dry recyclate as there is not an alternative MRF near Lichfield and Tamworth. This could be linked to the depot search.

The national Resources and Waste Strategy for England requires food waste collection by the end of 2023. We would comment that there could be sufficient space to park nine/ten 7.5 tonne food waste collection trucks at the Burntwood depot. However, space is limited, and the management team has commented that there is currently insufficient car parking space for staff at the site, something that will be further exacerbated through additional vehicles and associated staff.

Many bins were presented within the property boundary and the crews had to spend time wheeling them to the collection vehicle, often a distance of 60-80m. It is the standard requirement of outsourced waste collection contracts that the bins should be collected at the property boundary, and returned to the property boundary. This would provide more round capacity for new properties in the future. We would recommend that this practice should be employed by the Councils.

It was observed that the Tamworth residual waste bins were full indicating that there is potential for improvement in waste recycling in Tamworth. Also there were quite a number of recyclables containers cross contaminated with residual waste and the crews had to yellow-tag them to tell the resident that, he/she had put the wrong type of materials into the container. Educating the public and then enforcing bin requirement would save collection time and cost and would provide capacity in waste collection vehicles for future housing.

Further recommendations include improvement of driver communications with two-way radios, rolling out a programme of Continued Professional Development for drivers to motivate and retain staff, and recruiting loaders with a career path to becoming drivers to reduce the reliance on agency staff.

3 Service Delivery Benchmarking

3.1 Introduction

The first task of the service delivery options assessment was to benchmark the Councils' waste collection services against other authorities for delivery and performance prior to modelling service delivery options. This was done by identifying local authorities in England which provide joint waste services through three alternative delivery models: in-house, Local Authority Trading Company (LATC) (Teckal-exempt), or outsourced, and then contacting the authorities to complete a benchmarking questionnaire.

The completed benchmarking questionnaires were assessed and the overall conclusions of the benchmarking were:

- Lichfield & Tamworth JWS operation and financial performance is good when measured against similar sized authorities using a similar delivery model.
- Lichfield & Tamworth JWS operation and financial performance is good when measured against similar sized authorities using alternative delivery models.
- The main explanations for any differences between the Councils' existing performance and benchmarking findings are different demographics, service delivery methods and performance.

3.2 Benchmarking conclusions

The following issues were benchmarked:

Waste arisings

Lichfield and Tamworth are currently producing more residual waste and dry recycling than the average but slightly less garden waste. Considering the service delivery arrangements, there is insufficient data to confirm whether the delivery option (in-house, LATC or outsourced) has a direct impact on waste arisings per household, which are clearly also a bearing of the socio-demographics of the area in question. However, the authorities in this sample operating an in-house service do have slightly higher residual waste arisings, but also higher dry recycling arisings, indicating higher total waste arisings.

The type of dry recycling collection service (i.e. co-mingled, two-stream, kerbside sort) does not appear to have a direct impact on the amount of dry recycling collected per household.

Recycling rate

Lichfield and Tamworth's household waste recycling rates are just below the average in the benchmark group, based on 2018/19 data. In parallel to carrying out the benchmarking, FRM assessed waste recycling in Lichfield and Tamworth against other waste collection authorities (WCA) in England in 2017/18. The national analysis demonstrates that the Councils both performed well against others offering a similar dry recycling collection, whilst not collecting food. Most of the benchmark group (except South Staffordshire and Cannock Chase) have some form of food waste collection, so are excluded from the national data in the chart below. It should be noted that Lichfield's recycling rate has since fallen by c.2 percentage points based on current (2018/19) data, understood to be due to the introduction of charges for garden waste collection in 2018.

It is notable from the national analysis that all of the top performers in terms of recycling rate based on the analysis applied were delivered by outsourced service providers. The benchmarking demonstrates a

more mixed picture, however, with both higher and lower recycling performance via outsourced providers.

Collection performance

The number of bins collected per vehicle per round was not able to be provided by all benchmarking participants, due to the availability of data. The figures provided range from 674 households on the rural dry recycling kerbside sort rounds in West Devon to 1,406 for the mainly urban co-mingled dry recycling rounds in Lichfield and Tamworth. A good waste collection service typically collects from 1,200 households per vehicle for an 8.5 hour working day. The equates to 1,425 households per vehicle for a 9.5 hour working day which is being provided on the Councils urban round.

All but one of the eleven benchmarked authorities work on task and finish operation. There is insufficient data to confirm whether in-house delivery achieves greater service performance than outsourcing.

Missed collections

Scant information was provided on the question of missed collection, and that which was forthcoming varied significantly. Outsourced contracts are generally considered to be good if missed collections are less than 100 per 100,000 properties. The Councils have a performance of 89 missed collections per 100,000 properties and the service should therefore be considered relatively good.

Resources

Vehicles

All the authorities¹³ in the benchmark group purchase their RCVs, while Lichfield and Tamworth's joint service contract hires vehicles. The operational life of RCVs varies between 7 and 9 years. Lichfield and Tamworth currently have a 6 year lease to coincide with the expiry date of the recyclables processing contract. The Councils may make cost savings in future by purchasing vehicles and retaining them for an 8 year life.

Staffing

The staffing arrangements for the benchmarked authorities varies quite significantly. Lichfield and Tamworth used, on average, 29 agency staff members a month. According to information regarding staff age profiles, Lichfield and Tamworth have a total of 72 permanent staff; this means that agency staff make up approximately 27% of total workforce. Benchmarked authorities reported to use 0% - 5%. An assessment should be made whether increasing permanent staff pay to recruit staff and reducing agency staff will save the Councils money.

The Councils have a lean staffing structure for the management of the waste collection services and communication with the public.

Service cost

The benchmarked authorities were asked to provide their waste collection service cost per household excluding any income from recycle, garden waste subscriptions, recycling credits or trade waste. Much

¹³ No information provided by Daventry (LATC Norse)

clarification was undertaken on the cost figures provided, however there may be some nuances that have not been able to be separated from the costs provided.

The cost of waste collection for Lichfield and Tamworth is one of the lowest overall and the lowest in-house benchmarked authority at just under £48/household; Cannock Chase has the lowest cost at approximately £44/household. Lichfield and Tamworth's joint service cost is approximately £10 less per household than the average across the 11 authorities (including Lichfield and Tamworth) that have provided cost data, at £58/household.

Trade waste

The approach to trade waste services varies across the benchmark group, with some of the authorities providing a trade waste service, while others do not. The income varies significantly between the authorities; the majority being under £0.5m, but South Cambridgeshire & Cambridge City generate substantial income of £3.8m.

Recyclate price management

Many of the benchmark authorities have some slight variation of a 50:50 shared benefit arrangement between themselves and a contractor with regard to recyclate income. Lichfield & Tamworth, South Staffordshire and Cannock Chase have contracts with Biffa for the management of dry recyclables. A fixed gate fee is paid (subject to CPI).

Apportionment of service costs (for joint services)

For Tamworth and Lichfield, the apportionment of service costs is typically shared according to the property count in each district. For 2018/19 the split was Lichfield 57% and Tamworth 43%. The same apportionment is applied for back-office management. For LATC and outsourced services, service costs tend to be apportioned between the authorities based on service provision.

Potential for other joint services

The majority of the benchmarked authorities acknowledged the natural synergies which can exist between waste collection and street cleansing servicing areas of similar demographic; particularly around management, operations and administrations. Where authorities did not see options for joint services, this was often due to barriers or constraints regarding district boundaries or differing demographics.

4 SWOT Analysis

4.1 Initial SWOT analysis

FRM undertook a strengths, weaknesses, opportunities and strengths (SWOT) analysis for the June 2019 Workshop. The SWOT analysis sought to identify items, and then allocate them to *more important*, *important* and *less important* categories for the evaluation of in-house, LATC (single), LATC (JV) and outsourced service delivery options. The initial SWOT analysis then sought to rank the four service delivery options. The objective of the SWOT was to evaluate service delivery options, excluding costs. Service provision costs were excluded from the SWOT analysis. The items identified for the SWOT and their categorisation was as follows:

Table 1: SWOT analysis item categorisation

More important
• Direct control
• Flexibility for service/ legislative change
• Cost control
• Opportunities for service change cost savings/ income
• All risks, including financial and service risk with Councils
• Competitive costing
• Funding for recruitment and career development, driver pay rates
Important
• Trust of the public
• Direct line management
• Procurement time and cost
• Costs transparent to the Council
• No exit limitations and costs
• Flexibility for property growth
• Lower cost for borrowing capital
• Commercial waste services development
• Opportunity to integrate other services e.g. street cleansing
• Recruitment and retention of staff, HGV 2 driver pay rates
• Buying power for service change and new infrastructure
• LGPS requirements for labour
• Provision of staff for service management
• Knowledge to innovate
• Funding for public awareness and education
• Funding for new depot and transfer station
• Potential for service provision with other authorities
• Mobilisation for service change
• Provision of maintenance of plant and equipment
Less important
• Risk of company bankruptcy
• Responsiveness to public
• Union management
• Lack of direct service expertise
• Lack of service health & safety experience and resources
• Member (political) influence and control
• Potential profit margin

The categorisation of the items in the SWOT is subjective. Further detail on the SWOT analysis for each service delivery option is presented in Appendix A.

The SWOT analysis was briefly discussed at the Workshop on 7th June and it was agreed to evaluate the four service delivery options on:

- Cost (50%)
- Flexibility to change (25%)
- Service control (25%)

5 Service Delivery Options Assessment

5.1 Introduction

Following on from the SWOT analysis and Workshop, the four service delivery options have been evaluated bespoke Excel model according to the following criteria:

- Cost (50%)
- Flexibility to change (25%)
- Service control (25%)

5.2 Service flexibility and control

In order to assess the different aspects relating to service flexibility and control, we have identified sub-headings of each. In co-operation with the Council, each item has been weighted according to its relative level of importance: a weighting of 5 for the most important sub-criteria, a weighting of 1 for less important sub-criteria. Flexibility for service change and legislative change were weighted as the most important under the 'flexibility' criterion; service control and cost control were weighted as the most important under the 'control' criterion.

Each service delivery option has been scored according to how well it achieves each sub-criteria item: a score of 4 where the option performs well, a score of 1 where it performs least well relative to the other options.

The weightings and scores are summarised in Table 2. For each sub-criterion the score is multiplied by the weighting, then each weighted score is summed to give total weighted scores for flexibility and control. The weighted scores for each option are compared to the maximum possible score, and multiplied by the % criteria weighting (25% for each (see Section 5.1 above)) to give percentage evaluation scores for flexibility and control. These evaluation scores are then combined with the cost criterion to give the overall performance of each service delivery option.

Table 2: Flexibility and control analysis

Flexibility	Weighting	In-house	LATC (Single)	LATC (JV)	Outsourced
Service change	5	4	4	2	1
Legislative change	5	4	3	2	1
Personnel recruitment	3	1	3	3	4
Personnel employment	3	1	2	3	4
Capital investment	3	2	3	3	1
Competitive pricing	3	1	2	3	4
Property growth	1	1	2	3	4
Commercial services development	3	1	4	3	2
Other service integration	3	3	4	2	1
Authority partnership	3	4	3	2	1
Total flexibility score	128	80	100	80	65
Percentage flexibility		15.6%	19.5%	15.6%	12.7%
Control	Weighting	In-house	LATC (Single)	LATC (JV)	Outsourced
Service control	5	4	3	2	1
Cost control	5	4	3	2	1
Personnel management	3	4	3	2	1
Transparency	3	4	3	2	1
Financial risks	3	1	2	3	4
Service provision risks	3	1	2	3	4
Commercial services control	1	4	3	2	1
Total control score	92	74	63	52	41
Percentage Control		20.1%	17.1%	14.1%	11.1%
Percentage Flexibility and Control		35.7%	36.7%	29.8%	23.8%

The analysis shows that the Councils might have least flexibility and control over outsourced services based on these criteria, and greatest flexibility and control if the services are delivered through a LATC (single), closely followed by in-house delivery. The Councils have the greatest flexibility if the LATC (single) option is chosen and greatest control over in-house services. A LATC (JV) service gives flexibility on a par with in-house, but with notably lower levels of control.

5.3 Cost assessment

5.3.1 Model description

A bespoke Excel model has been developed to compare the current in-house costs with the same service delivered through either a LATC (single), LATC (JV) or an outsourced contract. The full service costs have been assessed according to the following headings:

- Staffing – including crew, supervision and agency costs
- Premises – relating to the depot

- Vehicles – lease, maintenance, fuel, purchase costs
- Overheads – including supplies and services
- Procurement costs – for outsourced and LATC set up
- Gate fees – for recycle, garden waste
- Income – from recycle, recycling credits, garden waste subscriptions, recharge to Tamworth

The model has been set up to include the total service cost, i.e. those costs incurred by the Council, and those costs incurred by the contractor or trading company. The cost assessment of each of the service delivery options has been undertaken on the combined total costs for that option.

5.3.2 Input data and assumptions

The in-house costs have been taken from the current budget out-turn figures for 2018/19. Some adjustments have been made in agreement with Lichfield’s finance officer for the JWS to identify cross-subsidies to Lichfield’s trade waste service and other overheads not currently accounted for by the JWS budget but levied by Lichfield. It should be noted that these adjustments are currently being reviewed by the finance teams within the Councils and are subject to change. These are presented as the ‘true’ in-house costs below:

- Depot costs – addition of £39k for depot usage
- Tamworth depot central support – removal of £68k allocated to JWS for Tamworth’s depot overheads that is not actually used by the JWS
- Other overheads - £407k not currently allocated to JWS
- Trade waste subsidy – removal of £54k cross-subsidy to the JWS (detailed within the trade waste service review report)

Modelling assumptions for the outsourced and LATC options are set out in Appendix B. Key points relating to each cost heading are:

Cost heading	Comment for outsourced and LATC costs
Staffing and salaries	<ul style="list-style-type: none"> – Council staffing based on reduction in office / managerial staff – Contractor / LATC staffing based on reduction in team leaders per vehicle, 9.25h working day – Contractor / LATC salaries based on assumed market rates – NIC and superannuation 20% of contractor / LATC staff costs, 30% of Council staff costs – Agency staff costs reduced to 10% (outsourced and LATC (JV)) / 20% (LATC (single)) of contractor salaries – currently 40% of total staff salaries
Vehicles	<ul style="list-style-type: none"> – Same number of vehicles as present – Purchase of new vehicles depreciated over 8 year lifespan – Council borrowing rate 3% for LATC (single), contractor borrowing rate 6% for outsourced and LATC (JV)
Depot costs	<ul style="list-style-type: none"> – Same costs as ‘true’ in-house costs for LATC (single) – New depot at £150k per annum for outsourced and LATC (JV)

Overheads	<ul style="list-style-type: none"> - Similar to 'true' in-house costs, but with the removal of other overheads not currently allocated and JWS cross-subsidy - Addition of staffing overheads at 5% of contractor / LATC salaries
Procurement	<ul style="list-style-type: none"> - £250k council costs for procurement of outsourced contract, annualised over 8-year period - £150k Council cost for set up of LATC, annualised over 8-year period - Depends on extent of external resource
Gate fees	<ul style="list-style-type: none"> - Based on current gate fees and tonnage information provided
Income	<ul style="list-style-type: none"> - Mainly as for in-house (true cost), but figures adjusted to reflect current prices

5.3.3 Model output

The results of the cost assessment are presented in Table 3, summarised as the net cost of the JWS¹⁴ follows:

- True in-house costs £2,372,000
- Outsourced service £2,316,000
- Delivery by LATC (single) £2,328,000
- Delivery by LATC (JV) £2,169,000

The key differences between the options are in terms of the staffing / salary costs where outsourced and LATC (JV) are lower than the LATC (single) by c.£350k, and lower than the true in-house costs by c.£250k. This is primarily due to the lower agency staffing costs and reduced NIC and superannuation costs. The balance of staffing and management overheads is different when other options are compared to the true in-house costs.

Vehicle costs are notably higher for the outsourced and LATC options. These costs have been worked up based on the current vehicle fleet being purchased and maintained by the contractor or LATC, over a vehicle life of 8 years. It is clear that the current lease costs are competitive, and there may not be any benefit in purchasing. We have made initial enquiries of the potential lease hire costs for vehicles over an 8 year period¹⁵. While they are quite competitive, they should be treated with caution as the costs depend on the specification of the vehicles, the terms of the lease and would be subject to competitive tendering by the Councils.

The premises costs are much higher for the outsourced and LATC (JV) options, on the basis that a LATC (single) could use the current depot under the same in-house arrangement. An outsourced contract or LATC (JV) is likely to either require an alternative depot or be charged a reasonable rent by the Council to use the current depot. This unknown cost has been dealt with by comparing the options on the same

¹⁴ Excludes recharge to Tamworth

¹⁵ 26t RCV - Mercedes Econic / Dennis body / Split or trade lift, £840 per week

18t RCV - Dennis chassis / Dennis body / Twin pack Split lift, £812 per week

7.5t Food waste vehicle - Isuzu with a Terberg Plastic body, £525 per week

depot costs, by assuming these are equal for each option – this adjustment is presented in the last two lines of Table 3 for comparison purposes only.

Table 3: Summary of service delivery option costs

Council costs						
Contractor / LATC costs						
NOTE: costs are for JWS with Tamworth Does not include costs not attributable to the JWS, Excludes trade waste costs / income	In-house (current)	In-house (at 'true' cost to Lichfield)	Outsourced	LATC (single)	LATC (JV)	Comments
	2018/19 from out-turn		Total service costs, including cost to the Councils			
Staffing	£2,618,490	£2,618,490	£2,379,300	£2,727,954	£2,349,074	Note that calc of staff salary costs differ from budget figures
Staff salaries - council	£1,536,953	£1,536,953	£194,149	£170,872	£170,872	
Staff salaries - contractor / LATC			£1,636,300	£1,790,050	£1,636,300	
NIC & superannuation - Council	£458,841	£458,841	£57,961	£51,012	£51,012	
NIC & superannuation - contractor / LATC			£327,260	£358,010	£327,260	
Agency staff costs	£619,841	£619,841	£163,630	£358,010	£163,630	In-house calculates at 40% of staff salaries, outsourced and LATC (JV) assume 10%, LATC (single) 20% of contractor salaries
Other	£2,855	£2,855				
Premises	£51,864	£90,664	£150,000	£90,664	£150,000	
Depot costs	£50,280	£89,080	£150,000	£89,080	£150,000	In-house includes operating and income, no capital charges
Depot CCTV	£1,584	£1,584		£1,584		
Vehicles	£1,243,278	£1,243,278	£1,413,621	£1,350,451	£1,413,621	
Maintenance / running cost	£27,708	£27,708	£300,000	£300,000	£300,000	Assume same number of vehicles as present
Fuel	£401,599	£401,599	£401,599	£401,599	£401,599	Assume fuel costs will be same as at present
MOT & Licences / standing costs	£1,355	£1,355	£164,500	£164,500	£164,500	Note not all current vehicles have MOT & licences - see 'budget'
Contract hire	£800,716	£800,716				
Other transport	£11,900	£11,900				
Annualised vehicle (capital) cost			£547,522	£484,352	£547,522	
Overheads	£785,867	£1,070,627	£796,815	£804,503	£796,815	Assume same Council overheads apply (excl depreciation & staffing)
Supplies & services	£385,347	£385,347	£400,000	£400,000	£400,000	Gate fees stripped out, see below
Third party payments	£13,990	£13,990	£15,000	£15,000	£15,000	Bank charges and shared service agreement
Central support	£318,580	£318,580	£300,000	£300,000	£300,000	
Tamworth depot central support	£67,950					Removal of this item to be discussed
Staffing management overheads (contractor LATC)			£81,815	£89,503	£81,815	
Other overheads not currently allocated to JWS		£407,190				
Adjustment for trade service		-£54,480				Costs incurred in Lichfield's delivery of trade waste service
Total contractor / LATC costs			£4,172,626	£4,346,023	£4,172,626	
Profit margin retained by contractor / LATC			£208,631	£0	£104,316	
Procurement	£0	£0	£31,250	£18,750	£18,750	
Procurement & mobilisation	£0	£0	£31,250	£18,750	£18,750	Per year, spread across outsourced contract period for comparison
Gate fees	£943,739	£943,739	£927,901	£927,901	£927,901	Based on current gate fees
Dry recyclate	£694,814	£694,814	£678,193	£678,193	£678,193	Excludes trade waste
Garden waste	£248,925	£248,925	£249,708	£249,708	£249,708	
Income	£4,457,489	£4,601,236	£4,598,613	£4,598,613	£4,598,613	
Garden waste subscriptions	£1,495,179	£1,495,179	£1,495,179	£1,495,179	£1,495,179	
Recyclate income	£330,689	£330,689	£341,712	£341,712	£341,712	Recyclate income all to council, contractor won't take risk
Recycling credits	£1,619,913	£1,619,913	£1,606,267	£1,606,267	£1,606,267	
Bulky waste	£67,603	£67,603	£67,603	£67,603	£67,603	
Insurance claims	£8,584	£8,584	£8,584	£8,584	£8,584	
Four Ashes	£60,000	£60,000	£60,000	£60,000	£60,000	Tipping away payments
Stolen bins	£1,320	£1,320	£1,320	£1,320	£1,320	
Other	£11,151	£11,151	£11,151	£11,151	£11,151	Not defined
Total JWS to Lichfield (excl Tamworth recharge)	£2,048,799	£2,372,359	£2,315,703	£2,328,407	£2,168,661	
Total direct Council cost (excl Tamworth recharge)	£2,048,799	£2,372,359	£2,107,072	£2,328,407	£2,064,345	
Total contractor /LATC cost (for service)			£4,381,258	£4,346,023	£4,276,942	
<i>Adjustment to 'equalise' depot costs to same as Outsourced option</i>	<i>£98,136</i>	<i>£59,336</i>		<i>£59,336</i>		Given that the 'Premises Costs' above for inhouse and LATC(single) do not include rent / capital charges, this assumes that the depot 'rental' costs for inhouse and LATC(single) are the same as for outsourced and LATC (JV), based on a reasonable estimate of commercial prices

5.4 Results and Ranking

The outputs from the SWOT analysis and service delivery options cost model have been combined with the evaluation criteria:

- Cost (50%)
- Flexibility to change (25%)
- Service control (25%)

to score and rank the in-house, LATC (single), LATC (JV) and outsourced service delivery options. In-house without true cost allocation was not included in the ranking. The output from the service delivery evaluation model is as follows:

Table 4: Service delivery options scores

Scoring		In-house (current)	In-house (true costs)	LATC (single)	LATC (JV)	Outsourced	Max score / Min price
<i>Criteria</i>	<i>Weighting</i>						
Cost	50%	£2,048,799	£2,372,359	£2,328,407	£2,168,661	£2,315,703	£2,168,661
Flexibility to adapt to changes	25%		80	100	80	65	128
Control	25%		74	63	52	41	92

Table 5: Service delivery options evaluation results

Evaluation		In-house (true costs)	LATC (single)	LATC (JV)	Outsourced
<i>Criteria</i>	<i>Weighting</i>				
Cost	50%	45.7%	46.6%	50.0%	46.8%
Flexibility to adapt to future service changes	25%	15.6%	19.5%	15.6%	12.7%
Control	25%	20.1%	17.1%	14.1%	11.1%
Total		81.4%	83.2%	79.8%	70.7%
Rank		2	1	3	4

There is little difference in the total evaluation scores for the in-house service with true costs and the LATC (single). LATC (single) ranks ahead of in-house service with true costs, but the scores above could easily change with amendments to the assumptions made on the model input data. The LATC (JV) option has the lowest cost. It should be noted that the true costs for in-house all other LATC options are within 10% of each other, which is considered close to the others given the uncertainty of the modelling assumptions.

