

# West Devon Overview and Scrutiny Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>														
<b>Date:</b>	<b>Tuesday, 25th February, 2020</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 Ewings <b>Vice Chairman</b> Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Ball</td> <td style="width: 33%;">Cllr Musgrave</td> </tr> <tr> <td>Cllr Bolton</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Ratcliffe</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Wood</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Ball	Cllr Musgrave	Cllr Bolton	Cllr Ridgers	Cllr Coulson	Cllr Ratcliffe	Cllr Daniel	Cllr Southcott	Cllr Heyworth	Cllr Spettigue	Cllr Kemp	Cllr Wood	Cllr Moyse	
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<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>	Democratic.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 14**  
Committee Meeting held on 14 January 2020
- 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** **15 - 16**  
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Hub Committee Forward Plan** **17 - 20**  
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, 20 February 2020** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Fusion Lifestyle - Annual Report and Presentation** **21 - 50**
- 8. Verbal Update on the work of the Climate Change & Biodiversity Working Group**
- 9. Customer Satisfaction Progress - Quarterly Update** **51 - 56**
- 10. Task and Finish Groups Updates (if any)**
- 11. Annual Work Programme 2019/20** **57 - 58**

**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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# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **14<sup>th</sup>** day of **JANUARY 2020** at **2.00 pm**.

**Present:**

Cllr M Ewings – Chairman  
Cllr P Kimber – Vice Chairman

Cllr K Ball	Cllr T Bolton
Cllr A Coulson	Cllr L Daniel
Cllr N Heyworth	Cllr D Moyse
Cllr R Musgrave	Cllr B Ratcliffe
Cllr P Ridgers	Cllr T Southcott
Cllr J Spettigue	Cllr L Wood

Chief Executive  
Deputy Chief Executive  
Senior Specialist – Democratic Services  
Devon County Council (DCC) representatives  
and lead DCC Cabinet Member for Rail  
Head of Place Making Practice  
Section 151 Officer  
Specialist – Community Safety, Safeguarding  
and Partnerships  
Specialist (Leisure) Assets

**Also in Attendance:**

Cllrs R Cheadle, P Crozier, C Edmonds, S Hipse, N Jory, T Leech, J Moody, C Mott, T Pearce, D Sellis, P Vachon and J Yelland

**\*O&S 64**

**APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllr C Kemp.

**\*O&S 65**

**CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 19 November 2019 were confirmed and signed by the Chairman as a true and correct record.

**\*O&S 66**

**DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting and these were recorded as follows:-

Cllr K Ball declared a personal interest in agenda item 7: 'A386/Rail Project' (Minute \*O&S 68 below refers) by virtue of being:

- the Chairman of the Devon and Exeter Rail Forum;

- the Vice-Chairman of the Okehampton Rail Forum; and
- a fellow Devon County Council Conservative Group Member as the presenting lead Cabinet Member.

and remained in the meeting and took part in the discussion on this agenda item.

**\*O&S 67 PUBLIC FORUM**

The Chairman informed that one formal request had been received in accordance with the Overview and Scrutiny Procedure Rules from Mr Brian Lamb. At this point, Mr Lamb read the following statement to the Committee:

*"I have some rail knowledge having been a member of the Devon & Cornwall Rail Partnership for 20 years and I have also assisted members of Devon County Council Rail Planning Team. It is fortunate that the County Council have expended vast sums on land purchases, environmental assessments and engineering surveys for the Tavistock line. Consequently it has been ready since 2016 to go forward for a Development Consent Order.*

*It is most encouraging that a National window appears to be opening with the Treasury £4.2 billion being allocated for the local public transport fund; a small part of which should support the reopening of the Tavistock and Okehampton Rail Lines.*

*However, this has to be supported by a business case, using the strength of Rail against car transport; the Tavistock draft timetables show journey times of under 30 minutes and this will bring in travellers to the new Dockyard Marine development and University (with about 22,500 students and staff,) it will still require bus connections at each end for other destinations. It will also have a huge influence on tourism in Tavistock in a similar way to the reopening of the Border Railway.*

*The cost has increased but it still compares with other rail schemes in the UK. For example, it will cost £30 million to repair two miles of embankment at Piddington, east of Bicester. Whether we need a track at the highest standard has been questioned, as has the expensive GRIP process of Network Rail, which can escalate costs.*

*I find it difficult to understand the track proposal, of a layer of tarmac, will take cycles and electric buses. It would have to be rebuilt to road standards, which are more expensive than rail and you will still have to rebuild two bridges, Tavistock platforms and modify Bere Alston Station with the new farm road that has been planned.*

*Changing vehicles at Bere Alston immediately loses all rail advantage. However, Light Rail or even use of the new 'D' trains (at half the normal cost should be investigated.) Remember the franchise document of GWR requires them to supply trains for both of our lines. It also means the use of local rail workshops with local replacements for vehicles out of action.*

*Madam Chair I am asking that you and your committee lead the Council, and the County Council, together with the Chamber of Commerce and aided by our M.P. who is already supporting both schemes, in a massive lobby to the DFT for allocation of the capital monies to the South West for our schemes. Otherwise traffic congestion, health along the A386 corridor and pollution of our towns will require far more drastic steps in the future.*

*In conclusion, 'we want our money and TAP27 is our slogan.'*

During the ensuing discussion, reference was made to:-

- alternative fuel sources (e.g. hydrogen and battery power) being investigated by the rail industry; and
- 'TAP27' standing for 'Tavistock to Plymouth in 27 minutes'.

**\*O&S 68      DRAFT HUB COMMITTEE FORWARD PLAN**

It was noted that no prior requests had been received for updates on any future Hub Committee agenda items at this meeting.

Nonetheless, officers proceeded to provide the following updates:

- (a) It was intended that the Homelessness Strategy would be added to the Plan for consideration by the Hub Committee at its meeting on 9 June 2020; and
- (b) The Wellbeing Strategy agenda item was to be deferred to the Hub Committee meeting on 21 April 2020 to enable for an all Member Workshop to be held before the draft Strategy was then formally presented to the Committee.

**\*O&S 69      A386 / RAIL PROJECT**

In light of the Committee decision at its meeting on 8 October 2019 (Minute \*O&S 41 refers), Cllr Andrea Davis (Devon County Council (DCC) lead Cabinet Member for Rail) and lead DCC officers were in attendance to respond to Member questions on the A386 / Rail Project.

The Chairman welcomed the DCC representatives and advised that, in response to her request, 18 questions had been received in advance of this meeting (as attached at Appendix A to these minutes).

In responding to each of these questions, the DCC representatives made particular reference to:-

- (a) approximately 90% of the proposed rail line currently being within the ownership of DCC. However, there were a number of challenges associated with acquiring the remaining 10%;
- (b) a copy of a paper entitled: '*Tavistock Rail Reinstatement – Summary of Cost Estimate from Options Report July 2016*' was circulated to the meeting. In considering this paper, the Committee was informed that Central Government normally sought between 10% and 20% of the total project costs from local contributions, which would require between £15 and 20 million to be generated locally towards the delivery of this project;
- (c) the escalating costs. The Committee was informed that, the greater the level of discussions that had taken place between DCC and the rail industry, the more complicated it was proving to be to re-establish the Tavistock to Bere Alston rail link. For example, the routes to Bere Alston and Gunnislake were proving to be particularly difficult;
- (d) the 'Beeching Reversal Fund'. DCC representatives confirmed that they were intending to submit a Bid (once the guidance had been produced) to the 'Beeching Reversal Fund' that had been created by the Department of Transport. Members proceeded to pledge their support to help with the submission of this Bid. By way of caution, the Committee acknowledged that the £500 million fund was likely to be oversubscribed and, whilst this rail line was the top priority for DCC from this fund, there were still no guarantees that the Bid would be successful;
- (e) a potential cycle route between Yelverton and Roborough. The DCC representatives recognised that this was a good idea. However, DCC had virtually no funding for such schemes and its priorities were to ensure the completion of the current list (which this route was not part of). Some Members stressed both the importance of providing routes for 'commuter' cyclists (rather than just 'hobby' cyclists) and the dangerous nature of the A386. The representatives recognised these views and highlighted that there were potential alternative options available through the use of Section 106 funds and/or progressing dialogue with Plymouth City Council (in light of the potential health and wellbeing benefits to the residents of Plymouth). In addition, since cycle routes were not within her portfolio area of responsibility, the lead Member gave a commitment to brief her relevant DCC Cabinet colleague;
- (f) relationships between DCC and the rail industry. The lead Member expressed the view that working relationships with the industry had significantly improved in the last year;

- (g) the resilience of the existing Dawlish to Teignmouth rail line being undoubtedly the Central Government priority for the South West region. The lead Member supported this priority and stated that the area could not find itself in a situation again whereby Plymouth and Cornwall were completely cut off. It was noted that a consultation exercise was due to be launched on new proposals before the end of January 2020;
- (h) the Okehampton to Exeter rail line. Members were informed that discussions were ongoing with DCC legal officers with regard to the lease to British American Railways.

