

# West Devon Overview and Scrutiny Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>														
<b>Date:</b>	<b>Tuesday, 2nd April, 2019</b>														
<b>Time:</b>	<b>2.00 pm</b>														
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>														
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Yelland <b>Vice Chairman</b> Cllr Cheadle</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldwin</td> <td>Cllr Musgrave</td> </tr> <tr> <td>Cllr Cloke</td> <td>Cllr Parker</td> </tr> <tr> <td>Cllr Evans</td> <td>Cllr Pearce</td> </tr> <tr> <td>Cllr Kimber</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr McInnes</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Baldwin	Cllr Musgrave	Cllr Cloke	Cllr Parker	Cllr Evans	Cllr Pearce	Cllr Kimber	Cllr Ridgers	Cllr McInnes	Cllr Sellis	Cllr Moody	Cllr Sheldon	Cllr Moyse	
Cllr Baldwin	Cllr Musgrave														
Cllr Cloke	Cllr Parker														
Cllr Evans	Cllr Pearce														
Cllr Kimber	Cllr Ridgers														
Cllr McInnes	Cllr Sellis														
Cllr Moody	Cllr Sheldon														
Cllr Moyse															
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.														
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes - To Follow**
- 3. Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.
- 4. Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **1 - 2**

A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Hub Committee Forward Plan** **3 - 6**

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday 28 March 2019** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Leisure Contract -Fusion Annual Report 2018** **7 - 36**
- 8. Customer Satisfaction Action Progress** **37 - 44**
- 9. Joint Local Plan: Standing Agenda Item**
- 10. Financial Stability Review Group Update: Standing Agenda Item** **45 - 46**
- 11. Task & Finish Group Updates (if any)**

**12. Member Learning and Development Opportunities Arising from this Meeting**

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email [darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)

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## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White ([darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)) by 5.00pm on the Thursday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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### WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the four months starting June 2019. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Hub Committee and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Committees in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published in hard copy and on the Council's website ([www.westdevon.gov.uk](http://www.westdevon.gov.uk))

**Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm.**

**If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.**

The Hub Committee consists of nine Councillors. Each has responsibility for a particular area of the Council's work.

*Cllr Sanders – Leader*

*Cllr Samuel – Deputy Leader*

*Cllr Sampson – Lead Member for Commercial Services*

*Cllr Leech – Lead Member for Health and Wellbeing*

*Cllr Oxborough – Lead Member for Economy*

*Cllr Jory – Lead Member for Environment and Assets*

*Cllr Roberts – Lead Member for Customer First*

*Cllr Edmonds - Lead Member for Resources and Performance*

*Cllr Mott – Lead Member for Strategic Planning and Housing*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section by e-mail to [member.services@westdevon.gov.uk](mailto:member.services@westdevon.gov.uk)

**All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated**

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
Customer First	<b>Title:</b> Coastal Concordat <b>Purpose:</b> To consider the Concordat agreed between SHDC and Marine Management Organisation in respect of planning matters below the mean low tide	TJ/Cllr Roberts	Report of the Head of Place Making Practice  Coastal Concordat	June 2019	
Commercial Services	<b>Title:</b> Grounds maintenance service <b>Purpose of report:</b> To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area	HD & CA/ Cllr Sampson	Report of the Group Manager Commercial Services and Head of Environment Services Practice	TBC	
Customer First	<b>Title:</b> Review of the Housing Assistance Policy <b>Purpose of report:</b> To recommend to Council to any necessary changes following a review of the Housing Assistance Policy	DS/Cllr Leech	Report of the Senior Specialist Environmental Health	4 June 2019	
Environment & Assets	<b>Title:</b> Community Housing Capital Financing <b>Purpose of report:</b> To seek authority to progress delivery of two sites, to include the funding requirements	C Brook/ Cllr Jory	Report of Head of Assets	4 June 2019	Invest to Earn Member group
Commercial Services	<b>Title:</b> Frequency Trial – Residual Waste Collections <b>Purpose of report:</b> To consider a trial of 3 weekly refuse collections starting Autumn 2019	JS/Cllr Sampson	Report of the Commissioning Manager - Waste	4 June 2019	
Customer First	<b>Title:</b> Member Locality Fund – Process for Applications <b>Purpose:</b> To seek agreement to a process to enable Members to grant funds to community groups and projects	NT/Cllr Roberts	Report of the Commissioning Manager	4 June 2019	
Environment & Assets	<b>Title:</b> Accommodation Strategy <b>Purpose of report:</b> To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory	Report of Head of Assets	July 2019	Invest to Earn Member group





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Report to: **Overview and Scrutiny Committee**  
Date: **2 April 2019**  
Title: **Leisure Contract - Fusion Annual Report 2018**  
Portfolio Area: **Customer First / Commercial Services**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:  
Immediately

Author: **Jon Parkinson** Role: **Specialist (Leisure) Assets**

Contact: **jon.parkinson@swdevon.gov.uk**

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**Recommendations:**

**That the content of Fusion's Annual Report for 2018 and proposals for 2019 be noted.**

## 1 Executive summary

- 1.1 This reports provides a performance review summary for last year - 2018, from Fusion Lifestyle in the management of all six leisure centres across South Hams and West Devon. This includes details for Meadowlands and Parklands Leisure Centres.

## 2 Background

- 2.1 Fusion are the joint leisure management operator for both West Devon and South Hams Council's, managing all 6 leisure centres and started a new 25 year contract on 1<sup>st</sup> December 2016.
- 2.2 The new management arrangement is based on a design, build, operate and maintain contract through an output specification. It also sets out a major investment programme across all the centres, approximately £10mil - £8mil for South Hams and £2mil for West Devon.

- 2.3 The appointment of Fusion followed a comprehensive and detailed procurement process with Council approval in July 2016. This included a strategic leisure review considering all options and specialist advice which was overseen by a joint Leisure Member Board.
- 2.4 The provision of a leisure centres and facilities is a discretionary service. However the activities align with the Council's strategic corporate priorities of;
- Delivery efficient and effective services
  - Communities – working together to create strong and empowered communities
  - Wellbeing – supporting positive, safe and healthy lifestyles

### **3 Outcomes/outputs**

- 3.1 The key outcomes for the leisure contract and service set by both Councils are highlighted below:
- Deliver a joint sustainable service with controlled costs and clear community benefit outcomes
  - Allow for local participation in future delivery
  - Achieve reductions in revenue costs
  - Draw in capital investment
  - Look for long term arrangements with responsibility for centres passing to the operator
  - Seek opportunities for future efficiencies, flexibility and service improvements
- 3.2 The leisure contract sets out specific performance indicators which Fusion will deliver through its plans and targets, these include:
- A more active district – through increased leisure centre usage and overall levels of physical activity.
  - Promoting community development – increase in use by target groups.
  - Improving health and wellbeing by increased use of exercise referral schemes, targeted health programmes.
  - Quality of Services – through maintaining and improving Quest scores, increased User satisfaction levels.
  - Sustainability/ Environmental improvements – through reduced CO2 emissions, reduced energy use and decrease in waste.