The in-house (true costs) and LATC (single) incur a cost of c.£90k for use of the existing depot (based on current arrangements), with LATC (JV) and outsourced options assumed to have a new depot at a cost of

£150k per annum. The current depot arrangements does not include any rental charge to the JWS from Lichfield, so could be considered to be an artificial position. If depot costs for the in-house and LATC (single) options are increased to match the £150k per annum assumption used for outsourcing and LATC (JV) delivery, the scoring and the ranking is as follows:

Table 6: Service delivery option scores – equal depot costs

Scoring		In-house (true costs)	LATC (single)	LATC (JV)	Outsourced	Max score / Min price
<i>Criteria</i>	<i>Weighting</i>					
Cost	50%	£2,431,695	£2,387,743	£2,168,661	£2,315,703	£2,168,661
Flexibility to adapt to future service changes	25%	80	100	80	65	128
Control	25%	74	63	52	41	92

Table 7: Service delivery options evaluation results – equal depot costs

Evaluation		In-house (true costs)	LATC (single)	LATC (JV)	Outsourced
<i>Criteria</i>	<i>Weighting</i>				
Cost	50%	44.6%	45.4%	50.0%	46.8%
Flexibility to adapt to future service changes	25%	15.6%	19.5%	15.6%	12.7%
Control	25%	20.1%	17.1%	14.1%	11.1%
Total		80.3%	82.1%	79.8%	70.7%
Rank		2	1	3	4

The implication of the depot costs does not affect the overall ranking of LATC (single) as the highest scoring option, but it affect the rankings of the service delivery options against the criteria. The scores for in-house and both LATC options are very close. It increases the costs of the in-house and LATC (single) options by c.£60k, making costings for in-house, LATC (single) and outsourced to within 2% of each other. LATC (JV) has the lowest cost under both scenarios (but notably where depot costs are equalised), while outsourced has a lower cost than in-house and LATC (single) where depot costs are equalised, but these service delivery options do not score so well against others for flexibility and control.

5.5 Conclusions

The outsourced option is ranked last in the evaluation. Given the uncertainty of the application of the national Resource & Waste Strategy and the low ranking, we would not recommend that the Councils outsource the waste collection services based on the above analysis.

The LATC (single) scores highest with and without the depot costs being equalised, although in-house true cost scores within 2-3% (less than £50k) of LATC (single). If the lowest cost option is preferred, then consideration should be given to a LATC (JV).

There could be management advantages to Lichfield trade waste services in setting up a LATC. However, Tamworth's trade waste services were sold to the private sector and agreement would need to be reached between Lichfield and Tamworth Councils if trade waste services are provided through a LATC.

6 Service Change Options

6.1 Introduction

This chapter presents the findings from the service change options modelling which assessed the comparative costs and anticipated performance of the following household waste collection systems. Four options were proposed for modelling, in addition to the Baseline service. These are shown in Table 8. Changes from the Baseline (current service) are highlighted in **blue and bold**.

Table 8: Outline of service change options

Scenario	Collection	Frequency	Capacity (l)
Baseline	Residual	Fortnightly	240l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
<i>Adjusted to assume vehicle purchase</i>	Food waste	<i>No separate food collection</i>	
	Garden waste (charged)	Fortnightly	240l wheeled bin
Service efficiencies	Residual	Fortnightly	240l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
	Food waste	<i>No separate food collection</i>	
	Garden waste (charged)	Fortnightly	240l wheeled bin
	The collection service configuration will remain the same, however, the following service efficiencies are assessed ¹⁶ : <ul style="list-style-type: none"> - A depot in Tamworth (reducing collection time) - Waste minimisation and education 		
Service Change A	Residual	Fortnightly	240l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
	Food waste	Weekly	Kitchen caddy and 23l bin
	Garden waste (charged)	Fortnightly	240l wheeled bin
Service Change B	Residual	Fortnightly	180l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
	Food waste	Weekly	Kitchen caddy and 23l bin
	Garden waste (charged)	Fortnightly	240l wheeled bin
Service Change C	Residual	Fortnightly	180l wheeled bin
	Dry (Twin Stream)	Alternate 4-weekly	240l wheeled bin (paper and card)
			240l wheeled bin (Plastic, glass, metals)
	Food waste	Weekly	Kitchen caddy and 23l bin
Garden waste (charged)	Fortnightly	240l wheeled bin	

¹⁶ Initially it was agreed that the assessment would include vehicle acquisition (rather than lease hire) over a period of 8 years. Due to the modelling capabilities within KAT, this has not been appropriate, as summarised in Section 6.3.1.

6.2 Methodology

The Kerbside Analysis Tool (KAT) was used to provide a comparative assessment of cost and operational requirements for the Baseline (current) service and three proposed alternative collection scenarios agreed with the Council.

The three alternative collection scenarios and key assumptions were agreed with the Council in the June Workshop prior to modelling. A KAT data request proforma was originally completed by Council Officers to provide operational detail and costs to facilitate initial modelling of the current service. Further clarifications were provided by officers on request.

Key information gathered via the KAT proforma, included:

- Number and type of vehicles
- Length of working day (averaged for task and finish)
- Number of crew / driver contribution to loading
- Average time taken to drive to key points (e.g. from depot to start of round, from end of round to tip)
- Round size
- Participation and set out (usually an estimate)
- Contamination rate
- Capital costs
- Financing costs
- Driver / loader salary
- Standing costs
- Running costs
- Overheads (management / depot)

What is KAT?

The Kerbside Analysis Tool (KAT) is an Excel-based tool developed by the Waste & Resources Action Programme (WRAP) for the purposes of developing indicative and comparative costs between alternate collection systems. It is a peer reviewed model and the industry standard tool for collection systems.

FRM staff have developed >200 KAT models for some 75 different local authorities to provide comparative costs and performance of alternative collection systems. These have included all of the configurations within this project (options A, B and C set out in Table 8). KAT alone, however, requires further detail to be added to provide 'whole system costs' and to present costs in a format that are appropriate, for example, to align to budgets. FRM have therefore also applied KAT results a more comprehensive costing spreadsheet for these purposes.

The Baseline model is designed to reflect the current service operation, at time of analysis, and are therefore a modelled representation of the service. All cost elements are **annualised**, including existing bins, vehicles etc., with costs presented for a single year that cannot be projected forwards. This approach allows a 'like for like' comparison against alternative collection systems but would not be reflective of the differential capital investment required to install a new system straight away. For the purposes of evaluation, the number of vehicles required to operate a service is presented to one

decimal place, i.e. 5.5 vehicles, to show where subtle changes have been reported. In reality, this would require 6 vehicles. It has also been assumed for the KAT modelling that 2 drivers and 1 loader will operate the residual, recycling and garden systems, based on the 9.25 working day.

The model results for alternative scenarios, where local data is more limited, remain a good comparative indicator of the direction and magnitude of cost and performance change anticipated through service changes, and are based on industry experience or other guidance / models as appropriate. In order to calculate actual costs of an alternative system that takes account of existing infrastructure and vehicles a more bespoke analysis should be undertaken including practical aspects of service implementation (e.g. swapping bins for different elements of the service, transferring/ selling redundant vehicles etc.).

Please note that the costs identified by KAT for each scenario are annualised as noted above and the recycling rates outlined within this section are 'kerbside recycling rates' of the core¹⁷ kerbside service rather than the total recycling rate of the Council¹⁸. KAT provides results for the current and alternative collection systems for a single year. As discussed, this allows for a 'like for like' comparison but cannot be used to project forwards. The focus of this section is on the collection of the household waste, however the costs of managing the collected waste (e.g. recycling costs / revenues and disposal costs) is reflected in the net 'total system' modelling included in Section 6.5 of this report. The implications of these costs and revenue can alter the least cost / most expensive options overall.

6.3 Service Change Options – Assessment of collection costs

The key assumptions for each of the alternative options are outlined in Appendix C. The options which have been agreed incorporate potential service changes highlighted within the recently published National Resources and Waste Strategy. Some of these changes have recently been consulted on, which include mandatory separate food waste collections and consistent recycling collections. For the purposes of this report, we are assuming that Lichfield will continue to operate a charged garden collection service.

6.3.1 Baseline (current service)

The Baseline KAT model has been compiled from assumptions provided by the Councils. The JWS currently leases vehicles over a period of 6 years and 2 months, to coincide with the end of the MRF contract. At the outset of this process and on selection of the options set out in Table 8, it was assumed that greater efficiencies may be obtained through the Councils purchasing and maintaining the vehicles rather than on a lease hire arrangement. However, the purpose of using the KAT model is to compare the costs for service change, and KAT can only do this through an annualised vehicle cost based on the purchase and depreciation of assets. For this reason, the current 'Baseline' service has been adjusted such that the costs assume vehicles are purchased with a life of 8 years – all service change options are predicated on the same basis and the costs presented are valid for comparison purposes.

¹⁷ This does not include 'niche' elements of the collection service such as bring banks, bulky waste and certain specialist collections such as potentially from flats or clinical waste.

¹⁸ The total Council recycling rate would also include the waste flows from the Household Waste Recycling Centres, Bring Banks and other household waste streams not collected via the standard kerbside collection service. Therefore, for example, if a system in this report shows a +5% uplift in 'kerbside recycling rate', it would be envisaged that this would be a lower uplift in the total Council recycling rate (e.g. it could be +2, +3 or +4% depending on other factors within the Council).

Table 9: Baseline service

Scenario	Collection	Frequency	Capacity (l)
Baseline	Residual	Fortnightly	240l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
As current	Food waste	<i>No separate food collection</i>	
	Garden waste (charged)	Fortnightly	240l wheeled bin

The Baseline has been modelled as if the current collection service purchased the vehicles over an 8-year period, at a 3% interest rate. This allows each of the alternative options to be comparatively assessed against the 'Baseline' when discussing cost changes. The garden waste collection service has been annualised to allow for the seasonality factor. An average of 3.4 (4 vehicles) has been modelled and is represented hereafter, however it is recognised that the vehicle requirement varies throughout the year.

6.3.2 Service efficiencies

In the assessment of service efficiencies, the collection service configuration will remain the same, however, a number of sensitivities have been applied to explore whether efficiencies could be achieved (i.e. a saved vehicle). For this scenario each improvement has been treated in isolation. The following service improvements have been assessed at high level:

- A depot in Tamworth (reducing collection time)
- Waste minimisation and education
 - Residual waste minimisation
 - Impact of a Deposit Return Scheme (DRS) on dry recycling

It is important to note that these considerations have been treated in isolation from the following service change Options A, B and C; the efficiencies from the depot location and waste minimisation could be applied to any service change option, or indeed the current service.

Depot location

A suitable location for a depot in Tamworth is unknown at this stage. However, using the capabilities of the KAT model, we have assessed how much shorter drive times would need to be from the present depot (Burntwood), in order to save a vehicle. This is based on information provided to FRM from Lichfield as part of the KAT modelling exercise. From this the Council can then use this shorter drive time to identify potential locations.

Within KAT this was assessed by reducing the time from depot to start of run and the from unloading to depot, in intervals of 5, 10 and 15 minutes. The results of which can be seen in Table 10 below. Garden waste was not included in this assessment due to the seasonality factor.

Table 10: Service efficiency – depot location (drive time)

Scenario	Collection stream	Baseline (25 minutes)	Reduce drive time by 5 minutes (to 20 minutes)	Reduce drive time by 10 minutes (to 15 minutes)	Reduce drive time by 15 minutes (to 5 minutes)
No. of collection vehicles	Residual	6.3	6.3	6.3	6.3
	Dry (Commingled)	6.6	6.4	6.2	6.0

At present, 7 vehicles are required to operate the dry recycling collection service and an additional 7 to operate the residual waste collection service. Modelling a reduction in drive showed that incrementally 0.2 of vehicle could be saved for every 5 minutes saved on the drive time to and from the depot for the dry recycling. For the residual waste, however, changing the drive time has no material impact on the number of vehicles required to operate the service – 7 vehicles would still be required. This indicates that the number of vehicles required for this service is largely driven by the number of households required to collect from amount of waste collected on the rounds.

It is also important to consider the implications of future housing projections and population growth on the collection service. Capacity will be required within these vehicles as the number of houses (and thus serviceable properties) increases, therefore reducing the number of vehicles to below current levels is not likely to result in savings for Lichfield and Tamworth’s Joint Waste Service, whereas current vehicle numbers and working patterns allow flexibility for future growth.

Waste Minimisation

Residual waste minimisation

The Councils are interested to see whether, through education and awareness raising, a reduction in residual waste arisings could be achieved. FRM therefore carried out a high-level assessment on the effect that minimisation of residual waste might have on vehicle numbers is presented in Table 11, i.e. by how much would residual waste need to decrease in order to save a vehicle. This sensitivity assumes that there is no change in the dry recycling or garden waste tonnages; the minimisation effect is on the residual waste stream only.

Table 11: Service efficiency - waste minimisation

Scenario	Collection stream	Baseline	-1,000t	-2,000t	-4,000t	-6,000t	-8,000t	-10,000t
No. of collection vehicles	Residual	6.3	6.1	5.9	5.9	5.9	5.9	5.9
	(tonnes)	34,245	33,244	32,244	30,244	28,244	26,244	24,244

To assimilate the minimisation of residual waste arisings, the amount of residual waste has been reduced by 1,000 tonne (per annum) increments to find the ‘tipping point’ (i.e. the point at which a vehicle is saved). It can be seen from the vehicle numbers in Table 11 that the residual collection round is largely driven by the demographics of the Councils, i.e. the number of households that are required to be collected from, the time taken to collect from households and the rurality of the area, rather than the

quantity of waste. Reduced quantities of residual waste (within the range tested) is not likely to result in the need for fewer vehicles, but it does allow some headroom for housing and population growth within the current fleet.

Implications of a Deposit Return Scheme

The National Resources and Waste Strategy published in December 2018 set out aims to overhaul the waste system; the potential introduction of a Deposit Return Scheme (DRS) is one measure being explored via consultation. Therefore, as an additional sensitivity, we modelled the potential implications of introducing a DRS, looking at the impacts it could have on the Council’s dry recycling collection. Based on the assumption that England would follow suit in Scotland’s decision to implement an ‘all in’ system (i.e. all drinks containers, for glass, metals and PET plastic drinks containers are in scope. HDPE containers for milk would be out of scope, as would containers smaller than 50ml (i.e. small probiotic bottles) and larger than 3litres).

The following projections have been made on the potential reduction of dry recyclate from the kerbside collections, based on assumptions determined from available data and current research. Data presented by Eunomia’s 2017 report¹⁹ suggests figures for the composition of recyclate that is beverage containers. These figures have been applied to the Baseline dry recyclate projections from the business case, alongside high and low diversion rates from kerbside collection to DRS as follows:

- High – 85%²⁰ of beverage container material being diverted from kerbside to DRS
- Low – 50% of beverage container material being diverted from kerbside to DRS

For this sensitivity we modelled the ‘high’ and ‘low’ projections. Table 12 shows that in the medium projection, although there would be a decrease of approximately 2,400 tonnes, 7 vehicles would still be required to operate the dry recycling collection service. In the ‘high’ projection however, one vehicle could be potentially saved, although impacts of housing projections are not taken into account here.

Table 12: Implications of DRS – vehicle numbers

Scenario	Collection stream	Baseline	Medium Projections	High Projections
No. of collection vehicles	Dry (Commingled)	6.6	6.3	5.9
	(tonnes)	18,682	16,310	14,648

6.3.3 Service Change Option A – Food waste collection

Option A considers the current collection service but with the addition of a weekly food waste collection service - each household being provided with a small kitchen caddy and a 23-litre bin. The food waste would be collected in 7.5t specialist food waste collection vehicles.

¹⁹ Impacts of a Deposit Refund System for One-way Beverage Packaging on Local Authority Waste Services, Eunomia 2017

²⁰ The core assumption in the DRS consultation is for a return rate of 85% of in scope containers. Note that this assumes some of the containers not currently collected for recycling will be captured, hence this is the ‘high’ projection.

Table 13: Option A – Food waste collection

Scenario	Collection	Frequency	Capacity (l)
Option A <i>As current + food</i>	Residual	Fortnightly	240l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
	Food waste	Weekly	Kitchen caddy and 23l bin
	Garden waste (charged)	Fortnightly	240l wheeled bin

The WRAP ready reckoner for food waste yields was applied to calculate the total tonnage of food waste collected. The ready reckoner formula is based on indices of deprivation and is the most accurate data set available to estimate projected food waste tonnages. Calculations are outlined in Appendix C. For this option we assumed a ‘low yield’ of 4,888 tonnes per annum (an average of 1.21kg/hh/week)²¹. Based on evidence from WRAP food waste collection trials, a set out rate of 45% and a participation rate of 55% was applied. The food waste yields calculated by the WRAP ready reckoner have been cross-checked against residual waste compositional analysis data provided by Lichfield to ensure that there is sufficient food waste in the residual mix available.

The implementation of a separate food waste collection increases the ‘kerbside’ recycling performance from 45% to 53% as food waste is being diverted from the residual waste stream and is sent for either digestion or specialist composting. The estimated food waste yield is a factor of the residual waste capacity and socio-demographics of the authority.

For caddy liners, we have assumed a cost of 5p per liner and that each household would be provided with 2 liners a week, a total of 104 liners per year. This equates to a cost of £5.20 per household per year, a total cost of £398,300 for the year across all alternative options. This figure is included within the total collection cost reported.

In this option, it is assumed that the recycling and residual waste collection systems will operate as per the current service. There is no modelled change to the number of vehicles and collection crew required for the dry recycling or garden service. However, the number of residual waste vehicle reduces by 1, to 6. This is due to a lower residual tonnage collected as a result of the food waste collection.

Table 14: Option A - Vehicle and collection crew numbers

Collection	Baseline	Option A		
	No. of vehicles	No. of vehicles	No. drivers	No. loaders
Recycling	6.6	6.6	14	7
Garden	3.4	3.4	8	4
Food	-	7.1	8	8
Residual	6.3	5.9	12	6

²¹ Research from WRAP indicates that Local Authorities introducing a food waste collection service are most likely to achieve yields equivalent to that of a ‘low yield’ except where restrictions are made on the residual collection stream.

As outlined in Table 14 the implementation of a dedicated food waste collection will result in the requirement of a minimum of 8 dedicated 7.5t vehicles, which will require 8 drivers, and 8 loaders²². There is a saving of one residual vehicle (6). This is an overall increase of 7 vehicles.²³

Note that the KAT model does not take into account any future projected household growth in the area or the impact that would have on the waste collection service. Additionally, the Councils believe that a reduction in residual waste vehicles (from 7 to 6) would be operationally challenging, and therefore unlikely to be realised in practice. As such, in the costs presented below it is assumed that 7 residual vehicles will be needed to operate the residual waste service. Full cost implications are presented in Section 6.5.

6.3.4 Service Change Option B – Food waste collection & reduced residual waste capacity
Option B models the same collection service as Option A, however the bin capacity of the residual waste stream has been reduced from 240-litre wheeled bin to a 180-litre wheeled bin. The collection frequency of the residual is assumed to remain fortnightly.

Table 15: Option B – Food waste collection & reduced residual waste capacity

Scenario	Collection	Frequency	Capacity (l)
Option B Reduced capacity residual + food	Residual	Fortnightly	180l wheeled bin
	Dry (Commingled)	Fortnightly	240l wheeled bin
	Food waste	Weekly	Kitchen caddy and 23l bin
	Garden waste (charged)	Fortnightly	240l wheeled bin

Due to the residual waste capacity restriction, a 5% increase was applied to the set out and capture rate from the Baseline for the dry recycling stream. An increase of 5% was applied in terms of participation (97%), as the current participation rate for Lichfield is already particularly high (92%).