At this point, the Chairman invited any further questions from Members and the following discussions ensued:

- (i) the extent of development in Tavistock. Some Members reinforced the point that the residents of Tavistock had been led to believe that the extensive development in the town would result in consequent improvements to local infrastructure;
- (j) both DCC and Borough Council Members and officers were committed to working closely together and it was recognised that both organisations had recently declared Climate Change Emergency declarations.

In conclusion, the Chairman thanked the DCC representatives for their attendance and informative responses to the questions that had been raised.

## **O&S 70      REVENUE BUDGET PROPOSALS 2020/21**

The Committee considered a report that sought consideration of the draft Revenue Budget proposals for 2020/21.

During the ensuing debate, the following points were raised:-

- (a) It was confirmed that the proposal to recruit a temporary Climate Change Policy Officer would be on a shared (50/50 basis) with South Hams District Council;
- (b) In respect of the modelling work that was to be undertaken on car parking fees, it was confirmed that the Council would consult with its key stakeholders as part of this process. Also, the Leader advised that it was intended that this modelling would look at sites on a place by place basis;
- (c) With regard to the proposed Economy post, officers advised that it was intended that one of the key roles of the postholder would be to write and submit bids in order to obtain external grant funding;

- (d) When questioned, officers gave an assurance that they would continue to lobby Central Government in order to ensure that legislation was changed whereby business rates were no longer payable on public conveniences;
- (e) Members were informed that the result of the 2019 Pension Actuarial Valuation would also be considered by the Audit Committee at its meeting on 21 January 2020;
- (f) The Committee discussed the proposal to introduce a premium planning service and, whilst the intention of the initiative was recognised, the majority of Members did not feel it appropriate to introduce it at this present time;
- (g) Before the Council made a final decision to implement a pricing scheme for the use of the Electric Charging Points that were situated at Kilworthy Park, Tavistock, the Committee requested that the current usage of these Points be established. Also, Members asked that an answer be provided as to whether or not the current Points would need to be replaced in order to be able to charge users.

It was then:

**RESOLVED**

That, as part of the 2020/21 Budget Setting process, the Hub Committee take into account that the Overview and Scrutiny Committee support:

1. the proposed increase in Council Tax for 2020/21 of £5 (Band D of £236.63 for 2020/21 – an increase of 10 pence per week or £5 per year – equates to a 2.16% increase);
2. the proposed financial pressures of £638,500 (as shown in Appendix A of the presented agenda report);
3. the proposed contributions to Earmarked Reserves of £87,500;
4. the proposed savings of £535,000 (as shown in Appendix A of the presented agenda report);
5. the proposed use of £200,000 of New Homes Bonus funding to fund the 2020/21 Revenue Budget (as set out in Section 2.20 of the presented agenda report);
6. the proposal to maintain the deficit recovery period of the Pension Deficit at 17 years (as per Section 2.26 of the presented agenda report);
7. the inclusion of an Economy post (to be shared with South Hams District Council) within the staffing establishment, as set out in Section 1.7 of the presented agenda report;

8. approval of the proposed Environmental Health Charges (as set out in Appendix D of the presented agenda report);
9. approval of the proposed unchanged fees and charges for Development Management (as set out in Appendix C of the presented agenda report);
10. charges being introduced for the use of the existing Electric Charging points at Kilworthy Park, Tavistock;
11. charges being introduced (with immediate effect following the Council meeting to be held on 18 February 2020) for 'Proof of Life' charges to be introduced in accordance with section 5.13 of the presented agenda report;
12. approval of changes to S257 Footpath Diversion Orders charges (with immediate effect following the Council meeting to be held on 18 February 2020) in accordance with section 5.14 of the presented agenda report;
13. approval be given to the proposals to increase charges to Town and Parish Councils for the emptying of dog waste and litter bins (as set out in paragraph 5.15 of the presented agenda report); and
14. delegating authority to the Section 151 Officer, in consultation with the lead Hub Committee Member, to set the Local Land Charges as appropriate to ensure cost recovery.

**\*O&S 71**

**CAPITAL BUDGET PROPOSALS 2020/21**

Members considered a report that set out the Capital Bids to the 2020/21 Capital Programme and a suggested way that these Bids could be funded.

Following a brief discussion on the moveable swimming pool floor at Parklands Leisure Centre, it was then:

**RESOLVED**

That, as part of the 2020/21 Budget Setting process, the Hub Committee take into account that the Overview and Scrutiny Committee support approval of:

1. the Capital Programme Proposals totalling £910,000 (as set out in Appendix A of the presented agenda report);
2. the Capital Programme Proposals totalling £140,000 (as set out in exempt Appendix C of the presented agenda report); and
3. the proposed funding of the 2020/21 Capital Programme of £1,050,000 be funded as set out in Section 4 of the presented agenda report.

**\*O&S 72      SAFEGUARDING – ANNUAL UPDATE**

The Committee considered the annual review of Safeguarding and that recommended approval of the revised Safeguarding Policy.

In the ensuing debate, an additional recommendation was **PROPOSED** and **SECONDED** to read as follows:-

*‘That the Member Development Steering Group be tasked with adding a Safeguarding related Member training session to the Learning and Development Plan and consider the merits of whether or not Members should be subject to DBS Checks.’*

When put to the vote, this addition was declared **CARRIED**.

It was then:

**RESOLVED**

1. That the Committee continue to review Safeguarding on an annual basis;
2. That the Hub Committee **RECOMMEND** to Council that the revised Safeguarding Policy (as attached at Appendix A of the presented agenda report) be adopted; and
3. That the Member Development Steering Group be tasked with adding a Safeguarding related Member training session to the Learning and Development Plan and consider the merits of whether or not Members should be subject to DBS Checks.

**\*O&S 73      MEMBER 2019 INDUCTION REVIEW**

The Committee considered a report that presented the initial views of the Member Development Steering Group on the review into the 2019 Induction Programme.

In discussion, the following points were raised:-

- (a) In support of the proposed way forward, the Chairman of the Steering Group advised that the next meeting had been scheduled to take place on 18 February 2020 and there was still time for Members to provide their views on the 2019 Member Induction Programme;
- (b) In thanking lead officers for their work on the Member Learning and Development agenda, Members were of the view that the 2019 Induction Programme was a vast improvement on the equivalent Programme in 2015.

It was then:

**RESOLVED**

That the Committee notes the initial views of the Member Development Steering Group on the 2019 Member Induction Programme (as set out in Section 3 of the presented agenda report) and has been given the opportunity to make formal representations on the Programme for the Steering Group to consider at its next meeting.

**\*O&S 74      JOINT LOCAL PLAN: QUARTERLY UPDATE**

On behalf of the lead Hub Committee Member, the Chairman made reference to a number of key documents that were currently subject to a public consultation exercise.

**\*O&S 75      TASK AND FINISH GROUP UPDATES:**

**(a) Leisure Review: Concluding Report**

A report was considered that presented the conclusions of the Task and Finish Group review into the Council's Leisure Contract with Fusion Lifestyle.

