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Wednesday, 13 January 2021

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 **THURSDAY, 21ST JANUARY, 2021 at 6.00 PM** to consider the following business.

In light of the current Covid-19 pandemic and government advice on social distancing, the meeting will be held online and streamed live on the Council's [YouTube channel](#)

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Yours faithfully

A handwritten signature in dark ink, appearing to read 'Christie Tims', is written over a light grey circular background.

Christie Tims  
**Head of Governance and Performance**

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

Councillors Matthews (Chairman), Silvester-Hall (Vice-Chair), Westwood (Vice-Chair), Baker, Banevicius, Barnett, L Ennis, Ray, Salter, Tapper, Warfield, 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 Leisure Centre Preferred Site              | 9 - 14  |
| 6. | Leisure Centres Re-opening Update              | 15 - 28 |
| 7. | Coronavirus (COVID-19): Recovery Plan Scrutiny | 29 - 36 |



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

**23 SEPTEMBER 2020**

**PRESENT:**

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

(In accordance with Council Procedure Rule No.17 Councillors Cox, Eadie and E. Little attended the meeting).

**29 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Westwood (Vice-Chairman)

**30 DECLARATIONS OF INTERESTS**

Councillor Baker declared a personal interest as her husband was a user of the Cardio rehabilitation service at Friary Grange Leisure Centre.

Councillor Ray declared a personal interest as he was a member of the Friends of Friary Grange.

**31 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were circulated and agreed as a correct record subject to the amendment of Councillor Westwood as Vice-Chairman.

RESOLVED: That the minutes of the previous meeting be signed as a correct record.

**32 WORK PROGRAMME**

The work programme was circulated and it was requested that an item be added or a briefing paper circulated on the usage of the outdoor gyms as there had been two new ones opened as well as the existing ones and they would play a vital role in getting people active. This was agreed by the Committee.

RESOLVED: That the work programme be agreed and amended where necessary.

**33 NEW LICHFIELD LEISURE CENTRE PREFERRED SITE**

The Committee received a report on the review of suitable sites around the City centre for the proposed new Leisure Centre. It was reported that there were eight potential sites and after evaluation, Stychbrook Park was deemed the most suitable as most likely to be delivered in the timeframe and as already Council owned land, more cost effective. It was reported that the Member Task Group, created to consider matters regarding the project, had also investigated the options and too were recommending the proposed site.

The members of the Task Group were thanked for their hard work to date on the new leisure centre project.

The Committee were overall in agreement with the proposed site however there were some concerns that it be removing some open space from the area and it was asked if it could be considered if other green open space could be created to mitigate this loss. It was noted that the wooded area would be protected and it would bring vital leisure provision to an area where it was most required. It was also noted that the site had good transport links and this could be increased further with cycle paths. It was also reported that the preferred site did allow for the ability to co-locate with other facilities and other sports if required.

It was also noted that there could be further sites could still be considered if this preferred site was dismissed during land investigations. These further sites were Beacon Park at the end of Greenhough Road although noted that was on Greenbelt land. The other was the BRS site although noted it may be more costly to build due to being in the conservation area however it was felt it may help driving footfall to the city centre.

It was felt that it would be essential to include the community in steps of the project and requested that a meeting with key stakeholders take place to aid this. It was reported that this would be as part of the project plan.

RESOLVED: (1) That the report be noted;

(2) That the recommendation that Stychbrook Park as the preferred site for the new leisure centre be supported; and

(3) That the work of the New Leisure Centre Member Task Group in developing the site appraisal and bringing forward the recommended preferred site be acknowledged and noted.

## **34 LEISURE CENTRE RE-OPENING UPDATE**

The Committee received a report giving an update to the re-opening of the leisure centres following the mandated closures due to Covid-19. It was reported that Burntwood Leisure Centre (BLC) had reopened on the 25 July 2020 and Friary Grange Leisure Centre (FGLC) would reopen at the end of October. It was reported that Freedom Leisure had designed and implemented a Covid-19 safe operating environment.

It was noted that performance of BLC following reopening had given mixed results with fitness participation remaining strong but swimming had reduced significantly. It was also reported that cost had been higher and income lower than pre lockdown however performance was in line with what was predicted and cost estimates the same as reported in the recent Money Matter report.

It was reported that new guidance stated that indoor sports were to be included in the rule of six however due to the measures put in place, activities such as group exercise, swimming and fitness should be greatly unaffected.

The Committee asked if figures from the same time last year could be sent to allow for comparison and this was agreed.

Members were pleased to note that FGLC would now be opened and were heartened by the usage numbers considering the pandemic climate.

It was asked what Freedom Leisure were doing to actively promoting leisure in the district as marketing would be required to communicate that both centres would be opened but also best utilise the financial support given by the Council and help prevent losses as much as possible. It was reported that what amount had been assessed as the risk was higher than actually paid

so much of the business risk still sat with Freedom Leisure. It was also reported that the agreement was an open book and so all figures were known as a safeguard.

It was queried what central admin costs there were and if the additional costs were that from Freedom Leisure. It was noted that updates on all financial figures would be given when available and it was asked if this could also include usage. It was also asked if projections on income including school use and private swimming lessons were available and how that could affect matters going forward. It was reported that this would be difficult to do at this time. It was suggested that some market research on the likelihood of swimming take up in the future may be beneficial.

It was reported that Officers met with Freedom on a weekly basis including Senior level to discuss performance and it was noted that it was still early in the re-opening phase and already changes had been made.

It was reported that the Council was still lobbying MPs on the matter that outsourced leisure arrangements were not covered for government funding.

RESOLVED: (1) That the report be noted; and

(2) That financial and usage information be reported to the Committee regularly through briefing papers or reports if required.

### **35 THE FUTURE PROVISION OF THE DRY RECYCLING SERVICE**

The Committee received a report on the proposals for Dry Material Recycling (DMR) once the current contract the Joint Waste Service has as part of the six Waste Collection Authorities with Biffa when it expires in 2022.

It was reported that the market for DMR had changed recently with focus on quality of the materials and the nature of comingled collections were creating issues and Biffa had already expressed that to continue and be viable, they would require a dual-stream collection with separate fibre or costs would rise significantly.

It was then reported that the commodity market was currently volatile and with other factors including the pending National Resource and Waste Strategy, re-procurement of a DMR contract would be challenging.

The Committee were reminded that the collection of DMR was done on behalf of Staffordshire County Council (SCC) and so it was proposed to start a formal procurement process and invite bids for the contract and once completed evaluate them along with the option of returning the requirement back to SCC.

It was noted that it was frustrating as many materials were advertised as recyclable however the contractor would still not accept them as not economically viable so although residents may believe they are putting the right waste in the blue bin, it was still requiring sorting. It was felt that education and communication was vital. It was requested that information be given on where all the recycling went around the world once collected.

It was felt that a short term solution without getting tied into a contract until the government strategy was known. It was recognised that if the decision to go dual stream was taken now, there would be additional costs in supplying extra bags or bins and extra collection rounds. It was noted that there was an option to extend the current contract with Biffa to 2024. It was reported that meetings had taken place with Biffa to discuss options. It was reported that more would be known early in 2021.

It was noted that the government strategy should be released at the same time as the contract expires and there was concern whether a snap decision would be required. It was reported that the strategy may also hopefully bring good news with packaging and materials manufacturers covering some if not all of the cost of collection and disposal.

There was also concern that due to national financial impact Covid-19, government commitments to reimburse out of pocket cost may not materialise as hoped and local authorities may be left trying to pick up extra costs including implementing changes in recycling and waste collections.

RESOLVED: That the approach undertaken to determine the future of the Dry Recycling Service be endorsed.