As for Option A, food waste is separately collected once a week, and it assumed that the garden waste collection service will remain as per the Baseline. However, due to the residual waste capacity restriction, a 'low-medium' yield for food waste of 5,685 tonnes per annum (an average of 1.41kg/hh/week) was assumed as per the WRAP ready reckoner. The rationale being that residents will be incentivised to participate in the food waste collection due to limited space within the residual waste bin.

When compared to Option A, there appears to be no further decrease in the number of vehicles required to collect residual waste, however, there is a slight increase in the amount of food waste vehicles required (from 7.1 to 7.7 vehicles). This is no material increase from Option A (as at least 8 vehicles would be required in both options) however it does demonstrate that the vehicles are filled more on each collection. Operationally, a minimum of 8 food waste vehicles are required through the

²² We have assumed that the driver of the food waste collection vehicle will contribute 50% of their time to collection i.e. the number of food waste loaders is 1.5.

²³ Excluding spares vehicles

KAT model, however, in practice it may be found that additional vehicles are required. The ‘kerbside’ recycling rate increases from 45% in the Baseline to 55% in this Option. Overall, the vehicle requirement for Option B is the same as Option A, an increase of 7 from the Baseline for the food waste service.

Table 16: Option B – Vehicle and collection crew numbers

Collection	Baseline	Option A	Option B		
	No. vehicles	No. vehicles	No. vehicles	No. drivers	No. loaders
Recycling	6.6	6.6	6.6	14	7
Garden	3.4	3.4	3.4	8	4
Food	-	7.1	7.7	8	8
Residual	6.3	5.9	5.9	12	6

An alternative approach to restricting residual waste, improve recycling and save cost is three weekly residual waste collection. This would give similar recycling rates to the above but could save the cost of between 1 and 2 vehicles (c.£25,000 annualised capital cost of vehicles per annum) and no additional wheeled bins would need to be procured. A total of approximately £100k per year could potentially be saved on total collection costs, however there would be no additional capacity in the residual waste vehicles to allow for household growth.

Option B was therefore modelled as a restricted bin capacity fortnightly collection. It is also suggested that, in terms of collection logistics and ease for householders, it may be better suited when considering Option C, where the dry recycling moves to an alternate four-weekly collection. Householders would then be required to continue presenting residual fortnightly, alternating between the dry recycling bins.

As with Option A, although the KAT modelling identifies a potential theoretical saving in residual waste vehicles, the extent to which a vehicle may be saved is marginal. Therefore, for cost purposes it is assumed that 7 residual vehicles (as at present) will be operated, requiring 14 drivers and 7 loaders.

6.3.5 Service Change Option C – Food waste collection, restricted residual & twin stream recycling

Option C models an alternate 4-weekly collection for dry recycling. It is modelled to operate over an alternating fortnightly dry recycling stream. This means that recycling is collected every fortnight, alternating between a paper and card collection, and a comingled collection of plastics, glass and metals; i.e. paper and card is collected on week 2 and plastic, glass and metals are collected on week 4. For each dry recycling stream, a 240-litre wheeled bin has been modelled. As for Option B, food waste is collected weekly, and residual waste is collected in a 180-litre wheeled bin.

Table 17: Option C – Food waste, reduced residual waste capacity, twin stream recycling

Scenario	Collection	Frequency	Capacity (l)
Option C <i>Twin stream recycling + restricted residual + food</i>	Residual	Fortnightly	180l wheeled bin
	Dry (Twin Stream)	Alternate 4-weekly	240l wheeled bin (paper and card)
			240l wheeled bin (Plastic, glass, metals)
	Food waste	Weekly	Kitchen caddy and 23l bin
	Garden waste (charged)	Fortnightly	240l wheeled bin

No further increase was applied to the dry recycling participation rate or capture rate (see Option B), however the contamination rate was reduced from the current rate of 13% to 5% (KAT default for twin-stream). It is widely assumed that when provided with the opportunity to sort recycling at the kerbside, householders will generally sort their recycling with better efficiency, reducing the amount of non-target material entering the recycling system. For this reason, there is a slight increase in residual waste tonnage as some of the previous dry recycling ‘contamination’ material moves to this stream. For this same reason a slight increase in the food waste collection a ‘medium’ yield of 6,482 tonnes per annum has been assumed (approximately 1.61kg/hh/week).

The ‘kerbside’ recycling rate for Option C is modelled at 56% (an increase of 11% on the current service).

Option C requires the most number of vehicles of all the options considered. As outlined in Table 18, should Lichfield achieve the assumed food waste yield, 9 food waste vehicles would be required. Six vehicles would be required to collect the paper and card recycling, and 7 would be required to collect the remaining co-mingled fraction. It has been assumed that the RCVs would operate both recycling services, therefore no additional vehicles would be required to operate this service compared to the Baseline. As with Options A and B, a reduction in residual waste means that one vehicle could theoretically be saved here (reducing to 6 vehicles). Overall, however a total of at least 26 vehicles are required to operate the service. This is an increase of 8 from the current service.

As with Options A and B, although the KAT modelling identifies a potential saving in residual waste vehicles, the extent to which a vehicle may be saved is marginal. Therefore, for cost purposes it is assumed that 7 residual vehicles (as at present) will be operated, requiring 14 drivers and 7 loaders.

Table 18: Option C – Vehicle and collection crew numbers

Collection	Baseline	Option A	Option B	Option C		
	No. vehicles	No. vehicles	No. vehicles	No. vehicles	No. drivers	No. loaders
Recycling (paper and card)	6.6	6.6	6.6	5.2	14	7
Recycling (plastic, glass and metal)				6.8		
Garden	3.4	3.4	3.4	3.4	8	4
Food	-	7.1	7.7	8.7	9	9
Residual	6.3	5.9	5.9	5.9	12	6

6.3.6 Total Collection Costs

This section presents the total **collection costs** of each Option, when compared to the Baseline. As shown below in Table 19, the operating costs include the vehicle capital costs, vehicle operating costs (labour, vehicle standing and vehicle running costs). Collection costs also include the capital costs for containers and overheads (assumed at 12% of operating costs). Table 20 shows how the collection costs are split across each collection stream (residual, dry recycling, garden and food). Total system costs (including gate fees and income streams) are considered in Section 6.5.

The differences in collection costs for all options compared to the adjusted Baseline is summarised in Table 19, Table 20 and are included in detail in Appendix C. The implementation of a separate food waste collection has the most pronounced impact on the total collection costs, when compared to the Baseline. It should be noted that the cost of providing caddy liners to each household for the collection of food waste is not insignificant, at an additional c.£400,000 per annum. In all cases, it has been assumed that there will be no reduction in residual waste vehicle numbers and crew.

Table 19: Total operating costs – variance from Baseline

Annual Collection Costs	Difference from Baseline		
	Option A	Option B	Option C
Vehicle operating costs (labour, vehicle standing, vehicle running and fuel)	£496,000	£523,000	£583,000
Vehicle capital costs	£105,000	£105,000	£118,000
Container Costs	£89,000	£89,000	£308,000
Overheads (supervision)	£60,000	£63,000	£70,000
Cost of liners (annual)	£398,000	£398,000	£398,000
Difference to adjusted Baseline	£1,148,000	£1,177,000	£1,477,000

Option C has the highest increased collection from the Baseline. This is due mainly to the introduction of a two-stream dry recycling system, and the initial investment of 240 litre wheeled bins for each participating household. Vehicle capital costs can be minimised if the vehicles can be shared on the dry

recycling service in Option C, as has been assumed. It important to note that the vehicle capital costs would be significantly higher if vehicles cannot be shared. Note, a negative number indicates a saving compared to the Baseline, whereas a positive indicates an increased cost compared to the Baseline.

Table 20: Total collection cost: by collection stream – variance from Baseline

Cost item	Difference from Baseline		
	Option A	Option B	Option C
Annualised recycling collection cost	£0	£0	£218,000
Annualised organics (garden waste) collection cost	£0	£0	£0
Annualised food waste collection costs	£749,000	£779,000	£861,000
Annual cost of providing food caddy liners	£398,000	£398,000	£398,000
Annualised residual collection costs	£0	£0	£0
Total gross collection cost difference	£1,148,000	£1,177,000	£1,477,000
Kerbside recycling rate ²⁴	53%	55%	56%

Table 20 shows that for all Options there is an additional collection cost to JWS. The introduction of a separate food waste collection service, using the modelled assumptions, is estimated to cost Lichfield at least c.£750,000 per year more than the current service, plus the cost of caddy liner provision. There could be some saving of c.£260,000 from residual waste collection by reducing the number of residual waste vehicles from 7 to 6. However, it not deemed likely that this saving can be achieved operationally, therefore there are no savings associated with the residual waste stream across any of the Options. The main differential between Option A and B is due to slightly increased operating and overheads associated with the higher food waste yield.

Option C has the highest gross collection cost of all the alternative service change options modelled. This is partly due to the greater number of vehicles required to collect food waste, but also the purchase of new 240litre wheeled bins for the two-stream recycling stream. Implementing a two-stream collection service will incur an additional recycling collection cost of approximately £218,000. It is assumed that the vehicles and staff will be shared across the two recycling streams. If separate vehicles were required to collect the two-stream dry recycling, the collection cost for Option C would be considerably higher.

6.4 Gate Fee and Net Income

To understand the annual whole system cost implications of service change options, the potential income revenue and gate fee costs compared to the Baseline are shown in Table 21. A negative number indicates a saving compared to the Baseline, whereas a positive indicates an increased cost compared to the Baseline. The annual costs presented below were calculated by applying financial information provided by Lichfield, supplemented by industry published data on material prices and gate fees. Full assumptions are provided in Appendix C.

²⁴ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRCs and other collection activity, but is purely the performance of the main collection systems from households

Table 21: Gate fee and income – variation from Baseline

	Revenue assumption (£/t)			
		Option A	Option B	Option C
Gate fees and income, comprising:		£127,000	£164,500	-£225,000
<i>Dry Recycling²⁵, of which:</i>		£0	£16,500	-£394,000
<i>Paper: Mixed papers domestic</i>	-£21.33			-£151,000
<i>Non-corrugated card</i>	-£50.76			-£97,000
<i>Co-mingled DMR²⁶</i>	£18.00		£16,500	-£146,000 ²⁷
<i>Garden Waste Composting</i>	£21.06	£0	£0	£0
<i>Food Waste Treatment²⁸</i>	£26.00	£127,000	£148,000	£169,000
Revenue from garden waste subscription ²⁹		£0	£0	£0
Recycling Credits (dry)	-£53.24	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£51.58	-£252,000	-£293,000	-£334,000
Net Cost (difference from Baseline)		-£125,000	-£178,000	-£609,000

All options are expected to generate net income compared to the Baseline, due to the value of the recycling credit and recycle income. Option C is expected to generate the highest net income compared to the Baseline. This saving is largely dependent on the JWS securing market prices for fibre that are similar to industry published averages (c.£21/tonne for paper, c.£50/tonne for cardboard). It can also be seen from these figures that the additional recycling credits more than offset the gate fees for food waste; the same applies to additional dry recycling. The sensitivity of these figures is tested in 6.5.1. In addition, for Option C, the lower amount of co-mingled recycle sent to the MRF results in a saving of £146k compared to the Baseline.

²⁵ Average Let's Recycle Material Price (Jan-May 2019) minus 10% to account for smaller buying power

²⁶ WRAP (2018) MRF Gate Fee Report

²⁷ This is not a revenue. Note that there is still a cost of sending the co-mingled DMR to be recycling. However, as there is less DMR on the basis of separating the paper and card, JWS will save approximately £146,000.

²⁸ WRAP (2018) MRF Gate Fee Report

²⁹ Assumed no change to garden waste service or subscription throughout

6.5 Whole System Costs

A comparison of the whole system costs for delivering the service changes in Options A, B and C are summarised in Table 22. These figures include the additional cost of collection as well as the net income associated with recycling credits, recycling revenue, and gate fees. The variation in gate fees for residual waste has not been included as this is paid by the County; it has also been assumed that there is no change in the performance or cost of the current garden waste collection.

Table 22: Whole system cost – variation from Baseline

	Option A	Option B	Option C
Collection Cost difference	£1,148,000	£1,177,000	£1,477,000
Net gate fee / income difference	-£125,000	-£178,000	-£609,000
Whole System Cost difference	£1,023,000	£999,000	£868,000

These results show that when the cost of treatment and potential income is taken into account, although Option C has the highest increase in collection costs, it results in the lowest increase from the Baseline. As demonstrated in Table 21, this is driven by an income of c.£250,000 for the separately collected paper and card fraction, and recycling credits for food waste. It is recommended that further research is undertaken to ensure similar gate fees could be secured should the JWS consider a two-stream dry recycling system.

Similarly, Option B has a higher collection cost when compared to Option A, however, the increased income from recycling credits for the greater amount of food waste and dry recycling outweighs the additional collection costs.

6.5.1 Sensitivity analysis

Sensitivity analysis on the whole system costs presented in Table 22 have been undertaken to demonstrate the sensitivity of factors on the preferred alternative option. Notable sensitivities include:

- Recycling credits
- MRF gate fee / recycling income
- Moving from 2 drivers + 1 loader, to 1 driver + 2 loaders

The gate fees for AD treatment of food waste are well-established and therefore no sensitivity analysis has been undertaken on this.

Recycling Credits

The Councils currently receive recycling credits for the co-mingled dry recycling and garden waste collected by the JWS. Increasingly, Waste Disposal Authorities are removing the incentive of recycling credit payments to Waste Collection Authorities due to austerity measures and budget cuts. A sensitivity analysis has been carried out to explore the potential impact on the total costs of the options compared to the Baseline should the recycling credits be withdrawn. It should be noted that the Baseline figures have also had recycling credits removed, so a direct comparison between the options and the Baseline is possible.

Table 23. Sensitivity Analysis: removal of recycling credits – variance from Baseline

Whole System (without recycling credits) Difference			
	Option A	Option B	Option C
Difference from Baseline	£1,275,000	£1,341,00	£1,251,000

Option C is still the most cost-effective option of the service change options modelled, however the whole system costs have increased by £380,000 to reflect the value of the recycling credits withdrawn. Without recycling credits, Option B incurs the highest additional cost compared to the Baseline.

MRF Gate Fee / Recycling Income

Recent procurement exercises suggest that an upward trend in the costs for sorting dry mixed recycling can be expected. The Councils currently have competitive gate fees for dry recyclables though the contract with Biffa at the Aldridge MRF to 2022 (approximate £18/t net gate fee). Therefore, a sensitivity analysis on the co-mingled MRF gate fee and income from separately collected fibre was undertaken. In this sensitivity, the co-mingled MRF gate fee is increased by 100% (doubled) and the market value of separately collected fibre is reduced by 50%. It should be noted that the Baseline figures have also had the MRF gate fee increased, so a direct comparison between the options and the Baseline is possible.

Table 24: Sensitivity Analysis: MRF gate fees – variance from Baseline

	Income / cost per tonne (£/t)	Option A	Option B	Option C
Gate Fees and income, comprising		£127,000	£181,000	-£248,000
<i>Dry Recycling³⁰, of which:</i>		£0	£33,000	-£415,000
<i>Paper: Mixed papers domestic</i>	-£10.67			-£76,000
<i>Non-corrugated card</i>	-£25.38			-£48,000
<i>Co-mingled DMR³¹</i>	£36.00		£33,000	-£291,000
<i>Garden Waste Composting</i>	£21.06	£0	£0	£0
<i>Food Waste Treatment³²</i>	£26.00	£127,000	£148,000	£167,000
Revenue from garden waste subscription ³³		£0	£0	£0
Recycling Credits (dry)	-£53.24	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£51.58	-£252,000	-£293,000	-£334,000
Net Cost (difference from Baseline)		-£125,000	-£161,000	-£630,000
Annual gross collection costs (difference from Baseline)		£1,148,000	£1,177,000	£1,477,000

³⁰ Average Let's Recycle Material Price (Jan-May 2019) minus 10% to account for smaller buying power

³¹ WRAP (2018) MRF Gate Fee Report

³² WRAP (2018) MRF Gate Fee Report

³³ Assumed no change to garden waste service or subscription throughout

Whole System Cost (difference from Baseline)		£1,023,000	£1,016,000	£847,000
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Table 24 shows that if the co-mingled MRF gate fee is increased to £36 (doubled), the overall net cost (income) difference for Option B increases by c.£17,000, but still higher than the Baseline by c.£161,000. In Option C, however, the net cost (income) difference increases by c.£19,000. This is primarily driven by the high proportion of paper and card in Lichfield recycling composition and reduction in tonnage collected as co-mingled DMR. Therefore, although they will receive less income for the paper and card fraction (reduced by 50%), the lower amount of co-mingled recyclate sent to the MRF results in a saving of c.£291,000 compared to the Baseline for MRF gate fees – this figure is twice that under the standard assumption at the current gate fee.

Changing from 2 drivers + 1 loader to 1 driver + 2 loaders

Currently the service is delivered with a crew arrangement of two drivers and one loader. Savings could be made on the staffing costs if the crew configuration was reduced to one driver and two loaders, as set out in Table 25.

Table 25: Sensitivity analysis: Comparison of driver numbers – variance from Baseline only

		Reduction to 1 Driver + 2 loaders
Annual vehicle operating costs	Dry recycling	-£15,500
	Dry recycling	-
	Garden waste	-£8,900
	Food waste	-
	Refuse	-£15,500
Annual overheads	Dry recycling	-£1,900
	Dry recycling	-
	Garden waste	-£1,100
	Food waste	-
	Refuse	-£1,900
Annual gross collection cost	Dry recycling	-£17,400
	Dry recycling	-
	Garden waste	-£9,900
	Food waste	-
	Refuse	-£17,400
	Total	<u>-£44,700</u>

It can be seen that changing the vehicle crew configuration from two drivers and one loader to one driver and two loaders has the potential to save almost £45k per year in staffing costs. The Council

would need to consider the health and safety implications of this, taking into account the long working day.

6.5.2 Garden waste collection

In each of the options presented it is assumed that the garden waste collection service remains the same. At present, the Councils operate a subscription-based collection service which collects over approximately 50 weeks of the year. So far, the Councils have received good levels of interest in the service, with a comparatively good percentage (approx. 52%) of households subscribed to the service.

However, when assessing opportunities for efficiencies, it may be appropriate for the Councils to consider reducing the operational weeks of the service. It is quite common for Local Authorities across the UK to shorten the collection period for garden collection (to approx. 36 weeks per year) as seasonality can have a pronounced impact on the amount of garden/organic waste presented at the kerbside during the winter months. Approximate savings are difficult to determine without a more detailed understanding of the impact that reducing the collection weeks would have on the garden waste tonnage.

Additionally, the Council could consider increasing the annual charge for the subscription-based service. However, although there would be an increase in the income from the subscribed households, this could have the effect of reducing the number of households subscribing to the service which would reduce the income from the service

6.6 Recycling rate

Table 26 below illustrates the total tonnages collected across each service change option, and the corresponding recycling rate. Option C results in the highest recycling rate, this is because the residual waste capacity has been restricted from 120 litre a week to 90 litre a week (equivalent to 180litre wheeled bin collected fortnightly). This is expected to increase the capture of dry recyclables and food waste; the total amount of waste sent for recycling (including food and organics) increases from 30,600 tonnes in the current service to 38,000 tonnes in Option C.

Table 26: Kerbside tonnages and recycling rate

Tonnes	Baseline (Adjusted)	Option A	Option B	Option C
Total Dry Recycling	18,700	18,700	19,600	19,600
Total Garden	11,900	11,900	11,900	11,900
Total Food	0	4,900	5,700	6,500
Total Contamination	2,500	2,700	2,900	1,400
Total Residual	34,000	29,000	27,000	28,000
Total	67,300	67,300	67,300	67,300

Kerbside Dry Recycling Rate	28%	28%	29%	29%
Kerbside Recycling Rate	45%	53%	55%	56%

6.7 Summary of Service Change Options

The summary table below (Table 27) shows a comparison of the results across all options. All service change options have a greater total cost than the Baseline. This is mainly due to the introduction of a dedicated food waste collection in all options. It should be noted that while the figures presented include an uplift on management and supervision costs, there may be some additional costs associated with all options for further support in the roll-out of new collection arrangements.

There are other areas where costs could potentially be reduced:

- Bin presentation at the property curtilage (kerbside). This is common practice in other local authority areas, however we understand that this is not an option that Members currently wish to pursue;
- Other shared services, e.g. street cleansing and grounds maintenance. There are localised services and the savings from shared services is not likely to be significant.

Table 27: Whole System Costs – variance from Baseline

Difference from Baseline	Option A (Current service + food)	Option B (Current service + food + restricted residual)	Option C (A4WC + food, +restricted residual)
Annual gross collection costs	£749,000	£779,000	£1,079,000
Annual cost of food caddy liners	£398,000	£398,000	£398,000
Gate Fees for recycling	£0	£20,000	-£426,000
Garden Waste Treatment	£0	£0	£0
Garden waste Income	£0	£0	£0
Food Waste Treatment	£127,000	£148,000	£169,000
Recycling Credits (dry)	£0	-£49,000	-£49,000
Recycling Credits (organic)	-£252,000	-£293,000	-£334,000
Whole System Cost (difference from Baseline)	£1,023,000	£999,000	£868,000

Whole System Cost – Sensitivities			
No recycling credits	£1,274,000	£1,341,000	£1,251,000
MRF gate fee sensitivity	£1,023,000	£1,016,000	£847,000

The Baseline has the lowest net collection cost. This is because at present the JWS does not collect food waste.