In discussion, reference was made to:-

- (a) the work of the Group Members. The Committee paid tribute to the Group Chairman and Members for their hard work and efforts in undertaking such an excellent review. Furthermore, thanks were also extended to the lead officer and the Fusion Lifestyle staff who had been instrumental in the review;
- (b) the recommendations arising from the Review. The Committee endorsed each of the recommendations arising from the Review and felt that it was very important for these findings to be forwarded to Fusion Lifestyle representatives before they gave their annual presentation to the Committee on 25 February 2020;
- (c) the wish to re-convene the Task and Finish Group in a further three years' time was noted;
- (d) community engagement levels. In reply to a question, the lead officer advised that community engagement levels were on an annual upward trend and this point had been reinforced by the Fusion Lifestyle Community Development Team during the Review.

It was then:

**RESOLVED**

That the conclusions arising from the review be noted and the Committee request that these findings be forwarded to Fusion Lifestyle representatives in advance of their presentation to the Committee at its next meeting on 25 February 2020.

**\*O&S 76 ANNUAL WORK PROGRAMME 2019/20**

The Committee considered the latest version of its Work Programme for the remainder of the 2019/20 Municipal Year.

In discussion, the Committee asked that, with regard to the 'Planning Enforcement: Verbal Update' agenda item that was to be considered at its next meeting on 25 February 2020, all Members take a Borough wide view of the Service and refrain from focusing on issues within their own local Wards.

**\*O&S 77 CHAIRMAN'S CONCLUDING REMARKS**

In her concluding comments, the Chairman asked that the thanks and well wishes of the Committee be passed on to the Democratic Services Specialist, who was about to embark on a twelve month secondment opportunity with the Local Government Association.

(The meeting terminated at 4.25 pm)

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Chairman

**Overview & Scrutiny Committee: Agenda Item 7: A386/Rail Project (Minute \*O&S 69 above refers)**

**Questions received in advance for the Devon County Council lead Cabinet Member for Infrastructure, Development and Waste**

**Questions from Cllr Ric Cheadle:**

1. Which parts of the proposed route of the rail link are not in public ownership and what is being done to acquire those that are not?
2. How much funding is DCC prepared to commit towards the project (amount / in which years)?
3. Could we have a summary, of the anticipated £93 million costs, estimating where the funding would come from. What would be WDBC's / DCC's 'share'?
4. If the DCC proposed bid for infrastructure funding is not successful, what are DCC's fall-back options?
5. Where, in terms of infrastructure priorities, does the restoration of this rail link sit?
6. Whose responsibility is it to provide the strategic infrastructure required to match development?

**Question from Cllr Lucy Wood:**

Context:

*The A386 from Yelverton to Roborough is becoming increasingly dangerous for cars and cyclists due to the increase in volume of traffic particularly commuters on their way into Plymouth.*

*I am aware that we are waiting for a feasibility study to be carried out into having a cycle track built alongside the A386 prior to committing to the circa £2M it will cost to build.*

7. Can this feasibility study be prioritised by DCC to ease traffic on this route?

*(This potential solution is supported by Sustrans, a 3000+ signature public petition and by Geoffrey Cox MP. This solution would fit under our Green agenda by reducing pollution and reliance on cars, it will increase health and wellbeing, reduce accidents and strain on the NHS and help us to build a strong resilient community with fewer health needs.)*

### **Questions from Cllr Robin Musgrave:**

8. Could we be given some understanding as to how the initial cost estimates were so absurdly low given the latest estimated costs of £80 plus millions to re-establish the Tavistock / Bere Alston rail link?
9. Have we learned any lessons from this exercise given the likely significant loss of credibility that will likely occur with any future proposals for use of the track-bed?
10. Over previous years, the County has invested significant money in providing access to the track-bed for potential use by walkers and cyclists alike. Will the County be prepared to complete this work to provide a very practical cycle link between Tavistock and the Bere Peninsula – with the additional benefit of linking up to the Tamar Trails and the Gawton Gravity Hub?

### **Question from Cllr James Spettigue**

Context:

*As climate change has come sharply in to focus it is becoming clear that the problems we are facing today are likely to worsen in the coming decades.*

*Repair of the Dawlish line last time I believe cost in the region of £1.4 Billion and now network rail plans to concrete over a portion of the beach at Holcombe at a cost of £80 Million, which I believe does not take in to account other improvements the line requires. Rain fall and stormy weather conditions are on the increase and there are nobody knows if this newest improvement would provide a definitive answer to the problem, in my opinion, it does not. It does not resolve the issue of the lines proximity to the ocean at a time when, increasingly, our planets weather is unpredictable and in some cases unprecedented.*

*The cost of shoring up the Holcombe stretch of track may be lower than an alternative route but who can tell how much the next repair or the one after that may cost, I believe a longer term view is required by network rail to mitigate this risk.*

11. What is YOUR view on network rails decision to undertake these works and continue to focus its priority on maintaining the Dawlish line instead of a plan to create an inland alternative heavy rail route which although being of a higher cost, is far less likely to incur Climate change and severe weather related damage and would give long term economic benefits to this region which desperately needs them?"

### **Questions from Cllr Andy Coulson**

Context:

*DCC made representations to the 3<sup>rd</sup> September O&S Committee to present the DCC position regarding the reinstatement of the Bere- Alston – Tavistock Rail Link. ([link here to minute](#))*

*During that session, reference was made to the cost inflation of the project between the period that new housing developments within Tavistock were proposed and now. At the time that the developments were proposed the public were reassured that the S106 money from these developments would mitigate the effects of increased population by part funding the reinstatement of the rail link. At that time costs for this project were cited as in the region of £17 million, thus feasible given the amounts of S106 on offer.*

*Since then we have been repeatedly told that these costs have risen to circa £93 million (as at 3<sup>rd</sup> Sep) with no further explanation. Even taking into account inflation, rises in steel costs etc this is an exceptional rise in costs. The concern of many in our communities is that given the lack of any substance behind these increases in cost that perhaps they have simply been inflated as to rule out any further discussion or lobbying on the matter. It is becoming increasingly difficult when dealing with our communities to reassure them that this isn't the case, especially when local members aren't armed with the facts.*

12. Given that the scale of development in Tavistock and surrounds was predicated on provision of a sustainable strategic transport link, what are the changes in material circumstances that have brought about the rise in inflation?
13. Where is the detailed breakdown of costs as asked for via email by colleagues prior to 3 Sept O&S Committee; as promised by DCC Officers during said Cttee and since chased by myself (email dated 21 Sept)? This lack of response and transparency has done little to dispel negative public opinion (as above), much of which has for some time been of the view that the rail link was never likely and was purely a ruse to persuade Members at the time to agree development (please see Para 26(a) of 3 Sept O&S Cttee Minutes).
14. It was stated by DCC representatives at 3 Sept O&S Cttee that at the time, there was no Central Govt appetite to consider an overland alternative to the Dawlish line and therefore no active lobbying of Central Govt by DCC. Since the General Election, the Government has stated its ambition to address historical regional imbalances in infrastructure, particularly in the North as well as announcing a 'Beeching Reversal Fund' to reinstate railways. In light of this change of strategic context, what is the proposed DCC course of action? Can the representative reassure both WDBC and the public that the previous policy will be revisited and a more vigorous approach adopted?

### **Questions from Cllr Tony Leech**

Context:

*There are now concerns about what is happening with the rail line from Okehampton to Exeter as the Americans (British American Railways BAR) are now advertising that they want to sell off all their assets, which may or may not include the lease for the line from Aggregate Industries, and the lease for the Station from Devon County Council (DCC).*

15. What is DCC doing to facilitate this lines reinstatement?

16. As the lease of the line is absolutely crucial to the reinstatement of a full-time rail service, which is also part of the DCC Transport Plan, what discussions have DCC had with Aggregates Industries over the years about the transfer of the lease for the railway line?
17. The main railway station belongs to DCC and is leased to BAR. What is happening to this lease, and can the lease be sold off and, if not, will DCC take it back?
18. Would DCC be open to talks with local interested parties about taking over the Station as a lease or as an asset transfer?

## **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 April 2020. 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 Committee in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published 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.

