

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 2nd March, 2021														
Time:	2.00 pm														
Venue:	Via Teams														
Full Members:	<p style="text-align: center;">Chairman Cllr Ewings Vice Chairman Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Bolton</td> <td style="width: 33%;">Cllr Moyse</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Musgrave</td> </tr> <tr> <td>Cllr Crozier</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 Hipsey</td> <td>Cllr Wood</td> </tr> <tr> <td>Cllr Kemp</td> <td></td> </tr> </table>	Cllr Bolton	Cllr Moyse	Cllr Coulson	Cllr Musgrave	Cllr Crozier	Cllr Ratcliffe	Cllr Daniel	Cllr Southcott	Cllr Heyworth	Cllr Spettigue	Cllr Hipsey	Cllr Wood	Cllr Kemp	
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Cllr Hipsey	Cllr Wood														
Cllr Kemp															
Interests – Declaration and Restriction on Participation:	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.														
Committee administrator:	Democratic.Services@swdevon.gov.uk														

1. Apologies for Absence

2. Confirmation of Minutes

1 - 6

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

7 - 8

A period of up to 15 minutes is available to deal with issues raised by the public.

6. Hub Committee Forward Plan

9 - 12

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Democratic Services before **5.00pm on Thursday 25 February 2021** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

7. Leisure Contract - Fusion Annual Report 2020

13 - 34

8. Verbal Update from the Rural Broadband Working Group - standing agenda item

9. Task and Finish Group Updates:

35 - 58

- (a) Engagement & Consultation – Concluding Report; and
- (b) Localities & Clusters – Concluding Report;

10. Draft Annual Work Programme 2020/21

59 - 60

11. 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

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Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held **REMOTELY via TEAMS** on **TUESDAY** the **19th** day of **JANUARY 2021** at **2.00pm**.

Present: Cllr M Ewings – Chairman
Cllr P Kimber – Vice-Chairman

Cllr A Coulson	Cllr P Crozier
Cllr L Daniel	Cllr N Heyworth
Cllr S Hipsey	Cllr C Kemp
Cllr D Moyse	Cllr R Musgrave
Cllr B Ratcliffe	Cllr T Southcott
Cllr J Spettigue	Cllr L Wood

Chief Executive
Deputy Chief Executive
Section 151 Officer
Director of Governance and Assurance
Head of Strategy and Projects
Monitoring Officer
Head of Housing, Revenues and Benefits
Democratic Services Manager
Livewest Chief Executive

Also in Attendance: Cllrs Cheadle, Edmonds, Jory, Leech, Mott, Pearce, Renders, Sellis and Yelland

- *O&S 49 APOLOGIES FOR ABSENCE**
Apologies for absence for this meeting were received from Cllr T Bolton
- *O&S 50 CONFIRMATION OF MINUTES**
The minutes of the Meeting of the Overview and Scrutiny Committee held on 10 November 2020 were confirmed by the Meeting as a true and correct record.
- *O&S 51 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 but there were none made.
- *O&S 52 PUBLIC FORUM**
The Chairman informed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.

***O&S 53 HUB COMMITTEE FORWARD PLAN**

At the invitation of the Chairman, a Member questioned whether the draft Procurement Strategy contained localised incentives. In reply, officers confirmed that such incentives were demonstrated in the draft Strategy.

***O&S 54 LIVEST**

At the invitation of the Committee, Mr Paul Crawford (Chief Executive of Livest) was in attendance to provide a presentation that focused on:

- A brief history of the organisation;
- Development activity within the organisation; and
- The Customer Services ethos of the organisation.

Furthermore, Members had been invited to submit their questions in advance to Mr Crawford and 5 had been received and these were also responded to as part of the presentation.