### **4 Options available and consideration of risk**

- 4.1 The risks associated with the ongoing operation of the contract, have been minimised through the use of Sport England Standard contracts and outcomes, promoting best practice.
- 4.2 The contract includes the lease of the facilities to Fusion on a full repairing basis, removing previous historical complexities of shared maintenance responsibilities.
- 4.3 The contract places the responsibility for the financial delivery and payment of management fees with Fusion throughout the life of the contract.
- 4.4 Fusion have overall management responsibility for programming, prices, policies, marketing, maintenance, health and safety etc. to achieve the contract outcomes. As well for prices, it should be noted that these were held the same for the first 2 years of the contract. For this year, 2019, some of the prices – including membership fees and hire charges, will be increased accordingly to Fusion’s business planning and to meet the required outcomes.
- 4.5 In addition Fusion have responsibility for delivering Sports and Community Development across both areas, working with key local partners – Active Devon, clubs and schools. In West Devon this work is supported through a partnership with OCRA – Okehampton Community Recreation Association.
- 4.6 For contract monitoring this is undertaken through monthly contract meetings and reports, Quarterly performance reports and a Strategic annual report and meeting.

## 5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Leisure is a discretionary service. The management of the council’s leisure centres are agreed in a formal contract agreement with appropriate reporting structures.
Financial	Y	The investment borrowing and contract payments were approved as part of the contract award.
Risk	Y	Mitigated through the formal procurement process and the business case appraisal.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	All leisure centres remain open and have activities open for all sections of the community
Safeguarding	Y	Relevant policies and practices in place through the contract.

Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	Y	Improved though better facilities and part of service delivery.
Other implications		none

### **Supporting Information**

#### **Background Papers:**

Health and Wellbeing Procurement Outcome – Full Council July 2016  
(33/16)

**Appendix A** – Fusion Annual Report 2018

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# **Fusion Annual Review Presentation**

**West Devon Borough Council  
South Hams District Council**

**Period : January - December 2018**

February 26<sup>th</sup> 2019

# Annual Review

## Agenda

- capital development overview;
- annual performance covering 2018:
  - summary overview;
  - financial performance;
  - participation;
  - customer satisfaction;
  - health and safety;
  - facility management;
  - staffing;
  - marketing;
  - sports and community development.



# Capital Developments: 2018

# Annual Review

## Capital Developments

- Meadowlands: works commenced 4<sup>th</sup> December 2017
  - wet change refurbished Spring 2018
  - new Gym opened 14<sup>th</sup> January 2019
  - new café opened 14<sup>th</sup> January 2019 with servery into park
  - studio opening 18<sup>th</sup> February 2019
- Parklands fully completed 1<sup>st</sup> Nov 2018
  - new air conditioning in the gym and studio
  - Intensity studio replacing the upstairs offices
  - new gym equipment and sound system introduced
  - new studio equipment, including spin bikes
  - turnstiles introduced in reception
  - new dry side boilers
  - new pool pumps

# Annual Review

## Capital Development: Meadowlands

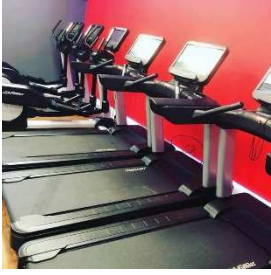
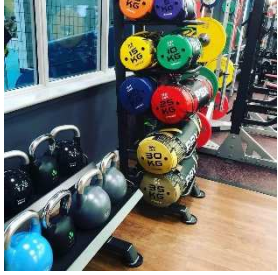
Before:



After:



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South Hams / West Devon & Fusion Lifestyle

# Annual Review

## Capital Development: Meadowlands

New Gym:



South Hams / West Devon & Fusion Lifestyle

# Annual Review

## Capital Development: Meadowlands

New Gym:



South Hams / West Devon & Fusion Lifestyle

# Annual Review

## Capital Development: Parklands



# Annual Review

## Capital Development: Parklands



# Performance: 2018



# Annual Review

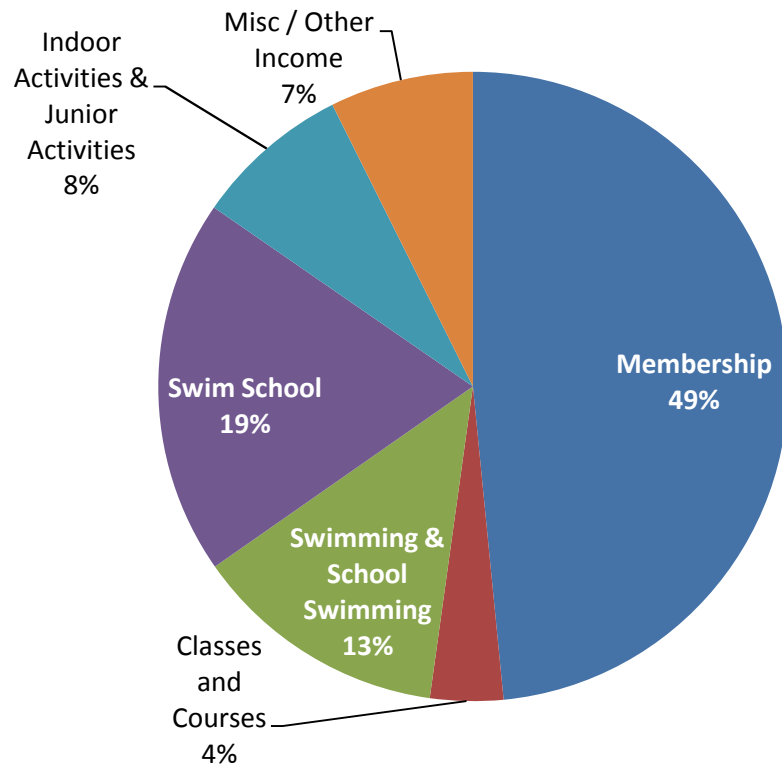
## Performance Summary Overview

- total income: flat YoY
- total participation: down 4% YoY
- customer satisfaction score: up 7% YoY
- memberships: up 11% YoY
- swim school: up 5% YoY
- good progress made in health and wellbeing (SCD)
- good progress made in capital projects

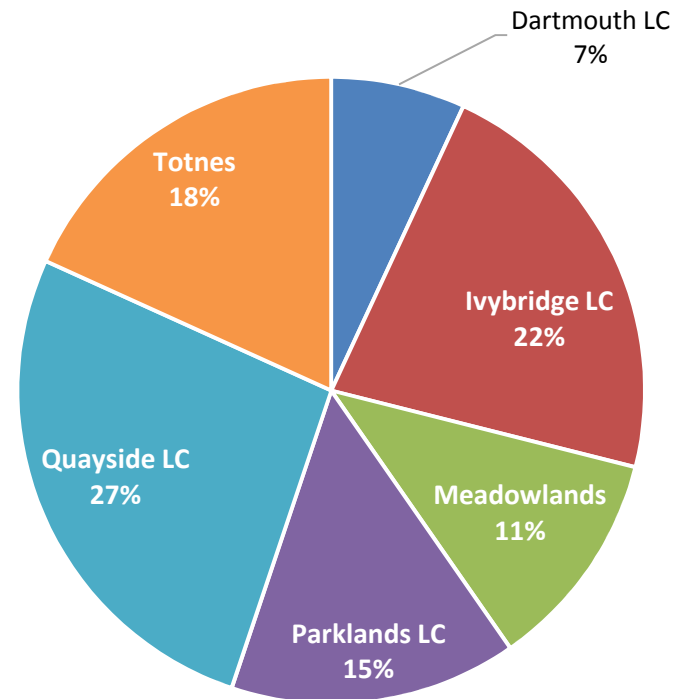
# Annual Review

## Financial Performance

- total income: £3.4m YTD
  - split by activity:



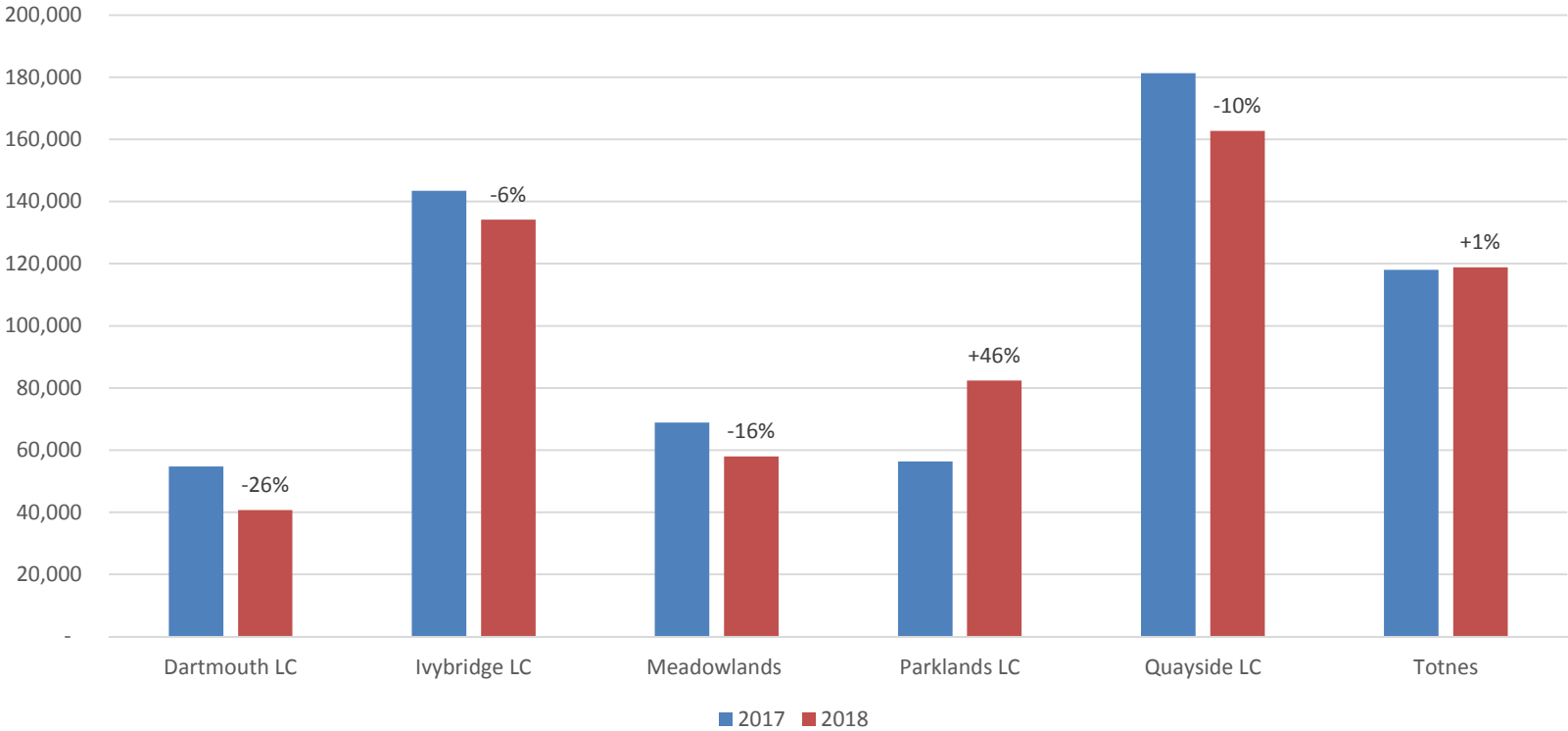
- split by centre:



# Annual Review

## Participation

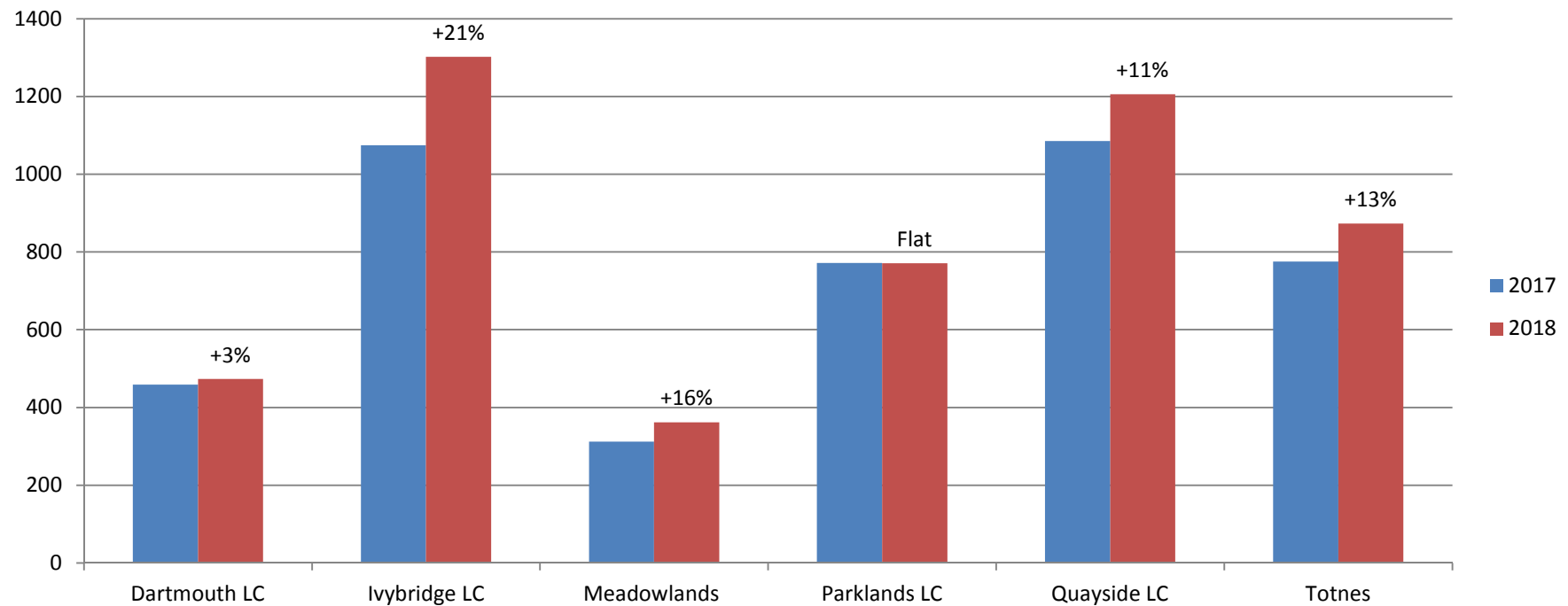
- total participation c.597k (Jan–Dec 2018)
  - down c.26k visits or -4% YoY
  - split by centre:



# Annual Review

## Participation

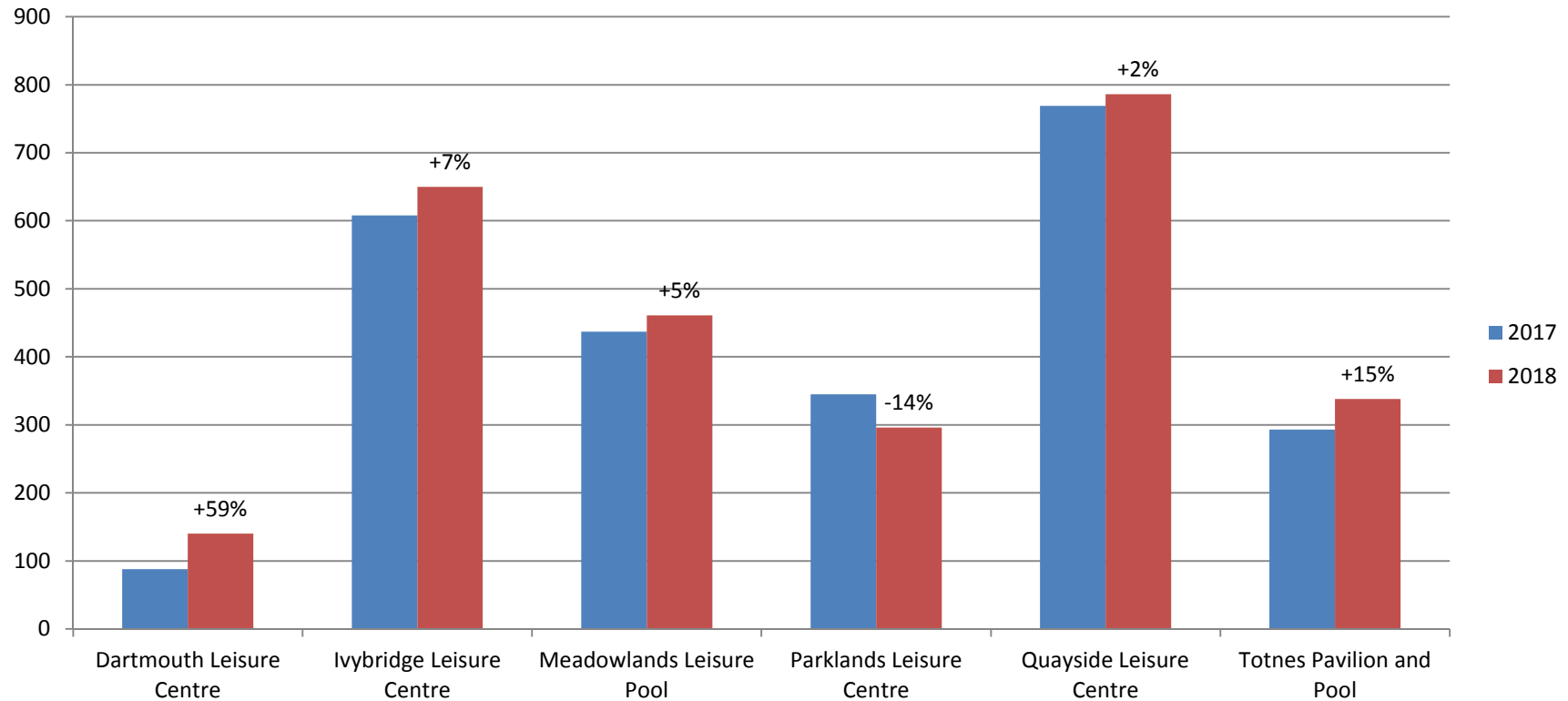
- memberships: 4,987 (up 11% or 510 DD's YoY)
  - DD: 4,388 (87%)
  - annual: 633 (13%)



# Annual Review

## Participation

- swim school: 2,671 (up 5% or 131 swimmers YoY)