*Leader – Cllr Neil Jory*

*Deputy Leader – Cllr Lois Samuel*

*Lead Member for Environment – Cllr Caroline Mott*

*Lead Member for Health and Wellbeing – Cllr Tony Leech*

*Lead Member for Enterprise – Cllr Ric Cheadle*

*Lead Member for Communities – Cllr Terry Pearce*

*Lead Member for Customer First – Cllr Jeff Moody*

*Lead Member for Resources and Performance – Cllr Chris Edmonds*

*Lead Member for Homes – Cllr Debo Sellis*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Democratic Services Section by e-mail to [democratic.services@westdevon.gov.uk](mailto:democratic.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 Meeting	Consultees and means of consultation
Communities	<b>Title:</b> Car Parking Charges <b>Purpose of report:</b> To consider a report on proposals to amend the Pay and Display Charges in Council owned car parks.	Tom Jones/Cllr Pearce	Report of the Head of Place Making Practice	21 April 2020	Stakeholder meetings
Enterprise	<b>Title:</b> Formation of a wholly owned company <b>Purpose of Report:</b> To consider the formation of a wholly owned company to facilitate housing delivery	Chris Brook/ Cllr Jory	Report of Head of Assets	21 April 2020	
Health and Wellbeing	<b>Title:</b> Wellbeing Strategy <b>Purpose of report:</b> To recommend to Members the adoption of key wellbeing priorities and associated outcomes	Ian Luscombe/Cllr Leech	Report of the Head of Environmental Health Practice	21 April 2020	Member Workshop
Environment	<b>Title:</b> Re-procurement for Cashless Parking Payment System <b>Purpose of report:</b> To seek approval to commence the tender process to re-procure the cashless parking contract through a joint procurement with other Devon Authorities.	Emma Widdicombe / Cllr Mott	Report of Senior Specialist Parking	21 April 2020	
SLT	<b>Title:</b> Corporate Strategy – Business Plans <b>Purpose of report:</b> To seek approval of the Business Plans that underpin the Council's Corporate Strategy	Neil Hawke / Cllr Jory	Report of Head Strategy and Projects	21 April 2020	
Homes	<b>Title:</b> Housing Strategy <b>Purpose of report:</b> To recommend to Members the adoption of a revised Housing Strategy	Chris Brook/Cllr Sellis	Report of the Director of Place and Enterprise	9 June 2020	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Homes	<b>Title:</b> Homeless Strategy Year 4 Action Plan <b>Purpose:</b> To provide to Members an update on the Homeless Strategy Action Plan	Isabel Blake/ Cllr Sellis	Report of Head of Housing, Revenues and Benefits Practice	9 June 2020	
Homes	<b>Title:</b> Springhill Update <b>Purpose:</b> To provide Members with an update on Springhill	Isabel Blake/ Cllr Sellis	Report of Head of Housing, Revenues and Benefits Practice	TBC	
Environment	<b>Title:</b> 3 Weekly Waste Update <b>Purpose:</b> To provide Members with an update on the 3 weekly waste trial	Jane Savage / Cllr Mott	Report of Head of Contracts and Commissioning	15 September 2020	
Enterprise	<b>Title:</b> Town Strategies Progress Report <b>Purpose:</b> To provide Members with an update on town strategies - check	Tom Jones / Cllr Cheadle	Report of Head of Place Making Practice	20 October 2020	
Homes	<b>Title:</b> Council Tax Reduction <b>Purpose of report:</b> To seek approval for revised Council Tax Reduction scheme	Issy Blake/Cllr Sellis	Report of the Head of Housing, Revenues and Benefits	1 December 2020	

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Report to: **Overview and Scrutiny Committee**  
Date: **25 February 2020**  
Title: **Leisure Contract - Fusion Annual Report 2019**  
Portfolio Area: **Customer First / Health & Wellbeing**

Wards Affected: **All**

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 Overview and Scrutiny Committee note the contents of Fusion's Annual Report for 2019 and proposals for 2020.**

## 1 Executive summary

- 1.1 This is an introduction to the Annual Report 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 and provides a performance review summary for last year, 2019.

## 2 Background

- 2.1 Fusion Lifestyle were awarded a new 25 year contract on 1<sup>st</sup> December 2016 as the joint leisure management operator for both West Devon and South Hams Council's, managing all 6 leisure centres.
- 2.2 The new arrangement followed a comprehensive procurement process and is based on a design, build, operate and maintain contract through an output specification. It also involved a major investment programme across all the centres.
- 2.3 The provision of leisure centres is a discretionary service. However the activities align with our strategic corporate priorities for efficient and effective Council services, strong and empowered Communities and supporting Wellbeing and healthy lifestyles.

- 2.4 There is no financial cost to this Council in the provision of the leisure management contract. Previous contract management fees are no longer required and an actual income payment will be made during the term of this contract.

### **3 Outcomes/outputs**

- 3.1 Strategic high level outcomes for the leisure contract and service were set by both Councils during the procurement and contract award stages. These covered key areas such as; delivering a joint sustainable service, reductions in revenue costs, provision of capital investment and to allow 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 Recently the Council set up an Overview and Scrutiny Task and Finish Group to undertake a review of the relationship between Fusion and its local communities using the facilities. Also to consider Fusion's key objectives and outcomes before it presents its Annual Report to this Committee. The findings were reported to Overview and Scrutiny on the 14<sup>th</sup> January (\*O&S75) and have been passed to Fusion for due consideration and action.
- 4.2 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.
- 4.3 The contract includes the lease of the facilities to Fusion on a full repairing basis, removing previous historical complexities of shared maintenance responsibilities.
- 4.4 The contract places the responsibility for the financial delivery and payment of management fees with Fusion throughout the life of the contract.
- 4.5 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, 2020, 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.

- 4.6 In addition Fusion have responsibility for delivering Sports and Community Development across both areas, working with key local partners – Active Devon, Governing Bodies of Sport, clubs and schools. In West Devon this work is supported through a partnership with OCRA – Okehampton Community Recreation Association.
- 4.7 For contract monitoring this is undertaken through monthly contract meetings and reports, Quarterly performance reports and a Strategic annual report and meeting.

## 5 Proposed Way Forward

- 5.1 Ongoing provision and management of the leisure centre contract with Fusion Lifestyle and consideration of its service planning for 2020.

## 6 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.
Supporting Corporate Strategy	Y	Council, Communities, Wellbeing
Climate Change – Carbon / Biodiversity Impact	Y	Contract targets to reduce energy usage
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**

**Appendix A – Fusion Annual Report 2019**

# **Fusion Annual Review Presentation**

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

**Period : January - December 2019**

February 25<sup>th</sup> 2020

# Annual Review

## Agenda

- Capital Developments
- Cashless Implementation
- Key Performance Indicators:
  - Sustainable and Cost Effective Service
  - A More Active District
  - Promoting Community Development
  - Improving Health and Wellbeing
  - Quality of Service
  - Repair, Maintenance and Cleaning
  - Environmental and Carbon Footprint
- Performance Update 2019
- 2020 Vision and Continued Investment

# Annual Review

## Capital Developments

- Total Amount Invested: £c.9m
- Capital investment work completed at:
  - Dartmouth, Totnes, Ivybridge, Meadowlands, Parklands & Quayside
- Ivybridge Launch:
  - Works completed:
    - Soft opening: 1/2/20
    - Full Centre Opening: 22/2/20
    - Official Launch TBC following date agreement with SHWD
- Totnes:
  - Legal process currently being finalised
  - plans for Totnes phase 2 will then be developed with the Council and the Trust

# Annual Review

## Cashless Implementation

- This was the reason behind the formation of the Tasks and Finish group
- 8 week lead in took place successfully
- Cashless introduced 1<sup>st</sup> October 2020
- No problems on the day
- Very limited customer issues since implementation – any that have arisen have been dealt with appropriately
- Participation continues to increase
- A positive investment in our services and improved customer journey
- Continuing to monitor any attempted cash payments through manual reporting and through customer feedback system

# Annual Review

## Sustainable / Cost Effective Service

- Introduction of new Assistant General Manager role to support service delivery and career pathways
- Conduct review of staff structures to match customer demands
- Introduce new membership options to create flexibility
- Review and introduce new pricing for April'20
- Open new pool at Ivybridge and pool programme
- Tourist summer membership pass for holiday periods
- Challenges for 2020 with increased utility cost, staffing and consumables
- Further Investment in Front of House Services

# Annual Review

## A More Active District

- Overall Participation has increased by 10.2% 2018 v 2019
- Membership figures have increased by 24% 2018 v 2019
- Swim School figures have increased by 4% 2018 v 2019
- All Target Group Participation has increased 2018 v 2019
  
- We have worked closely with 20+ partners in SHWD over the last 12 months
- We have proactively explored opportunities for external funding
  - 2019 - £8,998 secured for Fusion in SHWD plus £2,743 by OCRA = £11,741

# Annual Review

## Promoting Community Development: OCRA

- OCRA and Fusion: Partnership Working
  - The partnership has enabled over 18,000 individual attendances to OCRA sessions in 2019
  - 7,959 individual attendances by primary school children as part of our School Games provision
  - 11 events taking place utilising Fusion Lifestyles facilities
  - Launch of Exercise on Referral at Meadowlands, OCRA integral in setting up referrals from all medical practices and local NHS and private referral sources through its work with the local PCN and Health and Wellbeing Alliances.
  - OCRA facilitated upwards of 17,000 activity opportunities for clubs, classes and groups through its hireable facilities.