(The Meeting closed at 7.31 pm)

CHAIRMAN

**LEISURE, PARKS AND WASTE MANAGEMENT (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2020-2021** (v5)

Item	end Jun 2020	23 Sept 2020	21 Jan 2021	3 March 2021	Details/Reasons	Officer	Member Lead
<b>Policy Development</b>							
Garrick Theatre				✓	Review of relationship	BP	
Dry Recycling	✓	✓				NH	RC
Parks Events Portfolio					A schedule of events planned for 2021 will be circulated to the Committee	BP	RC
Use of Outdoor Gyms					Briefing paper of usage data	BP	RC
Friary Grange Leisure Centre	✓	✓	✓		Updates	BP	RC
New Leisure Centre Project		✓	✓	✓	To receive updates from the Member Task Group and any other information if required	BP	EL
Covid Recovery Plan Scrutiny			✓			BP	EL/RC
Leisure Centres Performance				✓		BP	RC
Trade Waste				✓	To consider options to enhance the service	NH	RC
Government proposals for Waste/Recycling					To discuss any White Papers when released	NH	RC
Delivery of PASS					With particular regard to its relationship to the health and wellbeing strategy; its impact on obesity.	BP	RC

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## New Leisure Centre Preferred Site

Cabinet Member for Major Projects & Economic Development

Date: 21 January 2021

Contact Officer: Ben Percival

Tel Number: 01543 308060

Email: [ben.percival@lichfielddc.gov.uk](mailto:ben.percival@lichfielddc.gov.uk)

Key Decision? YES

Local Ward All Wards

Members



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

## 1. Executive Summary

- 1.1 This report outlines the configuration of the new Lichfield leisure centre. This is not a finalised building design, rather an expression of scale and facility priority.
- 1.2 Agreeing the outline configuration allows the feasibility of the new Lichfield Leisure Centre to be progressed.

## 2. Recommendations

That Committee

- 2.1 Note the contents of the report.
- 2.2 Support the proposed outline configuration of the new Lichfield Leisure Centre.
- 2.3 Acknowledge the work of the New Leisure Centre Overview and Scrutiny Task Group in developing the proposed outline configuration of the new centre.

## 3. Background

### Background

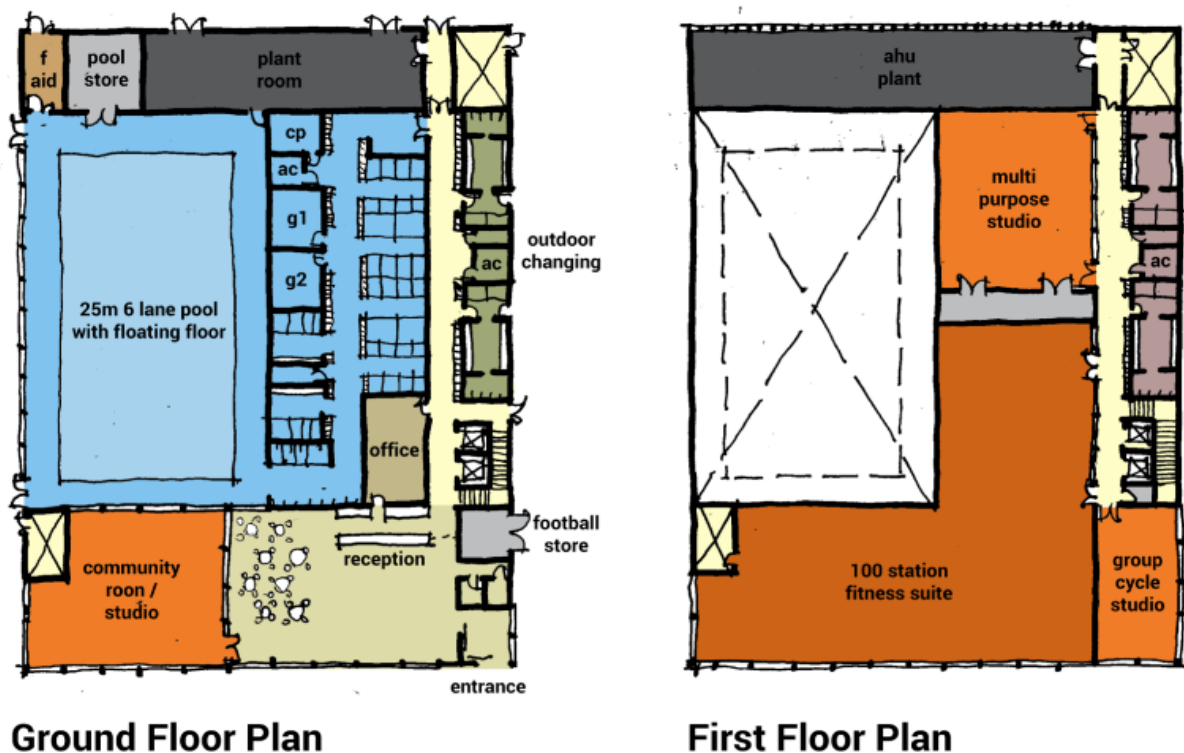
- 3.1 Cabinet confirmed at its meeting on 7 October 2019 the Council's aspiration to invest in future leisure provision to address the limited lifespan of Friary Grange Leisure Centre. Feasibility work on a new leisure centre commenced shortly thereafter, assessing strategic and community need to inform the design development of the centre.
- 3.2 Cabinet approved the selection of Stychbrook Park on 6 October 2020 as the preferred site for the new Lichfield Leisure Centre.
- 3.3 The New Leisure Centre Overview and Scrutiny Task Group has continued the development of the proposals for the new leisure centre, considering what facilities should be included in the new leisure centre. The production of an outline building configuration, allows for further work in relation to design, feasibility and affordability.
- 3.4 The starting point was a robust assessment of the sport and leisure needs of district residents up to 2040, completed in accordance with Sport England's Strategic Outcomes Planning Model guidance. Primary research was commissioned including both on-line and face-to-face surveys and focus group sessions with target groups. In addition national participation data was analysed and modelled alongside projected demographic change to understand how need will change over time.

- 3.5 The research is being developed into a Built Facilities Strategy, which should be presented to Committee later in 2021. The draft strategy identifies that, in the context of a new leisure centre, the following facilities should be considered:
- 25m x 6 lane main pool
  - Teaching pool 15m x 10m with moveable floor to assist with access and egress and programming
  - 2 studios
  - 2 squash courts
  - Possible 2 court badminton hall with other physical activities alongside for younger children
  - Fitness facility
  - Provision of a junior fitness facility for those under the age of 15 years.
- 3.6 A fundamental priority is the long-term revenue sustainability of the proposed facility. The configuration and facility mix need to optimise the revenue performance of the centre, the aspiration being that the centre achieve a revenue surplus, which is common in modern leisure centres (pre-Covid). A surplus could present an opportunity to secure additional capital to close the funding gap.
- 3.7 The Task Group have considered a range of building sizes and configurations. The building needs to balance facility demand with affordability in both capital terms and longer term revenue sustainability. The design also needs to reflect good practice guidance and customer expectations.