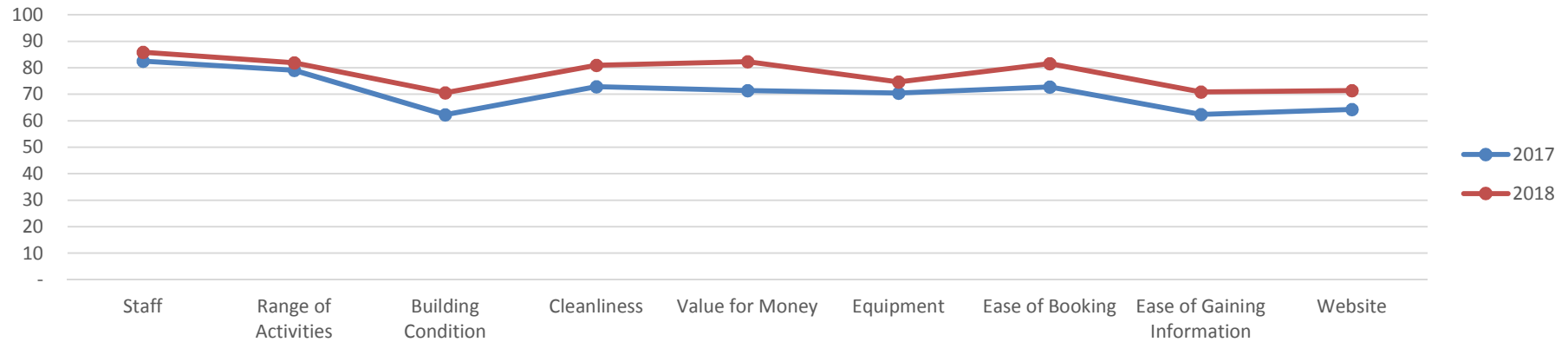


# Annual Review

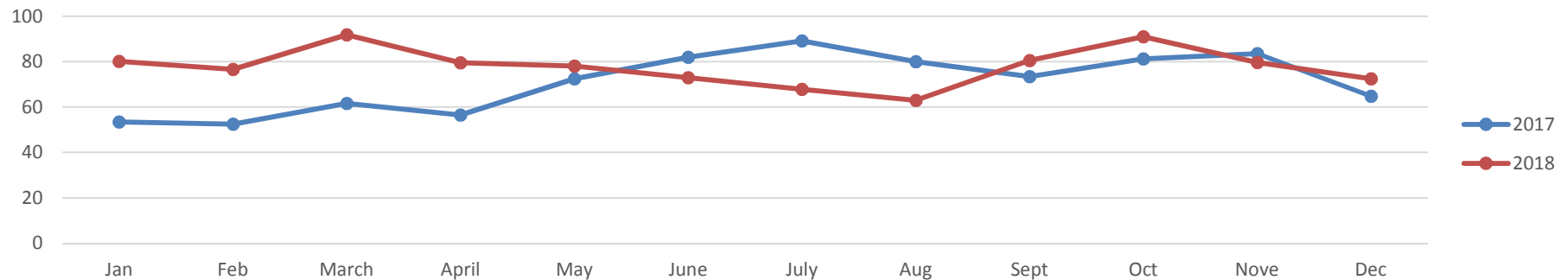
## Customer Satisfaction

- 995 submitted PTUWYT comment cards
  - overall 78% average satisfaction

YoY by Category



YoY by Month

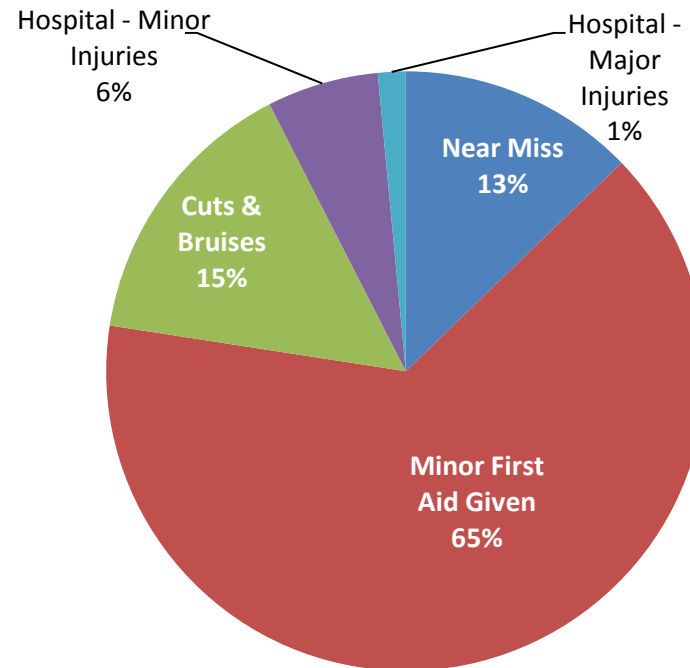
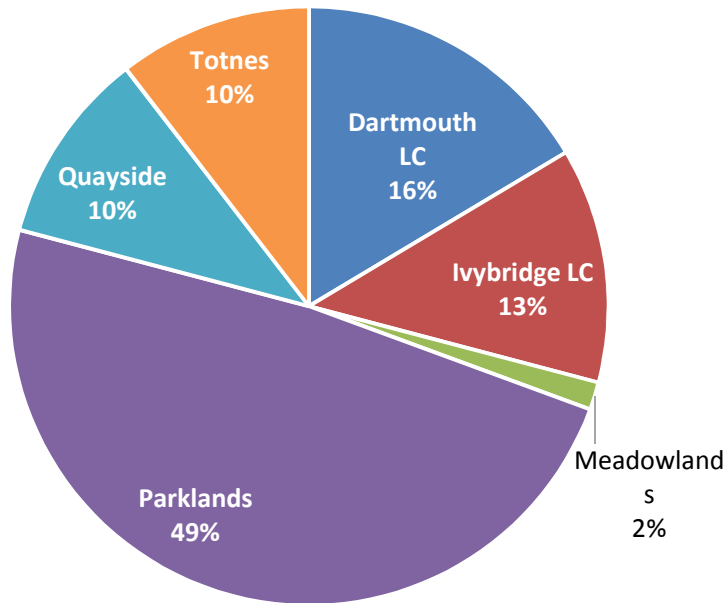


# Annual Review

## Health and Safety

- total accidents: 134 (down 55 accidents or -29% YoY)
  - accidents per 10,000 visits: 1.4 (down 1.5)
  - total incidents in 2018: 5

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# Annual Review

## Facility Management

- F360
  - 95% of scheduled inspections completed in 2018
- cleaning
  - 100% of planned cleaning tasks completed in 2018
- PPM
  - 100% of scheduled PPM completed across all sites in 2018
  - these have been performed around capital works
- key facility maintenance issues
  - Parklands moveable floor
  - review of utility usage
  - regular planned visits with Council Officers planned in 2019



# Annual Review

## Staffing

- key appointments/changes
  - Meadowlands GM: Lauren Parker on maternity leave, deputised by Miles Cheetham
  - 4FTE roles created at Meadowlands following the new gym and studio programme
  - OCRA continue to provide a key Sports Development Partnership with a new agreement agreed until 2021
  - 1 FTE created at Parklands to ensure coverage of the reception desk
- training and LMPD update
  - online training has 100% compliance
  - 4 key team members entered on the ILM Management Training Programme level 5 and 4 on the Level 4 programme
  - Leisure Professional scheme in Meadowlands will now be rolled out across the Fusion estate. ICON training will be the provider
  - 19 Leisure Professional in SHWD Contract
    - Meadowlands: 3
    - Parklands: 2

# Annual Review

## Marketing

- Golden Quarter campaign: 'Kick Start'
- Summer campaign 'Your Way'
- Autumn campaign 'Focus on Fitness'
- app downloads: 4,522
- Facebook: 6,980
- Twitter: 1,114
- Instagram 922

**KICK START YOUR FAMILY'S 2018**

WE'VE GOT FLEXIBLE, TAILORED PACKAGES FOR THE WHOLE FAMILY INCLUDING:

- Superb gyms with all the latest and best equipment
- The best class programme in the area, with everything from Les Mills classes to holistic sessions
- Fantastic swimming pools for unknated swimming for the whole family, including fun swim
- Free places for your children on our accredited Fusion Swim School programme
- Kids fun, including crèche and junior gym
- Special discounts off your child's birthday party with our Big Day Party packages

Join online and get your first month half price. Visit [www.fusion-lifestyle.com/offers](http://www.fusion-lifestyle.com/offers) #kickstart2018

**Dorset Leisure Centre**  
 Wilton Way,  
 Dorchester, Dorset, DT1 1JL  
 Tel: 01303 827010

**Quayle Leisure Centre**  
 Roper Road,  
 Ringbridge, TQ7 1HH  
 Tel: 01548 807100

**Hydridge Leisure Centre**  
 Leinards Road,  
 Hydridge, TQ3 6SL  
 Tel: 01752 896000

**Scorers Leisure Centre**  
 Borough Park Road,  
 Totnes, TQ9 5XW  
 Tel: 01803 862992

\*Offer and programme subject to availability and subject to availability. See website for details.

**FITNESS... YOUR WAY**  
at Parklands Leisure Centre

45% CLASSES  
 10% BADMINTON  
 35% SWIMMING  
 10% GYM

Mix up your fitness... with over 20 different activities, plus 30 classes a week, the choice is huge.

**What's your way?**

**NEW SUMMER PROGRAMME**

Register today to get your FREE day pass...  
[www.fusion-lifestyle.com/yourway](http://www.fusion-lifestyle.com/yourway)

**FOCUS ON FITNESS!**  
at Totnes Pavilion Leisure Centre

Call us, drop in, or register today to get a FREE day pass...  
[www.fusion-lifestyle.com/offers](http://www.fusion-lifestyle.com/offers)

Totnes Pavilion Leisure Centre  
10, Borough Park Road, Totnes, TQ9 5XW.  
01803 862992

- + new gym
- + new studio
- + 40+ classes per week
- + 25m swimming pool
- + swim school
- + sports hall
- + school's out activities
- + big day parties
- + café
- + badminton
- + much, much more!

\*Offer and programme subject to availability and subject to availability. See website for details.

# Annual Review

## Marketing

- Totnes – New gym and sauna promoted through email, app and website
- refurb updates on website and social media for Ivybridge & Quayside – Flyers supplied for outreach
- Ivybridge – large wall display with artists impression of new pool installed

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**GRAND OPEN DAY** **FREE OPEN DAY!**

at Parklands Leisure Centre  
Saturday 13th October, 10am - 4pm

To celebrate the completion of the new gym and new **INTENSITY** exercise studio we are throwing open our doors to local residents. **EVERYTHING IS FREE** from 10am - 4pm.