# Annual Review

## Promoting Community Development: OCRA

- Healthy Communities
  - OCRA has delivered sport or activities which have provided opportunities directly to the populations of the 30+ local areas
- Reducing Health Inequalities and Isolation
  - These activities have provided cost effective or free opportunities for those communities in line with the new manager's focus on the recreational element of the charity
  - Includes a focus on those who may experience barriers to participate
  - Sessions include;
    - Walking Football, mums and toddlers sessions, Inclusive football, free swimming, access to holiday schemes for those from low incomes, Special needs group, workshops for those living with long term health conditions, Men only sessions and girls only sessions.

# Annual Review

## Improving Health & Wellbeing

- EOR – Exercise on referral scheme
  - Total number of referrals for 2019
    - Quayside – 202
    - Ivybridge – 57
    - Totnes – 62
    - Parklands – 154
  - New schemes starting at Meadowlands and Dartmouth
  - New KPIS to be measured for 2020
- Other schemes:
  - Kingsbridge Dementia friendly sports community project
  - Outreach work outside of the leisure centres
  - Work with Caring Town on Health & Wellbeing Events

# Annual Review

## Quality of Service

- Quality of Services
  - New customer comments programme introduced in Dec'19
  - New cleaning schedule and contract starting from 1<sup>st</sup> March
  - Full strength Technical Team
  - Full strength Management team
- Quest:
  - Dartmouth - Good, Meadowlands - Good, Parklands – Very Good, Quayside – Very Good
  - Ivybridge – assessment to be completed 2020 following work completion

# Annual Review

## Repair, Maintenance & Cleaning

- PPM Schedule:
  - Tasks Completed: 95%
- F360 Audit Compliance: 96.94%
  - AM Audit Score – 96.84%
  - PM Audit Score – 97.03%
- Cleaning:
  - New cleaning contract (KGB) starting March'20
  - Allocated weekly cleaning hours c.120
  - Supplemented by staff additional cleaning tasks
  - Deep clean of key areas scheduled

# Annual Review

## Repair, Maintenance & Cleaning

- Key Investment Items: £64,032
  - Totnes: £5,410 (Dosing Unit, Showers, Boilers)
  - Ivybridge: £7,871 (Fire Doors, Roof Repairs, AHU)
  - Meadowlands: £23,749 (AHU, Pool Pumps, Dosing Unit, Sewage Pumps)
  - Parklands: £4,992 (Moveable Floor)
  - Quayside: £12,939 (LEDs, Boilers, Water Mains, Bowls hall heating)
  - Dartmouth: £9,071 (Boilers, Filter Media)
- Current Key Items:
  - Heating - Quayside, Meadowlands
  - Roof Leaks - Ivybridge, Totnes & Quayside
  - Lifts - Quayside & Totnes
  - AHU - Meadowlands & Ivybridge

# Annual Review

## Environmental & Carbon Footprint

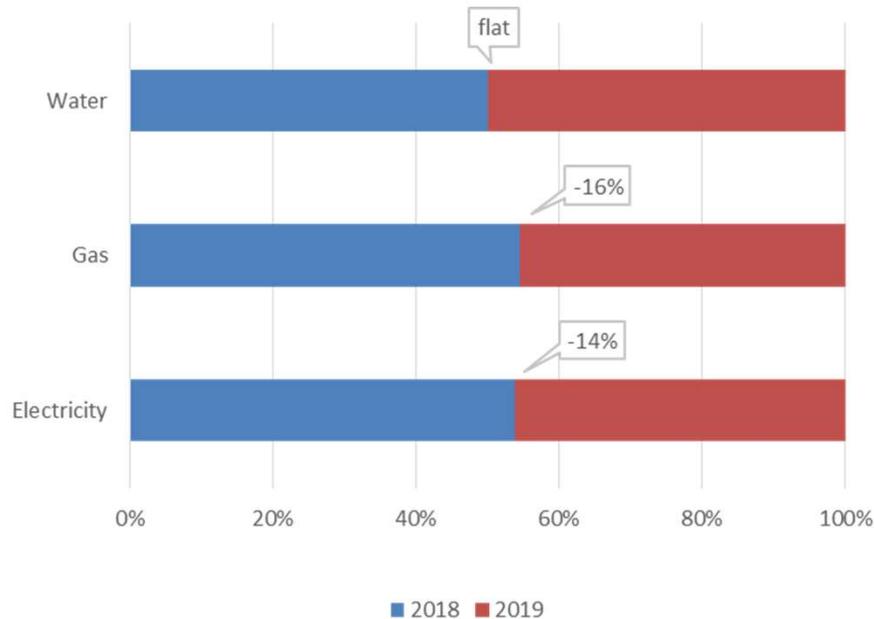
- Progress to date through day to day operations:
  - focused on operational actions to improve energy efficiency through day-to-day activities of all of our staff, achieved through:
    - Daily monitoring of energy usage (standards audits)
    - F360 pool testing verifies pool and air temperature compliance
    - Facility checklist
- Short and Long Term Plans:
  - Variable speed drives on AHU and pool pumps, to reduce electricity consumption
  - Pool covers, to reduce gas and electricity consumption
  - Further LED lighting upgrades, to reduce electricity consumption.
  - Solar panel option currently being explored

# Annual Review

## Environmental & Carbon Footprint

- Utility usage per user down on av. 10%
- total tonnes of CO2 for each site, from gas and electricity consumption down 7%

Usage per user 2018 v 2019



Total Carbon Footprint			
Total tCO2	2018	2019	var
Meadowlands	355	310	-13%
Parklands	320	294	-8%
Dartmouth	195	173	-11%
Ivybridge	272	276	1%
Quayside	373	343	-8%
Totnes	242	232	-4%
<b>Total</b>	<b>1,758</b>	<b>1,628</b>	<b>-7%</b>

# **Performance Overview**

**Period : January - December 2019**

# Annual Review

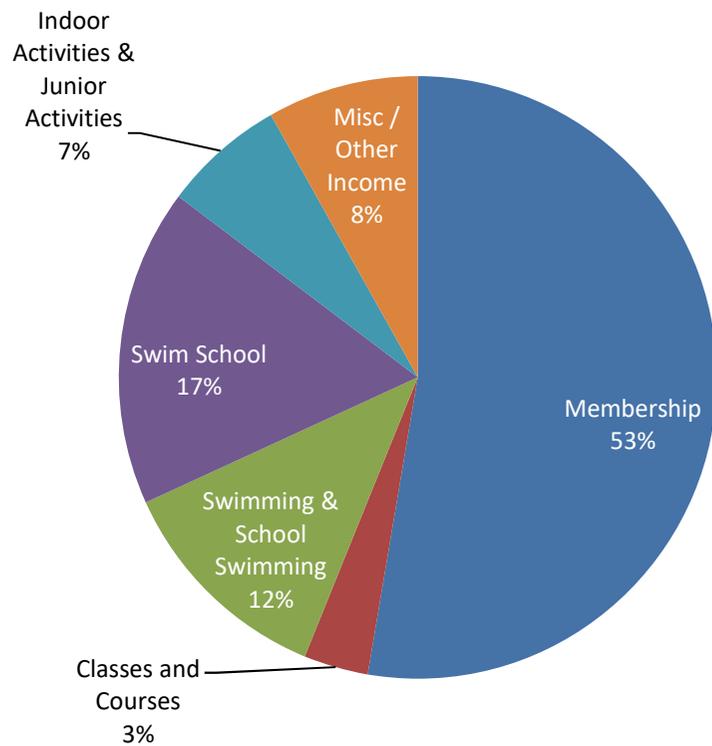
## Performance Summary Overview

- total income: up 22% YoY
- total participation: up 11% YoY
  - Increases in all target group participation
- customer satisfaction score: down 0.9% YoY
- memberships: up 22% YoY
- swim school: up 4% YoY
- good progress made in health and wellbeing (SCD)