The service efficiency analysis shows that there is limited potential to reduce costs through vehicle numbers as a result of the depot location or waste minimisation activities. However, reducing residual waste arising does increase the flexibility of the existing fleet to cope with growth due to households.

Option A is most expensive relative to the Baseline. It also has the lowest recycling rate of the service change options. While Option A has the lowest collection cost increase of the alternative options, as a result of the recycling capture rate and lower food waste yield, the amount of recycling credits received is the lowest, outweighing the savings made on collection of residual waste.

Option B has the second highest cost when compared to the Baseline. Slightly higher recycling credits are achieved than in Option A due to the higher recycling capture and low-medium food waste yield. However, as the dry recycling material is collected co-mingled the gate fee for treating the recycling is higher than for Option C where increased recyclate income is assumed.

Operating a two-stream dry recycling system with weekly food (Option C) results in the highest recycling rate of the Options. In this option, the levels of contamination are also lowest (see Table 26). This is because it is generally assumed that as householders are provided with more choice as to which bin they place their recycling, they become more efficient at recycling the target materials.

Option C has the lowest whole system cost of all the alternative collection options. Although there is an increase in gross collection costs, the increased diversion from the residual waste and material revenue gained from a separate paper and card system and recycling credits offsets this to become the most cost-effective option (although still at increased cost compared to the Baseline). Material income revenue of £248,000 is assumed based on the high proportion of paper and card found within JWS current recycling composition.

Sensitivity analysis has shown that the JWS could incur significant cost increases should the recycling credits be withdrawn, or the MRF gate fees continue to rise. However, Option C still has the lowest whole system costs of the service change options considered once these have been taken into account.

7 Summary and Conclusions

7.1 Council challenges

The Councils identified the following challenges at the start of this waste collection services delivery study. FRM's consideration to these waste collection services challenges are given below:

Implementation of the Resource and Waste Strategy for England (the Strategy)

There were four Strategy consultation documents. The main changes to Councils' waste collection services will result from "Consultation on consistency in household and business recycling collections in England". This will:

- Provide consistent collection of six dry recyclable materials. The vast majority of these recyclables are currently collected by the Councils, and there should be no additional collection cost to the Councils in providing consistent co-mingled dry recyclables collection. There will be additional cost the Council from the expiry of its Biffa Aldridge MRF processing contract in 2022 resulting from:
 - Net increase in recyclable materials processing cost and reduction in overseas demand (sales price) against the current Biffa contract. This is beyond the scope of the current study; and
 - The need to keep fibre (paper and cardboard) separate from glass. The options of separate fibre and glass collection has been costed in this study.
- Require food waste collection by the end of 2023. The cost for household food waste collection to the Councils has been assessed;
- Potentially provide household garden waste to be collected free. The cost of free garden waste collection to the Councils has not been assessed in this study, as the Councils have only recently moved to a charged service in the last few years so already have a good understanding of the implications of it reverting to a 'free' service.

Defra also has Strategy consultation documents on "Consultation of reforming the UK packaging producer responsibility system" (i.e. Extended Producer Responsibility (EPR) for packaging), and Introducing a Deposit Return Scheme (DRS) in England, Wales and Northern Ireland. HM Treasury has Strategy consultation documents on "Plastic packaging tax". The EPR scheme should result in the Councils receiving income for the collection of dry recyclable wastes. However, the amount and payment method for this income is uncertain. The implications of the DRS and plastic tax on waste arising and Councils income is uncertain.

MRF considerations

- The Joint Councils' contracted cost for Materials Recovery Facility (MRF) processing of co-mingled collected recyclate. This is beyond the scope of this study and should be separately assessed.
- The Chinese and Malaysian ban on dry recyclable imports with enhanced contamination thresholds. This is a challenge to be addressed with the re-procurement of a MRF contract in 2022. The Councils already have low contamination levels and this will be reduced by separating fibre from mixed dry recyclables.

Workforce issues

- The reduction in bin collection productivity resulting from fixed hour working replacing task and finish in 2013. Waste collection is trialling task and finish and productivity of bin collection has significantly improved to the national average (i.e. 1,425 bins for 9.25 hour working day urban collections).
- The national shortage of qualified LGV Category 2 drivers for refuse collection vehicles at the Joint Councils pay rates. This will not be addressed until the Councils pay a competitive wage for drivers (+£25k against the £21k paid). The Council could save costs by having a single driver per RCV (there are two drivers per RCV at present) and paying them an industry average wage. There is the issue that two drivers on a RCV work five 9.25 hour days and changing driver practice would need to be negotiated with the Unions.
- The lack of pay differential in the current job grading structure. This is acting as a barrier to recruiting Team Leaders. The Council should pay industry rates to attract and retains staff.
- The heavy reliance on agency support because of difficulties in recruiting staff and a high sickness level. The over-reliance on agency staff can cause service delivery problems and results in higher costs. The in-house service delivery option has a higher employee cost due to the high percentage of agency staff. The Councils would lose the agency cost risk under a LATC delivery option.
- The lack of Officer resource in Lichfield to develop trade waste services, in the context of a greater commercial aspiration. This is subject to a separate trade waste study.
- The permanent use of Saturday working over the Christmas period to catch up would need to be agreed with the Unions.
- Missed bins over Christmas should be electronically recorded but the collection manager should be able to decide whether to follow up on or not. If it is an individual bin then a decision can be made not to follow up, but if it is a number of houses together along a length of street then it should be followed up.

Other issues

- The location and lack of future capacity of the Burntwood depot. The cost implications of the location of the Burntwood depot are assessed in above service change options.
- Future demand on the services from permitted housing developments. Tasks and finish allows greater flexibility for permitted housing development. The Councils also have a tool for round balancing which is helping to allocate permitted housing development to existing rounds. We understand however that the Councils have started another round for permitted housing development; and
- Transport management of the 23 waste vehicles. 95% of JWS HGVs are RCVs yet they are managed by Transport Services and not Waste Services. We would comment that most local authorities transport services departments are a separate function to waste management. Transport Services lease the vehicles to Waste Services either directly or through their arms-length service partner such as SFS, Go Plant etc. The waste collection vehicles are covered on the transport/fleet managers 'O' licence. This has been the normal practice for local authorities since the DSO days. The disadvantage to Waste Services operating the vehicles directly would be

that they would have to include maintenance and depreciation costs for vehicles directly owned by waste services from their current budgets. If Waste Services also operated the vehicles directly, they would have to apply for a separate 'O' licence and have a separate transport manager to manage these vehicles. Waste Services could always sub-contract maintenance back to transport at a fixed hourly, daily or weekly rate.

The brief for the fundamental waste collection services review stated that it needed to consider the above, and in particular assess:

- How the current operational and financial performance of the service compare when measured against similar sized authorities using a similar in-house delivery model – this has been detailed in the Services Benchmarking report;
- How the current operational and financial performance of the service compares when measured against similar sized authorities operating using alternative delivery models e.g. wider shared services e.g. street cleansing; arms' length trading company (i.e. Teckal company); and out-sourced services – this has been detailed in the Services Benchmarking report;
- The main explanations for differences between the Council's existing performance and the benchmarking findings – this has been detailed in the Services Benchmarking report;
- Options for improvements in service delivery and the optimal delivery option for the Council – this is studied in the service delivery options and service change assessments in this report;
- The key steps and timescales in adopting the optimal delivery model – commented upon below (see Section 7.2.3);
- The estimated financial implications of adopting the recommended delivery model, which may be remaining in-house and improving, both in terms of one-off costs and ongoing revenue implications – commented upon below (see Section 7.2.3); and
- The likely impact on the customer experience of the recommended delivery model – commented upon below (see Section 7.2.3).

7.2 Summary of potential changes

7.2.1 Service delivery options

The conclusions of the delivery options cost and SWOT evaluation is that the LATC (JV) gives a marginally lowest cost for the delivery of a comparable service, however, the differences between the costs of all options is very close, and certainly within the levels of uncertainty of the modelling assumptions. Taking the other criteria of flexibility and control into account alongside cost, the highest-ranking option is LATC (single), closely followed by in-house where the true costs are represented.

To put the level of cost assumptions into context, if the cost of the LATC (single) option were to increase by c. £50k, this could shift the evaluation results to in-house service at true cost being the highest ranking option (assuming no change to the flexibility and control scoring).

Under the current arrangements, Lichfield does not charge any rent to the JWS for the use of the depot, and it is assumed that this would also continue under a LATC (single) delivery. This could be considered to be an artificial position, so comparison of the costs and overall evaluation has also been undertaken whereby the in-house and LATC (single) options incur the same depot charges as for the outsourced and

LATC (JV) options. Under this equalisation of the depot costs across all options, there is no change to the top ranking of LATC (single), and LATC (JV) continues to have a lower total cost.

Based on the appraisal of service delivery options, the evaluation of in-house service at true cost and LATC (single) come close, so we do not consider there to be any advantage to the Council in setting up a LATC for the delivery of the Joint Waste Service at this stage.

7.2.2 Service change options

The service change options considered are expected to increase the current cost to the JWS. Such changes are likely to be driven by legislation and national policy, and it is understood that local authorities would be compensated for additional costs should service changes be mandated.

Of the three service change options considered, the arrangement of weekly food waste collections, two-stream dry recycling and reduced residual waste capacity has the lowest additional service cost, but still amounting to c.£900k-£1m over and above current service costs. Introducing food waste collections will require additional vehicles, and the current depot may not be sufficient to house the additional vehicles as well as car parking for additional crew.

Some flexibility in vehicle numbers (and hence the cost of collection) to allow for growth could emerge through waste minimisation efforts or through a lower drive time (depot location), but such changes are not expected to have a noticeable effect on the vehicle numbers required.

7.2.3 Effect of changes

Key steps and timescales

If the Councils select a LATC option (JV) in December, then it is recommended to obtain a detailed cost proposal from the Norse Group by the end of end of March if the JV option is preferred (Norse requires 3 months to prepare a detailed proposal with due diligence). Detailed costings and structure of the service through a LATC (single) will need to be developed if this option is selected. This may be assessed and reported to Scrutiny by the end of April and the Councils in May. If the Councils agree to the LATC service delivery then it will take 3 months to set up the company and transfer staff. A LATC could be set up by September 2020. Professional legal advice should be sought.

If the waste collection services continue to be provided in-house, there are no stepped changes. The main items on the timescale are seeking industry standard wages for drivers and supervisors, and agreement from Unions to changes in driving arrangements for single drivers. We would also recommend some soft market testing in 2020 with the other WCAs in Staffordshire for a new MRF processing contract. When the soft market testing has been carried out, decisions can be made on dry recyclable service provision. New RCV fleet can then be procured (lease or purchase) in 2021.

Changes as a result of the Strategy requirements can be expected to take place from 2022 or 2023.

Cost implications

The potential cost implications of setting up a local authority trading company, meeting the requirements set out in the Strategy are set out in Table 28. It is noted that some of these items may not be mandatory.

Table 28: Potential cost implications of changes

Year	Item	Cost
2020	LATC agreement, set up costs	c.£100-£150k, depending on the level of external advice sought
	New depot	To be determined
2022	Reducing garden waste collections over winter months	To be determined
2023	Weekly food waste collection	c£1m net cost
	Reduced residual waste capacity	No additional net cost (new bins will be needed)
	Alternate fortnightly mixed dry recycling and fibre	No additional net cost (new bins and new vehicles will be needed)

To this should be added the cash flow implications of a new depot if selected, and a new MRF contract in 2022.

If services are retained in-house, the cost of setting up the LATC and TUPE transfer can be avoided.

Customer experience

If the waste collection services are maintained in-house, then adequate staff should be engaged to maintain customer satisfaction rates.

The delivery of waste collection services through a LATC should not alter the customer experience. The LATC should be required to maintain and improve upon customer satisfaction rates. Any changes to the services should be approved by the Councils.

7.3 Conclusion

It is not considered appropriate, based on the cost and factors of flexibility and control that are important to the Councils, to recommend outsourcing the services in the short to medium term. If the Councils wish for the lowest cost services with the potential to make a profit, then the LATC (JV) should be investigated further, i.e. through an approach to the Norse Group in which they are asked to provide a detailed cost estimate for delivery of the services. The Council can then make a decision on a LATC (JV) when they have a costed proposal. However, should the Councils wish to retain the current level of flexibility and control, then the service should remain in-house or through the setting up of a Lichfield and Tamworth specific LATC. Given the proximity of the evaluation scores, it is not appropriate to make a firm recommendation on the service delivery model.

The cost of introducing food waste collections and changing the dry recycling collection to twin stream have been summarised. There is expected to be a net cost increase with the introduction of weekly food waste collections of around £1m per year. This is due to the additional vehicle and crew requirements, and associated operating costs. The additional costs could be reduced by c.£300k if the Councils do not provide caddy liners to householders. Restricting the capacity of the residual waste in addition to collecting food waste weekly has a slightly lower tonnage in comparison to current levels, however there are no significant cost savings associated with this reduction. Combining weekly food

waste collections and restricted residual waste capacity with a two-stream dry recycling collection is expected to cost around £870k per year more than at present. This figure is the lowest additional cost of the service change options considered due to increased value of recyclate (from separately collected paper), lower MRF gate fees for co-mingled material, and increased recycling credits. Without the value of the recycling credits, and with higher MRF gate fees and lower recyclate revenue, the service change option with food waste, restricted residual and two-stream recycling still offers the least additional cost compared with the current service.

Appendix A – SWOT Analysis on Service Delivery Options

Note: Cost has been excluded from the SWOT analysis

In-house

Strengths

- Direct control
- Flexibility for service/ legislative change
- Cost control
- Trust of the public
- Direct line management
- No procurement time and cost
- Costs transparent to the Council
- No exit limitations and costs
- Flexibility for property growth
- Lower cost for borrowing capital
- No risk of company bankruptcy

Weaknesses

- All risks, including financial and service risk with Councils
- Lack of competitive costing
- Recruitment and retention of staff, HGV 2 driver pay rates
- Buying power for service change and new infrastructure
- LGPS requirements for labour
- Provision of staff for service management
- Knowledge to innovate
- Funding for public awareness and education
- Funding for new depot and transfer station

Opportunities

- Opportunities for service change cost savings/ income
- Commercial waste services development
- Opportunity to integrate other services e.g. street cleansing
- Responsiveness to public

Threats

- Mobilisation for service change
- Provision of maintenance of plant and equipment
- Union management
- Lack of direct service expertise
- Lack of service health & safety experience and resources
- Lack of capacity for staff training and CPD
- Member (political) influence and control

LATC Single

Strengths

- Flexibility for service/ legislative change
- Indirect cost control
- In-direct control
- No procurement time and cost
- Costs transparent to the Council
- Financial risk for agreed services taken by LATC
- Avoided LGPS requirement for new employees (3)
- Control of Member (political) influence and control
- Lower cost for borrowing capital
- Flexibility for property growth
- Public trust

Weaknesses

- Lack of competitive costing
- Financial risk ultimately with the Councils
- Limit to direct line management, blurred line between client and service delivery
- Knowledge and resources to set up LATC single
- Lack of buying power for contract variation
- Flexibility in service change
- Knowledge to innovate
- Council control over decision making
- Third party waste limitation
- No VAT recovery on trade waste

Opportunities

- Opportunities to include other services e.g street cleansing
- Flexible pay rates for recruitment and staff development, driver pay rates
- Funding of public education and awareness
- Commercial opportunities, 20% of services cost
- Increased profit margin
- Responsiveness to public

Threats

- Provision of capital for depot and transfer station
- Competitive cost for service change
- Less direct service expertise than private sector
- Less service health & safety experience than private sector
- Less capacity for staff training and CPD than private sector
- Set up risk of challenge including state aid
- Risk of LATC bankruptcy

LATC JV

Strengths

- Financial risk for agreed services taken by LATC
- Funding for recruitment and career development, driver pay rates
- Flexibility for service/legislative change
- No procurement time and cost
- Expertise in innovation
- Greater control over service performance - but no PMF (Performance)
- Avoided LGPS requirements for new employees
- Lower cost for borrowing capital
- Control of Member (political) influence and control
- Costs transparent to the Councils
- In-direct control

Weaknesses

- Lack of competitive costing
- Limited cost control
- Limit to direct line management, blurred line between client and service delivery
- LATC selection process and set up LATC JV time and cost
- Lack of cost control for contract variation
- Council control over decision making
- Very limited market place for LATCs JVs)
- Ultimate financial risk partly held by Council
- Third party waste income limitation
- No VAT recovery on trade waste
- Cost for property growth

Opportunities

- Opportunity to include other services e.g street cleansing
- Commercial opportunities, 20% of services cost
- LATC JV Agreement can be designed to be flexible
- Contractor delivery of public awareness and education
- Responsiveness to public
- Potential profit margin
- Union management
- Responsiveness to public

Threats

- Provision of capital for depot and transfer station
- Flexibility for property growth
- Competitive cost for service change
- Less service health & safety experience than private sector
- Less capacity for staff training than private sector
- Less staff continuing professional development than contractors
- Set up risk of challenge including state aid
- Less direct service expertise than private sector
- Risk of company bankruptcy

Outsourced

Strengths

- Financial risk for agreed services taken by contractor
- Competitive contract pricing
- Service and performance - Contractor cost though PMF
- Buying power for service provision
- Avoided LGPS requirements for new employees (3)
- Service set up and mobilisation
- Recruitment, training and retention of staff, driver pay rates
- Potential depot and transfer station development
- Lack of Member (political) influence and control
- Contractor innovation

Weaknesses

- Not direct control
- No cost control
- Flexibility for service/ legislative change
- Profit to Contractor
- Cost, time and management of procurement
- No direct third party income relating to commercial waste
- Ways and cost to exit
- Higher capital cost unless Council prudential borrowing
- Little flexibility for property growth

Opportunities

- Potential contract procurement with South Staffordshire
- Establish trade waste business for Council ownership
- Provision and maintenance of plant and equipment
- Potential to procure other services e.g. street cleansing
- Contract Agreement can be designed to be flexible
- Contractor delivery of public awareness and education
- Union management
- Health & safety experience and resources

Threats

- Costs not transparent to the Council
- Trust of the public
- Uncertain market interest in procurement
- Competitive cost for service change
- Risk of company bankruptcy
- Responsiveness to public

Appendix B – Service Delivery Option Assumptions

	Assumption	Source / comment
General		
Bulky waste income per year	£60,000	2019-2020 Joint waste service review template final
Garden waste subscriptions	£1,442,196	Specification and property numbers for waste collection service / 2018 data
GW properties Lichfield	26,244	
GW properties Tamworth	14,232	
Combined % of properties	53%	
Annual subscription	£36	
Total number of households	77,366	Benchmarking form
Number of wheeled bins per household	3	Residual, recycling, garden waste
Total number of bins	195,208	Based on GW participation, note that all properties have a bin and those not used weren't collected when service became chargeable
Purchase price per bin	£25	
Outsourced contract duration (years)	8	
Vehicle life (years)	8	For purchase, Assume straight line depreciation
Arisings (tonnes) 2018/19:		KAT proforma
Residual	36,731	Includes bulkies
Dry recyclate	18,683	
Garden waste	11,857	
Trade recycling	271	Email from Nigel dated 17/06/19
Trade refuse	1,070	
MRF / recyclate costs:		
MRF gate fee 2018/19 (previous)	£31.30	Emails from Jane Irving 30/04/19 & 01/05/19
MRF gate fee 2018/19 (increase due to Chin	£36.30	
Average dry recyclate income / rebate per t	£18.29	
Income from sales 2018/19	£343,274	
Gate fee (at partially higher rate)	£703,300	
Income from recyclate credits (est) 2018/19	£1,009,201	
Garden waste gate fee	£21.06	Cost of green waste, row 103
Recycling credits	<i>Organic</i>	<i>Emails from Jane Irving 30/04/19 & 01/05/18</i>
2018/19	£51.58	
2019/20	£45.08	
2020/21	£38.58	
2021/22	£32.08	
2022/23	£25.58	
	<i>Dry recycling</i>	
2018/19	£53.24	Inflationary increase, assume 2.5%
2019/20	£54.57	
2020/21	£55.94	
2021/22	£57.33	
2022/23	£58.77	

Vehicles		Capital cost per vehicle		Standing cost		Running costs		Comment
Vehicle numbers (current service)		Per veh	total	per veh	total	per veh	total	
								Operating costs in 'Vehicle data request.xls' differ from budget figures; Capital / lease costs from 'vehicle data request.xls'; other costs from KAT assumptions; Fuel as per current service for all vehicles
6	Refuse RCV	£175,000	£1,050,000	£8,400	£50,400	£15,500	£93,000	
5	Garden RCV	£165,000	£825,000	£7,900	£39,500	£14,500	£72,500	
7	Recycling RCV	£175,000	£1,225,000	£8,400	£58,800	£15,500	£108,500	
2	Other refuse	£125,000	£250,000	£5,900	£11,800	£10,500	£21,000	Estimate
2	Box van (JWS deliveri	£25,000	£50,000	£2,000	£4,000	£2,500	£5,000	Estimate
Vehicle Crew Structure								
Current in-house + LATC(single)		Per vehicle			Total			Comment
Number of vehicle	Vehicle	Team leader	Driver Load	Loader	Team leader	Driver Load	Loader	
5	Refuse RCV	1	1	1	5	5	5	
1	Refuse RCV scatter	1		1	1	0	1	
6	Recycling RCV	1	1	1	6	6	6	
1	Recycling RCV scatter	1		1	1	0	1	
4	Garden RCV	1	1	1	4	4	4	
1	Garden RCV scatter	1		1	1	0	1	
1	General operatives		0.2	0.5	0	0.2	0.5	
1	Back up	0.2	0.2	0.2	0.2	0.2	0.2	
2	Deliveries		1		0	2	0	
	Total				18.20	17.40	18.70	Note this does not match current staff positions
9.25h day multipl	1.25				22.75	21.75	23.38	
Outsourced & LATC JV								
Number of vehicle	Vehicle	Team leader	Driver Load	Loader	Team leader	Driver Load	Loader	
5	Refuse RCV		1	2	0	5	10	
1	Refuse RCV scatter	1		1	1	0	1	
6	Recycling RCV		1	2	0	6	12	
1	Recycling RCV scatter	1		1	1	0	1	
4	Garden RCV		1	2	0	4	8	
1	Garden RCV scatter	1		1	1	0	1	
1	General operatives		0.2	0.5	0	0.2	0.5	
1	Back up	0.2	0.2	0.2	0.2	0.2	0.2	
2	Deliveries		1		0	2	0	
	Total				3.2	17.4	33.7	
9.25h day multipl	1.25				4.00	21.75	42.13	