Come and enjoy a **FREE** day at your new and improved leisure centre

- **SWIM** in the lovely 25m pool
- Try the latest and best new **GYM** equipment
- Try the amazing new **INTENSITY** studio
- ENJOY a fun **GROUP EXERCISE CLASS**
- **PLAY BADMINTON** in the Sports Hall
- Kids can take a **SWIM SCHOOL** assessment and meet our teachers

**PLUS:**

- Special offers on membership
- Putting
- Centre tours
- Competitions
- Health screening checks
- Nutritional advice
- Personal training taster sessions
- Music and float sessions in the pool

For express entry register for the free open day at [www.parklandsleisurecentre.com](http://www.parklandsleisurecentre.com)

**Parklands Leisure Centre**  
Symonds Park, Cheltenham, EX20 1EP  
01837 659154

Powered by Fusion Lifestyle, a registered charity committed to promoting the benefits of healthy lifestyles.



Ivybridge Leisure Centre  
**COMING SOON**  
New Gym, New Studio,  
New Café, New Open Sky Pool

Register for a free pass today  
[www.fusion-lifestyle.com/offers/free-pass](http://www.fusion-lifestyle.com/offers/free-pass)



Parklands Leisure Centre  
**NEW IMPROVED CENTRE**  
**£250k INVESTED**  
**REFURBISHED GYM**  
**NOW OPEN**

Register for a free pass today  
[www.fusion-lifestyle.com/offers/free-pass](http://www.fusion-lifestyle.com/offers/free-pass)

South Hams / West Devon & Fusion Lifestyle

# Annual Report

## SCD

Our impact, achievements & highlights in partnership with OCRA ...



- Target Groups
  - Older people
  - Young people
  - Disability
  - Women & Girls



**Increasing Participation**

**Supporting Clubs & Communities**

- Sports club & school support
- Coach education
- FANS scheme
- Community events



**Improving Health & Wellbeing**

**Recognition, Promotion & Funding**

- Health improvement schemes
- Partner engagement

- Quest
- Press releases
- Social media
- National campaigns
- Funding



### Increasing Participation

6 new adult sports sessions delivered  
Several new fitness classes added to the programme  
8 new junior activities added to the programme  
9 school festivals & tournaments delivered  
Worked with 7 disability groups  
21 (Average) weekly attendance at Youth Nights at 4 centres  
9 different activity/classes available for over 50s  
2703 people on Swim School (at 1<sup>st</sup> Dec)

### Supporting Clubs & Communities

Ongoing work with 60 clubs  
Hosted 4 coach education courses  
40 members on the FANS scheme  
Working with 9 NGBs locally  
Delivered at 10 community events  
26 teams entered into South West Youth Games in Dawlish  
Support to over 35 schools

### Health & Wellbeing

328 GP Referrals received (at 31<sup>st</sup> Dec)  
4 targeted health groups e.g. Pulmonary group  
Engaged with 36 partners who share objectives to improve Health & Wellbeing including Councils, Town Councils, NHS, GP surgeries, Youth groups, CVS, Active Devon, Age UK etc.  
35 health checks provided to Council staff as part of workplace health.

### Recognition, Promotion & Funding

7 Press releases  
Supported 5 National Campaigns  
Social media posts 3 times a week using #FusionSCD  
£54,387 Funding achieved in 2018  
(Fusion - £19,652, OCRA - £7,150 , Partners - £27,585)  
£4,000 funding secured for 2019  
£3,724 Funding bids submitted and awaiting outcomes

# Looking Forward: 2019

# Annual Review

## Looking Forward

- Parklands Intencity studio to attract new clientele from a wider catchment area
- improved links with existing clubs and organisations via partnership working with OCRA, particularly in Tavistock
- GP referral scheme to be introduced at Meadowlands
- improved links with schools to provide sporting facilities for their needs including sports days, swimming galas and one off events
- KPIs cover 3 key categories: A More Active District, Service Quality and Community Development & Promotion:
  - increase total participation, membership figure, swim school figure by 10-15%
  - increase target group participation: Under 16s, 60+ and disability and female participation by 10-15%
  - increase customer satisfaction score by 3-5%
  - maintain Quest Accreditation at each centre

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# **Fusion Annual Review Presentation**

**West Devon Borough Council  
South Hams District Council**

**Period : January - December 2018**

February 26<sup>th</sup> 2019



Report to: **Overview and Scrutiny Committee**  
Date: **2 April 2019**  
Title: **Customer Satisfaction Action Progress**  
Portfolio Area: **Customer First**  
Wards Affected: **All Wards**  
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:  
(e.g. referral on of recommendation or implementation of substantive decision) **Hub and Council**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk)

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## **RECOMMENDATION**

**That the Committee RECOMMENDS to the Hub Committee to:**

- 1. Note and comment on the progress made to date in improving customer satisfaction as detailed in section 3 of this report; and**
- 2. Endorse the next steps as outlined in section 5 of the report.**

### **1. Executive summary**

- 1.1 This report is presented by the portfolio holder for Customer First and details progress made to date in improving customer satisfaction.
- 1.2 The report also includes recommended next steps to continue to improve the customer experience.

### **2. Background**

- 2.1 On 20 November 2018 Hub resolved to note the results from the Institute of Customer Service Customer Satisfaction Survey, and endorsed an action plan to improve customer service.

- 2.2 Hub also requested Overview and Scrutiny Committee amend its Work Programme whereby 'Progress against the Customer Service Action Plan' be included as a standing agenda item for consideration.
- 2.3 This report therefore provides an overview of progress made in improving customer service, since 26 February 2019 when the Overview and Scrutiny Committee last met.

**3 Outcomes/outputs**

**3.1 Messaging and Call Rates**

Early indications show that improvements made to both online and offline council tax messaging has reaped dividends, the table below shows improved call handling rates and decreased wait times:

<b>Council Tax</b>	<b>1-22 March 2018</b>	<b>1-22 March 2019</b>
<b>% calls answered</b>	80%	88%
<b>Average time to answer</b> <i>(Minutes and seconds)</i>	4.53	2.53

- 3.2 The true impact of these changes will be known over the coming weeks when overall call volumes are measured and will be reported to the next Overview and Scrutiny Committee.

- 3.3 In-call messaging has been introduced for customers enquiring about the Council Tax Reduction Scheme. Many customers calling about this service assume they need to speak to the Council Tax team when in fact the Benefits team deal with it. To ensure calls are handled as swiftly as possible, callers selecting the Council Tax option are prompted to request Benefits, thus ensuring callers speak to who they need to first time round. Again early indications suggest this is resulting in decreased wait times, see below:

<b>Benefits</b>	<b>1-22 March 2018</b>	<b>1-22 March 2019</b>
<b>Average time to answer</b> <i>(Minutes and seconds)</i>	5.45	3.14

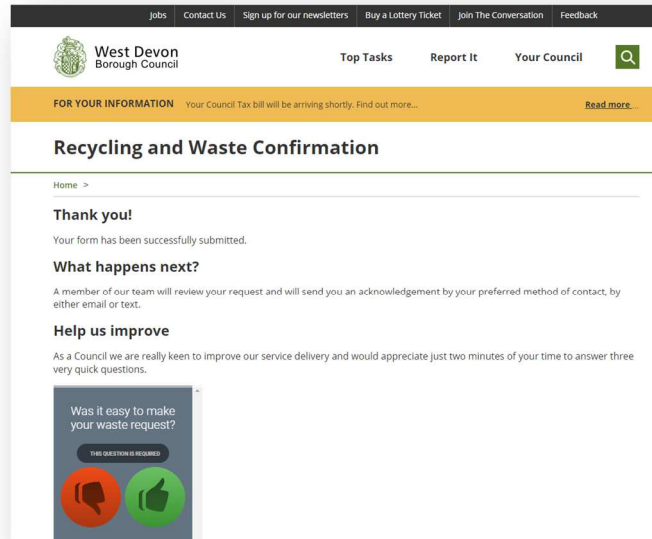
**3.4 Online Payments**

Mindful of the number of failed online payments, whereby customers have experienced a number of technical glitches, work has begun on a new online payment system. The system is due to go live on 1 April 2019 and will result in fully integrated payments, requiring minimal customer effort, thanks to auto-populated payments fields and fully functioning address searches.