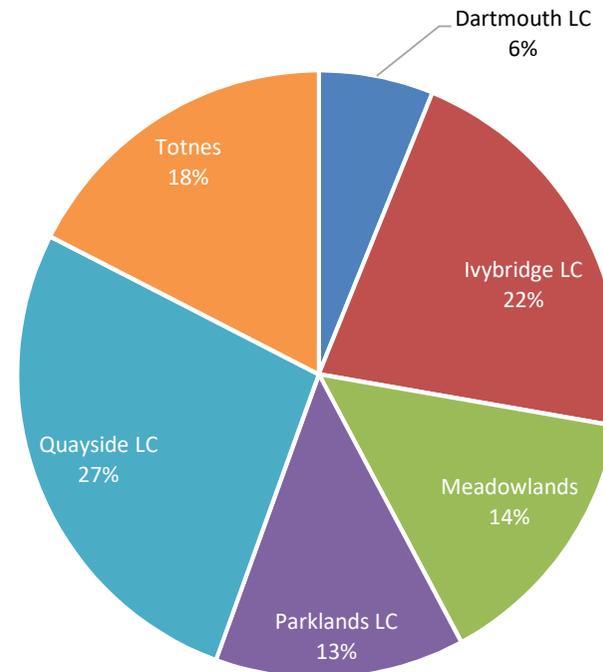
# Annual Review

## Financial Performance

- total income: £4.3m (up 725k YoY)
  - split by activity:



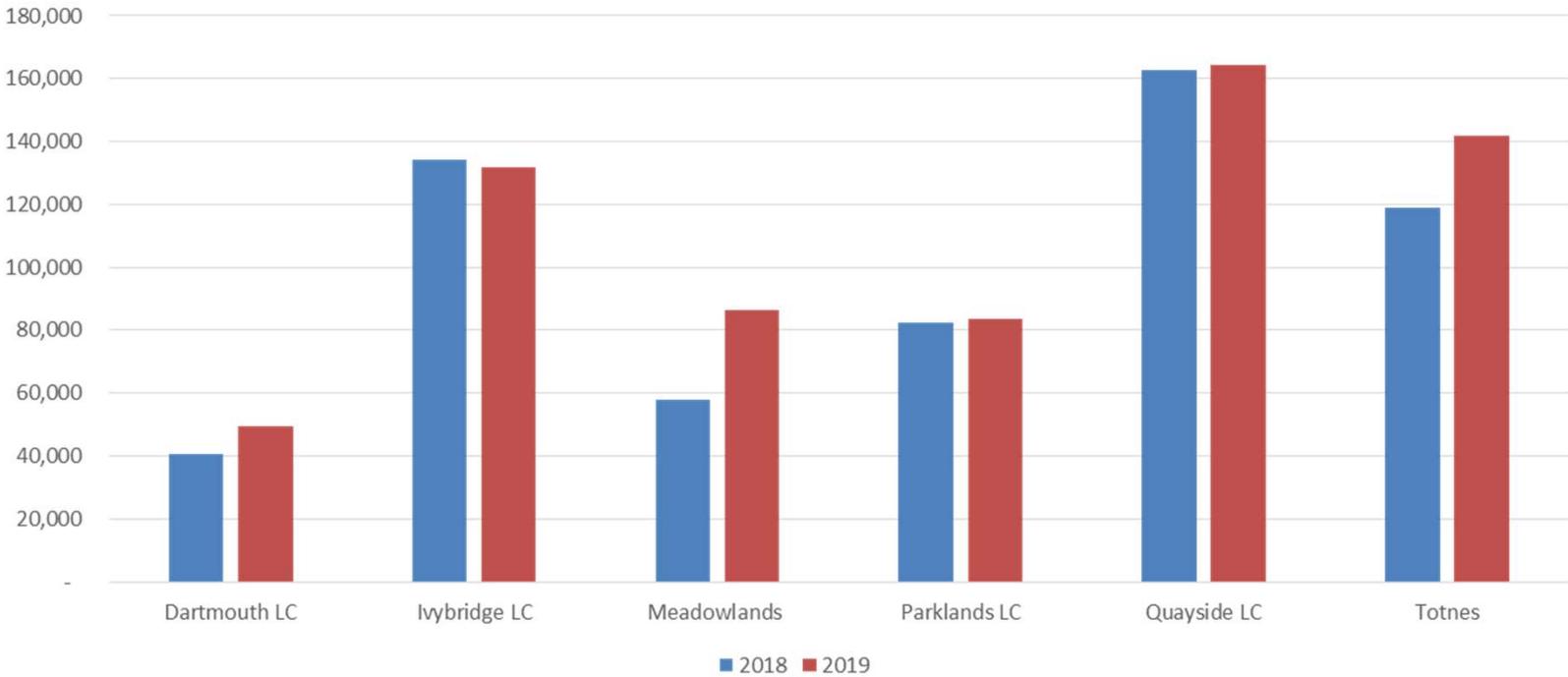
split by centre:



# Annual Review

## Participation

- total participation c.658k (Jan–Dec 2019)
  - up c.61k YoY
  - split by centre:

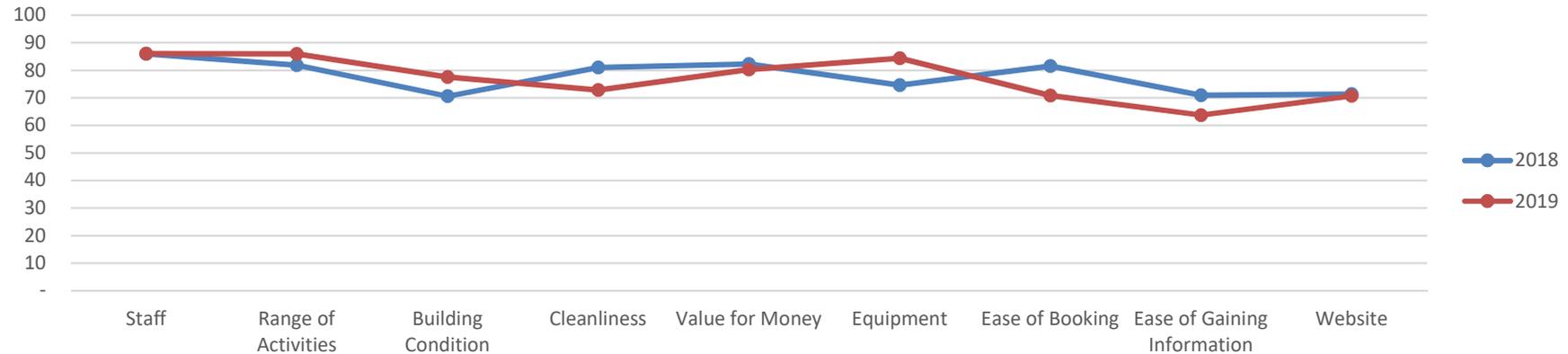


# Annual Review

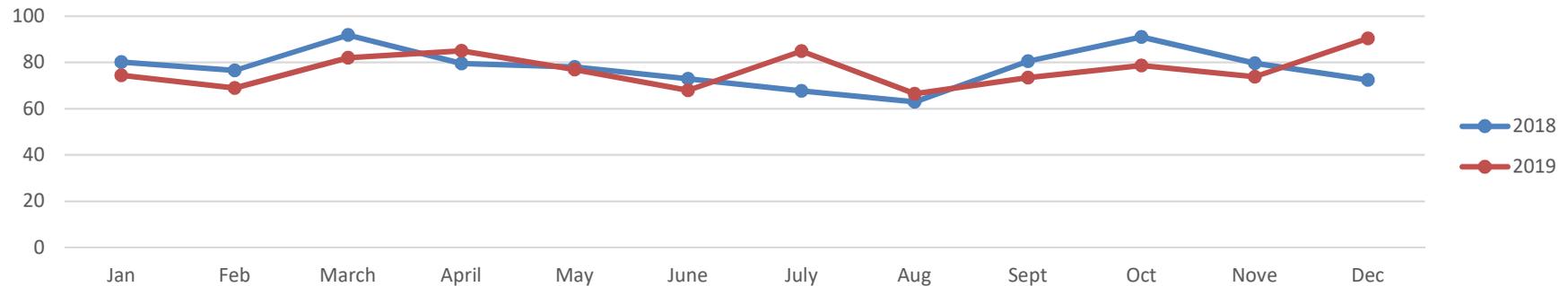
## Customer Satisfaction

- overall 77% average satisfaction (down 0.9% YoY)

YoY by Category



YoY by Month



**SHARE A FREE PASS TODAY**

# Make a difference with a friend

Please ask a member of staff for more details.