### Proposed Outline Configuration

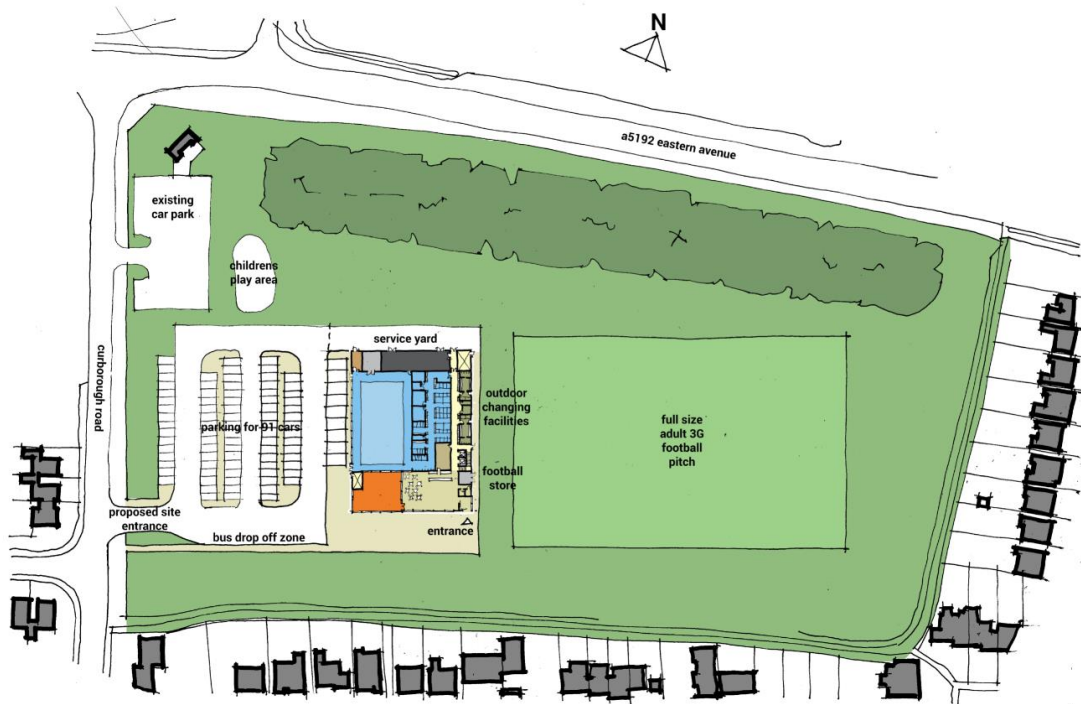
- 3.8 The proposed configuration for the new Lichfield Leisure Centre is presented in figure 1 below:

**Figure 1: Indicative leisure centre layout**



3.9 The centre is presented in the context of Stychbrook Park in Figure 2 below:

**Figure 2: Indicative leisure centre in site context**



3.10 The facilities proposed in the outline configuration currently comprise:

- 25m x 6 lane main pool with moveable floor
- Fitness facility – 100-stations
- 3 studios / multi-function rooms
- 3G Football pitch (outdoors)

3.11 This outline configuration reflects the optimal facility mix to encourage mass participation and to have the greatest impact on physical activity at a population level. By providing facilities at scale for swimming, fitness and football the centre will be able to deliver high levels of usage and deliver the activities Lichfield residents are most likely to participate in.

3.12 It is important to stress that this is not necessarily the final centre configuration, facility mix or site layout. It is however critical at this stage to start to identify the priority facilities and the scale at which we intend to build. By agreeing an outline facility mix, feasibility work can be further developed and meaningful discussions progressed with potential funding partners.

### Financial implications

3.13 Based on a high level assessment of the outline configuration the capital cost has been estimated at £11.9m. This clearly presents a significant gap to the £5m funding that has been allocated to the capital programme to provide for future leisure facilities in Lichfield.

3.14 Setting the outline configuration will allow work to progress to refine the financial implications including:

- Refining the design to achieve greater cost certainty.
- Working with funding partners to understand the level of external funding that such a facility may attract.

- Further developing the business plan for the leisure centre to assess the revenue implications, including net income that may be used to service additional capital borrowing.

### Next Steps

- 3.15 Subject to agreement of the outline configuration, the Task Group will further develop the design and a fuller understanding of the funding that will be available. A refined facility design will be presented to Committee once more fully developed.

Alternative Options	<ul style="list-style-type: none"> <li>• Proposals for a more modest facility based solely on the allocated £5m funding could be developed. This may miss the opportunity to secure additional funding from partners to add value to the project.</li> <li>• A more ambitious facility could be proposed, inclusive of all the facilities outlined in paragraph 3.5. The capital cost of such a facility is estimated in the region of £17m. Such a funding gap would represent an extremely high risk to the project.</li> <li>• Developing multiple facility scenarios in parallel would be extremely resource intensive and risk undermining the deliverability of the project.</li> </ul>
Consultation	Sport England, Max Associates, Football Foundation Leisure Centre Task Group agreed the preferred site 17.11.20
Financial Implications	<p>Financial implications of the outline facility configuration will be developed in the next phase of work.</p> <p>The funding for a replacement leisure centre of £5,000,000 funded by borrowing has been included in the Approved MTFS. The cost of borrowing of £294,000 impacting from 2024/25 onwards for a budgeted period of 25 years has also been included in the Approved Revenue Budget.</p>
Contribution to the Delivery of the Strategic Plan	<p>Sustainable leisure centre provision in support of active lifestyles contributes to:</p> <ol style="list-style-type: none"> <li><b>Enabling people</b> – to live healthy and active lives.</li> <li><b>Developing prosperity</b> – to enhance the district for visitors</li> <li><b>A good council that</b> – is financially sound, transparent and accountable.</li> </ol>
Equality, Diversity and Human Rights Implications	There are no equality, diversity and human right implications associated with the proposals.
Crime & Safety Issues	None at this time.
Environmental Impact	<p>The proposed site is currently public open space.</p> <p>The environmental impact of any development will be explored in detail as part of subsequent site investigations and any planning application.</p> <p>Mitigation measures will be identified and agreed as appropriate.</p>
GDPR/Privacy Impact Assessment	Not required.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Funding gap	<ul style="list-style-type: none"> <li>• Applications to external funders</li> <li>• Value engineering</li> </ul>	Likelihood: Yellow Impact: Red Severity of Risk: Red
B	Funding priorities – LDC ability to fund long-term borrowing	<ul style="list-style-type: none"> <li>• Budget setting and management</li> </ul>	Likelihood: Green Impact: Red Severity of Risk: Yellow
C	Facility does not meet all Lichfield's facility needs	<ul style="list-style-type: none"> <li>• Work with partners and local schools to ensure community access to facilities (esp sports halls &amp; squash courts)</li> </ul>	Likelihood: Red Impact: Green Severity of Risk: Yellow

### Background documents

None

### Relevant web links

None

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## Leisure Centres Re-opening update

Cabinet Member for Leisure Parks and Waste

Date: 21 January 2021

Contact Officer: Ben Percival / John Smith

Tel Number: 01543 308060

Email: [ben.percival@lichfielddc.gov.uk](mailto:ben.percival@lichfielddc.gov.uk);  
[john.smith@lichfielddc.gov.uk](mailto:john.smith@lichfielddc.gov.uk)

Key Decision? NO

Local Ward Members All Wards



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

## 1. Executive Summary

- 1.1 Freedom Leisure have continued to provide a credible Covid-safe leisure centre experience. However the evolving restrictions and lockdowns have made it difficult to establish a meaningful continuity of provision. The anticipated closure of leisure facilities until towards the end of February means that the peak trading months of January and February will be lost and that this presents a high risk that business performance for the remainder of 2021 will be dampened.
- 1.2 The essential works programme at Friary Grange has progressed well. The works were slightly ahead of schedule with a complete re-opening of the main activity spaces planned for 4 January – with further technical works continuing. The tier 4 restrictions announced on 30 December and lockdown on 4 January mean the facility has yet to re-open. At this stage it is anticipated that the essential works will continue and complete to schedule.

## 2. Recommendations

That Committee

- 2.1 Note the contents of the report.
- 2.2 Agree that leisure centre performance be a standing item for the committee for 2020/21 and 2021/22.

