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Monday, 24 February 2020

Dear Sir/Madam

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

A meeting of the Leisure, Parks & Waste Management (Overview and Scrutiny) Committee has been arranged to take place **TUESDAY, 3RD MARCH, 2020 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 'Christie Tims', is written over a light grey circular stamp.

Christie Tims
Head of Corporate Services and Monitoring Officer

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

Councillors Matthews (Chairman), Banevicius (Vice-Chair), Silvester-Hall (Vice-Chair), Baker, Barnett, L Ennis, Ray, Salter, Tapper, Warfield, Westwood, M Wilcox and B Yeates



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AGENDA

1. Apologies for Absence
2. Declarations of Interests
3. Minutes of the Previous Meeting 3 - 6
4. Work Programme 7 - 8
5. New Lichfield Leisure Centre Member Task Group 9 - 16

6. **Exclusion of Press and Public**

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

IN PRIVATE

7. Trade Waste Service Review 17 - 56



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

18 NOVEMBER 2019

PRESENT:

Councillors Matthews (Chairman), Banevicius (Vice-Chair), Silvester-Hall (Vice-Chair), Baker, Barnett, L Ennis, Westwood and B Yeates.

(In accordance with Council Procedure Rule No.17 Councillors attended the meeting).

14 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Ray and M. Wilcox.

15 DECLARATIONS OF INTERESTS

There were no declarations of interests.

16 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting were signed as a correct record.

17 JOINT WASTE SERVICE FIT FOR THE FUTURE REVIEW

The Committee received a report on the findings and recommendations following a fundamental review of the Joint Waste Service (JWS) which is delivered with Tamworth Borough Council. The Committee welcomed Cherie Whiteman and Bob Couth from Frith Resource Management Ltd who carried out the review.

The Committee then received a presentation on the review and the key findings. It was reported that after benchmarking analysis, the JWS was considered to be of average to good performance with low service costs. It was noted that there was a higher than average use of agency staff.

Different service delivery models were presented to the Committee including Local Authority Trading Company (LATC) either Teckal exempt or as a joint venture and fully outsourced. It was then reported that after evaluating the service delivery options against costs, control of service and risks, there was insufficient evidence to show one model would achieve significantly greater performance.

Other considerations for improving performance of the service as it is were then reported which included the current high use of agency staff. It was noted that there was a national shortage of drivers as well as difficulty to retain and so it was suggested to consider the employment package offered to see if this could help. It was noted that the pay rates offered were comparative to other authorities but not the private sector. It was also suggested that hours and the number of drivers per round could be considered and reduced to ease pressures however it was reported that this was already happening.

The emerging Government's Resources and Waste Strategy was discussed and the implications of delivering some of the changes proposed including food waste and free garden waste collections. It was reported there were differing levels of change that could be made but there was not much difference in the additional cost to the JWS.

It was then discussed if a change or additional depot location could be beneficial as it could allow for less wasted travel time for vehicles and allow for housing growth and potential for more vehicles if food waste collection was introduced. It was noted it had been investigated that there would be an unlikely saving from the number of vehicles required if the depot was relocated due to need. When asked, it was reported that no other locations had been considered and would not be until after the national Strategy had been released and fully comprehended. It was reminded that the depot also was the location for street cleansing and other services.

The Committee then asked questions and there was a lot of discussion regarding the use of agency staff and the shortage of drivers. It was noted that the terms and conditions of employment were good however pay was considerably lower than what was offered in the private sector. It was also asked whether the location of the depot was also contributing to shortage of staff and it was reported that it was unknown but should be further considered. It was also suggested that engagement with the national training body could be useful.

It was reported that sickness levels were high but similar to the other authorities benchmarked with. Members did note that the nature of the work undertaken was very physical and so the risk of sickness was not to be unexpected.

There was then discussions regarding how to undertake food waste collection if required and it was asked if vessel composting could be reintroduced and it was reported that there was now a trend to move to anaerobic digestion as it could create energy. It was noted that it had been collected in brown bins in the past however the national Strategy was most likely require that green and food waste be collected separately.

When asked, it was noted that the £345k additional overheads were to cover officer input. It was also noted that capital costs for any service change including new bins and liners had been annualised but would most likely be an initial cost. It was also noted that although the government had reported that there would be funding to aid these set up costs, there had been some scepticism from the industry.

It was felt that the review, how the JWS would be delivered in the future and the Committee's observations of this could be a response to climate change and environmental impact.

The Committee wished to congratulate all that worked with the JWS team as the review had proved that the service they provided was very good and valued by residents.

RESOLVED: (1) That the approach taken during the fundamental review of the Joint Waste Service and its key findings be endorsed;

(2) That 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 be endorsed; and

(3) That the proposals to undertake an appraisal of options for the future disposal of dry recyclate and identify measures to address the issue of over reliance on agency staff be endorsed.

18 DEPARTURE OF THE DIRECTOR OF PLACE & COMMUNITY

The Committee requested to record their thanks to the Director of Place & Community, Mr Richard King for all his work and support to the Members and District Council and wished him well for the future.