## Awesome half term activities

**BOOK ONLINE OR IN CENTRE NOW!**

Approaching the big 4-0 made Claire rethink her fitness goals and in particular, learn how to swim, something she missed out on as a child!

*"My husband and I signed up for a joint membership, planning to get fit, lose weight and generally lead a healthier lifestyle. it's one of the best decisions we've made!"*

### Claire learning to swim made a difference to her confidence. How will you make a difference this year?

**Meowlands Leisure Centre**  
Our fantastic facilities:

- Exercise studios - over 30 classes a week including Indoor Cycling, BodyPump, Yoga and Circuits
- Fitness Suite - all the latest and best fitness equipment
- Swimming for all the family including Swim School, Wet & Wild and general swimming in our 25m Leisure Pool
- Café - delicious drinks and snacks

**CHECK OUT CLAIRE'S STORY...**

Claire has always loved the water but now can enjoy it as part of her fitness routine. What will she accomplish next?

Find out more about Claire's story at: [www.fusion-lifestyle.com/claire](http://www.fusion-lifestyle.com/claire)

Register for your FREE! pass today  
[fusionfitnessoffer.com](http://fusionfitnessoffer.com)

1990-2000: 12 month passes to 25m pool only for £22.99

**ONE MONTH FREE\***  
when you join on a 12 month contract

# Make a difference this year!

Fabulous fitness including gym, swim, group exercise, & much more!

**ASK AT RECEPTION ABOUT OUR MEMBERSHIP OFFERS**



# Annual Review

## 2020 Vision

- Introduce new membership structure - April'20
- Review all prices for implementation - April'20
- Efficient staffing levels to match customer demands
- New cleaning schedules and contract to commence
- Solar energy potential for all sites
- Continued Investment:
  - Development review (Parklands, Quayside, Meadowlands)
  - Totnes Phase 2
  - New Front of House Investment using technology to speed people into activities mid 2020

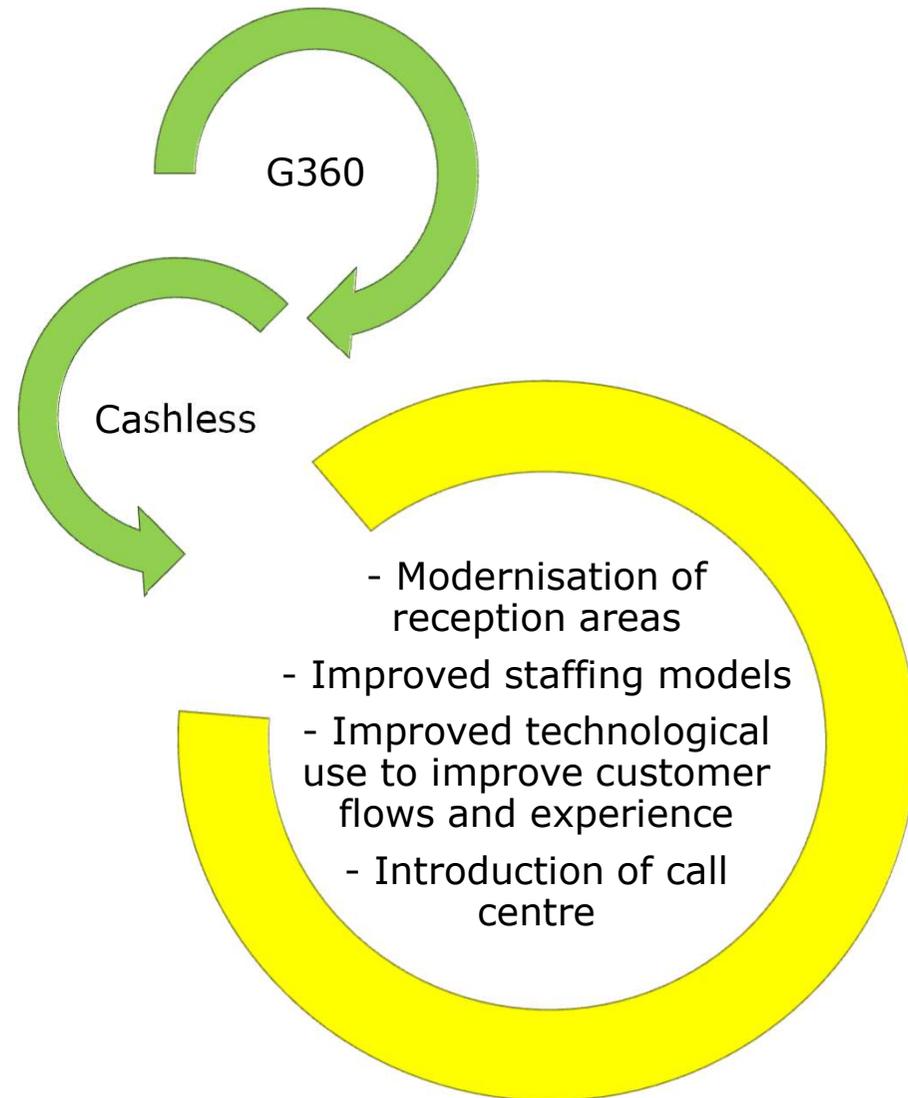
# Continued Investment

## Concierge Reception

- Concierge delivers an efficient self-service customer journey through the front of house and is supported by small specialised customer service personnel
- Benefits to our customers:
  - Capital investment into centre: Front of House re-modelling
  - Investment into state of the art technology
  - creation of suitably skilled and trained Proactive Call
  - to encourage faster entry into the centres with less queuing time
- Benefits to Fusion:
  - flexible reception option - optimising the effectiveness of FOH staff
  - revenue protection & providing additional operational resilience
  - relieves pressure at peak times

# Continued Investment

## Service Improvement Journey



# Continued Investment

## Service Improvement Journey

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South Hams / West Devon & Fusion Lifestyle

# **Fusion Annual Review Presentation**

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

**Period : January - December 2019**

February 25<sup>th</sup>/27<sup>th</sup> 2020

Report to: **Overview & Scrutiny**

Date: **25 February 2020**

Title: **Customer Satisfaction Improvement Plan Update**

Portfolio Area: **Customer First – Cllr Jeff Moody**

Wards Affected: **All**

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

Date next steps can be taken:

Author: **Jim Davis** Role: **Customer Improvement Manager**

Contact: **01803 861493 or jim.davis@swdevon.gov.uk**

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**Recommendations:**

**That the Committee note the progress made to date and highlight any areas for a more in-depth update.**

## **1. Executive Summary**

- 1.1 This is the first of quarterly updates on customer satisfaction, including areas for change detailed in the Hub report: Access to services – A borough wide review
- 1.2 Customer satisfaction activities have been brought together under the new Customer Improvement Manager role
- 1.3 It brings together and reports on ongoing activities taking place to increase customer satisfaction, improve customer service, and increase our value to the customer.
- 1.4 The majority of changes will be timed to coincide with the deliveries of the Future IT programme which will have a major effect on customer satisfaction over the coming year.