## 3. Background

### Background

- 3.1 Following the mandated closure of all indoor leisure centres on 21 March 2020 to control the spread of Coronavirus, Burntwood Leisure Centre re-opened 25 July 2020; Friary Grange Leisure Centre on 24 October.
- 3.2 Leisure centre provision has remained in a near constant state of flux throughout 2020 and into 2021, including:
  - 21 March: first national lockdown
  - 25 July: re-opening permitted with social distancing restrictions
  - 31 October: Staffordshire moves into Tier 2 with further restrictions – notably group exercise cannot take place
  - 5 November: second national lockdown

- 3 December: re-opening permitted with previously heightened social distancing restrictions and Staffordshire placed into Tier 3 restrictions
- 31 December: Staffordshire moves into Tier 4 requiring leisure centres to close
- 4 January: third national lockdown – notionally until after February half-term

### **Covid Safe Operation**

- 3.3 When permitted to operate, Freedom Leisure have continued to deliver a credible and robust Covid-safe operation.
- All activities are accessed by pre-booking only, both to support test and trace and also to manage occupancy at a safe socially-distanced level.
  - The customer flow around the centre has changed to allow one-way traffic as far as practicable.
  - Rooms have been re-purposed to move activities into larger spaces: group exercise sessions to the sports hall or outside to accommodate more participants, gym/ spin equipment into studio 2 to allow larger instructor lead cycle classes and a space for more participants that might want to do a gym session.
  - Cleaning regimes have been increased with additional self-serve cleaning stations provided throughout the building for users.
- 3.4 Customer feedback on the Covid-safe operations remains positive, praising the organisation, efficiency and sense of safety.

### **Friary Grange Essential Works**

- 3.5 This committee received a Briefing Paper on 27 October 2020 describing progress on the essential works to keep Friary Grange safe, watertight and weatherproof for a period of up to 5 years. This included: repairing the roofs and ceilings where required, replacements and repairs to boilers, air conditioning units, radiators and services metering and works to the internal areas such as carpeting, decorative and general repairs to many areas affected by water condensation and damage.
- 3.6 Since October the swimming pool ceiling and roof has been repaired and covered, the squash court building stripped and re-tiled, soffits, fascias, guttering and downpipes repaired or replaced, the central heating repaired and radiators replaced; the building is now dry and weather proof. Areas that have dried out have been cleaned and redecorated and in places new carpet laid.
- 3.7 One of the key challenges the contractor faced was making repairs to the swimming pool ceiling and fixing the material cover. They needed to create a raised platform covering the entire swimming pool in order to work at ceiling height. Due to the age of the building nearly all fixings in the building had to be pre-drilled by specialist asbestos contractors before tradesmen could carry out simple tasks such as fixing radiator brackets to walls or removing paint flakes and surface preparation before certain areas could be decorated.
- 3.8 The contractor (Murray and Willis Ltd) has performed very well in difficult circumstances. They have followed the Government guidance on safe working practices, managed to keep the repair works on schedule, provided support to their staff and sub-contractors when workers have needed to be shielded. They have protected the delivery of the project by placing orders very early on and taking delivery of key items well ahead of need to ensure that products and materials have been available and not affected by potentially dwindling supply chains caused by Covid or Brexit.
- 3.9 As a result of continued disruption, a revised work programme was developed with officers, sequencing the work to optimise efficiency, and spread contract workers across the site to limit and minimise



crossover between contractors. The revised programme targeted customer facing elements to try and limit disruptions to customers once lockdowns came to an end.

- 3.10 By successfully adapting the work programme, a significant proportion of the Leisure Centre was handed back to the Council and Freedom Leisure on 18 December 2020. Facilities made available included the swimming pool, squash courts, spin room, rowing room, gym, dance studio and 2 mini fitness studios. This was far more than had been predicted and is a direct result of collectively adapting to the evolving situation. Freedom Leisure were preparing to welcome customers back to the facility on 4 January 2021, however moving to tier 4 and now a third national lockdown have prevented this.
- 3.11 Murray and Willis still have a number of challenges to resolve prior to the expected completion date of 5 March 2021. These include plant room work such as boiler pumps and valve replacements, repairs to the swimming pool's steel columns and site investigations for mains gas supply. The majority of this work is now likely to have minimal impact on customers because the works are due to take place during the current lockdown period. It is envisaged that customers will be able to use the entire leisure centre once the current national lockdown comes to an end, and the tier category for Staffordshire allows for re-opening.
- 3.12 It should be noted that the significant risk to project completion remains that of workforce availability as COVID 19 infections increase across England. At this stage the project remains on schedule and within budget.
- 3.13 Please see Appendix 1 for photos of facilities at Friary Grange Leisure Centre both before and after work.

### Participation and Financial Implications

- 3.14 The usage of Burntwood Leisure Centre in August, September and October are presented in the tables below:

#### August

	Total Capacity available	Actual Participation	% Utilisation	August 2019 participation	August 2019 vs August 2020 (Visits)	August 2019 vs August 2020 (% change)
Swimming Casual	4,859	2,138	44%	7,344	-5,206	-71%
Fitness suite	8,196	3,918	48%	3,901	17	0%
Group Exercise	1,951	1,652	85%	3,139	-1,487	-47%

#### September

	Total Capacity available	Actual Participation	% Utilisation	September 2019 participation	September 2019 vs September 2020 (Visits)	September 2019 vs September 2020 (% change)
Swimming Casual	3,570	2,450	69%	4,173	-1,723	-41%
Fitness suite	5,572	2,580	46%	4,093	-1,513	-37%
Group Exercise	1,460	1,265	87%	2,965	-1,700	-57%

## October

	Total Capacity available	Actual Participation	% Utilisation	October 2019 participation	October 2019 vs October 2020 (Visits)	October 2019 vs October 2020 (% change)
Swimming Casual	3,570	2,386	67%	4,419	-2,033	-46%
Fitness suite	5,572	2,244	40%	4,278	-2,034	-48%
Group Exercise	1,460	1,168	80%	3,851	-2,683	-70%

- 3.15 The sporadic and inconsistent re-opening of the leisure centres renders analysis of usage patterns from returning customers of very limited value.
- 3.16 An encouraging rebound to fitness and group exercise classes was noted when BLC reopened at the end of July 2020, this remained positive until exercises classes were effected by tier 2 restrictions, which prevented group indoor exercise classes taking place. BLC also had a positive return of their learn-to-swim programme when this was reintroduced in September, mitigating some of the previous drop in swimming participation.
- 3.17 As previously reported, Lichfield's leisure centres – managed by Freedom Leisure - were budgeted to cover all their operating costs from trading income in 2020/21, including delivering a modest surplus to the Council. The lockdowns and operating restrictions have either restricted or ceased income generation.
- 3.18 In 2020/21 Freedom were budgeted to make a net payment to the Council of £89,176. However in response to the Covid situation, an initial support package to Freedom Leisure totalling £407k was agreed, based on projections when centres re-opened following the first national lockdown. The subsequent restrictions and further lockdowns will almost certainly increase these costs, both in 2020/21 and 2021/22.
- 3.19 The loss of the months of January and February in 2021 will be particularly challenging; these are the months where leisure centres receive their peak membership joining – in some cases in excess of 40% of annual memberships.
- 3.20 Officers continue to work with Freedom Leisure to estimate the longer term effects of the lockdowns and restrictions and their financial implications. At this stage it is accepted that the impact on both participation and cost is likely to be more profound and sustained than previously anticipated.
- 3.21 Officers have submitted an application to the National Leisure Recovery Fund to help support the Covid-related additional costs of leisure centre provision. The support available from the fund is limited, only offering support for the period December 2020 to March 2021, despite leisure centres being impacted from March 2020. Officers have been advised that the outcome of the application should be known by the end of February.