(The Meeting closed at 7.02 pm)

CHAIRMAN

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**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR
2019-2020 (v5)**

Item	12 Jun 2019	25 Sept 2019	18 Nov 2019	3 March 2020	Details/Reasons	Officer	Member Lead
Policy Development							
Terms of reference					Annual review of the terms of reference of the Committee	CL	
Garrick Theatre					Review of CSA	BP	
Parks Events Portfolio					A schedule of events planned for 2020 will be circulated to the Committee		
Friary Grange Leisure Centre	✓			✓	Update	BP	EL
Trade Waste				✓	To consider options to enhance the service	NH	EL
Freedom performance	✓				By briefing note	JS	EL
Joint Waste Service Fit For Future Review		✓	✓		To note the approach that has been taken for the fundamental reviews of the Joint Waste Service and Lichfield's trade services	BP	EL
Resources and Waste Strategy for England		✓			To note the proposals contained in the Government's Resource and Waste Strategy and the potential impact they may have on the Joint Waste Service if adopted	NH	EL
Delivery of PASS					With particular regard to its relationship to the health and wellbeing strategy; its impact on obesity.	BP	EL
Opportunities for events at Chasewater					Emphasised that the Council no longer manages the facility however could discuss opportunities with SCC	BP	EL
Football Pitch Review					By briefing note		
Bowling Clubs Update					By briefing note		

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR
2019-2020** (v5)

Item	12 Jun 2019	25 Sept 2019	18 Nov 2019	3 March 2020	Details/Reasons	Officer	Member Lead
Transfer of parks and open spaces					By briefing note		

New Lichfield Leisure Centre Member Task Group

Cabinet Member for Recycling & Leisure

Date: 3rd March 2020

Contact Officer: John Smith / Ben Percival

Tel Number: 01543 308016 / 01543 308162

Email: John.smith@lichfielddc.gov.uk / ben.percival@lichfielddc.gov.uk

Key Decision? YES

Local Ward All Wards

Members



Leisure, Parks and Waste Management (Overview and Scrutiny) Committee Report

1. Executive Summary

- 1.1 The project to develop a new leisure centre in Lichfield City to replace Friary Grange is a principal facet of the long-term provision of leisure and active recreation for Lichfield district residents.
- 1.2 A formally constituted Member Task Group should add significant value to the project. The Group will provide a key governance link between the project, Project Board and the Overview and Scrutiny Committee. The Group also ensures that members as key stakeholders have a defined role within the project governance to help shape the project and articulate residents' needs.

2. Recommendations

That Committee

- 2.1 Endorse the draft Terms of Reference for the New Lichfield Leisure Centre Task Group.
- 2.2 Endorse scope of the New Lichfield Leisure Centre Task Group.
- 2.2 Endorse the preparation of the detailed business case in preparation for a second phase of implementation.

3. Background

- 1.1 At its meeting of 7 October 2019, Cabinet agreed to the provision of a new leisure centre in Lichfield. At its meeting 15 October 2019, Council approved Cabinet's recommendation to add £5m to the capital programme to support the development of the new facility and to update the MTFS accordingly.
- 1.2 The development of the new leisure centre requires careful planning. Capital assets of this kind require substantial investment and have an anticipated life in excess of 25 years. As such it is critical that the requirements of the project are captured, assessed and agreed to deliver the desired outcomes for Lichfield residents for the next 2-3 decades. This will ensure best value for the investment and the development of the right facility in the right place.
- 1.3 Officers have engaged consultants along with the support of Sport England, National Governing Bodies of sport (NGBs) to deliver a comprehensive assessment of community need. Officers will then work with the consultants to ensure the development of the most affordable, sustainable and acceptable facility solution.
- 1.4 Elected Member involvement throughout this process is considered a critical success factor. Members as the elected representatives of our residents are uniquely placed to understand and articulate

resident need. Members also have the understanding and perspective to add huge value to the project in terms of support, guidance and where necessary challenge.

- 1.5 The project to develop the new leisure centre is “project three” of three formal projects associated with Friary Grange.
- Project one is to ensure that Freedom Leisure, the Council’s appointed leisure operator, can continue to operate elements of the existing Friary Grange centre, including swimming pool, fitness facilities, studios and squash courts. This project also seeks to manage the transition of the existing sports hall and all-weather pitch to the management of the school.
 - Project two is to provide the necessary refurbishment of the elements of Friary Grange to be managed by Freedom, to ensure that they are fit for operation until the new centre is ready. The Council has limited this investment to a maximum on £695k
- 1.6 It is intended to resolve projects one and two with all possible speed, to allow optimal resources to be focused on the new centre. The scope and outcomes of projects one and two are bounded by a number of known and largely fixed factors – specifically the lease arrangements and the physical condition of the building.
- 1.7 The New Lichfield Leisure Centre Task Group’s remit will be exclusively project three – the new leisure centre; the group will have no specific mandate with regards projects one and two. This reflects both the need to focus effort on project three and also that the ability to meaningfully shape projects one and two is considered very limited.