Staffing	Staff numbers (excluding trade service)				Salary				Total staff salaries				Comment
	In-house (current)	Outsourced	LATC (single)	LATC (JV)	In-house (FTE)	Outsourced	LATC (single)	LATC (JV)	In-house	Outsourced	LATC (single)	LATC (JV)	
Council staff									£1,806,367	£194,149	£170,872	£170,872	
General Manager	1	0.5	0.5	0.5	£55,475				£55,475	£27,738	£27,738	£27,738	
Operations / Contract Manager	1	1	0.5	0.5	£46,554				£46,554	£46,554	£23,277	£23,277	
Customer Relations and Performance Manager	1				£39,088				£39,088	£0	£0	£0	
Supervisor	4				£27,905				£111,620	£0	£0	£0	
Business Support Officer	2	1	1	1	£21,589				£43,178	£21,589	£21,589	£21,589	
Team Leader	19.85				£21,589				£428,542	£0	£0	£0	£0 KAT average salary £24.2k
Recycling Officer	2	2	2	2	£24,799				£49,598	£49,598	£49,598	£49,598	KAT average salary £18.8k
Driver Loader	24				£21,589				£518,136	£0	£0	£0	
Loader	23.5				£19,554				£459,519	£0	£0	£0	
Administration Officer	0.6	0.5	0.5	0.5	£10,985				£6,591	£5,493	£5,493	£5,493	
Yardsman	0.5				£9,777				£4,889	£0	£0	£0	
Call Centre Operators	2	2	2	2	£21,589				£43,178	£43,178	£43,178	£43,178	
Contractor staff									£1,636,300	£1,790,050	£1,636,300		
General Manager													
Contract Manager		1	1	1	£50,000	£50,000	£50,000			£50,000	£50,000	£50,000	
Customer Relations and Performance Manager													
Supervisor		4.0	4.0	4.0	£30,000	£30,000	£30,000			£120,000	£120,000	£120,000	
Business Support Officer													
Team Leader		4.00	22.75	4.00	£27,000	£27,000	£27,000			£108,000	£614,250	£108,000	
Communications officer		1	1	1	£22,000	£22,000	£22,000			£22,000	£22,000	£22,000	
Driver Loader		22	22	22	£24,200	£24,200	£24,200			£526,350	£526,350	£526,350	
Loader		42.1	23.4	42.1	£18,800	£18,800	£18,800			£791,950	£439,450	£791,950	
Administration Officer		0.5	0.5	0.5	£18,000	£18,000	£18,000			£9,000	£9,000	£9,000	
Yardsman		0.5	0.5	0.5	£18,000	£18,000	£18,000			£9,000	£9,000	£9,000	
Call Centre Operators													
<i>Non-operational staff</i>	13.6	13.5	13.0	13.0									
<i>Operational staff</i>	67.85	68.4	68.4	68.4									
<i>Total staff</i>	81.5	81.9	81.4	81.4									

Other assumptions	Inhouse	Outsourced	LATC (single)	LATC (JV)	Comment
Vehicle purchase borrowing rate		6%	3.0%	6.0%	
Staffing overheads		5%	5%	5%	From Norse, 2018
Agency staff costs (as % of staff salaries)		10%	20%	10%	
NIC & superannuation multiplier on salaries	30%	20%	20%	20%	Employers pay Class 1 NICs of 13.8% on all earnings above the secondary threshold for almost all employees
Procurement & mobilisation costs	£0	£250,000	£150,000	£150,000	Total cost estimate, divide by contract duration
Profit margin (on total costs)		5%	0%	2.5%	

Appendix C – KAT Modelling Assumptions

Baseline Assumptions

Alternative scenario	As per proforma	Assumptions
<ul style="list-style-type: none"> General 	<ul style="list-style-type: none"> Vehicles 6 x RCV, 1 x scatter 	<ul style="list-style-type: none"> Working hours (time spent on rounds): 9.15 hours Assume 2 driver + 1 loader due to length of working day.
<ul style="list-style-type: none"> Residual 	<ul style="list-style-type: none"> Annual refuse tonnage – 36,731 Crew: 2.1 	<ul style="list-style-type: none"> 36,731 Hours worked: 9.15 hours 95% set out Full compaction Crew: 2.0
<ul style="list-style-type: none"> Dry 	<ul style="list-style-type: none"> Set out 92% (KAT models in rounds of 5) Crew: 2.1 	<ul style="list-style-type: none"> Partial compaction Percentage set out: 90% Participation: 92% Contamination 13% Hours worked: 9.15 hours Crew: 2.1 7 vehicles
<ul style="list-style-type: none"> Garden 	<ul style="list-style-type: none"> Varies according to time of year Crew: 2.1 	<ul style="list-style-type: none"> No compaction 70% set out Participation: 100% Modelled over 36 weeks using KAT guidance to calibrate vehicles Hours worked: 9.15 hours Crew: 2.0 Contamination 0.5%

Alternative Scenario Assumptions

Alternative scenario	Assumptions
Service efficiencies <ul style="list-style-type: none"> Collection service as per current 	A depot in Tamworth – sensitivity on reduction in collection time Waste minimisation (education and awareness) – sensitivity of residual waste reduction
Option A – <ul style="list-style-type: none"> Dry recycling- as per current service Residual- as per current service Food - weekly collection 	Dry recycling – as per Baseline (commingled) Residual – as per Baseline (fortnightly, 240l), reduced tonnage Food waste <ul style="list-style-type: none"> Low yield as per WRAP ready reckoner (4,888 tonnes/annum)³⁴.

³⁴ The WRAP ready reckoner for food waste yields³⁴ was applied to calculate the total tonnage of food waste collected. The ready reckoner formula is based on indices of deprivation and is the most accurate data set available to estimate projected food waste tonnages

<ul style="list-style-type: none"> • Garden- as per current collection 	<ul style="list-style-type: none"> • Dedicated 7.5 tonne food waste vehicles • Set out – 45%³⁵ • Participation – 55%³⁶ • Assume 1 crew member • 23l bucket and kitchen caddy (inc. annual provision of compost sacks) • No compaction <p>Garden waste –</p> <ul style="list-style-type: none"> • As per Baseline
<p>Option B –</p> <ul style="list-style-type: none"> • Dry recycling - as per current service • Residual- Reduced capacity residual collection • Food - weekly collection • Garden- as per current service 	<p>Dry recycling</p> <ul style="list-style-type: none"> • As per Baseline (commingled) • +5% participation (97%) • Increase dry recycling capture by 5% <p>Residual – reduced capacity residual</p> <ul style="list-style-type: none"> • 180l wheeled bin (tonnage reduced) <p>Food waste</p> <ul style="list-style-type: none"> • Low-to-Mid yield as per WRAP ready reckoner (5,684.5 tonnes/annum) see details below. • Dedicated 7.5 tonne food waste vehicles • Set out – 50% • Participation – 60% • Assume 1 crew member • 23l bucket and kitchen caddy (inc. annual provision of compost sacks) • No compaction <p>Garden waste</p> <ul style="list-style-type: none"> • As per current collection
<p>Option C -</p> <ul style="list-style-type: none"> • Dry recycling- Twin stream (4-weekly, alternate fortnightly, fibre out) • Residual- reduced capacity residual collection • Food - weekly collection • Garden- As per current service 	<p>Dry recycling</p> <ul style="list-style-type: none"> • Single bodied vehicle as per Baseline 22m3 • 2 x 240l wheeled bin • Alternate fortnightly collection • Paper and card collected separately in a 240l wheeled bin • Plastic, glass, metals collected separately in a 240L wheeled bin • Increase dry recycling capture by + 5% • +5% participation (97%) • Contamination: 5%. • Full compaction <p>Residual – as per Option B</p> <p>Food waste – Medium yield as per WRAP ready reckoner (6,482tonnes/annum) see details below.</p> <ul style="list-style-type: none"> • Dedicated 7.5 tonne food waste vehicles • Set out – 55%

³⁵ Set out is the percentage of households putting out receptacles on a typical collection day

³⁶ Participation is the percentage of households participating over three collection cycles, i.e. those using the system. These estimates are informed by WRAP food waste collection trials.

	<ul style="list-style-type: none"> • Participation – 65% • Assume 1 crew member • 23l bucket and kitchen caddy (inc. annual provision of compost sacks) • No compaction <p>Garden waste</p> <ul style="list-style-type: none"> • As per current collection
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Food

Lichfield & Tamworth WRAP Food Waste Ready Reckoner³⁷

For areas with fortnightly residual waste collection (i.e. alternate weekly collection): = **2.1614 – (% Social Groups D and E X 2.2009) ± 0.40 kg/hh/week.**

Calculation for expected yield of food waste (kg/hh/week).

					Kg/hh/week			
	A	B	C	D	Medium	High	Mid-Low	Low
LA		Social Groups D & E 2011 (%)		= A – (B x C)	D	D+0.4	D-0.2	D-0.4
Lichfield	2.1614	19.9	2.2009	1.7236421	1.7236	2.1236	1.5236	1.3236
Tamworth	2.1614	30.2	2.2009	1.496728	1.4967	1.8967	1.2967141	1.0967
Average					1.6101	2.01015	1.41015705	1.21015

Tonnage collected per annum

LA	Number of households	Medium	Mid-High	High	Mid-Low	Low
Lichfield	43,783	3,924.15	4,379.49	4,834.83	3,468.81	3,013.46
Tamworth	32,866	2,557.96	2,899.74	3,241.52	2,216.13	1,874.30
Lichfield & Tamworth	76,596	6,482.10	7,279.23	8,076.36	5,684.93	4,887.76

³⁷ Household food waste collections guide, Section 3: How much food waste can be collected for recycling? WRAP 2016

KAT Outputs

		Baseline (Adjusted)	Scenario 1	Scenario 2	Scenario 3
Type of collection	Dry recycling	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream
		select from list	select from list	select from list	Kerbside co-mingled or single stream
	Dry recycling				
	Garden waste	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream
	Food waste	select from list	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream	Kerbside co-mingled or single stream
	Refuse	Refuse collection	Refuse collection	Refuse collection	Refuse collection
Collection frequency	Dry recycling	every fortnight	every fortnight	every fortnight	every fortnight
	Dry recycling	select from list	select from list	select from list	every fortnight
	Garden waste	every fortnight	every fortnight	every fortnight	every fortnight
	Food waste	select from list	once a week	once a week	once a week
	Refuse	every fortnight	every fortnight	every fortnight	every fortnight
Collection Vehicle	Dry recycling	RCV, 24m3	RCV, 24m3	RCV, 24m3	RCV, 24m3
	Dry recycling	select from list	select from list	select from list	RCV, 24m3
	Garden waste	RCV, 20m3	RCV, 20m3	RCV, 20m3	RCV, 20m3
	Food waste	select from list	Dedicated food 7.5T GVW	Dedicated food 7.5T GVW	Dedicated food 7.5T GVW
	Refuse	RCV, 20m3	RCV, 20m3	RCV, 20m3	RCV, 20m3
Collection crew size including driver	Dry recycling	3	3	3	0
	Dry recycling	#DIV/0!	#DIV/0!	#DIV/0!	3
	Garden waste	3	3	3	3
	Food waste	#DIV/0!	2	2	2
	Refuse	3	3	3	3
Number of households served	Dry recycling	76596	76596	76596	76596
	Dry recycling	0	0	0	76596
	Garden waste	40457	40457	40457	40457
	Food waste	0	76596	76596	76596
	Refuse	76596	76596	76596	76596
Percentage set out	Dry recycling	90%	90%	90%	90%
	Dry recycling	select from list	select from list	select from list	90%
	Garden waste	70%	70%	70%	70%
	Food waste	select from list	45%	50%	55%
	Refuse	95%	95%	95%	95%

Percentage set out (2nd stream)	Dry recycling	select from list	select from list	select from list	select from list
	Dry recycling	select from list	select from list	select from list	select from list
	Garden waste	select from list	select from list	select from list	select from list
	Food waste	select from list	select from list	select from list	select from list
Average participation	Dry recycling	92%	92%	97%	97%
	Dry recycling	100%	100%	100%	97%
	Garden waste	100%	100%	100%	100%
	Food waste	100%	55%	60%	65%
Average capture	Dry recycling	91%	91%	91%	91%
	Dry recycling	100%	100%	100%	104%
	Garden waste	216%	216%	216%	216%
	Food waste	100%	61%	65%	68%
Tonnes collected excluding contamination	Dry recycling	18682	18682	19600	9008
	Dry recycling	0	0	0	10592
	Garden waste	11857	11857	11857	11857
	Food waste	0	4888	5685	6482
	Refuse	34245	29112	27237	27968
Tonnes of contamination collected	Dry recycling	2429	2429	2548	450
	Dry recycling	0	0	0	530
	Garden waste	59	59	59	59
	Food waste	0	244	284	324
	Refuse	0	0	0	0
Tonnes of biodegradable material collected	Dry recycling	8597	8597	9008	9008
	Dry recycling	0	0	0	0
	Garden waste	11857	11857	11857	11857
	Food waste	0	4888	5685	6482
Number of collection vehicles required	Dry recycling	6.6	6.6	6.6	5.2
	Dry recycling	0.0	0.0	0.0	6.8
	Garden waste	3.4	3.4	3.4	3.4
	Food waste	0.0	7.1	7.7	8.7
	Refuse	6.3	6.3	6.3	6.3
Collection limited by weight or volume	Dry recycling	volume	volume	volume	volume
	Dry recycling	volume	volume	volume	volume
	Garden waste	volume	volume	volume	volume
	Food waste	volume	weight	weight	weight
	Refuse	weight	weight	weight	weight
Number of loads collected per vehicle per day	Dry recycling	2.1	2.1	2.3	1.5
	Dry recycling	1.0	1.0	1.0	3.0
	Garden waste	3.9	3.9	3.9	3.9

	Food waste	1.0	0.9	1.0	1.0
	Refuse	2.0	1.8	1.7	1.7
Number of households passed per vehicle per day	Dry recycling	1,157	1,157	1,157	1,466
	Dry recycling	0	0	0	1,119
	Garden waste	1,191	1,191	1,191	1,191
	Food waste	0	2,170	2,002	1,756
	Refuse	1,221	1,307	1,307	1,307
Number of households collected from per vehicle per day	Dry recycling	1,041	1,041	1,041	1,319
	Dry recycling	0	0	0	1,007
	Garden waste	834	834	834	834
	Food waste	0	977	1,001	966
	Refuse	1,160	1,241	1,241	1,241
Pass rate	Dry recycling	231	231	231	231
	Dry recycling	0	0	0	224
	Garden waste	255	255	255	255
	Food waste	0	283	316	277
	Refuse	253	212	212	212
Productive time	Dry recycling	300	300	300	380
	Dry recycling	365	365	365	300
	Garden waste	280	280	280	280
	Food waste	365	460	380	380
	Refuse	290	370	370	370
Non productive time	Dry recycling	255	255	255	175
	Dry recycling	115	115	115	255
	Garden waste	275	275	275	275
	Food waste	115	95	175	175
	Refuse	265	185	185	185
Percentage of targeted materials collected	Dry recycling	97%	97%	102%	106%
	Dry recycling	0%	0%	0%	101%
	Garden waste	216%	216%	216%	216%
	Food waste	0%	33%	39%	44%

Cash payment facilities

Report of the Cabinet Member for Customer Services and Innovation, Cllr Andy Smith

Date:	3 December 2019
Agenda Item:	8
Contact Officer:	Pat Leybourne
Tel Number:	01543 308921
Email:	pat.leybourne@lichfielddc.gov.uk
Key Decision?	YES
Local Ward Members	None specifically



CABINET

1. Executive Summary

- 1.1 The Council currently provides payment boxes at its offices in Lichfield and at Burntwood Library, to allow residents and others to deposit cash and cheques to pay for items like council tax, business rates or licensing fees.
- 1.2 This is a costly and outdated way of receiving payments and there are easier and more convenient ways for customers to pay their bills.
- 1.3 Many outlets, such as shops and post offices, offer the facility to pay council bills by cash, cheque and card. As a consequence customers can pay their bills without having to go to Burntwood library or the council offices at Frog Lane.
- 1.4 With the choices available it is proposed to remove the payment boxes and promote the alternative ways to pay. Customers will still be able to pay their council tax, rates and BID levy bills in cash but not at the Council House or Burntwood Library.
- 1.5 In the year to January 2019, the Council received approximately 6,222 cash payments through its cash boxes, predominantly for council tax and business rates.
- 1.6 Residents/businesses who choose to pay their council tax/business rates by cash will do so for each instalment that they pay, so the number of people using the cash box facilities is lower than the number of cash payments.
- 1.7 Cabinet is being asked to approve the removal of the cash boxes from May 2020.

2. Recommendation

- 2.1 It is recommended that Cabinet approves the removal of the cash payment boxes from Frog Lane and Burntwood Library from 1 May 2020.

3. Background

- 3.1 Through its two cash boxes, the Council received 6,222 cash payments in the year to January 2019 totalling over £530,000. Payments are predominantly for council tax and business rates. Some cheques were also posted into the boxes but this proposal does not impact on the council's future acceptance of cheques. The council will still accept cheques received through the post or through Connects.

3.2 The table below shows the cash received for the year:

Service	Cash received	Transactions
Council tax, business rates and Business Improvement District (BID) levy	£432,054	4,875
Sundry debt invoices	£49,810	370
Licensing applications and other related costs	£18,126	213
Garden and Bulky Waste	£16,363	473
Planning applications and other related costs	£2,132	29
Building Control and Land Charges	£532	3

3.3 Accepting cash is not the most efficient way to collect payments because of the costs associated with cash handling. According to CIPFA, (the Chartered Institute of Public finance and Accountancy), cash payments for council tax for 2017/18 were around 1.58% of payments made to councils across the country. For the same period, Lichfield took 2.51% of payment transactions in cash, nearly 60% higher than the national average.

3.4 CIPFA data also indicates that council tax payments made via other payment outlets e.g post offices, banks and other payment locations, nationally is 11.1%, with Lichfield well below this average at 4.5%.

3.5 72% of council tax transactions are paid to the council by direct debit, compared to a national average of 63.6%.

3.6 Since the introduction of garden waste charges, 98% of these subscriptions are paid by debit/credit card. Around £12,000 was paid in cash, which represents around 1% of the total income in this area.

3.7 The regulatory services team are re-designing their work processes such that payments can only be made by credit or debit card.

Current process

3.8 Anyone who wishes to pay their bill by cash is provided with a printed envelope to complete with details of their payment. The cash/cheque payment is sealed inside the envelope and placed in a cash box. There is a 'tear-off' strip on the envelope for the customer to complete and retain as their 'receipt'. At this point there is no intervention/checking by a council officer.

3.9 The cash from the box situated in Burntwood Library is collected by a cash courier firm and the cash taken to the cash office at Frog Lane the same day. The box situated at Frog Lane is emptied by two cashiers and the envelopes taken to the cash office.

3.10 The cash envelopes are opened by two people, the cash is counted and credited to the cash receipting system. This system integrates with the relevant financial systems.

3.11 Cash is collected and banked daily by a cash courier firm.

Issues with the current process

- 3.12 Once the payment envelope has been put in the box, it cannot be retrieved unless the box is unlocked.
- 3.13 Whilst customer service advisors will explain the process and provide an envelope to the customer, they do not check the payment or provide a receipt. There have been a small number of disputes with customers who have said that they have placed money in the cash box and it has not been found there and also the amount that has been credited to their account is not what they say they have paid. Whilst robust procedures exist in the cashiers' team to collect, count and allocate the money, there is no check/receipt issued by any officer of the council at the time of payment.
- 3.14 There are costs associated with cash handling both in terms of employees and for the security firm.
- 3.15 Residents do have the ability to pay council tax and business rates bills by cash at other outlets including post offices and payzone outlets. There are approximately 50 such outlets in the district.