## Conclusion

- 3.22 Officers and colleagues from Freedom Leisure have worked effectively to deliver a credible Covid-safe operation. However the ongoing restrictions and lockdowns mean that it is difficult to draw any conclusions from usage patterns during the operating windows between lockdowns. Furthermore any progress to re-establish previous customer bases may well have been reset by the second and third national lockdowns.
- 3.23 Significant attention will be required to steer the service through the current restrictions and hopefully towards a sustained period of recovery. However it is anticipated that the service is still some way from

a “steady state”. On this basis it is proposed that the operation of the leisure centres become a standing item on the Leisure Parks and Waste Management (Overview and Scrutiny) Committee for 2020/21 and 2021/22.

Alternative Options	4.1 The uncertainty relating to the provision of leisure centres is such that, all options remain under consideration; a steady state for this service remains some way off.
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Consultation	Sport England, Max Associates, Winckworth Sherwood, Staffordshire local authorities.
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Financial Implications	<p>The financial impact of the changes to the leisure centre operation in response to Covid restrictions is constantly changing. The most recent estimated implications reported to MHCLG are presented below.</p> <table border="1"> <thead> <tr> <th>Details</th><th>November</th><th>Leisure Centres Element</th></tr> </thead> <tbody> <tr> <td>Support for Leisure Partner</td><td>£407,700</td><td>£407,700</td></tr> <tr> <td>Housing and Homelessness Support</td><td>£80,580</td><td>£0</td></tr> <tr> <td>Additional Hardship / Discretionary Housing Payments</td><td>£0</td><td>£0</td></tr> <tr> <td>Additional costs of Waste Collection</td><td>£166,810</td><td>£0</td></tr> <tr> <td>ICT Support Costs for Remote Working</td><td>£109,890</td><td>£0</td></tr> <tr> <td>Additional Personal Protective Equipment (PPE), Building Cleaning and Other Costs</td><td>£31,560</td><td>£0</td></tr> <tr> <td>Bank Charges for Grant Processing</td><td>£2,990</td><td>£0</td></tr> <tr> <td>Transport for food deliveries</td><td>£12,030</td><td>£0</td></tr> <tr> <td>Project costs</td><td>£29,720</td><td>£0</td></tr> <tr> <td>Other costs</td><td>£60,700</td><td>£0</td></tr> <tr> <td><b>Total additional Costs</b></td><td><b>£901,980</b></td><td><b>£407,700</b></td></tr> <tr> <td>Reduced commercial rents, Investment Income and other Contributions</td><td>£206,150</td><td>£0</td></tr> <tr> <td>Reduced Sales, Fees and Charges</td><td>£1,707,380</td><td>£97,990</td></tr> <tr> <td><b>Total excluding What if Scenarios</b></td><td><b>£2,815,510</b></td><td><b>£505,690</b></td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>What if scenarios:</th><th>November</th><th>Leisure Centres Element</th></tr> </thead> <tbody> <tr> <td>Projected reductions in Council Tax (LDC &amp; Parishes 13%) are included (will impact in later years)</td><td>£192,900</td><td>£0</td></tr> <tr> <td>Projected reductions in Business Rates (LDC 40%) are included (will impact in later years)</td><td>£738,000</td><td>£0</td></tr> <tr> <td>Hardship / Housing Payments extend for 12 months</td><td>£226,000</td><td>£0</td></tr> <tr> <td>Support for the Leisure Partner extends for 12 months</td><td>£643,550</td><td>£643,550</td></tr> <tr> <td><b>Total of all What if scenarios</b></td><td><b>£1,800,450</b></td><td><b>£643,550</b></td></tr> <tr> <td><b>Total including What if Scenarios</b></td><td><b>£4,615,960</b></td><td><b>£1,149,240</b></td></tr> <tr> <td>Government Support in 2020/21 + Earmarked Reserve</td><td>(£1,301,160)</td><td>(£691,640)</td></tr> <tr> <td>Income Guarantee Estimate</td><td>(£675,000)</td><td>(£70,000)</td></tr> <tr> <td><b>Total potential financial impact</b></td><td><b>£2,639,800</b></td><td><b>£387,600</b></td></tr> <tr> <td><b>Impact in 2020/21</b></td><td><b>£1,708,900</b></td><td><b>£387,600</b></td></tr> <tr> <td><b>Impact in later years</b></td><td><b>£930,900</b></td><td><b>£0</b></td></tr> </tbody> </table>		Details	November	Leisure Centres Element	Support for Leisure Partner	£407,700	£407,700	Housing and Homelessness Support	£80,580	£0	Additional Hardship / Discretionary Housing Payments	£0	£0	Additional costs of Waste Collection	£166,810	£0	ICT Support Costs for Remote Working	£109,890	£0	Additional Personal Protective Equipment (PPE), Building Cleaning and Other Costs	£31,560	£0	Bank Charges for Grant Processing	£2,990	£0	Transport for food deliveries	£12,030	£0	Project costs	£29,720	£0	Other costs	£60,700	£0	<b>Total additional Costs</b>	<b>£901,980</b>	<b>£407,700</b>	Reduced commercial rents, Investment Income and other Contributions	£206,150	£0	Reduced Sales, Fees and Charges	£1,707,380	£97,990	<b>Total excluding What if Scenarios</b>	<b>£2,815,510</b>	<b>£505,690</b>	What if scenarios:	November	Leisure Centres Element	Projected reductions in Council Tax (LDC & Parishes 13%) are included (will impact in later years)	£192,900	£0	Projected reductions in Business Rates (LDC 40%) are included (will impact in later years)	£738,000	£0	Hardship / Housing Payments extend for 12 months	£226,000	£0	Support for the Leisure Partner extends for 12 months	£643,550	£643,550	<b>Total of all What if scenarios</b>	<b>£1,800,450</b>	<b>£643,550</b>	<b>Total including What if Scenarios</b>	<b>£4,615,960</b>	<b>£1,149,240</b>	Government Support in 2020/21 + Earmarked Reserve	(£1,301,160)	(£691,640)	Income Guarantee Estimate	(£675,000)	(£70,000)	<b>Total potential financial impact</b>	<b>£2,639,800</b>	<b>£387,600</b>	<b>Impact in 2020/21</b>	<b>£1,708,900</b>	<b>£387,600</b>	<b>Impact in later years</b>	<b>£930,900</b>	<b>£0</b>
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	<p>Note:</p> <ul style="list-style-type: none"> <li>Reduced sales, fees and charges relates to the Freedom contract amount plus inflation.</li> <li>Government Support is an apportioned figure based on the leisure centres share of grant income received to offset additional costs and reduced commercial rents, investment income and other contributions.</li> <li>Income Guarantee relates to the Freedom contract amount plus inflation.</li> </ul>
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Contribution to the Delivery of the Strategic Plan	<p>Sustainable leisure centre provision in support of active lifestyles contributes to:</p> <ol style="list-style-type: none"> <li><b>Enabling people</b> – to live healthy and active lives.</li> <li><b>Developing prosperity</b> – to enhance the district for visitors</li> <li><b>A good council that</b> – is financially sound, transparent and accountable.</li> </ol>
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Equality, Diversity and Human Rights Implications	There are no equality, diversity and human right implications associated with the actions taken thus far.
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Crime & Safety Issues	The service changes required by national restrictions are not understood to have had an impact on any crime and safety issues.
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Environmental Impact	During the periods of lockdown, efforts have been made to effectively mothball the unused facilities to limit energy consumption.
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GDPR/Privacy Impact Assessment	Not required.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Reduction in income beyond the level projected	<ul style="list-style-type: none"> <li>Monthly review meetings</li> <li>Potential to consider other options</li> </ul>	<p>Likelihood: Red Impact: Yellow Severity of Risk: Yellow</p>
B	Permanent reduction in demand	<ul style="list-style-type: none"> <li>Maintain liaison with Sport England</li> <li>Adapt service to respond to new customer requirements</li> </ul>	<p>Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow</p>
C	Further period of Covid-related lockdown	<ul style="list-style-type: none"> <li>Focus on Covid-safe operation.</li> </ul>	<p>Likelihood: Yellow Impact: Red Severity of Risk: Yellow</p>
D	Freedom Leisure cease to trade	<ul style="list-style-type: none"> <li>Maintain close relationship with Freedom Leisure – visibility of their cash-flow.</li> <li>Continue to liaise with Freedom's other client authorities.</li> </ul>	<p>Likelihood: Yellow Impact: Red Severity of Risk: Red</p>
E	Users are displaced by the delayed opening of Friary Grange	<ul style="list-style-type: none"> <li>Officers and Freedom Leisure will work with users to find temporary alternate venues</li> <li>Formal announcement of re-opening date</li> </ul>	<p>Likelihood: Yellow Impact: Yellow Severity of Risk: Yellow</p>
F	The Council's overall financial position means that financial support to discretionary services such as leisure centres (including any new leisure centre) needs to be reduced or curtailed	<ul style="list-style-type: none"> <li>Ongoing monitoring of the financial implications of the pandemic.</li> <li>The MTFS update will provide scenarios of the Council's overall financial position to inform</li> </ul>	<p>Likelihood: Yellow Impact: Red Severity of Risk: Red</p>