Alternative Options	4.1 The entire Leisure, Parks and Waste Management (Overview and Scrutiny) Committee could undertake the proposed role outlined for the Task Group. However a larger member group could struggle to have a meaningful input at the level of detail anticipated. It is also possible that this could crowd out other items on the committee’s workplan.
Consultation	5.1 None.
Financial Implications	6.1 The work of the Task Group will be delivered within existing resources.
Contribution to the Delivery of the Strategic Plan	7.1 The development of the new leisure centre contributes to the Strategic Plan as follows: <ul style="list-style-type: none"> a. Enabling people – encouraging and supporting residents to live healthy and active lives. b. Shaping place – to ensure an appropriate indoor leisure infrastructure to meet residents’ needs c. Developing prosperity – providing employment opportunities for local people, supporting workforce health and encouraging people to visit the borough.
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 will be conducted if required; at this stage the Task Group doesn't involve the handling of any personal data.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
	Risks will be identified when the group is first constituted		

Background documents
New Lichfield Leisure Centre Task Group Terms of Reference
New Lichfield Leisure Centre Task Group Scoping Document

Relevant web links

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New Leisure Centre - Member Task Group

Draft Terms of Reference/Engagement

1. The Task Group will be constituted as a sub-group of the Leisure, Parks and Waste (Overview and Scrutiny) Committee and report into the main LP&W (O&S) Committee.
- 2) The Group will update the main LP&W (O&S) Committee as to progress with its work and make recommendations for consideration by the LP&W (O&S) Committee. Recommendations from the LP&W (O&S) Committee will duly be made to the Council's Cabinet for consideration and decision.
- 2) The Group will comprise of 6 elected members drawn from the Leisure, Parks and Waste (Overview and Scrutiny) Committee and also co-opted from the wider council membership.
- 3) Membership will be cross-party though the chairmanship will lie with the Council's ruling group.
- 4) At its first meeting the Group will elect a chair and agree the length of chairmanship. A Vice-Chair will also be elected and will perform the role of the chair at any such time as the Chairman is absent for meetings.
- 5) In carrying out its business, the Group will be supported by the Council's Business Development Manager and other Council officers as and when required. The Group will also be able to call upon external advisors to provide advice and guidance supplementing that of officers.
- 6) The Group will determine the regularity of its meetings but be conscious of the need to coordinate these having regard to the LP&W (O&S) Committee cycle of meetings set down in the corporate calendar.
- 7) Meeting agendas and related papers will be prepared by Council officers, agreed by the Task Group Chairman and circulated to Task Group members prior to meetings
- 8) The Group will agree a work programme in consultation with and informed by the Business Development Manager. The work programme will accord with the key purposes of the Group and other considerations as set out below:
 - The Group respects confidentiality when discussing the project, with an awareness that not all information could or would be shared within a public domain during the same timescales.
 - The Group's overarching purpose will be to consider issues relevant to the formulation of Council plans for the development of a new leisure centre within Lichfield City.
 - The Group will consider the process for assessing site options for a new facility and the making of recommendations as to a preferred option.
 - In assessing site options and a suggested preferred option, the Group will have regard to the need to deliver the project within a set and tight timescale.
 - The Group will also have regard to all existing strategies, policies and plans which impact upon a new facility.
 - The Group will both provide member input into primary research and take account of the outcomes of research and plans emerging in parallel.
 - The Group will assess a range of viability options for a new facility, evaluating these based on key criteria (to be defined) in order to recommend a preferred option.

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OVERVIEW AND SCRUTINY TASK GROUP SUBJECT SCOPING DOCUMENT

Review Topic:

Building a new leisure facility in Lichfield City.

Chair: tbc

Members: Cllrs Baker, Grange, Ray, Checkland, Silvester-Hall, Banevicius.

Objectives:

To have a much closer overview of the new build project as it progresses over time.

To facilitate an agreed option for the new development and a mechanism for its delivery.

Desired Outcomes:

An opportunity for Members to have insight to the project outside of the structured Overview and Scrutiny process.

That Members are assured of an effective and deliverable project with appropriate decisions being supported and taken in a timely manner.

Terms of Reference:

See separate attachment – to be agreed

Key Issues:

- Confidentiality
- Future role and function of Leisure provision in Lichfield – its purpose
- The extent of the development area
- Capacity to serve particular identified needs
- Delivery issues

Risks:

- Resources
- Site options and feasibility
- Stakeholder interests
- Time pressures
- Procurement regulations
- Planning and related legislation

Suggested Timescale

Start: April 2020

Finish: December 2024

Information Requirements and Sources:

Documents/Evidence:

Background/contextual materials e.g. Local Plan requirements and related planning guidance such as Playing Pitch Strategy, Indoor Sports Facilities Plan, Sport England's Strategic Outcomes Planning Guidance Model, Physical Activity and Sports Strategy, Health and Wellbeing Strategy.

Officer Support:

Lead Officer: John Smith – Business Development Manager supported by Sarah Sleigh – Health and Wellbeing Manager

Committee Clerk: Christine Lewis

Target Body for Findings/Recommendations

The Task Group will act as a sub-Committee to the Leisure, Parks and Waste (Overview and Scrutiny) Committee.

It will make recommendations to the Project Board.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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