Alternative methods of payment

- 3.16 As well as the cash boxes the council already offer a number of different ways for customers to pay:
- Direct debit
 - BACS transfers
 - Credit and debit card at Lichfield Connects
 - Online by credit and debit card
 - By cash, cheque or card at Post office/Pay zone outlets with an individualised payment card
 - Cheque

Proposals

- 3.17 To improve the customer experience and to reduce administration costs, it is proposed to encourage customers to make payments using one of the following methods:
- Direct debit
 - BACS transfers
 - Online transactions by credit and debit card
 - Credit and debit card at Lichfield Connects
 - Post office/Pay zone by cash, cheque or card
 - Cheque
- 3.18 Council tax, business rates and BID bills will be barcoded so that customers can make their payments at any Post Office, paypoint or payzone outlets. There will be no need for a personalised payment card when bills are barcoded. There are post offices close to both council offices and Burntwood Library.
- 3.19 A campaign is being prepared that will promote alternative ways to pay including direct debit and online by credit and debit card.
- 3.20 The cash boxes will not be removed until May 2020 to allow customers to complete payments for their 2019/20 bills. Council tax, business rate and BID bills issued in March 2020/21 will include bar codes for payment at post offices and payzone outlets.
- 3.21 The only service that regularly accepts cash that cannot be accommodated by these proposals is garden waste. Work has commenced to ensure that cash payments for this service can be accepted at the Tourist Information Centre.

Alternative Options	To keep the cash boxes but this is an inefficient way for both the customers and the council to deal with payments.																																																												
Consultation	<p>Whilst there has been no formal consultation with customers, over the last couple of months the Connects team have been talking to those using the cash boxes and asking them a series of questions.</p> <p>Of the 55 respondents, the vast majority were paying council tax. 45 of them (73%) knew that there were alternative ways to pay.</p> <p>There was no 'typical' customer by age or gender.</p>																																																												
Financial Implications	<p>The following costs/savings have been identified:</p> <table border="1" data-bbox="405 658 1414 1137"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> </tr> </thead> <tbody> <tr> <td>Existing Costs</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bank Charges</td> <td>1,230</td> <td>1,230</td> <td>1,230</td> <td>1,230</td> </tr> <tr> <td>Cash Collection</td> <td>10,880</td> <td>10,880</td> <td>10,880</td> <td>10,880</td> </tr> <tr> <td>Collection Network Costs</td> <td>11,460</td> <td>11,460</td> <td>11,460</td> <td>11,460</td> </tr> <tr> <td>Total Existing Costs</td> <td>23,570</td> <td>23,570</td> <td>23,570</td> <td>23,570</td> </tr> <tr> <td>Proposed Costs</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bank Charges</td> <td>1,230</td> <td>4,330</td> <td>4,330</td> <td>4,330</td> </tr> <tr> <td>Cash Collection</td> <td>10,880</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Collection Network Costs</td> <td>12,260</td> <td>9,690</td> <td>9,690</td> <td>9,690</td> </tr> <tr> <td>Total Proposed Costs</td> <td>24,370</td> <td>14,020</td> <td>14,020</td> <td>14,020</td> </tr> <tr> <td>(Savings)/Costs compared to Budget</td> <td>800</td> <td>(9,550)</td> <td>(9,550)</td> <td>(9,550)</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22	2022/23	Existing Costs					Bank Charges	1,230	1,230	1,230	1,230	Cash Collection	10,880	10,880	10,880	10,880	Collection Network Costs	11,460	11,460	11,460	11,460	Total Existing Costs	23,570	23,570	23,570	23,570	Proposed Costs					Bank Charges	1,230	4,330	4,330	4,330	Cash Collection	10,880	0	0	0	Collection Network Costs	12,260	9,690	9,690	9,690	Total Proposed Costs	24,370	14,020	14,020	14,020	(Savings)/Costs compared to Budget	800	(9,550)	(9,550)	(9,550)
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Contribution to the Delivery of the Strategic Plan	This proposal contributes to the aim that we have a Council that is fit for the future.																																																												
Equality, Diversity and Human Rights Implications	An equality impact assessment has been undertaken and it does not impact on people with protected characteristics. The assessment was informed by a survey completed in September 2019.																																																												
Crime & Safety Issues	Removing the cash boxes will remove the risk of theft.																																																												
GDPR/Privacy Impact Assessment	The data between payzone and the council will be transferred by Secure File Transfer Protocol, which is a secure method of transferring data and as a consequence there should be no impact on GDPR.																																																												

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Customers may choose not to take services if the ability to pay by cash is removed	<p>Most cash transactions are as a consequence of the council tax or business rate bills and these will be barcoded so that customer can still pay by cash at another location</p> <p>For other debts, alternatives will be promoted and the tourist information centre may take cash if there is no alternative</p>	Green
B	Decrease in the council's income	Ensure that all available options are communicated and customers informed	Green
C	Customers insist on paying by cash	It is recognised that in extreme circumstances customers may demand to pay by cash. Whilst customers will be treated sensitively and advised that payments can be made at any post or payzone outlet, there will be a process for Connects to follow to accept and process cash payments.	Green

Background documents

Relevant web links

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AMENDMENTS TO THE LIST OF BUILDINGS OF LOCAL ARCHITECTURAL AND HISTORIC INTEREST



Report of Councillor A. Lax, Cabinet Member for Legal and Regulatory Services

Date:	3 rd December 2019
Agenda Item:	9
Contact Officer:	Claire Hines
Tel Number:	308188
Email:	Claire.hines@lichfielddc.gov.uk
Key Decision?	NO
Local Ward Members	<p>Boney Hay and Central:- Cllr R. Birch, Cllr D. Evans, Cllr B. Westwood.</p> <p>Chase Terrace:- Cllr S. Banevicius, Cllr S. Norman.</p> <p>Chasetown:- Cllr D. Ennis, Cllr S. Tapper.</p> <p>Hammerwich with Wall Ward:- Cllr A. Little and Cllr J. Silvester-Hall</p> <p>Highhfield:- Cllr W. Ho, Cllr D. Pullen.</p> <p>Summerfield and All Saints:- Cllr B. Brown, Cllr L. Ennis and Cllr K. Humphreys</p>

CABINET

1. Executive Summary

- 1.1 To inform Cabinet of the results of the public consultation on the amendments to the Council’s List of Buildings of Local Architectural and Historic Interest (commonly referred to as the “Local List”), and to request Cabinet’s support for the proposals and their recommendation for final ratification at Council.

2. Recommendations

- 2.1 That the Cabinet notes the results of the consultation as per Appendix A of this report, supports the amendments to the Council’s List of Buildings of Local Architectural and Historic Interest as included in Appendix A and recommends them to be submitted to the Council for final ratification.

3. Background

- 3.1 Cabinet approved a report on the 9th April 2019 to go out to public consultation on proposed amendments to the Council’s Local List. The required consultation was carried out between 28th June 2019 and 11th August 2019. A report was taken to Overview and Scrutiny (Economic Growth, Environment and Development) on the 18th September 2019 where they endorsed the recommendation which was; ‘That the Committee notes the results of the consultation as per Appendix A of this report, supports the final proposed amendments to the Council’s List of Buildings of Local Architectural and Historic Interest as included in Appendix B and recommends them to be submitted to the Cabinet and Full Council for approval.’
- 3.2 Aside from national designation, the National Planning Policy Framework (NPPF) in paragraph 185 advises local planning authorities to set out a positive strategy for the conservation and enjoyment of the historic environment in their Local Plan. Emphasis is placed on sustaining and enhancing the

significance of heritage assets and recognising that heritage assets are an irreplaceable resource and should be conserved in a manner appropriate to their significance.

- 3.3 The definition of heritage assets in the NPPF includes not only assets designated under statutory, national processes, but also those that may be recognised by the planning authority as having heritage significance and considered appropriate for “local listing”. The NPPF confirms that such assets can merit consideration in the assessment of planning proposals, with the Council as the local planning authority able to take a balanced judgement having regard to the scale of any harm or loss and the significance of the heritage asset.
- 3.4 The Council has an existing List of Buildings of Local Architectural and Historic Interest (Local List). This currently consists of 484 buildings and structures, all within designated conservation areas, which have been identified as part of the programme of Conservation Area Appraisals. As Lichfield District contains a wealth of heritage assets and these are located throughout the district; the Conservation & Urban Design Team have begun a phased review of the areas outside of designated conservation areas, beginning with the parishes of Burntwood, Hammerwich and Wall. Full details of the amendments are included in Appendix A. The existing properties on the Local List have been consulted on as part of the programme of Conservation Area Appraisals and Management Plans.
- 3.5 Maintaining a local list is an established way for local councils and communities to identify and celebrate historic buildings, archaeological sites and designed landscapes which enrich and enliven their area. Local lists sit within a continuum of measures for identifying and protecting buildings and areas of heritage or townscape interest, which includes national designations such as listed buildings, scheduled monuments and historic parks and gardens and conservation areas, as well as buildings and sites which have been identified locally as having some heritage interest meriting consideration in planning decisions. Inclusion on a local list delivers a sound, consistent and accountable way of identifying local heritage assets to the benefit of good strategic planning for the area and to the benefit of owners and developers wishing to fully understand local development opportunities and constraints. Local lists thus complement national designations in building a sense of place and history for localities and communities. Local listing is intended to highlight heritage assets which are of local heritage interest in order to ensure that they are given due consideration when change is being proposed.
- 3.6 Under the provisions of the NPPF a building or structure that is on a ‘Local List’ is considered to be a non-designated heritage asset. Non-designated heritage assets are defined as buildings, monuments, sites, places, areas or landscapes identified by local planning authorities as having a degree of significance meriting consideration in planning decisions but which are not formally designated.
- 3.7 Whilst local listing provides no additional planning controls, the fact that a building or site is on the Local List means that its conservation as a heritage asset is a material consideration when determining a planning application.
- 3.8 The level of protection afforded to a property on the local list is influenced by the manner in which the list is prepared. The sounder the basis for the addition of an asset to the list – particularly the use of selection criteria – the greater the weight that can be given to preserving the significance of the asset. The degree of consultation on the local list, and the inclusion of assets on it, also increases that weight. However, it should be noted that the absence of any particular heritage asset from the local list does not necessarily mean that it has no heritage value, simply that it does not currently meet the selection criteria or that it has yet to be identified.
- 3.9 The amendments to the Local List have been informed by advice provided within the Historic England publication ‘Local Heritage Listing: Historic England Advice Note 7’. This encourages local authorities

and communities to introduce or make changes to an existing list, through the preparation of selection criteria, thereby encouraging a more consistent approach to the identification and management of local heritage assets across England.

- 3.10 Inclusion of a heritage asset on the local list does not, however, preclude development or change. The Local List is a mechanism to recognise non-designated heritage assets that are of local significance, whether or not subject to development proposals requiring planning consent. The information would inform any planning decisions. Applications proposing demolition of a heritage asset included on a local list will be expected to demonstrate that all reasonable alternatives have been explored and justify why such alternatives are not viable. There will be a presumption in favour of retaining and re-using buildings included on a local list unless it can be demonstrated independently that a building is structurally unsound or that there is no appropriate and viable alternative use for it. Applications for alterations and/or extensions to heritage assets included on a future local list will be required to incorporate proposals which preserve or enhance the significance of the asset and its setting.
- 3.11 The additions have been identified through a number of means including public nominations, reviews of former Grade III buildings, reviews of the Historic Environment Record (HER) and through reviews of historic mapping. These have then been assessed against our selection criteria by the Conservation and Design Officer.
- 3.12 The Council has adopted criteria for the identification of non-designated heritage assets. These criteria are consistent with Government policy and associated guidance from Historic England. The criteria, contained with the Council's adopted Historic Environment SPD, are as follows;
- Special local architectural or landscape interest, i.e. is it the work of a particular architect or designer of regional or local note? Is the building/designed landscape a particularly good example of its type/style?
 - Special local historic (social, economic, cultural) interest. (Most buildings and places will fall into this category).
 - Association with well-known local historic persons or events.
 - Contribution to the streetscape/townscape, i.e. a group of unrelated buildings that make up an aesthetically complementary group or a view that offers an attractive scene. Buildings may be illustrative of a range of historic periods which together epitomise the development of the locality. Views may be famously recognisable and regarded as an historic asset in their own right, for example, views of Lichfield Cathedral from various points around the City.
 - Group value of buildings designed as an architectural entity, especially as examples of town planning (e.g. model villages, squares, terraces)
- 3.13 It is accepted best practise that involving the local community in evaluating which buildings are of local interest is integral to the local listing process. To this end a robust method of public consultation was followed which comprised the following:
- seeking permission from the Cabinet to consult on draft amendments to the Local List;
 - a 6 week consultation period, including letters to all properties proposed for addition to the Local List, the Parish Council and local civic groups. Information was provided to owners and occupiers of the properties affected to help them understand the proposals and their implications, to address potential concerns and included a Frequently Asked Questions section.
 - full consideration of representations received and amendment of the document, as necessary;

- a report to Overview and Scrutiny (Economic Growth, Environment and Development), taking on board comments received, and seeking approval of the revised document;

- 3.14 The consultation ran from 28/6/19-11/8/19 and 11 responses were received. As a result of this, at the request of the current owners the addresses of two properties were changed (6 Highfields, was changed to Highfield House and Gartmore Riding School was changed to Gartmore House) and two entries were removed from the list (these were 1-8 Upfields and Spinney Squash Club).
- 3.15 Once the amendments have been ratified the HER and the Council's Geographical Information System (GIS) will be updated accordingly.
- 3.16 There are a variety of reasons to carry out this piece of work including the economic benefits that can be attributed to the conservation and continued use of historic buildings and structures. Studies over the last decade have found that the historic environment positively contributes both to local economies and the wider national economy as a whole. The five major measurable aspects of the economic impacts of heritage conservation: jobs and household income; city centre revitalization; heritage tourism; property values; and small business incubation. In England, it has been found that a pre-1919 house is worth on average 20% more than an equivalent house from a more recent era, and the premium becomes even greater for an earlier historic home. On the commercial side, the Royal Institute of Chartered Surveyors has tracked the rates of return for heritage office buildings for the past 21 years and found listed buildings have consistently outperformed the comparable unlisted buildings. Similar analyses in Canada demonstrated that heritage buildings had performed much better than average in the market place over the last 30 years and that there is no evidence that designation reduces property values. (Global Urban Development Magazine from August 2008). Publications by and on behalf of Historic England from 2018 have highlighted that heritage is an important source of economic prosperity and growth. Heritage is a complex and multidimensional sector with multiple economic activities dependent and embedded within it. A DCMS Culture White Paper (DCMS 2016) stated that, "The development of our historic built environment can drive wider regeneration, job creation, business growth and prosperity." Further information can be found in the online publications which are referred to in the web-link sections below.
- 3.17 In Lichfield District Council (LDC) Strategic Plan for 2016-2020 it is noted that our heritage and our rural landscape are important to our residents. Therefore, as part of ensuring that our district has clean, green and welcoming places to live by 2020 LDC will ensure that our heritage and open spaces will be well maintained or enhanced. The identification of properties and structures that have historical and architectural interest contributes towards this target
- 3.18 The expansion of the local list is in Development Services Service Plan. More specifically the adoption of a local list for Burntwood and Hammerwich is in the delivery plan (action CGW 02(c)) for the Conservation and Urban Design Team.
- 3.19 The current work and all subsequent work on the Local List will be undertaken using in-house resources. The district was initially notionally divided into 6 sections with the intention being that one section would be surveyed each year. This would have meant the project took a total of 6 years however, it is hoped to reduce this if resources allow.
- 3.20 As part of the review, 3 structures will be removed from the Local List. In each case these structures, which are all war memorials, have been included on the statutory list at Grade II. Therefore they no longer meet the requirements to be locally listed and this designation has been superseded.

	This would weaken the local planning authority's ability to seek to preserve or enhance the special character and appearance of the area when considering planning applications.
Consultation	<ol style="list-style-type: none"> 1. Full public consultation as per paragraph 3.13 2. Ward Councillors were also consulted and were e-mailed again prior to the presentation of the report to O&S (EGG&D).
Financial Implications	<ol style="list-style-type: none"> 1. The cost of production of the documents and consultation exercises was met from existing budgets. 2. The designations will not increase the number of planning applications received so will not generate extra work for the Development Management Team.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. These proposals support the aims of the District Council's Strategic Plan 2016 -20 to be a clean, green and welcoming place to live and specifically to maintain and enhance our heritage.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. In maintaining and expanding the Council's List of Buildings of Local Architectural and Historic Interest 'Local List', the Council is seeking to preserve and enhance locally important heritage assets within the District for all future generations.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. The recommendations will have no discernible impact on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988).
GDPR/Privacy Impact Assessment	<ol style="list-style-type: none"> 1. No formal assessment has been undertaken but there are no expected impacts on privacy or data security issues.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Planning decisions relating to properties or structures on the Council's List of Buildings of Local Architectural and Historic Interest 'Local List' may not stand up to testing at appeal	By means of thorough consultation, based on best practice with robust processes, we can minimise the risk of challenge.	Yellow
B			

Background documents <ul style="list-style-type: none"> • Appendix A - Amendments to the Council's List of Buildings of Local Architectural and Historic Interest 'Local List'
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Relevant web links

'Local Heritage Listing: Historic England Advice Note 7' <https://historicengland.org.uk/images-books/publications/local-heritage-listing-advice-note-7/heag018-local-heritage-listing/>

Heritage and The Economy 2018, Historic England <https://historicengland.org.uk/content/heritage-counts/pub/2018/heritage-and-the-economy-2018/>

The heritage sector in England and its impact on the economy, A report for Historic England, <https://historicengland.org.uk/content/docs/research/heritage-sector-england-impact-on-economy-2018/>

Burntwood, Hammerwich & Wall

Local List Proposals

2019



CONTENTS

1. Introduction	3
1.1 Background to the Lichfield District Council Local List	3
1.2 Criteria for the Selection of Locally Important Buildings	4
2.0 Burntwood	5
2.1 Proposed Burntwood Local List	6
2.1.1 Highfield	6
2.1.2 Summerfield and All Saints	13
2.1.3 Chasetown	14
2.1.4 Chase Terrace	16
2.1.5 Boney Hay and Central	17
3.0 Hammerwich	19
4.0 Wall	23
Appendix A – Local List selection criteria	26
Appendix B – List of proposed additions to the Lichfield District Council Local List	29

1. Introduction

This report has been prepared by the Conservation and Urban Design Team at Lichfield District Council to gain approval for the addition of buildings and structures onto Lichfield's register of buildings of special local interest.

It is intended that this will be the first report of a rolling programme of reports to be presented to the Council until all areas of the district have been reviewed.

1.1 Background to the Lichfield District Council Local List

Currently Lichfield District Councils Local List only covers buildings within some of the 22 designated Conservation Areas. These buildings were assessed at the time that the conservation area appraisals were carried out. However, there are numerous buildings and structures across the district which are locally important, and are currently not identified. Whilst the local listing does not offer the same level of protection as statutorily listed buildings, they do become a material consideration within planning decisions, allowing the opportunity for their local distinctiveness to be taken into consideration through the planning process.



The district has been divided into six areas, that will be assessed on a rolling program moving forward to ensure that as many locally important buildings as possible are incorporated into the final list. The current register of buildings of special local interest (local list) contains 484 entries. These will also be reassessed as part of the process.

A Local List is a list of heritage assets within the district considered by the public, and council, as having special local architectural, archaeological or historic interest, but that are not statutory listed. The heritage assets included in the Local List are considered to be of significance to the local community and to contribute to the environmental and cultural heritage of the district.

The term 'Heritage Asset' is described in the [National Planning Policy Framework \(NPPF\)](#) as 'A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decision, because of its heritage interest'. Heritage assets include designated heritage assets and assets identified by the local planning authority (including Local Listing).

The Local List:

- provides clear, comprehensive and current information about non-designated heritage assets that exist within Lichfield District
- helps to develop a better understanding of what local communities consider to be important in their local historic environments
- celebrates the rich variety of features that give Lichfield District its unique qualities

1.2 Criteria for the Selection of Locally Important Buildings

A wide range of building, structures or areas can be considered for local listing. As well as the traditional house, pub or shop, structures such as bridges, telephone kiosks, walls, parks, landscapes, war memorials, and statues can be included. [See Appendix A]

2.0 Burntwood

Despite the rich history of Burntwood, there are only 15 listed buildings within the parish. Section 11 of the Burntwood Neighbourhood Plan sets out a policy aimed at protecting locally important non-designated heritage assets.

Policy B8

Conserving and Enhancing Local, Non-Designated Heritage Assets

- Development proposals should identify and assess any potential impact on local, non-designated heritage assets.

- Development proposals will be supported when they conserve and enhance local, non-designated heritage assets.

- Development that would result in the loss of, or have a significant adverse impact on local, non-designated heritage assets will only be supported in the following circumstances;
 - a) where renovation or alteration of non-designated heritage assets require planning permission, such changes are designed sensitively, and with careful regard to the heritage asset's historical and architectural value and pay appropriate regard to the asset's setting; or
 - b) where a development proposal would result in the loss of, or substantial harm to a locally non-designated heritage asset, such development will only be supported when public benefit of the proposed development outweighs the loss or harm to the asset and its setting. Where development is permitted, this may be conditioned in such a way as to ensure the proposed development takes place after the loss, or harm, has occurred; and that appropriate recording of the heritage takes place prior to any loss or harm.

2.1 Proposed Burntwood Local List

The following list of buildings and structures has been compiled from information submitted by Burntwood Town Council, along with other properties subsequently identified from mapping. The list of suggested buildings was submitted in the summer of 2017 and the parish was surveyed during 2018.

The below list is broken down by ward boundary.