During the ensuing discussion, reference was also made to:-

- (a) copies of the presentation being delivered by Mr Crawford. A number of Members thanked Mr Crawford for delivering such an informative presentation and it was agreed that it would be circulated to all Members after this Committee meeting;
- (b) the supply and demand for rental housing. Mr Crawford advised that demand outstripped supply for rental housing by four / five-fold in the South West region;
- (c) contacting Livest. In response to some specific questions, Mr Crawford highlighted the contact details at the end of his presentation and encouraged Members to contact their respective local housing officers. In the event that Members did not receive responses from their local housing officers, then Mr Crawford asked that issues be then escalated to senior officers;
- (d) the draft Housing Strategy. With regard to challenges in relation to affordable housing stock and key worker housing, Mr Crawford highlighted the importance of the Council's draft Housing Strategy that was currently subject to a public consultation exercise;
- (e) high insulation standards. When questioned, Mr Crawford assured the Committee that Livest was committed to both high insulation standards and the de-carbonisation agenda. Furthermore, the Committee noted that increased national lobbying was required to ensure that there were greater affordable energy solutions available;

- (f) customer satisfaction. Mr Crawford confirmed that customer satisfaction was captured in a number of ways and informal resident feedback was obtained on a rolling monthly basis;
- (g) incidents of Anti-Social Behaviour. The Committee was advised that incidents of Anti-Social Behaviour were particularly labour intensive for Livewest officers to investigate. In addition, the organisation had seen an upward trend in instances of Anti-Social Behaviour since the start of the COVID-19 Pandemic.

In conclusion and, on behalf of the Committee, the Chairman proceeded to thank Mr Crawford for both his excellent presentation and detailed responses to Member questions.

O&S 55 DRAFT REVENUE BUDGET PROPOSALS 2021/22

The Committee considered a report that asked for its views on the content of the draft Revenue Budget Proposals report for 2021-22.

In discussion, the following points were raised:-

- (a) The Committee wished to put on record its particular thanks to the Section 151 Officer, the lead Hub Committee Member for Finance and the Financial Stability Review Group for all of their efforts in producing this set of Revenue Budget proposals;
- (b) Some Members expressed their concern over the Council's reliance upon the proposed annual increases in Council Tax to ensure that a balanced Budget was achieved. Furthermore, a Member expressed his specific concerns over the funding imbalance between urban and rural areas. In accepting the point, it was noted that the Rural Services Network did strongly lobby Central Government and this had proven to be quite successful in recent years;
- (c) Officers informed that the latest assumptions underpinning the Leisure Contract were set out at Appendix A of the presented agenda report. Furthermore, it was confirmed that the extension of the CIVICA IT contract had been funded via the project contingency fund.

It was then:

RESOLVED

That the Committee **RECOMMEND** to the Hub Committee to **RECOMMEND** to Council that it supports:

1. the proposed increase in Council Tax for 2021/22 of £5 (Band D of £241.63 for 2021/22 – an increase of 10 pence per week or £5 per year – equating to a 2.11% increase);
2. approval of the financial pressures (as set out in Appendix A of the presented agenda report) amounting to £434,000;
3. the net contributions to/(from) Earmarked Reserves of £42,500 (as shown in Appendix A of the presented agenda report);
4. the proposed use of £192,772 of New Homes Bonus funding to fund the 2021/22 Revenue Budget (as set out in section 4.24 of the presented agenda report);
5. the savings of £344,200 (as set out in Appendix A of the presented agenda report); and
6. the noting of the further business case to be received on Partnership Funding for the Community Safety Partnership (as detailed in section 5.2 of the presented agenda report).

***O&S 56**

RURAL BROADBAND WORKING GROUP: VERBAL UPDATE

In his update, the lead Hub Committee Member highlighted that:

- Funding had been secured by Connecting Devon and Somerset to recruit to an additional post that would be tasked with increasing rural broadband provision. Since the funding had only been recently secured, the recruitment and selection exercise had not yet commenced;
- There remained a need for a consistent approach to the erection of phone masts between the Borough Council and the Dartmoor National Park Authority. In recognition of this viewpoint, the Committee was advised that a positive meeting had been recently held between officers from the two authorities;
- Since this had been the first Committee meeting since the Hub Committee had considered the report titled: 'Broadband Community Support' (Minute HC 40 refers), Members were advised that the contract between Sydenham Damerel Community Fibre Partnership and BT Openreach had now been signed. In addition, since the Hub Committee meeting on 1 December 2020, a number of other Community Groups that were suffering from a similarly poor standard of Broadband provision had made contact with the Council.

The Committee proceeded to thank the lead Member for his comprehensive update and the progress that was being made was welcomed.

***O&S 57 VERBAL UPDATES FROM THE CHAIRMEN OF THE RECOVERY PLAN TASK AND FINISH GROUPS**

(a) Consultation and Engagement Strategy

The Chairman of the Task and Finish Group highlighted that a concluding report was to be presented to the Committee Meeting to be held on 2 March 2021.