		<p>decisions on financial support for leisure centres.</p> <ul style="list-style-type: none"> <li>• To continue to evaluate policy announcements and respond to consultations with the aim of influencing policy to address the needs of the Council.</li> </ul>	
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## Background documents

None

## Relevant web links

None

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# Friary Grange Leisure Centre

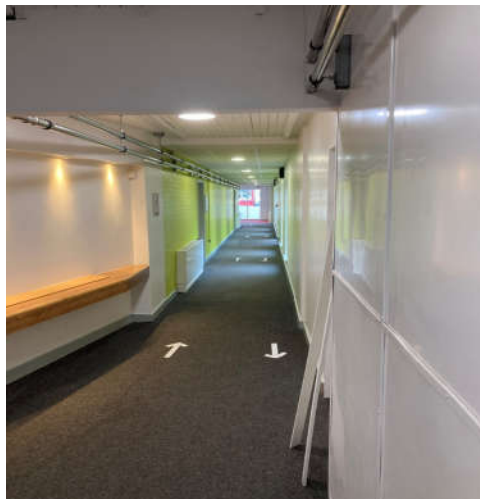
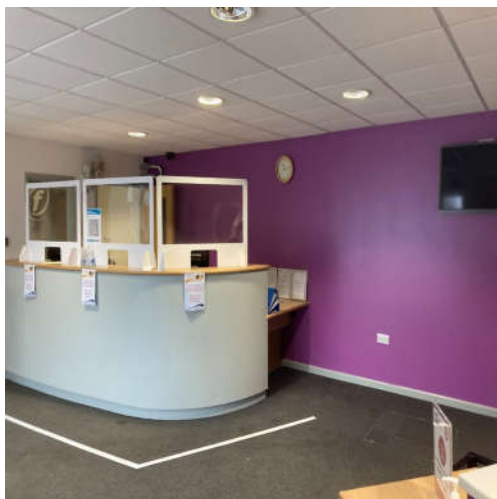
## Essential Works Programme

Lichfield  
district council

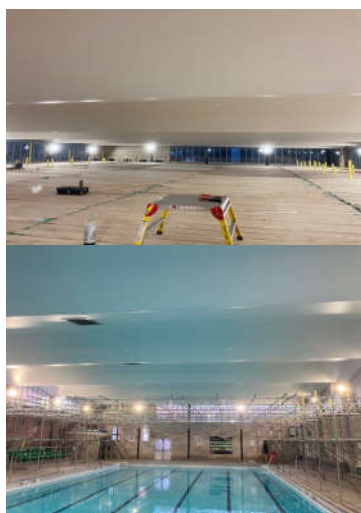
### Swimming Pool and Squash Court roof repairs



## Reception and Main Corridor



## Swimming pool





### Squash Courts and Corridor



### New spin studio, upstairs studio and meeting room



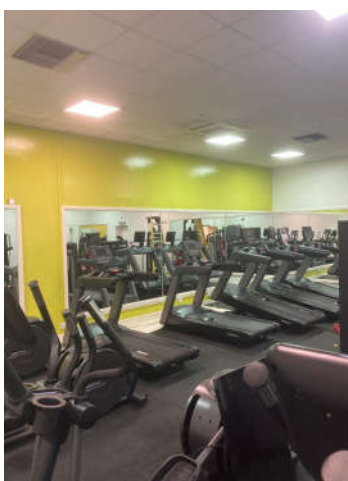
## Squash Courts



## Shared Corridor



## Fitness Suit and Studio



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# Coronavirus (COVID-19): Recovery Plan Scrutiny

Leader of the Council and Cabinet Member for Emergency Response

Date: January 2021

Contact Officer: Ben Percival

Email: Ben.percival@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward Members All Wards



## Overview and Scrutiny COMMITTEE

Combined report with key areas of  
focus

## 1. Executive Summary

- 1.1 Coronavirus has had a significant impact on all council services throughout 2020 affecting how we deliver existing services to the district as well as the rapid introduction of new services to support residents and businesses.
- 1.2 This report seeks to update members on the activity and ongoing issues around recovery and provide a narrative regarding the progress and achievements against the [Coronavirus \(COVID-19\): Recovery Plan](#) developed and issued in May 2020. Whilst this has been a significant body of work, the longer term impacts of the pandemic on both the authority and the district as a whole have yet to be fully quantified.
- 1.3 The recovery plan was split into four areas of focus; maintaining key services; helping those in need; supporting our businesses and keeping you informed. It outlined the things we needed the plan to achieve and how we planned to do so and who we would work with.
- 1.4 To support scrutiny of the plan, and due to its broad and overlapping nature, a series of key questions and areas of focus for this committee are detailed in section 6 so that the relevant scrutiny committee deals with relevant topics and prevents duplication.

## 2. Maintaining key services

- 2.1 Mobile and flexible working has now become business as usual for many of our staff. This transition was achieved relatively early on during the first lockdown where all staff who could work from home were equipped to do so within the first few weeks.
- 2.2 Many staff have continued to work from home and this in turn has helped us to become more resilient, as homeworking has allowed for better work life balance and flexibility to support childcare and any isolation or further lockdown periods. It has also enabled office based staff to continue to deliver services, with minimal impact on customers.
- 2.3 Where staff have not been able to work from home service delivery to the public has not been adversely affected with staff absence rates remaining very low. A recent flash audit on staff health and wellbeing showed substantial assurance regarding the support we have given to staff and that they have coped well with the rapid change in working practices since March. Good practice was noted in adapting policies to cope with absences and caring responsibilities, availability of support, regular communications, surveys and wellbeing activities.
- 2.4 Maintaining front line services has been a focus for Operational Services. The Joint Waste Service was able to continue to deliver a complete service across both Lichfield and Tamworth, throughout 2020. JWS was one of fewer than 10% of collection authorities able to continue the collection of refuse, recycling, garden waste and bulky waste, along with the delivery of new bins.