- 3.5 To ensure the introduction of this new online payment system is a success every area of case management has reviewed and updated any letters or webpages quoting payment numbers. As a result over 50 out of date web pages will be taken offline, 55 web links will be amended, two new payment pages will be created and over a dozen online and phone payment processes updated.

### 3.6 Service Surveys

Bespoke surveys have been created on our website for high volume online services. Customers completing a request form for either Recycling & Waste or Planning services now receive a confirmation and are invited to complete an optional survey to let us know how easy it was to make their request and how we might improve, see below:



3.7 Feedback to date shows that 79% of Planning customers and 90% of Recycling & Waste customers found their request easy to make.

3.8 Detailed comments from each of these surveys can be found at Appendix A of this report. Recycling & Waste and Planning case management staff are regularly checking this customer feedback and responding where required, as well as refining processes to ensure customer satisfaction is further improved. It is interesting to note that since the Planning survey went live satisfaction levels have increased by 12% due to process improvements.

### 3.9 Website Improvements

Simple changes have been made to the prominent navigation labels on the website. For example the main navigation button for the Recycling & Waste service previously named *Your Waste* has been changed. It now reads *Waste and Recycling Service*. A simple update, yet improving the speed in which customers can access the services they need.

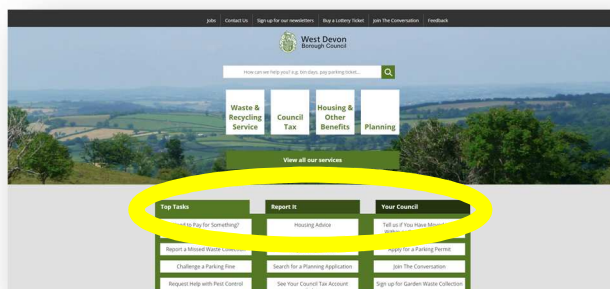
3.10 Analysis of the Council's website data has allowed officers to pull together a list of the top 20 tasks carried out on our website. These tasks have been arrived at by: analysing the point of entry to the website, the total number of page views, and the total amount of time spent on individual pages. The top tasks are as follows:

<b>Top 20 tasks - West Devon (Feb – March 2019)</b>
<b>Planning</b>
<b>Council Tax</b>
See your Council Tax Account online
<b>Contact Us</b>
<b>Waste and Recycling Service</b>
How much is my Council Tax?
<b>Jobs</b>
How to Find Our Offices
Make a Comment
Make a Payment of Council Tax
Local Development Framework
Where can I find details of current planning applications?
Change or Review an Existing Claim
Find your Recycling & Waste collection day and calendar
Request a New or Additional Waste Container
<b>Our Services</b>
<b>Waste &amp; Recycling Service</b>
<b>Report It</b>
Paying Your Council Tax
<b>Benefits and Support</b>

3.11 Tasks highlighted in bold in the table above denotes there is already a link on our home page to access these pages. Work is therefore underway to ensure all other tasks listed above, that are not in bold, are readily accessed via the home page too.

3.12 The table above displays tasks for just February and March this year. However, it is known that tasks on the website change at varying times of the year. Provision is therefore being made to update the top tasks on the home page as and when the need arises.

3.13 It has been recognised that the colours used on our website are not as user friendly as they could be. Action is being taken to improve this and make it more obvious that there are a series of three tabs to choose from on the home page i.e. the subtle green palette will be replaced with easier to discern contrasting colours. The screen shot below shows the home page in its current format with the tabs circled in yellow. Thus illustrating the need for this change:



3.14 Work has begun on improving the layout of frequently used pages, to save users time and make the pages easier to read. One of the ways this has been achieved is through the introduction of buttons, as opposed to users having to scroll through numerous pages of text. See below:



### 3.15 Complaints

A concerted effort has been made to improve the assigning and handling of complaints. At the Staff Away Day it was impressed upon staff the importance of delivering services right first time and the importance of keeping customers informed. Data extracted to date indicates that this approach is gradually beginning to see an improvement in service. The table below illustrates a decrease in the number of complaints received at a given point over a three year period:

	<b>2016/17</b> as at 31 March 2017	<b>2017/18</b> as at 31 March 2018	<b>2018/19</b> as at 22 March 2019
<b>Number of complaints received</b>	100	115	88

## 4 **Options available and consideration of risk**

The Council is committed to improving customer service. It is therefore consider prudent to continue with the implementation of the Customer Satisfaction Action Plan. Actions carried out to date are already improving customer service.

## 5 Proposed Way Forward

5.1 Section 3 of this report clearly illustrate improvements made to date in customer service delivery. However there is still much work to be done. Over the coming weeks officers will be focusing on the following:

- Further website improvements
- Embedding customer service improvements in staff appraisals
- Complaint handling refresher training
- Implementing a mechanism for recognising and addressing avoidable customer contact

## 6. Implications

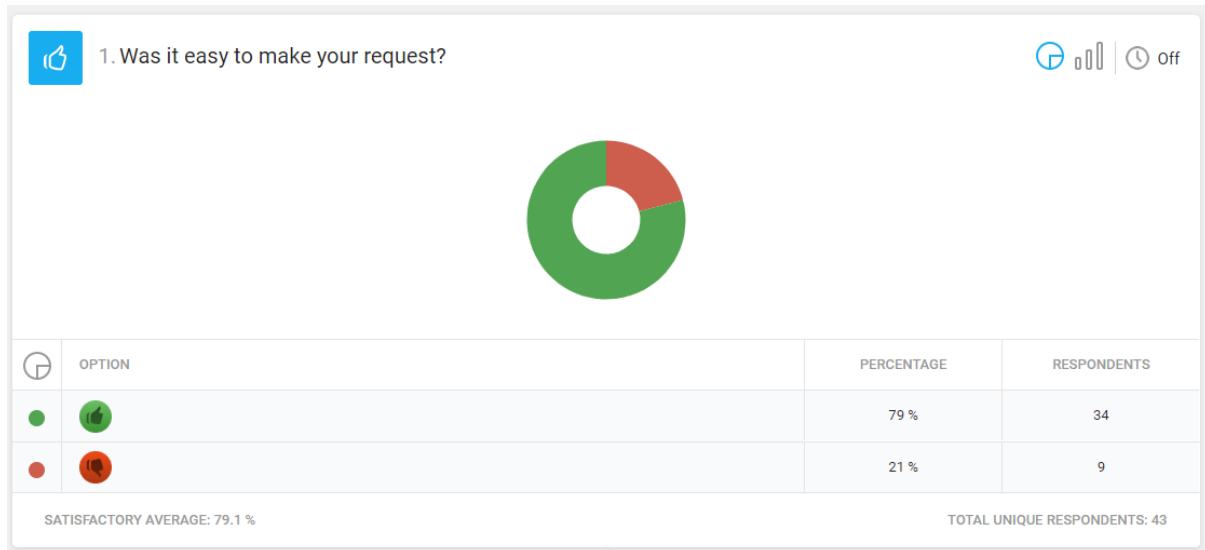
Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the Customer Satisfaction Action Plan could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