(b) Localities and Clusters

The Group Chairman informed that the outcome of the review was to be presented to the Committee Meeting to be held on 2 March 2021.

***O&S 58 PREPARATION FOR FUSION REPRESENTATIVES ATTENDANCE AT NEXT COMMITTEE MEETING**

In preparation for the attendance of Fusion Representatives at the next Overview and Scrutiny Committee Meeting, it was agreed that advanced questions should be sought from the wider membership before their onward circulation to the Representatives.

***O&S 59 DRAFT ANNUAL WORK PROGRAMME 2020/21**

The Committee considered the latest version of its draft Annual Work Programme for 2020/21 and noted its contents without any further debate.

***O&S 60 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

The Committee was reminded of the importance of representations being made on the Council's draft Housing Strategy during the current public consultation exercise.

(The meeting terminated at 4.25 pm)

Chairman

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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) 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 at least four months starting March 2021. 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)

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

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 Member / Officer	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Strategy	<p>Title: Draft Housing Strategy Purpose: To present the results of the public consultation and engagement exercise and the final Housing Strategy 2021 – 2026 for adoption by 1st April 2021</p>	Cllr Sellis / Issy Blake	Report of the Head of Housing, Revenues and Benefits	16 March 2021	
Homes	<p>Title: Community Housing Programme Purpose: To present an update on the Brentor Scheme and choices going forward, plus a summary of the Lamerton project</p>	Cllr Sellis / Chris Brook	Report of Director of Place and Enterprise	16 March 2021	
Council Page 10	<p>Title: Write Off Report up to Quarter 3 for 2020/21 Purpose of report: The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.</p>	Cllr Edmonds / Lisa Buckle	Report of S151 Officer	16 March 2021	
Council	<p>Title: Revenue Budget Monitoring Quarter 3 Purpose of report: A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2020/21, and to provide a forecast of the year end position</p>	Cllr Edmonds / Pauline Henstock	Report of Head of Finance	16 March 2021	

Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Council	Title: Capital Budget Monitoring Quarter 3 Purpose: The report advises Members of the progress on individual schemes within the approved capital programme for 2020/21, including an assessment of their financial position	Cllr Edmonds / Pauline Henstock	Report of Head of Finance	16 March 2021	
Environment	Title: Dog Control Orders (Public Space Protection Orders) Purpose: To consider whether to adopt a PSPO for Dog Control in the West Devon area	Cllr Mott / Catherine Bowen	Report of Head of EH and Licencing	16 March 2021	
Environment	Title: Tamar Trails: Lease Arrangements Purpose: To consider a report that recommends a change in lease arrangements for the Tamar Trails.	Cllr Mott / Rob Sekula	Report of the Senior Specialist – Natural Resources and Green Infrastructure	16 March 2021	
Customer First	Title: Future Localities Service Purpose: To consider a report that implements the recommendations following on from the Locality and Clusters Task and Finish Group.	Cllr Moody/ Sarah Moody	Report of the Business Manager – Case Management	27 April 2021	
Environment	Title: Three Weekly Waste Update Purpose: To provide Members with an outcome report on the 3 weekly waste trial	Cllr Mott / Jane Savage	Report of Head of Contracts and Commissioning	27 April 2021	
Homes	Title: Homelessness Strategy – Annual Action Plan	Cllr Sellis / Issy Blake	Report of the Head of Housing, Revenues, and Benefits	8 June 2021	

Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
	Purpose: To consider a report that presents the Annual Action Plan that underpins the Council's Homelessness Strategy.				
Council	Title: Climate Change and Biodiversity Strategy Update Purpose: To consider a report that provides an update on progress against delivery of the Climate Change and Biodiversity Strategy	Cllrs Jory & Davis / Drew Powell	Report of Director of Governance and Assurance	8 June 2021	
Homes	Title: Springhill Project Update Purpose: To provide an update of the project and seek approval to submit a planning application for the scheme	Cllr Sellis / Issy Blake / Laura Wotton	Report of Head of Housing & Head of Assets	8 June 2021	

Report to: **West Devon Overview and Scrutiny Committee**

Date: **2nd March 2021**

Title: **Leisure Contract - Fusion Annual Report 2020**

Portfolio Area: **Customer First / Health & Wellbeing**

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**

Recommendations:

1 That the Overview and Scrutiny Committee note the contents of Fusion's Annual Report for 2020 and proposals for 2021.

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. Due to the Covid-19 pandemic, this report and presentation from Fusion has been adapted to take into account the circumstances and effects on its performance during the last year, 2020.