2.1.1 Highfield

Address	Former Sunday School, Coulter Lane
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene (?)
Description	Currently derelict. The original school was built by Miss Elizabeth Ball and dates to 1769. The school closed in 1898 and was conveyed for use as an Anglican Sunday School. The present building was built in 1904 (an appeal having been launched in 1888 to build a new larger room). The buildings remained in use as a Sunday School until c. 1965.
Recommendation	Include on the LDC local list

Address	1 – 4 Peggs Row, Coulter Lane, Burntwood
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene, and forming part of a group with other properties. Historical interest – association with the County Asylum (St. Matthews Hospital)
Description	Built in 1889 as row of nurses housing for St. Matthews Hospital (information provided by local resident). Sandstone construction. Rendered to front elevation. Exposed stonework in gable wall and rear elevation.
Recommendation	Include on the LDC local list

Address	Church View, Farewell Lane, Burntwood, WS7 9DP
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene, and forming part of a group with other properties.
Description	Large detached late Victorian red brick property. Formerly dwelling and shop. Retains old shop front facing towards Coulter Lane.
Recommendation	Include on the LDC local list

Address	99 – 113 Farewell Lane (odds), Burntwood (Fairfield Cottages)
Reason(s) for inclusion in local list	<p>Group value – positive contribution to the street scene and the local area. Positive contribution to the setting of the Grade 2 listed Christ Church.</p> <p>Historical interest – association with the County Asylum (St. Matthews Hospital)</p>
Description	Four pairs of semi-detached Edwardian properties, dated 1903 (plaques on 99 and 113 Farewell Lane. Also built as staff accommodation for St. Matthews Hospital. Red brick construction. Steeply pitched central roof and lower projecting ranges to the sides which are finished with half hipped roofs. Relatively good preservation of original features, which adds to the quality of the properties.
Recommendation	Include on the LDC local list

Address	22 Coulter Lane, Burntwood, WS7 9DX
Reason(s) for inclusion in local list	<p>Group value – positive contribution to the street scene, and forming part of a group with other properties.</p> <p>Historical interest – association with the County Asylum (St. Matthews Hospital)</p>
Description	Large detached property associated with St. Matthews Hospital (County Asylum). Dated 1883. Built as the infectious diseases hospital, and as such is located a distance from the original hospital buildings. Immediately adjacent to the hospital cemetery, and site of the original chapel. Red brick construction. Retains numerous features externally, and may retain some earlier features internally.
Recommendation	Include on the LDC local list

Address	Nelson Inn, Padbury Lane, Cresswell Green, WS7 9HL
Reason(s) for inclusion in local list	<p>Group value – positive contribution to the street scene.</p> <p>Landmark interest – well-known local landmark. Has been a public house since at least 1824.</p>
Description	Large red brick property. Early 19 th Century. Central element of two storeys plus attic with dormers. Stacks to ends of main portion of building. Associated outbuildings and more modern extensions. There has been a pub called the Nelson on this site since at least 1824.

Recommendation	Include on the LDC local list
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Address	Keepers Lodge, 163 Woodhouses Road, Burntwood, WS7 9EJ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Late Victorian property, built between 1882 and 1901 based upon map evidence, replacing a row of cottages. The property has been extended since 2002 in a matching style. All fenestration is modern.
Recommendation	Include on the LDC local list

Address	Busy Bees Nursery Ltd., Shaftsbury Drive, Burntwood, WS7 9QP
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Landmark interest – well-known local landmark. Historical interest – association with the County Asylum (St. Matthews Hospital)
Description	Former chapel of St. Matthews Hospital (County Lunatic Asylum). Opened in 1900 replacing an earlier chapel within the asylum. Red brick with stone dressings. Early English style with plate tracery windows to the nave. Nave of six bays. No tower, large porch to the west end. Bell-cote over the junction of nave and chancel. Lower chancel with windows set higher up. Three tall equal height lancet windows to the east end of the chancel. Five light west window. Modern rooflights inserted into nave and chancel roofs. The building has been a children’s nursesey since 2003.
Recommendation	Include on the LDC local list

Address	White Swan Inn, 2 Cannock Road, Burntwood, WS7 9EE
Reason(s) for inclusion in local list	Landmark interest – well-known local landmark. Group value – positive contribution to the street scene.
Description	19 th Century public house. Prominent corner location and local landmark. Original entrance at the corner has been replaced with a door facing onto Rugeley Road. Some of the ground floor fenestration has been replaced with uPVC. Six over six light sliding sashes to the first floor. Brick construction with painted stucco in imitation of stonework.
Recommendation	Include on the LDC local list

Address	Burntwood Memorial Institute obelisk, Rugeley Road, Burntwood, WS7 9BE
Reason(s) for inclusion in local list	Historical interest – association with the conflicts of the 20 th Century, and the men of Burntwood who gave their lives during these conflicts.
Description	Modern short granite obelisk inscribed with a cross, post 2002 based upon map evidence. Base bearing inscriptions on three faces to the men of Burntwood who gave their lives in the Great War, World War II and since World War II. The memorial bears 38 names from the Great War 1914-19, 14 names from World War II and 4 names from conflicts post 1945. Set up by the Burntwood Memorial Community Association.
Recommendation	Include on the LDC local list

Address	15 Rake Hill, Burntwood, WS7 9DQ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Small thatched timber framed cottage. Recorded on the 1882 Ordnance Survey map as a Smithy. Original timber framing exposed to the front elevation. The building was heavily remodelled during the 20 th Century. The timber framed front gable is entirely 20 th Century in date (probably dating to the 1920s or 1930s based upon map evidence). 20 th Century extensions to sides and rear of the property. Dormer windows to upper floor, all potentially of early to mid-20 th Century date.
Recommendation	Include on the LDC local list

Address	Prince's Park, Farewell Lane, Burntwood, WS7 9DP
Reason(s) for inclusion in local list	Landmark interest – well-known local landmark. Group value – positive contribution to the street scene.
Description	Prince's Park is featured in the Guinness Book of Records for being the smallest park in the United Kingdom. It was created to commemorate the marriage of Albert Edward, Prince of Wales, and Princess Alexandra of Denmark in 1863. There are three trees within its grounds named Faith, Hope and Charity.
Recommendation	Include on the LDC local list

Address	Nags Head Inn, Rugeley Road, Burntwood, WS7 9HA
Reason(s) for inclusion in local list	Landmark interest – well-known local landmark.
Description	Substantial country public house. Located on the rural fringe of Burntwood. The core of the building is pre-1882, and is recorded as the Nag's Head on the first edition Ordnance Survey mapping. Large mid-20 th Century extensions (pre-1963) and further large extensions in the 1970s or 1980s.
Recommendation	Include on the LDC local list

Address	40 Rugeley Road, Burntwood, WS7 9BE
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Large Victorian property dating to pre-1882 based upon map evidence. The detailing, age and location suggest that it was built as accommodation associated with the adjacent school. Sympathetically designed modern rear extensions. Wing projecting towards Rugeley Road with half hip and ornamental terracotta finial. Two over two light timber sliding sashes to ground and first floors. The property retains its original curved cast iron railings and gate to both Church Road and Rugeley Road elevations.
Recommendation	Include on the LDC local list

Address	Front range of Former County Asylum (St. Matthews Hospital), Nightingale Walk, WS7 9QR
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Historical interest – surviving element of the former County Asylum (St. Matthews Hospital). Work of noted Victorian architect.
Description	The surviving administration block of the former County Asylum (St. Matthews Hospital), now residential accommodation. The asylum was built in the 1860s to the designs of Scottish architect, William Lambie Moffat, and opened on 20 th December 1864. Polychromatic brickwork in the Rundbogenstil style. Ornatly detailed with central clock tower with clocks fitted post 1921. The hospital remained in use up until April 1995. Following the closure, the majority of the buildings on the site were demolished leaving the administration block, lodge

	cottage and chapel standing. All fenestration has been replaced with modern uPVC units in original openings.
Recommendation	Include on the LDC local list

Address	The Old School House, Scholars Gate, Burntwood, WS7 9EE
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Former School, now 10 residences. Red brick Victorian building dating to pre 1882-84. Additions of between 1884-1901. Flemish bond brickwork to original part of building. Later Victorian additions in English bond brickwork. Hexagonal crested ridge tiles. All fenestration modern within original openings.
Recommendation	Include on the LDC local list

Address	Guide post at junction of St. Matthews Road and Woodhouses Road (SK 0798 0942)
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Early 20 th Century guide post (fingerpost) located at the junction of St. Matthews Road and Woodhouses Road, Burntwood. Cast Iron pole and two directional arms (the third arm presumably removed), top surmounted by a ball finial. Black and white striped livery as set out in the 1933 traffic sign regulations. Dates to between 1924 and 1938 based upon map evidence. Probably of post 1933 date.
Recommendation	Include on the LDC local list

2.1.2 Summerfield and All Saints

Address	The Star, Lichfield Road, Burntwood, WS7 0HJ
Reason(s) for inclusion in local list	Landmark interest – well-known local landmark. Group value – positive contribution to the street scene.
Description	Public House. Original building recorded as the Star Inn on 1882-84 first edition map. Front range rebuilt 1902 – 1919. Double gable façade facing towards road junction. Red brick laid in Flemish bond. Ornate string course to base of first floor windows. Semi-circular pediment bearing star logo between the two gables. Timber framed gables and ornate barge-boards.

	Tiled roofs with decorative ridge tiles. Central brick built porch and [later] metal framed veranda. Original early 20 th Century fenestration.
Recommendation	Include on the LDC local list

Address	Highfield House, Burntwood, WS7 9DB
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Detached Victorian property built in 1879 on land owned by the Marquis of Anglesey (“High Field”). The property was originally a farmhouse, with the land being sold off during the 20 th Century for housing. The property is believed to have been the first property constructed in the Highfield area.
Recommendation	Include on the LDC local list

Address	Apple Tree Cottage, 1 Highfields, WS7 9DB
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Built between 1884 and 1901 based upon map evidence.
Recommendation	Include on the LDC local list

Address	Guide post at junction of Hospital Road and Norton Lane (SK 0594 0849)
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Early 20 th Century guide post (fingerpost) located at the junction of Hospital Road and Norton Lane, Burntwood. Cast Iron pole and three directional arms, top surmounted by a ball finial. Black and white striped livery as set out in the 1933 traffic sign regulations. Dates to between 1924 and 1938 based upon map evidence. Probably of post 1933 date.
Recommendation	Include on the LDC local list

2.1.3 Chasetown

Address	The Junction Inn, 1 Queen Street, Chasetown, WS7 4QQ
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Reason(s) for inclusion in local list	<p>Group value – positive contribution to the street scene. Forms part of a group with the Memorial Park, War Memorial, Arthur Sopwith Memorial Lychgate and Old Mining College.</p> <p>Landmark interest – local landmark.</p>
Description	Public House, and appears as such on the 1882-84 Ordnance Survey first edition. 19 th Century painted brick building at junction of High Street and Queen Street. Some original features retained in the frontages, especially window heads. All windows replaced with uPVC top opening casements prior to June 2009.
Recommendation	Include on the LDC local list

Address	The Old Mining College, Queen Street, Chasetown, WS7 4QH
Reason(s) for inclusion in local list	<p>Landmark interest – well-known local landmark.</p> <p>Historical Interest – Locally important building with strong links to mining industry key to the development of Burntwood and Chasetown.</p> <p>Group value – positive contribution to the street scene. Forms part of a group with the adjoining Memorial Park, War Memorial, Arthur Sopwith Memorial Lychgate and Junction Inn.</p>
Description	Former mining college, now council offices. Early 20 th Century, dated 1912 above main entrance. Substantial two storey red brick building. English bond brickwork. Imitation quoins in brick. Asymmetrical façade with stone bands and detailing to “central” principal entrance. Three sashes and gable above entrance. Ten large double four over four sliding sashes to front façade. Two tall red brick stacks. Later single storey offices to rear of building not visible within the street scene.
Recommendation	Include on the LDC local list

Address	Chasetown War Memorial, Chasetown Memorial Park
Reason(s) for inclusion in local list	<p>Historical Interest – Locally important War Memorial (both Great War 1914-18 and Second World War 1939-45).</p> <p>Group value – positive contribution to the street scene.</p>
Description	The memorial to the men of Chasetown is inscribed with 34 names from the Great War and 22 names from the Second World War. Tall white stone cross on plinth with inscription plates. Top section of memorial in the form of an Anglo-Saxon wheel headed cross (as at Hopwas).

Recommendation	Include on the LDC local list
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Address	Uxbridge Arms, 2 Church Street, Chasetown, WS7 3QL
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Landmark interest – local landmark.
Description	Public House (and recorded as such on 1882-84 first edition mapping). Painted rendered façade. Much altered fenestration. Shallow pitched 20 th Century concrete pan-tile roof.
Recommendation	Include on the LDC local list

Address	4 – 22 (evens) Church Street, Chasetown
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene and setting of Grade 2* listed church.
Description	Row of ten properties on the north side of Church Street. All pre-date 1882-84 (based upon map evidence). Red brick with tiled roofs. Despite loss of original fenestration and doors in many cases, still form a positive contribution to the street scene and setting of St. Anne’s Church (Grade 2*).
Recommendation	Include on the LDC local list

Address	Arthur Sopwith Memorial Lych Gates, wall and railings Chasetown Memorial Park
Reason(s) for inclusion in local list	Historical Interest – Locally important memorial with links to both the Great War and the mining industry Landmark interest – well-known local landmark.
Description	Chasetown Memorial Park was opened in 1923 as a war memorial, and contains the Chasetown war memorial (also proposed for inclusion on the local list). The Lychgate was erected by miners in memory of the general manager of the Cannock Chase Colliery from 1873 to 1918, Arthur Sopwith. Timber framed Lychgate with cruciform slate covered roof. The low walls and original early 20 th Century railings facing towards High Street and Queen Street.
Recommendation	Include on the LDC local list

2.1.4 Chase Terrace

Address	Chase Terrace Methodist Church, Princess Street, Burntwood, WS7 1JH
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Small Methodist Church dated 1870. Rundbogenstil style with polychromatic brick arches above the windows. Short chancel. Modern porch to Princess Street elevation and extension to north side of building.
Recommendation	Include on the LDC local list

Address	Victoria Inn, 158 Ironstone Road, Burntwood, WS7 1LY
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	First referred to as “Victoria (P.H.)” on 1901-3 map. The building appears to have been rebuilt at around the same time. Late 19 th Century public house. Surviving High Street road name plate on corner of building. Corner building with principal façade facing onto Ironstone Road. Rendered finish, with detailed eaves brickwork.
Recommendation	Include on the LDC local list

Address	21 Princess Street, Burntwood, WS7 1JW
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Princess Cottage 1893
Recommendation	Include on the LDC local list

2.1.5 Boney Hay and Central

Address	K6 Telephone Kiosk, Ogley Hay Road, Burntwood, WS7 2HU
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.

Description	No longer in use. K6 telephone kiosk dating to between 1936 and 1953, bearing the Tudor Crown which was in use during the reign of George VI. Designed by Sir Giles Gilbert Scott.
Recommendation	Include on the LDC local list

Address	Chase Terrace Primary School, Rugeley Road, Chase Terrace, Burntwood, WS7 1AH.
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Built between 1901 and 1917 based upon map evidence. Edwardian school. Symmetrical façade fronting onto Rugeley Road, with small central lead covered cupola. Originally two separate buildings. Numerous 20 th Century alterations and extensions merging the two buildings. All fenestration replaced with uPVC units in original openings.
Recommendation	Include on the LDC local list

Burntwood Wards	Number
Highfield	17
Chasetown	6
Summerfield and All Saints	4
Chase Terrace	3
Boney Hay and Central	2
Total	32

3.0 Hammerwich

Whilst there are only seven listed buildings and structures within Hammerwich Parish, there are numerous buildings which are of local importance. It is proposed to add thirteen buildings or structures onto the local list.

Address	Chase Lodge, 1 Highfields Road, Chasetown, Burntwood, WS7 4QR
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Substantial Victorian property. Pre-1882 based upon map evidence. All fenestration replaced, largely in original openings. Positive contribution to the street scene.
Recommendation	Include on the LDC local list

Address	The Old Rectory, Church Lane, Hammerwich, WS7 OJS
Reason(s) for inclusion in local list	Group value – positive contribution to setting of, and historical associations with the Grade 2 listed Parish Church of St. John the Baptist.
Description	Substantial pre 1882 property (based upon map evidence). Set in secluded location close to the Parish Church. The core of the building probably dates to the 18 th Century. There are substantial 19 th Century alterations and extensions to the building. Complex arrangement of gabled extensions.
Recommendation	Include on the LDC local list

Address	The Old Vicarage, Hall Lane, Hammerwich, WS7 OJT
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Built as the Rectory for St. John the Baptist's church between 1882 and 1901 based upon map evidence. Red brick with sash windows. Large 3 over 3 stone mullioned window to west elevation. Late Victorian into Edwardian style.
Recommendation	Include on the LDC local list

Address	Hammerwich Hall Farmhouse, Hall Lane, Hammerwich, WS7 OJU
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Early 19 th Century section of large former manor house. The earlier section of the property was demolished in c.1960 and rebuilt as a separate dwelling. Part of manorial site dating back to the 15 th Century when it was the home of the Stanley family.
Recommendation	Include on the LDC local list

Address	Barns and workshops associated with Hammerwich Hall Farmhouse
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Timber framed barns associated with the adjacent manorial complex. Recorded on the Staffordshire Historic Environment Record (HER) (MST 1660).
Recommendation	Include on the LDC local list

Address	Railway Footbridge adjacent to Old Station House, Hammerwich
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Mid-20 th Century railway pedestrian footbridge. Part of the former Hammerwich Station. The bridge is pre 1963 based upon map evidence. The footbridge crosses the now moth-balled railway, which forms part of the South Staffordshire Railway, which opened in 1849 and closed in 1965. The line was still used for freight up until 2001.
Recommendation	Include on the LDC local list

Address	The Boat Inn, Walsall Road, Muckley Corner, Lichfield, WS14 0BU
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Landmark interest – well-known local landmark.
Description	Former canal side public house now facing onto A461, Walsall Road. The core of the building appears to date to the early 19 th Century. Substantial later alterations and extensions. Adjacent to the line of the former Wyrley and Essington Canal, which was constructed between 1792 and 1797.
Recommendation	Include on the LDC local list

Address	Springhill Methodist Church, Walsall Road, Muckley Corner, Lichfield, WS14 0BX
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Small Primitive Methodist Chapel built in 1844. Red brick. Gabled south front originally had central doorway between two

	round arched metal framed windows. The main entrance has been re-sited to the west elevation.
Recommendation	Include on the LDC local list

Address	Pipe Hill Waterworks, Walsall Road, Pipe Hill, Lichfield
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Landmark interest – well-known local landmark.
Description	Early 20 th Century South Staffordshire Water Works pumping station. Date stone inscribed “SSWW 1907”. Large red brick Jacobean style building. Stone mullioned windows. Four centred Gothic doorway and steps to the centre of the South-East elevation.
Recommendation	Include on the LDC local list

Address	GartmoreHouse , Hall Lane, Hammerwich, WS7 0JT
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Substantial brick built late Victorian dwelling, dating to between 1882 and 1901 based upon map evidence.
Recommendation	Include on the LDC local list

Address	107 Burntwood Road, Hammerwich, WS7 0JL
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	One of two gate lodges belonging to Hammerwich House (now Hammerwich Hall care home). The other lodge (103 Burntwood Road) still remains, but has been more significantly altered and extended. The core of the building is 18 th Century and is presumably contemporary with the rebuilding of Hammerwich House between 1781 and 1787 by Henry Webb. Small square plan single storey lodge building. Tall central stack. Slate roof and render. 20 th Century extensions to rear. All fenestration replaced with uPVC.
Recommendation	Include on the LDC local list

Address	Elias Ashmole Club and Institute, Meerash Lane, Hammerwich, WS7 0LF
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Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Built in 1911 in memory of a local farmer who was church warden for 34 years and died in 1899. Much of the cost was met by his son-in-law, Sir Richard Cooper, Bt. The site was provided by F. Villiers Forster and Sir Charles Forster. Extensions and alterations of 1972.
Recommendation	Include on the LDC local list

Address	Guidepost at junction of Hammerwich Lane, Station Road, Lions Den and Hall Lane (SK 0747 0706)
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Early 20 th Century guide post (fingerpost) located at the junction of Hammerwich Lane, Station Road, Lions Den and Hall Lane, Hammerwich. Cast Iron pole and two directional arms (the third “Muckley Corner” lost between 2012 and 2016), top surmounted by a ball finial. Black and white striped livery as set out in the 1933 traffic sign regulations. Dates to post 1924 based upon map evidence. Probably of post 1933 date.
Recommendation	Include on the LDC local list

4.0 Wall

Seven buildings or structures have already been added to the local list as part of the Wall Conservation Area Appraisal and Management Plan, and all are within the boundary of the conservation area. These are;

Road	
The Butts	K6 Telephone Kiosk
Green Lane	Pear Tree Cottage
Market Lane	School House Littlefield House
Watling Street	The Trooper Inn The Seven Stars, 12 Watling Street Wall Village Hall

Public consultation on the inclusion of these properties took place as part of the Wall Conservation Area Appraisal and Management Plan consultation process. This consultation was carried out for a six week period between 30th April and 11th June 2018. It is now proposed to add eight further buildings or structures within the parish onto the local list. These are;

Address	Aldershawe Hall, Claypit Lane, Lichfield, WS14 0AQ
Reason(s) for inclusion in local list	<p>Age and Rarity – the building is a good example of a late Victorian Arts & Crafts style country house.</p> <p>Aesthetic Interest – the building is the work of a noted local architect.</p> <p>Group value – positive contribution to the street scene.</p>
Description	<p>The property is a substantial Arts & Crafts style Victorian building of c.1895 on an earlier site, described in 1899 (in ‘Mansions and Country Seats of Staffordshire’) as;</p> <p>“The building is constructed of local bricks of a light red colour, with terra cotta dressings. The gables are all half-timbered in solid oak, with the intervening spaces plastered and finished creamy white. The roofs are covered with local brown tiles. The general aspect of the house is of a light and graceful character, and the various apartments are suitably arranged with an eye to comfort and convenience. The house was designed by the late Mr. Samuel Loxton, and has since been carried out by his successors, Messrs. J. H. Hickton and H. E. Farmer, architects, of Walsall.”</p> <p>The house was built for Captain Harrison J.P., DL. For the County of Stafford and High Sherriff of the County.</p>
Recommendation	Include on the LDC local list

Address	Guidepost at junction of Ashcroft Lane and Raikes Lane, Chesterfield (SK 1010 0573).
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Early 20 th Century guide post (fingerpost) located at the junction of Ashcroft Lane and Raikes Lane, Chesterfield. Cast Iron pole and two directional arms, top surmounted by a ball finial. Black and white striped livery as set out in the 1933 traffic sign regulations. Dates to post 1924 based upon map evidence. Probably of post 1933 date.
Recommendation	Include on the LDC local list

Address	The Cottage, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.