## **Appendix**

Appendix A – Website Survey Feedback

Appendix A – Website Survey Feedback

**Satisfaction level for ease of making a Planning request online:**

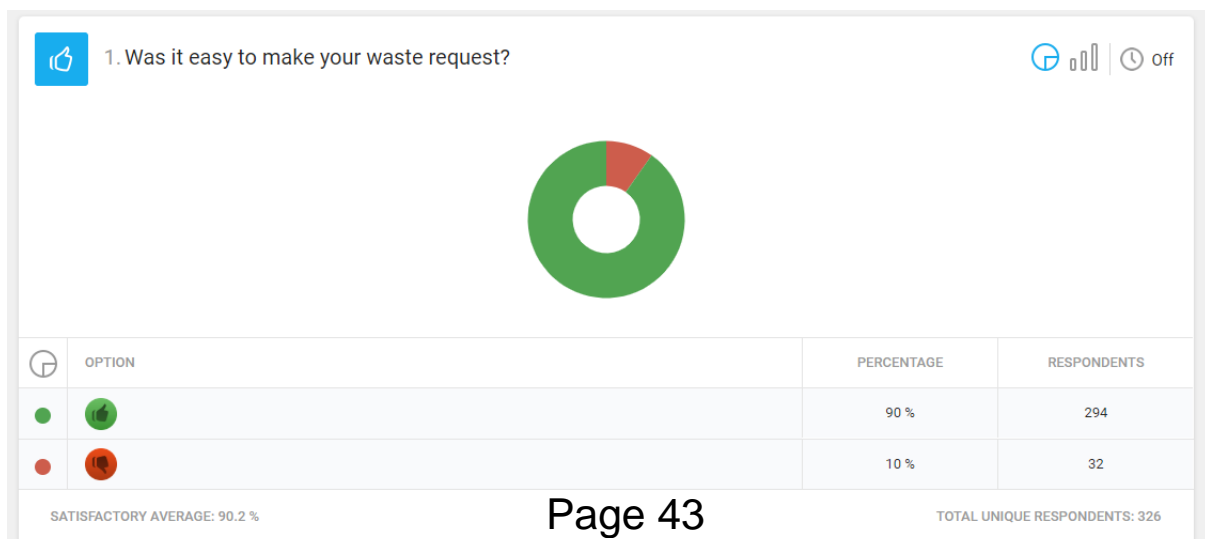


2. What could we improve?

**Responses from customers giving a thumbs down:**

2019-03-20 05:10:15 pm	Provide details of conservation areas online as other councils do
2019-03-19 01:54:04 pm	Answer your bloody phones
2019-03-19 01:09:52 pm	You have over complicated what could have been a very simple system.
2019-03-12 12:27:04 pm	Give me a phone number.
2019-03-11 04:31:25 pm	It is a very long winded method of communication compare to simply replying to an email from the validation department
2019-03-11 11:02:39 am	hard to find when you just want to ask a simple question
2019-03-06 01:47:57 pm	the relevant department was not listed in the original team list.

**Satisfaction level for ease of making a Recycling & Waste request online:**



**Responses from 10% of customers giving a thumbs down:**

2019-03-21 05:24:10 pm	another option for disabled assisted collection
2019-03-18 12:07:38 pm	Not sure
2019-03-18 10:34:52 am	Telephone number
2019-03-15 02:57:53 pm	The postcode was not taken although you have 26 houses on the estate?
2019-03-15 12:39:58 pm	I need to speak to someone to explain
2019-03-15 09:36:48 am	There is a problem on the form - the submit button disappears when certain answers are given - for instance, for 1-3 people resident, it disappears. When I changed it to 4 people, it reappeared.
2019-03-14 08:18:04 pm	My house no 8 was not available to choose from the drop down box. I had to use my neighbour's number instead.
2019-03-13 09:47:05 pm	Would be easier to order multiple items at once
2019-03-13 06:44:02 pm	All my boxes have blown away due to collection personal not leaving weighted item supplied in the containers, also having to individually order each type is a pain
2019-03-13 11:14:42 am	Providing a telephone number to speak direct to someone would be better as the online form does not provide sufficient multiple options
2019-03-12 11:11:48 pm	A response to the first request without having to message you a second time!!
2019-03-12 03:35:03 pm	Do what you say you will do and be available to speak to
2019-03-11 05:00:44 pm	Easier access to enquiry and much quicker delivery of my kerbside caddy We try and do the right thing with waste but the Council make it so difficult
2019-03-08 07:43:13 pm	Unclear messages came up on the advice
2019-03-07 05:41:35 pm	It was easy to make request but your site says 10 days your text says: Thanks for your Waste Container or Sack Request. This will be dealt with by 06/04/2019 16:27:30? We have 8 flats using two bins, only 1 will be a real problem. Please respond ASAP
2019-03-07 01:16:57 pm	There was no exception the bin lorry did not turn up, the whole of my close was not serviced
2019-03-06 10:20:48 pm	Get a faster computer programme
2019-03-06 11:57:15 am	I want to speak with someone by phone!



## West Devon Borough Council

### FINANCIAL STABILITY GROUP

Report from meeting 5<sup>th</sup> March 2019

Present: NJ, CE, RC, RO, JY, LB, DA (via Skype)

#### MTFS

- Estimated shortfall of £500k in 20-21
- Projections are only as good as the modelling and assumptions:
  - Spending Review in September – might only set figures for 1 year
  - Pay award modelled at 1%

#### Budget 19-20

- Projected surplus of £43,635
- £44k to be transferred to Financial Stability Earmarked Reserve
- Financial Stability Reserve stands at £300k, of which £50k is earmarked for SW Mutual Bank

#### Forecast 18-19

- On track
- End of Q3 expected underspend £65k
- Draft outturn available 30/5/19

#### Invest to Earn

- Present annual income £270k – net yield 1.2%
- £16M presently available within overall borrowing cap
- Potential to increase income by £150-200k from new investments
- Agreed it would be useful to update Councillors generally about portfolio – Monitoring report is part of the Council agenda on 26.3.19
- Update to Council as part of Capital Strategy report

#### Potential Future Savings

- Pensions (Actuarial Valuation) could be £100k to £150k – Audit Committee considering options. Actuarial valuation due end of March
- Waste efficiencies £100k – report due to Hub Committee in June
- Public toilets – possible savings in addition to previous £50k estimate (Report to Council on 26<sup>th</sup> March 2019 shows the latest update)
- Temporary housing development – potential income and savings
- Future use of KP £50k – requires further investigation, longer term
- Total potential savings identified around £400k

### New Initiatives

- Noted NJ attending Commercialisation and Income Generation Conference 6/3/19
- ICT future service provision could make savings though possibility of working in partnerships elsewhere. Will be considered by Partnership Working Group
- Noted that new councillors post May 2019 elections, will be fully briefed about financial position in week 7 of induction programme.

### Summary

- Progress being made
- No room for complacency
- There are no surpluses available
- Environment continues to be challenging.