2 Background

- 2.1 2020 was essentially Year 4 of the Fusion Lifestyle contract, who were awarded a 25 year contract on 1st December 2016 as the joint leisure management operator for both West Devon and South Hams Councils.
- 2.2 All centres as part of the new contract have been improved as part of a major investment programme.
- 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 contract. Previous management fees (in the form of subsidy, prior to the contract award in December 2016) are no longer required and an actual income payment will be made annually from Fusion to the Council during the remaining term of the contract.
- 2.5 However during this pandemic, Fusion Lifestyle, has received funding from both Councils to enable the leisure centres to re-open and the service to be maintained. For West Devon the overall funding provided is £435,000 for 2020/21. This was approved at Council on 28th April 2020, 29th July 2020 and 22nd September 2020 (Ref CM13).
- 2.6 Both Councils have submitted their applications for the National Leisure Recovery Fund and await its outcome. A total of £100million is available to the leisure sector and covers the period of December 2020 to March 2021. West Devon Borough Council has had an indicative allocation of £80,000, which has been applied for. The outcome of the application will be known by the middle of March.

3 Outcomes/outputs

- 3.1 Strategic high level outcomes for the leisure contract cover key areas; 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 being a more active district, promoting community development, improving health and wellbeing of local residents, improving quality of services and delivering environmental improvements.
- 3.3 For 2020 and this year during Covid-19 the key outcome has been to re-open the Council's leisure centres and maintain the delivery of a health and wellbeing service for local residents.

4 Options available and consideration of risk

- 4.1 At the start of last year, the Council's Overview and Scrutiny Task and Finish Group had completed its review of the leisure service by Fusion and reported its findings to the January Committee. These were to be reviewed during 2020, however the current pandemic has not enabled this to take place and service delivery has been greatly affected.

- 4.2 Fusion and leisure centre attendances had made a good start to the year, with increased usage and memberships. However the Covid-19 pandemic changed everything and created a significant economic and financial impact across the whole leisure sector. It will have a long term impact on the industry due to operational restrictions and the reduction of demand in customer confidence returning to use leisure centres.
- 4.3 By the end of this March, 2021, leisure centres across the country will have been forced to close for a period of 8 months out of the past 12. Indeed some of our centres will have been closed for longer.
- 4.4 Fusion, along with all leisure operators, have been advised and guided by Central Government and national leisure bodies, such as UKActive, Swim England in its re-opening and providing Covid-19 secure facilities.
- 4.5 The re-opening of leisure centres across South Hams and West Devon has reflected a core offer and a change in normal management arrangements to include:
- Opening hours reduced to 8am-8pm during the week and 8am-4pm at weekends.
 - Re-configuration of public and operational areas to allow social distancing measures and the safety of staff and customers.
 - Initial activities on offer included just gym, swimming and group exercise. Also added later was swim school and some dry side sports, such as badminton and squash. All sessions had to be pre-booked and paid in advance with capacity being determined by size and mix of the centre.
 - Pricing has been set nationally across all Fusion sites with negotiations to set charges at £6 for a swim and £6 for a gym / class visit. Reductions are in place for concessions and juniors. Other casual pricing has remained at pre-lockdown rates and will be reviewed later this year.
 - Membership rates have remained the same and some new offers were included last year, such as a Gym & Swim and Daytime memberships.
 - Very high levels of cleaning have been implemented with a focus on key customer use areas and equipment in activity areas. Screens, hand sanitiser stations are in place and all staff are available to undertake cleaning schedules.
- 4.6 Building checks, essential maintenance and security visits have been regularly undertaken whilst the Centres have been closed with energy usage reduced to minimum requirements.
- 4.7 The Sports and Community Development service was being reviewed, along with the health referral schemes, during September. These were due to re-start again just as the 2nd lockdown in November came into place. This will need updating again when Centres can re-open and staff return.