- 2.5 Similarly both the Streetscene and Grounds Maintenance teams were able to continue to deliver business as usual, maintaining the district to its usual high standards. A number of residents commented on a visible difference in the standard of presentation when travelling into Lichfield from neighbouring authorities. The teams also worked effectively with County Council colleagues in addressing the doubling of fly-tipping experienced in 2020.
- 2.6 The district's parks have continued to provide essential green open space for residents to the benefit of their physical and mental wellbeing during the Coronavirus period. Necessary changes have been made promptly to support Covid-safe park usage and to respond to evolving government guidance.
- 2.7 The Coronavirus restrictions necessitated either the complete closure of leisure centres or their restricted operation for most of 2020 and into 2021. Officers and members have worked with Freedom Leisure, the Council's leisure operating partner, to stabilise their operation and provide necessary support to ensure continued leisure provision for Lichfield residents. Alongside the management of the Freedom relationship through 2020, officers have continued the strategic development of the district's leisure estate, commencing the essential works to Friary Grange Leisure Centre and agreeing the site of the new Lichfield Leisure Centre subject to planning.
- 2.8 For our customers we have worked hard to ensure they feel comfortable in using the new ways of accessing our services and website. Dedicated webpages have been developed and continue to be updated with relevant information to support residents and businesses throughout the pandemic.
- 2.9 To keep staff and residents safe, our reception area has not been reopened to the general public yet. All key services have remained available through a variety of other channels. Where essential, home visits and business inspections are still carried out under Covid 19 Secure protocols.
- 2.10 We have rapidly introduced several new services including five (and counting) grant schemes in response to government announcements.
- 2.11 We have built upon our strong working relationships with the voluntary and community sector (VCS) to provide support to our most vulnerable residents.
- 2.12 We are working hard to plan for Covid 19 secure elections, carefully following government and Electoral Commission advice and encouraging the take up of postal votes as an alternative for polling in the elections currently scheduled for May 2021. It will be a challenging election year with multiple ballots; Police and Crime Commissioner (postponed from 2020); Staffordshire County Council Elections; a number of district and parish by elections and a neighbourhood referendum.
- 2.13 Covid 19 regulatory advice to businesses has been dealt with by Environmental Health, with pressure being brought to bear on traditional work streams. Some traditional work has been dropped or delayed but as this has restarted it has been a tough balance to maintain. Covid 19 enforcement work has also been undertaken, protecting the public and ensuring a more level playing field for all businesses affected by the pandemic.
- 2.14 The pace of change and constant updates to the advice and guidance brings new challenges for us around enforcement and community leadership. Provision of testing and vaccine facilities remains a priority as we continue to deliver our key services.

### 3. Helping those in need

- 3.1 Over the last nine months our housing team have worked exceptionally hard to ensure people are supported to prevent them from being made homeless. During the initial lockdown, we accommodated all rough sleepers and those in danger of rough sleeping who were willing to engage and also provided alternative accommodation for all the occupants of a women's refuge after it was forced to close due to staffing shortages as a result of coronavirus. The team worked closely with accommodation providers in both the social and private housing sectors, to ensure that we had sufficient capacity to accommodate anyone who needed assistance with accommodation. Between 22



April and 7 October 2020 we delivered 141 County supplied food parcels to temporary housed homeless people to support them.

- 3.2 Since the start of the first lockdown in March 2020 we have worked closely with the Voluntary and Community Sector to identify community support needs and how these can be met. As a result we pioneered a shopping service in partnership with the Co-Op. Between 30 March and 3 July 2020 we made 891 essential shopping deliveries to 220 vulnerable households. In July it was then staffed by volunteers from MHA Communities (Live at Home) and they have since made 178 shopping deliveries for 23 users. As other shopping options have developed there are now only 11 customers regularly using this service regularly but some of these are also benefitting from other MHA communities activities. They do have capacity to support more people should the need arise in the current lockdowns.
- 3.3 The LDC Coronavirus 'Just Giving' fund raised £25,000 and has to date distributed just over £15k to 19 different voluntary organisations so far to help them adapt their support offer, provide extra help and purchase PPE to ensure a Covid 19 secure environment.
- 3.4 We have also worked with the VCS to ensure that we share good practice and learning and participated in a Digital Engagement - Celebrating Successes and Learning event where organisations shared what they have been doing to adapt their service offer and make good use of digital options. This included top tips for use of social media, what organisations need to consider when working online with young people and vulnerable adults and how digital technology has been used to engage with older people.
- 3.5 We have paid 102 people the £500 grant payment because they have had to isolate under the test and trace rules and this has impacted on their income. We are limited as to the number of discretionary grants we can pay under this scheme but the statutory payments will continue to be paid to eligible applicants and the government will meet the full cost of these.
- 3.6 To date we issued 3,385 people with council tax hardship funding amounting to £475,001 and put a hold on Council Tax recovery during the lockdown and into summer 2020.
- 3.7 Number of new benefit claims received (Housing Benefit plus Council Tax Relief) increased from 155 in March 2020 to 521 in April 2020 and then 498 in May 2020 making Q1 of 2020/21 one of the highest in volume since Q1 of 2007/08.

## 4. Supporting our businesses

- 4.1 In June 2020 we were allocated £92,501 funding from Central Government to support the safe reopening of high streets and other commercial areas addressing the health and safety concerns of the public and businesses. The monies could not be used for capital spend or supporting salaries of existing staff so a plan was developed to employ an Information Officer for the district, initially on a six month temporary contract. This officer successfully liaised with local businesses and was a physical presence on the high street to reassure and advise the public. It proved so successful the role has been extended until March 2021. The information officer works directly with licensing and environmental health officers to ensure any queries were shared and responded to effectively.
- 4.2 Twelve pavement licenses were approved for hospitality businesses to accommodate seating outside and the fee waived. As we moved into the gradual loosening of lockdown we became focussed on supporting the businesses on our high streets and shopping areas to be safe for people to visit and slowly encouraging footfall across the district. We did this by providing floor stickers to enable safe queuing in shops and liaising with the county council, city council and three spires shopping centre to ensure the safety of shoppers was a priority. Ongoing support and signposting has been given to licensed premises and regular mailshots sent to the taxi trade. We also ran a successful communications campaign, digital and print to ensure government messages were being circulated

- 4.3 Over the last 6 months unemployment has dropped in Lichfield by 5%, against a Staffordshire wide decrease of 2% and 2% increase nationally. The number of people unemployed for England has increased from 2,188,335 to 2,248,430 Staffordshire has moved from 25,055 to 25,270 and Lichfield from 2,750 to 2,795 in the last month (December 2020).
- 4.4 To assist recovery, the online directory marketing campaigns aimed at a national and regional audience, undertaken by the Lichfield Place Board will help raise the profile of Lichfield District as a great place to visit and encourage visitors from a wider area to visit the district. Promotional videos of the city and district will also be used in the marketing activities.
- 4.5 The Visitor economy team are working with Lichfield Cathedral and Peter Walker to update the Lichfield Sculpture trail to include the new 3m high, bronze statue of St Chad, the sculpture trail will be promoted as an outdoor visitor attraction to attract new visitors to the district. New guided tours are being developed for visitors to enjoy in line with updated restrictions advice.
- 4.6 Free and reduced car parking was provided in Lichfield City Centre for key workers and to encourage a return to support local businesses. The Lichfield Group Travel Partnership will increase marketing activity to encourage groups and coaches to include Lichfield as a destination to visit as part of their tours programme. Monthly e-newsletters are being sent to consumers promoting Lichfield as a great place to visit once restrictions are eased, this e-newsletter provides businesses with an opportunity to be featured in it.
- 4.7 During the first national lockdown we issued £11,455,000 to 1193 businesses for the Small Business Grant Scheme (£10,000 per claim), £7,120,000 to 385 businesses in Retail, Hospitality and Leisure Scheme (£25,000 maximum) & £951,000 to 105 local businesses for the Discretionary Grant Scheme (£9,096.15) and again recovery was held off during the first 6 months to allow businesses more time to pay.
- 4.8 We have received 117 applications to the Additional Restrictions Grant, which is a discretionary grant for small businesses that have seen their income drop due to coronavirus. So far we have paid 38 businesses a total of £285,000.
- 4.9 To date 14 pubs have been identified as eligible for the Christmas Support Payment for wet- led pubs and we are now proactively mailing other businesses we have identified as potentially eligible to ensure they get the support they are entitled to.
- 4.10 The Visitor economy team developed an online gift guide on the popular Visit Lichfield website which provided businesses a platform to promote their online shops and sales in the run up to Christmas. In addition they provided a further opportunity for food and drink businesses, with a platform to promote take away/delivery options whilst Staffordshire was in tier 3.
- 4.11 We have also launched the Visit Lichfield Card, a new initiative designed to encourage both local people and visitors to use the shops, restaurants, accommodation and attractions In Lichfield District. The card is available free of charge, and qualifies card holders for unique discounts and offers at participating tourism businesses, shops and restaurants in Lichfield District. All offers are posted on the Visit Lichfield website – making it easy for cardholders to see what offers are available. Most importantly, it is also a chance for participating businesses to benefit from additional promotion.
- 4.12 We continue to support tourism businesses by providing weekly e-newsletters that include information on grants, funding, business support, training opportunities and numerous options to help businesses market and promote their business, through the Visit Lichfield website, social media platforms and various publications.