## **2. Background**

- 2.1 Customer satisfaction affects many of the council priorities but is primarily focused on: Council – Delivering efficient and effective services, and Wellbeing: Supporting positive, safe and healthy lifestyles and helping those most in need

- 2.2 To deliver improved customer satisfaction council wide, we need to consider the effects both positive and negative on any changes as well as the effect of maintaining the status quo and any opportunity cost lost. Decisions made in this area need to be backed up with good data to show the effects on the customer.
- 2.3 Customer satisfaction improvement effort have been delivered by all managers and leaders throughout the council. This led to many activities with varied results. The new structure is designed to increase accountability and enable a more strategic approach to customer satisfaction.
- 2.4 Improving customer satisfaction will cover:
  - Improving services (Future IT)
  - Improving access to services (Recite Me, better resource management, etc.)
  - Improving support for services for the vulnerable (identifying, communicating, and delivering support to those that need it)
  - Reviewing complaints procedure
  - Improving delivery of processes (productivity)
  - Changing officer focus of customer satisfaction (moving from the transaction to the effect on the customer/community)

### **3. Outcomes/outputs**

- 3.1 Updates from 'Access to Services' report
- 3.2 Increased promotion of online services for those able to self serve
  - Implementation of Recite Me Accessibility toolbar. Recite Me offers a range of accessibility tools to make using the website easier including but not limited to: Translation to over 100 languages, screen reading (in 35 different languages), screen mask, ruler, styling changes (to support dyslexia, ADHD, autism or visual impairments), screen magnifier.
  - Intended to support the estimated 15-20% of residents who don't interact online due to difficulties in using websites, not an inability. This includes support for residents with visual difficulties (including age related) as well as neurodivergent conditions.
  - Ensures we comply with upcoming legislation changes. Saving around 1000 hrs in effort to reformat all documents on the website by September.
  - Cloud-based with minimal implementation effort or support required.
  - Recite Me's launch will be supported by the communications team to encourage community awareness of the benefits of the toolbar and deliver increased channel shift to support ongoing council aims.
  - Customer focus groups will be developed to support roll out of the new 'council account' functionality. The format will include group sessions as well as 'at home' testing for feedback on new processes.
- 3.3 Continue to support those most in need

- Data from the Ockment centre shows low usage and a slow but consistent drop in customers, with the highest volume request being replacement recycling vessels.
  - The majority of visitors are from Okehampton and anecdotally, are passers-by rather than customers planning to use the service. Whilst providing a service, it doesn't seem to support those most in need. It isn't clear whether there isn't demand, it doesn't suit those who would benefit, or current communications and press attention isn't reaching the part of the population that would benefit.
  - There is limited data on the numbers of residents who may benefit from additional support, such as home visits.
  - It is proposed to capitalise on local knowledge of members to capture details of residents that may be in need of additional supports and difficult to reach by other methods, online, print press etc.
  - This would provide information to judge the scale and location of the need and hence the most effective response. It would also allow proactive contact to be made to those who would benefit from additional support.
- 3.4 Building upon partnership working
- Collaboration and partnership working has been selected as a one of SLT's priorities and communicated to all staff through the Staff Briefings.
  - New customer satisfaction calls have been developed to undertake root cause analysis on customer satisfaction problems (captured from a variety of sources including complaints, CST, ELT and Member submissions). They will focus on the effect on customers rather than solving the problem itself, and will involve officers from across the council to capture multiple viewpoints. The template will include partnership working as a standard solution as we try and make strategic, collaborative working a normal way of doing business.
- 3.5 Develop assisted self-service at the Tavistock Reception
- This approach will be paused until further in the implementation phase of the Future IT programme.
  - The benefit in the short term will be limited until the additional functionality enabled by the low-code solution becomes available.
- 3.6 Refocus and extend coverage of Council outreach borough wide
- Localities will undertake a series of events throughout the borough including in areas of deprivation to capture data on need and desire for local face to face services.
  - It is proposed these be advertised locally and could be held in conjunction with Councillor surgeries.
  - The sessions would be informal and based around a 'coffee morning' approach. They will be focused on capturing local issues as well as providing customer service advice. They would capture information on local need, customer benefit, awareness of access routes, type of query, identifying customers needing additional support, etc. This would

provide the dataset needed to judge the correct level of outreach needed and wanted by the residents.

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

- 4.1 This customer satisfaction report provides an update rather than setting out of options.

#### **5. Proposed Way Forward**

- 5.1 The Customer Improvement Manager role is heavily involved in the Future IT programme which will be a major focus of the council for the next year but there are a number of other projects planned to improve customer satisfaction.
- 5.2 Complaints
- New approach built on negotiation and empathy with training provided. Improved learning and feedback approach to complaints. Improved structure for our complaints handling procedure to reduce rework and cost to the council.
- 5.3 Customer satisfaction groups
- Officer groups undertaking root cause analysis on customer service problems to find implementable solutions. These will replace weekly customer satisfaction calls. The groups will consist of case managers and specialists working fortnightly over a 4 month period, supported by ELT members, to embed problem solving and change management skills they can apply within their usual workplace.
  - Focus groups and users for testing new processes
- 5.4 Productivity
- Work to develop productivity measures for each area and refocus managers on increasing productivity
  - Extending usage of Work Optimisation Tool to other areas to improve productivity and reduce management workload
  - Developing Work Optimisation Tool to include forecasting function to enable better workforce resource planning
  - Rebuilding processes to deliver increased automation
- 5.5 Future IT
- The new low-code solution gives us the ability to design software around our needs rather than relying on a supplier's standard approach.
  - Officer meetings are scheduled to capture all current requirements and any future desires that will enable simpler customer interactions, quicker response times, better workflow management, additional functionality (such as offering additional support or selling services, like garden waste via the customer account). Designing against our needs now will reduce implementation costs over the year.

- Preliminary scoping of requirements for a Member’s portal with functionality to give options in receiving updates has taken place and sessions for Member feedback detailing early proposals will take place in April/May.

#### 5.6 Proposed schedule for in-depth update of customer satisfaction activities

Meeting	Area	Description
Q1	Customer Satisfaction Groups	Process, benefits and changes delivered by customer satisfaction groups
Q2	Complaints approach	Update on structure changes, new approach and training, customer feedback results
Q3	Future IT Changes	Changes and new functionality and how it is affecting customer satisfaction
Q4	Productivity updates	Feedback on new measures, productivity improvements and further projects

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	No direct implications
Financial implications to include reference to value for money	Y	Purchase of Recite Me was approved by SLT and will cost around £2000 per council per year. Time savings in year 1 from the Corporate Web editor role will far surpass the costs and additional channel shift should ensure ongoing value for money and benefit far exceeding the cost.
Risk	Y	There are risks associated with changes to customer satisfaction approach. Strong data collection to evidence decisions should reduce these risks to a low level
Supporting Corporate Strategy	Y	Efficient and effective council Supporting positive, safe and healthy lifestyles and helping those most in need
Climate Change - Carbon / Biodiversity Impact	N	No direct impacts
Comprehensive Impact Assessment Implications		
Equality and Diversity		N/A

Safeguarding		N/A
Community Safety, Crime and Disorder		N/A
Health, Safety and Wellbeing		
Other implications		

**Supporting Information**

**Background Papers:**

Access to Services – a Borough wide review

**OVERVIEW AND SCRUTINY COMMITTEE**  
**DRAFT ANNUAL WORK PROGRAMME – 2019/20**

Date of Meeting	Report	Lead Officer
7 April 2020	Joint Local Plan: Quarterly Update ( <i>standing agenda item</i> )	Richard Grant
	Task and Finish Group Updates (if any)	
	Peer Review Action Plan: Progress Update	Neil Hawke
	Performance Reporting	Neil Hawke
	DCC Reps: Transport Infrastructure Update	Tom Jones
	Member Locality Fund: Process and Expenditure	Neil Hawke
	Member Induction Review: Concluding Report	Darryl White
	Planning Enforcement: Verbal Update ( <i>Hub Committee request</i> )	Pat Whymer / Chris Booty
	IT Platform Project – Quarterly Update	Neil Hawke
	Hub Committee Forward Plan	Janice Young

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