- 4.8 Communication concerns over earlier problems and poor service during the first lockdown have now improved and new measures put in place. Also both Councils have provided support for an enhanced PR and Marketing Strategy to encourage the public to use their local centre, highlighting the cleaning and safety measures in place.
- 4.9 Officers are in regular contact with Fusion’s Management Team, receiving regular updates on levels of activity use and monthly financial accounts, meeting on a weekly, sometimes daily basis. Centres have been operating as anticipated with the support package provided.
- 4.10 As well Officers have developed a good contact network with other Councils that have Fusion as their leisure operator so common issues can be discussed and resolved. Along with other networks across Devon, the South West and nationally, the leisure sector has collaborated in a positive manner.

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 2021.
- 5.2 The long term delivery of our leisure centres is to support Fusion, having given consideration to the financial, legal, reputational risk and health and wellbeing benefits.
- 5.3 Both Councils have submitted their applications for the National Leisure Recovery Fund and await its outcome. A total of £100million is available to the leisure sector and covers the period of December 2020 to March 2021. West Devon Borough Council has had an indicative allocation of £80,000, which has been applied for. The outcome of the application will be known by the middle of March.
- 5.4 On a national basis, UKActive state that the leisure sector is an essential service that has been highlighted more than ever during this current crisis and the vital role that it can play in supporting people’ health and wellbeing.

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 arrangements 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 2020

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Heads of Practice sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	N/A

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**Fusion Annual Review Presentation
West Devon Borough Council**

Period : January - December 2020

DATE – February/March 2021

Annual Review

Agenda

- Overview
- March 2020 – July 2020; Lockdown 1
 - Re-Mobilisation & Recovery
 - COVID-19 Secure Facilities
- November 2020
 - Lockdown & Remobilisation 2
- January 2021
 - Lockdown 3
- Staffing Overview
- Performance Overview
- Moving Forwards

Annual Review

Overview

- April - September 2020:
 - Discussions with Council regarding impact of COVID-19 on SH/WD centres
 - The ongoing maintenance and asset protection of centres
 - Short term financial package for reopening of leisure facilities within the contract
 - All actions captured in exchange of formal letters
- October 2020 – March 2021
 - Further negotiation took place regarding the long-term sustainability of the leisure centres and financial package required to protect leisure provision for local communities
 - All agreements captured within a formal Contract Variation
 - Both organisations worked in partnership to submit Sport England Relief Funding application in January 2021

Annual Review

March – July: Lockdown 1

- Lockdown 1:
 - All Centres closed from 20th March 2020
 - Hard Closure / Mothballing of sites
 - 1 x Weekly Monitoring Visits per site
 - Online Bookings – including additional support for ‘non-online customers’
 - Reviewed capacity lead classes & programmes
 - 1-way systems established
 - Hand sanitisation stations introduced
 - High touch point cleaning
 - Mandatory requirement to wear face coverings in public areas

Annual Review

Re-Mobilisation & Recovery

- Meadowlands Leisure Centre:
 - 12th October – Health & Fitness
 - 23rd October – Aquatics
 - 2nd November – Swim School
- Parklands Leisure Centre:
 - 17th August – Health & Fitness & Aquatics
 - 21st September – Swim School

Annual Review

COVID-19-19 Secure Facilities

- New COVID-19 procedures and training:
 - Risk Assessments
 - High Touch cleaning checks
 - Equipment cleaning checks
 - All staff have completed a return-to-work COVID-19-19 online course
 - In addition, staff completed working during COVID-19-19 which is an CIMSPA accredited course
 - All operational staff have completed a site induction training

Quarterly Review

November Lockdown

- All Centres closed from 5th November:
 - Soft Closure
 - Weekly Monitoring Visits
- Customer Communication:
 - Emails – all members
 - Website
 - Fusion App Push Notifications
 - Social Media
 - Dedicated customer service team in place 7 days per week
 - All customer communications responded to within 24hrs
- Flexible plans established for a Tiered approach
 - Full review of our COVID-19 secure measures has taken place

Quarterly Review

January 2021 Lockdown

- January Lockdown:
 - Procedures followed from March lockdown (hard closure)
 - All centre management and front-line staff furloughed within a short period of closure to public
 - Detailed demobilisation plans completed for each centre
 - Comprehensive customer communications plans shared with client and customers alike
 - Continuation of online Group Exercise offering via Fusion At Home and Les Mills on Demand
 - Continuation of 7 days per week customer contact centre