Description	Residential property of probable late 18 th Century date at the junction of Ashcroft Lane and Raikes Lane. Painted brickwork. Dentiled eaves details. All fenestration is modern. The property positively contributes to the street scene, and forms part of a group with Woodleigh, Carisbrooke and Grange Farm Barns at the focal point of the settlement.
Recommendation	Include on LDC local list

Address	Carisbrooke & Woodleigh, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Imposing mid-Victorian semi-detached properties c. 1860s in style. Striped brickwork of red and buff bands. Gothic details. The style is more typical of Victorian urban areas, and is an unusual addition to a rural area. All fenestration has been replaced, but within the original openings. The properties form a group with surrounding buildings at the focal point of the hamlet. The scale of the building means that it acts as a prominent local landmark, significantly adding to the character of the area.
Recommendation	Include both properties on LDC local list

Address	Cote House Farm, Ashcroft Lane, Chesterfield, WS14 0EQ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Red brick farmhouse with prominent chimneys. Diaper work within the brickwork. Probable mid-19 th Century date. All fenestration has been replaced in original openings. Prominent location at the entrance to the hamlet. The property provides a positive contribution to the street scene, and forms a group with the adjacent Chesterfield Farm and barns.
Recommendation	Include on LDC local list

Address	Barns at Chesterfield Farmhouse, Ashcroft Lane, Chesterfield, WS14 0EH
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene.
Description	Brick built barns of 19 th Century date associated with Chesterfield Farmhouse. Pre-1882 in date based upon map

	evidence. Still in use with the farm and not converted. Prominent within the street scene, and positively contribute to the character of the area.
Recommendation	Include on LDC local list

Address	Chesterfield Grange, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
Reason(s) for inclusion in local list	Group value – positive contribution to the street scene. Age and Rarity – the building retains elements of the earlier farm complex as well as elements of early timber framing. The core of the building is of potentially 16 th Century date.
Description	Large detached house set back from the road. Rendered and painted exterior. Three asymmetrical gables to the front elevation and substantial stack. Whilst the building has been altered and modernised through the 20 th Century, the building still retains significant elements of timber framing. Some details would suggest a potential 16 th Century date for some of the structure. Evidence of original blocked doorway with a four-centred arch head still present in timber framing.
Recommendation	Include on LDC local list

Appendix A – Local List selection criteria

	Criteria	Description	Notes
1	Age and Rarity	<p>a) Does it contain any significant features dating from before 1700?</p> <p>b) If 1700-1840, does it substantially retain its original design and architecture?</p> <p>c) If 1840-1919, is its design and architecture locally characteristic of the period?</p> <p>d) If 1919-1939, is its design and architecture of exceptional local interest and quality?</p> <p>e) If after 1939, is its design and architecture of outstanding local interest and quality?</p>	<p>The older an asset is and the fewer surviving examples of its type, the more likely it is to have local interest. Some selectivity will be required to include only the best examples from the Victorian and Edwardian periods. Assets dating from post 1910 will require even greater selectivity. Only high quality examples from the inter-war and post-war period will be selected. Assets less than 30 years old will not be considered eligible for inclusion. A building's architectural and historic interest may have been devalued via cumulative</p>

			intervention and inappropriate repairs. The more intact and 'complete' a building is the greater likelihood it is to be considered for local listing.
2	Aesthetic Interest	<p>a) Is it of innovative and distinctive design, architecture, or materials?</p> <p>b) Is it an exceptional instance of local design, architecture, or materials?</p> <p>c) Is it of exceptional local aesthetic merit?</p> <p>d) Was it built or designed by a nationally important architect, artist, or designer?</p> <p>e) Was it built or designed by a locally important architect, artist, or designer?</p>	Heritage assets which are locally important for the interest of their architectural design, decoration, materials or craftsmanship. These include locally important examples of particular asset types, which demonstrate good design qualities, including form, proportions, attention to detail, innovation and articulation. The building or structure should be a well-executed example of a particular architectural style and contributes to local character. The appearance of an asset is an important consideration in the selection process. This includes assets which reflect local traditions of design, craftsmanship and materials. The asset may be highly decorative, or of plain form and detailing, but should have aesthetic appeal. Selection may consider the wider contribution of the building, structure or group to the local townscape.
3	Group Value	<p>a) Does it contribute significantly to the character, ambience, or setting of a nationally or locally listed heritage asset?</p> <p>b) Does it contribute significantly to the townscape, landscape, street scene, or perspective of a nationally or locally listed heritage asset?</p>	Certain buildings or structures are part of a larger group of similarly designed buildings or structures, which together create a distinctive local environment. Examples include houses in a terrace, different buildings in an estate designed by the same architect which share common design features, a range of buildings in a similar

		<p>c) Does it contribute to the character of a conservation area?</p> <p>d) Does it contribute to the local street or town scape?</p> <p>e) Does it indicate a boundary of historic significance?</p>	<p>architectural style, and buildings which use the same palette of locally distinctive materials.</p>
4	Historical Interest	<p>a) Is it associated with a person of national historic reputation?</p> <p>b) Is it associated with a person of local historic reputation?</p> <p>c) Had it a significant and distinctive role in local history, such as cultural, political, civic, educational, social, religious, economic, industrial, agricultural, transport, or military history?</p> <p>d) Had it a significant role in national history?</p> <p>e) Is it recognised as a national or local war memorial?</p> <p>f) Does it commemorate an event of particular national or local historical significance?</p>	<p>Heritage assets, which illustrate important aspects of Lichfield’s social, economic, cultural, industrial, religious or military history. These include buildings and other structures, which have a close historical association with locally important people, families or events. These assets may be representative of a particular phase of Lichfield’s history, including those with communal, spiritual, cultural or artistic importance.</p>
5	Designed Landscape Interest	<p>a) Does it retain some or all of its historic features, layouts, and planting?</p> <p>b) Does it possess special local significance for its recreational, cultural, historic, or aesthetic value?</p> <p>c) Does it provide views of the surrounding townscape which are visually significant or satisfying?</p>	
6	Landmark Interest	<p>a) Is it a landmark asset in the area, due to its strong communal or historical associations or its striking aesthetic value?</p>	<p>Assets which, due to their scale or siting, stand out positively in their surroundings. They create visual interest and contribute to the local townscape due to their scale and location. Their position might be on a corner</p>

			plot where they act as a focal point in the streetscene or on a site where they can be seen in longer views.
7	Social and Communal Value		Buildings or sites which have associations with local social or economic activities, events, traditions, practices or wider history. They are often perceived as a source of local identity, distinctiveness, social interaction or coherence. Such properties may be based on intangible aspects of heritage such as the 'collective memory' of a place. Examples include civic buildings, which are reflective of local pride and distinctiveness.

Appendix B – List of proposed additions to the Lichfield District Local List

Burntwood

- Former Sunday School, Coulter Lane
- 1 – 4 Peggs Row, Coulter Lane, Burntwood
- Church View, Farewell Lane, Burntwood, WS7 9DP
- 99 – 113 Farewell Lane (odds), Burntwood (Fairfield Cottages)
- 22 Coulter Lane, Burntwood, WS7 9DX
- Nelson Inn, Padbury Lane, Cresswell Green, WS7 9HL
- Keepers Lodge, 163 Woodhouses Road, Burntwood, WS7 9EJ
- Busy Bees Nursery Ltd., Shaftsbury Drive, Burntwood, WS7 9QP
- White Swan Inn, 2 Cannock Road, Burntwood, WS7 9EE
- Burntwood Memorial Institute obelisk, Rugeley Road, Burntwood, WS7 9BE
- 15 Rake Hill, Burntwood, WS7 9DQ
- Prince's Park, Farewell Lane, Burntwood, WS7 9DP
- Nags Head Inn, Rugeley Road, Burntwood, WS7 9HA
- 40 Rugeley Road, Burntwood, WS7 9BE
- Front range of Former County Asylum (St. Matthews Hospital), Nightingale Walk, WS7 9QR
- The Old School House, Scholars Gate
- Guide post at junction of St. Matthews Road and Woodhouses Road (SK 0798 0942), Burntwood, WS7 9EE

- The Star, Lichfield Road, Burntwood, WS7 0HJ
- Highfield House, Burntwood, WS7 9DB
- Apple Tree Cottage, 1 Highfields, WS7 9DB
- Guide post at junction of Hospital Road and Norton Lane (SK 0594 0849)
- The Junction Inn, 1 Queen Street, Chasetown, WS7 4QQ
- The Old Mining College, Queen Street, Chasetown, WS7 4QH
- Chasetown War Memorial, Chasetown Memorial Park
- Uxbridge Arms, 2 Church Street, Chasetown, WS7 3QL
- 4 – 22 (evens) Church Street, Chasetown
- Arthur Sopwith Memorial Lych Gates, wall and railings Chasetown Memorial Park
- Chase Terrace Methodist Church Hall, Princess Street, Burntwood, WS7 1JH
- Victoria Inn, 158 Ironstone Road, Burntwood, WS7 1LY
- 21 Princess Street, Burntwood, WS7 1JW
- K6 Telephone Kiosk, Ogle Hay Road, Burntwood, WS7 2HU
- Chase Terrace Primary School, Rugeley Road, Chase Terrace, Burntwood, WS7 1AH

Hammerwich

- Chase Lodge, 1 Highfields Road, Chasetown, Burntwood, WS7 4QR
- The Old Rectory, Church Lane, Hammerwich, WS7 0JS
- The Old Vicarage, Hall Lane, Hammerwich, WS7 0JT
- Hammerwich Hall Farmhouse, Hall Lane, Hammerwich, WS7 0JU
- Barns and workshops associated with Hammerwich Hall Farmhouse
- Railway Footbridge adjacent to Old Station House, Hammerwich
- The Boat Inn, Walsall Road, Muckley Corner, Lichfield, WS14 0BU
- Springhill Methodist Church, Walsall Road, Muckley Corner, Lichfield, WS14 0BX
- Pipe Hill Waterworks, Walsall Road, Pipe Hill, Lichfield
- Gartmore House, Hall Lane, Hammerwich, WS7 0JT
- 107 Burntwood Road, Hammerwich, WS7 0JL
- Elias Ashmole Club and Institute, Meerash Lane, Hammerwich, WS7 0LF
- Guidepost at junction of Hammerwich Lane, Station Road, Lions Den and Hall Lane (SK 0747 0706)

Wall

- Aldershawe Hall, Claypit Lane, Lichfield, Staffordshire, WS14 0AQ
- Guidepost at junction of Ashcroft Lane and Raikes Lane, Chesterfield (SK 1010 0573)
- The Cottage, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
- Carisbrooke, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
- Woodleigh, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ
- Cote House Farm, Ashcroft Lane, Chesterfield, WS14 0EQ
- Barns at Chesterfield Farmhouse, Ashcroft Lane, Chesterfield, WS14 0EH
- Chesterfield Grange, Ashcroft Lane, Chesterfield, Lichfield, WS14 0EQ

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Revenues and Benefits Fit for Future Fundamental Review

Cabinet Member for Customer Services & Innovation Councillor Andy Smith

Date: Tuesday, 3 December 2019

Contact Officer: Neil Turner/Pat Leybourne

Tel Number: Tel: 01543 308761/308921

Email: pat.leybourne@lichfielddc.gov.uk

Key Decision? Y

Local Ward None – not geographically specific

Members



Cabinet

1. Executive Summary

- 1.1 The Revenues and Benefits Service has been undergoing a Fit for the Future fundamental review.
- 1.2 The Revenues and Benefits service was selected for a review because the council has used the same revenues and benefits software for many years and it is the appropriate time to check if we are delivering the service in the most efficient way, considering all possible alternatives.
- 1.3 The council commissioned consultants, Caja, to support this review. Caja's report was considered by Strategic (O&S) Committee on 21 November 2019.
- 1.4 A copy of the final report from Caja is attached at **Appendix A**. This appendix is confidential by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the business interests of the council and potential suppliers.
- 1.5 Caja were asked to answer a series of questions about the performance and cost of the service, and the options that were available to the council for delivery of the service. The report examines closely the strengths and weaknesses and costs of different operating models.
- 1.6 The main focus of the review was to assess delivery models and to identify the optimum delivery model for the council that is based on factors including overall cost, customer experience and control.
- 1.7 The report makes a number of recommendations as to the future delivery of the service. These recommendations and a high level action plan were examined by the O&S Committee and were broadly supported. The high level draft action plan is attached at **Appendix B**. This appendix is confidential by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the business interests of the council and potential suppliers.
- 1.8 The recommendation is that the service remains in-house but to implement actions to improve and innovate with a view to reducing costs and improving the customer experience.

2. Recommendations

It is recommended that Cabinet:

- 2.1 approves the procurement of a new contract for software – and associated support services – for revenues and benefits for a period of five years with an option to extend by a further two;
- 2.2 grants delegated authority to the Cabinet Member for Customer Services and Innovation and the Head of Customer Services, Revenues and Benefits to approve such a contract provided it is within approved budgets.

- 2.3 notes the high level action plan to innovate and improve the service, and in particular supports a review of the central support charges incurred by the service.

3. Background

The Revenues and Benefits Service

- 3.1 The revenues and benefits service is a statutory service. It is responsible for the billing and collection of council tax, business rates and Business Improvement District (BID) levy. They also deal with the recovery of corporate debts, and for administering housing benefit, discretionary housing payments and council tax support.
- 3.2 There are three separate teams that undertake this work – a team of 6 specialist advisors who are part of the Lichfield Connects team (the council’s customer services), a team of 9 looking after revenue collection and recovery; and a team of 7 to administer benefits, discretionary housing payments and council tax support.
- 3.3 The teams issue council tax bills to 46,000 properties, rates bills to 3,050 businesses, BID bills to 560 city based organisations, and support around 8,500 customers’ benefits/council tax support claims.

The Fit for the Future Review

- 3.4 The service was selected for a review because the council has used the same revenues and benefits software for many years and procurement law suggests that the market should be tested before the contract ends in 2020. However, it was prudent not to simply undertake a procurement exercise for software without testing and understanding the best way to deliver the service.
- 3.5 The review was led by the Cabinet Member for Customer Services and Innovation, the Director of Transformation and Resources and the Head of Customer Services, Revenues and Benefits. The Head of Service chaired a project board which included representatives from the teams and from other services including finance.
- 3.6 The council commissioned consultants, Caja, in April 2019 to support this review and they were asked gather the information to answer the following questions:
1. How does the current operational and financial performance of the service compare when measured against similar sized councils using a similar delivery model?
 2. How does the current operational and financial performance of the service compare when measured against similar sized councils operating using alternative delivery models?
 3. What are the main explanations for any differences between the council’s existing performance and the benchmarking findings?
 4. Based on an assessment of options, what is the optimal delivery model for the council?
 5. What are the key steps and timescales in adopting the optimal delivery model?
 6. What are the estimated financial implications, if any, in adopting the recommended delivery model, which may be remaining in house and improving, both in terms of one-off costs and ongoing revenue implications?
 7. What is the likely impact on the customer experience of the recommended delivery model?
- 3.7 The review comprised of a number of phases:
- Benchmarking costs and performance against other councils.
 - Identifying and assessing the customer experience.
 - Understanding our own costs and dependencies on other services in the council.
 - Consulting stakeholders and talking to other councils about the possibility of closer collaboration.

- Investigating the merits and drawbacks of different delivery models.
- Agreeing what is important for the council in terms of its service provision so the options can be assessed.
- Conducting soft market testing with prominent suppliers.
- Seeking the views of the Overview and Scrutiny Committee.
- Costing the options for delivery models including the costs of change and efficiency savings that would accrue.
- Evaluating the options against agreed weighted criteria.
- Mapping out an action plan and programme for procuring a new contract for software.
- Identifying an appropriate route to market to comply with our contract rules.

3.8 The report recommends the following actions – which have been redefined to enable easier action planning. The draft high level action plan to implement these recommendations is attached at **Appendix B**.

- To seek continuous improvement in performance and efficiency by regularly reviewing work processes, and customer experience, and by increased use of automation and technology as it becomes available and reliable.
- To move to more generic teams by removing the artificial divide between a revenues team and a benefits team.
- To negotiate and agree a new contract with a software supplier with a view to minimising the costs of change. The report notes that the present supplier has a competitive advantage because of the costs of change.
- To move data hosting to the cloud.
- To review and assess central support charges which are making the service appear to be more costly than others in the benchmarking comparator group.
- To include within the contract for software the provision for additional professional and administrative services that can be called upon as required in periods of peak demand.
- To future proof the service to allow for greater opportunities for sharing/selling the service to other councils.
- To identify and learn from other councils using similar software.

3.9 The O&S Committee discussed the report and the recommendations at its meeting on 21 November 2019. Whilst it endorsed the proposals, it did ask that examples of councils employing the different options be provided and for further work to be undertaken to assess the central support charges that are allocated to the service. It was noted that the benchmarking data suggested that the service picked up higher support service charges than the other councils in the comparator set.

3.10 Examples of councils using different models – particularly those that have outsourced and those that have insourced their services - are described in the caja report at section 6.

3.11 The comment about recharging of central support services is noted and the Head of Service will be working with the Head of Financial Services to review charges but with a particular view to extend the role of Connects to support other Council’s teams and thereby increase the customer base and to check the methodology for apportioning charges.

3.12 This review will be reported early in 2020.

3.13 It is anticipated that the confidential appendices will be made public upon completion of the procurement of a new contract for software.

Alternative Options	<p>The review is about assessing the alternative delivery models and it is recommended that the service improves and innovates around a newly procured software contract.</p> <p>There are a number of ways in which such a procurement could be conducted but advice has been taken from Wolverhampton CC’s procurement team and it is anticipated that the council will use the Crown Commercial Services Data and Application Solutions framework in order to minimise the costs of procurement.</p>
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<p>Consultation</p>	<p>The review has included consultation with:</p> <ul style="list-style-type: none"> • prominent landlords including Bromford • colleagues from other services including finance, corporate services and customer services • the major suppliers of software and outsourcing services • and other local councils to assess any ambition for greater collaboration, and other councils suggested by the suppliers as exemplars of good practice. <p>The report also assesses existing customer feedback as to the performance of the service.</p> <p>The Board includes representatives from the teams and from the union, and regular updates have been provided to the Employee Liaison Group.</p> <p>The O&S Committee has twice considered the review. At its most recent meeting it commented as follows:</p> <ul style="list-style-type: none"> • to recognise that the incumbent supplier has a competitive advantage. This is recognised and that the procurement of a new contract will be through an existing procurement framework. • to ensure that any future developments in the way of automation, robotics and AI are incorporated within the specification at the outset. • should have one final review of how other councils are operating and whether there are any really successful and benefitting from alternative delivery models. • The good performance and good customer service was noted. • That central support charges were significantly higher than for the comparator set. It was agreed that further work would be completed to understand this.
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<p>Financial Implications</p>	<p>The financial implications of the various models are described in the report but it is anticipated that the action plan can be implemented within the existing approved budgets.</p>
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<p>Contribution to the Delivery of the Strategic Plan</p>	<p>Lichfield District Council’s Strategic Plan 2016 – 2020 sets out our ambition to become a council that is ‘fit for the future’. This includes:</p> <ol style="list-style-type: none"> 1. Making our top services fully bookable online and so easy to use that people choose to go online as a first port of call. 2. Seeking out ways to increase productivity and efficiency through our Fit for the Future programme and service reviews. 3. We also highlight our ambitions to deliver good customer services.
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<p>Equality, Diversity and Human Rights Implications</p>	<p>The review considers the customers’ potential experience in dealing with the ‘council’ as part of the assessment of each of the alternative delivery models.</p>
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<p>Crime & Safety Issues</p>	<p>There are no crime and safety issues arising from this report.</p>
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<p>GDPR/Privacy Impact Assessment</p>	<p>All GDPR standards expected of the software provider will be incorporated within the procurement specification.</p>
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Procurement challenge	Officers will follow advice from our procurement advisors to ensure that we comply with procurement law and	Yellow

		our contract rules. We intend to use a specific procurement framework.	
B	Specification is not sufficiently detailed	A full specification will be prepared and tested before being put to the market.	Yellow
C	Suppliers do not respond to the brief	Soft market testing has indicated that the main suppliers of software are willing to submit proposals.	Green
D	Customer experience worsens	Keeping the service in-house provides the council with the greatest control of the service that is provided to customers.	Green
E	Costs of implementing are higher than expected	The figures in the report are based on both historic budgets and on the feedback obtained from suppliers during soft market testing.	Yellow
F	Reaction from staff	Staff – and the union - have been fully involved in the review and have been briefed on the report.	Yellow

Background documents

Brief to consultants
CIPFA Benchmarking results

Relevant web links

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