- 4.13 The Building Control team had 2235 applications in 2019/20 and an estimated 2308 for 20/21 (3.3% increase). The team have remained busy throughout the pandemic and it is likely to show an increase despite the impacts felt elsewhere in our economy. Planning have also seen an increase in applications of 2.5% for the same period (1522 against 1482 for 2019/20), though valid applications have decreased by 9% (1343).
- 4.14 Information on inspections and advice to business will be reported when available.

## 5. Keeping you informed

- 5.1 People are regularly updated and informed. Since March the Communications Team has delivered;

- 203 outgoing Twitter dedicated posts covid-19 resulting in 360,598 impressions
- 174 Facebook posts resulting in a reach of 324,690.
- 65 Covid 19 related press releases, covering service updates, housing, benefit claimants, emergency shopping, business support and grants and more.
- Website text and updates for the dedicated LDC website section

- 5.2 Social media output/impact has increased significantly since the start of lockdown (March 2020), highlighting both the increase in output from LDC and the demand from the local community for on-going information about local and national developments. This can be highlighted with reference to increased activity and engagement measure on Twitter.

	<b>Pre- March 2020</b>	<b>Since March 2020</b>
Average monthly tweets sent	52	97
Average impressions	54,000	130,000
Average profile visits	960	1580
Average mentions	235	359

- 5.3 In order to maintain a visible presence for Covid related information in and around open spaces and to provide direct information to residents the team has provided creative design for:

- Six different parks posters related Covid-secure rules at the park during the first lockdown
- Nine designs when park facilities opened up again.
- Building information signs for the District Council House
- Bin tags with resident support information
- Social media artwork for the #HereForYou campaign
- Floor plans and direction signs for the District Council House and depot.

- 5.4 Alongside the general Covid 19 communication activity, the Communications Team has also supported the development, launch and updates to the #LoveLocal and #LoveLocal this Christmas campaign including;

- Covid-secure checklist leaflet for all businesses
- Floor stickers, window vinyl and poster for shops
- Roadside and park banners
- Information leaflet to all residents
- Dedicated website section including a resource library and directory of Lichfield and Burntwood shops still operating during the second lockdown.
- Birmingham Road billboard advert
- Bus station post series
- 59 Facebook posts resulting in a reach of 69,104

- Eight boosted Facebook posts resulting in a reach of 66,800
- 43 tweets resulting in 68,407 impressions.
- Eight #LoveLocal press releases

5.5 Since May 2020 all of our council meetings have all been broadcast live and then available on our YouTube Channel. These have received over 5,039 views reaching far more people than ever before. Overall, attendance at meetings is higher via zoom supporting members to balance their role with other responsibilities.

5.6 Since March 2020 over 50 messages have been issued by the Chief Executive and leadership team, sometimes on a daily basis, to ensure all staff and members have the most up to date information to pass on to residents and stakeholders. The messages have covered the current infection rates, latest guidance to keep people informed and hold teams together during this busy period. It has been used to share good news stories and thanks received from customers for the key services and support we have given. Over the pandemic period, Managers Briefings – our internal staff cascade has continued via zoom with more than 40 managers in attendance to each session.

## 6. Areas of focus for this committee

6.1 The committee is asked to consider items in section 2, namely 2.4 to 2.7 and to note the remainder of the report, which will be covered by the relevant scrutiny committee(s).

Alternative Options	The Council could have presented the recovery plan in a variety of ways, this narrative style is in keeping with the original plan format and puts in context some of the metrics which otherwise would be very difficult to interpret.
Consultation	Wherever feasible, aspects of the plan have been consulted with local ward members, task groups, overview and scrutiny committees, the community, service users and key stakeholders.
Financial Implications	<p>The full financial impact of Covid 19 is very difficult to quantify – however the quantified financial impact (prior to the third national lockdown) is:</p> <ul style="list-style-type: none"> <li>• In 2019/20 – an impact on the Council of <b>£50,000</b> (reduced income and additional expenditure of <b>£62,550</b> with Government Grant of <b>(£12,550)</b> used to offset the financial impact.</li> <li>• In 2020/21 – a projected impact on the Council of <b>£2,639,800</b> (reduced income and additional expenditure is projected to total <b>£4,615,960</b> with Government Grant of <b>(£1,301,160)</b> and the compensation from the sales, fees and charges loss scheme of <b>(£675,000)</b> are being used to offset the impact.</li> <li>• The Government will allow Council Tax and Business Rate Collection Fund deficits to be spread over three years rather than a single year.</li> <li>• The Government will also provide 75% support for Council Tax and Business Rate uncollectible losses in 2020/21 (projected reduced income for this Council included in the projection of £4,615,960 in 2020/21 is £930,900). However the guidance is currently being developed and it is therefore difficult at this stage, to quantify the level of compensation.</li> <li>• The Government will provide additional further support in 2021/22 related to grant of <b>(£440,578)</b>, Local Council Tax Support Grant of <b>(£126,451)</b> and an</li> </ul>

	extension of the sales, fees and charges loss scheme for the first three months of 2021/22 estimated to be <b>(£124,000)</b> .
Contribution to the Delivery of the Strategic Plan	Covid 19 response and recovery actions are now reflected in the councils Delivery plan to support the District Council's Strategic Plan.
Equality, Diversity and Human Rights Implications	Contributions to the Council's equalities objectives have been captured and will be reported in our annual objective statement published at the end of January 2021. Where an impact on people with protected characteristics has been identified, this has been assessed and wherever possible, mitigated.
Crime & Safety Issues	Our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988) has been taken into account
Environmental Impact	The move to online meetings and home working has greatly helped reduce carbon emissions of members and officers of the council.
GDPR/Privacy Impact Assessment	All data used to support Covid 19 response has been provided or covered under relevant data agreements with Staffordshire County Council, NHS and other partners.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That members are not aware of the full impacts of Covid-19 on the operation of the council	Keep members aware through regular briefings and ongoing overview of progress and reports to relevant committees	Green (tolerable) Likelihood (low) Impact Assessment (Med)
B	That the impacts of Covid-19 undermine the financial stability of the council	That regular assessments are undertaken of the financial impact and reflected in our MTFS. Lobby of relevant ministers for funding to offset.	Yellow (material) Likelihood (Med) Impact Assessment (Med)
C	That the impact of Covid -19 fundamentally undermines our ability to achieve our strategic objectives	That we monitor impact on our residents and the local economy, lobby and deploy any funding provided as quickly and effectively as possible.	Yellow (material) Likelihood (Med) Impact Assessment (Med)
D			
E			

Background documents
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Relevant web links <a href="https://www.lichfielddc.gov.uk/downloads/file/1582/ldc-coronavirus-recovery-plan">https://www.lichfielddc.gov.uk/downloads/file/1582/ldc-coronavirus-recovery-plan</a>
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