Annual Review

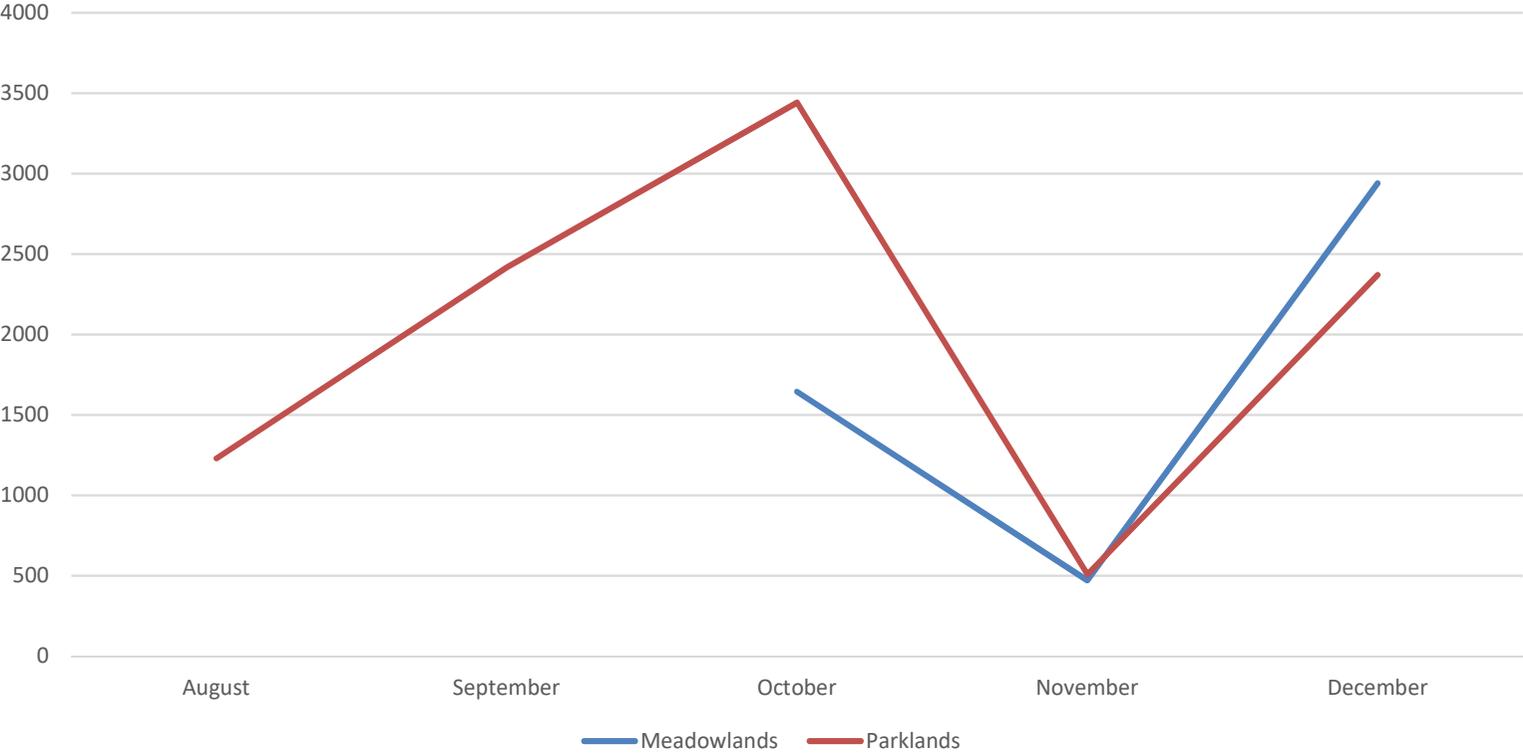
Staffing

- Staff Consultation Overview:
 - Pre COVID-19 permanent head count 150
 - Current permanent staff head count 129
 - 120 positions retained
 - 37 positions made redundant
 - Includes individuals who have dual roles*
 - Key areas: Catering staff (15), Team Leader (11)
 - Position changes effective from 1st November
 - Retained as many people as possible through this process and find alternative roles
- * a dual position is a person that holds more than one post

Annual Review

Participation – West Devon

West Devon Participation



Annual Review

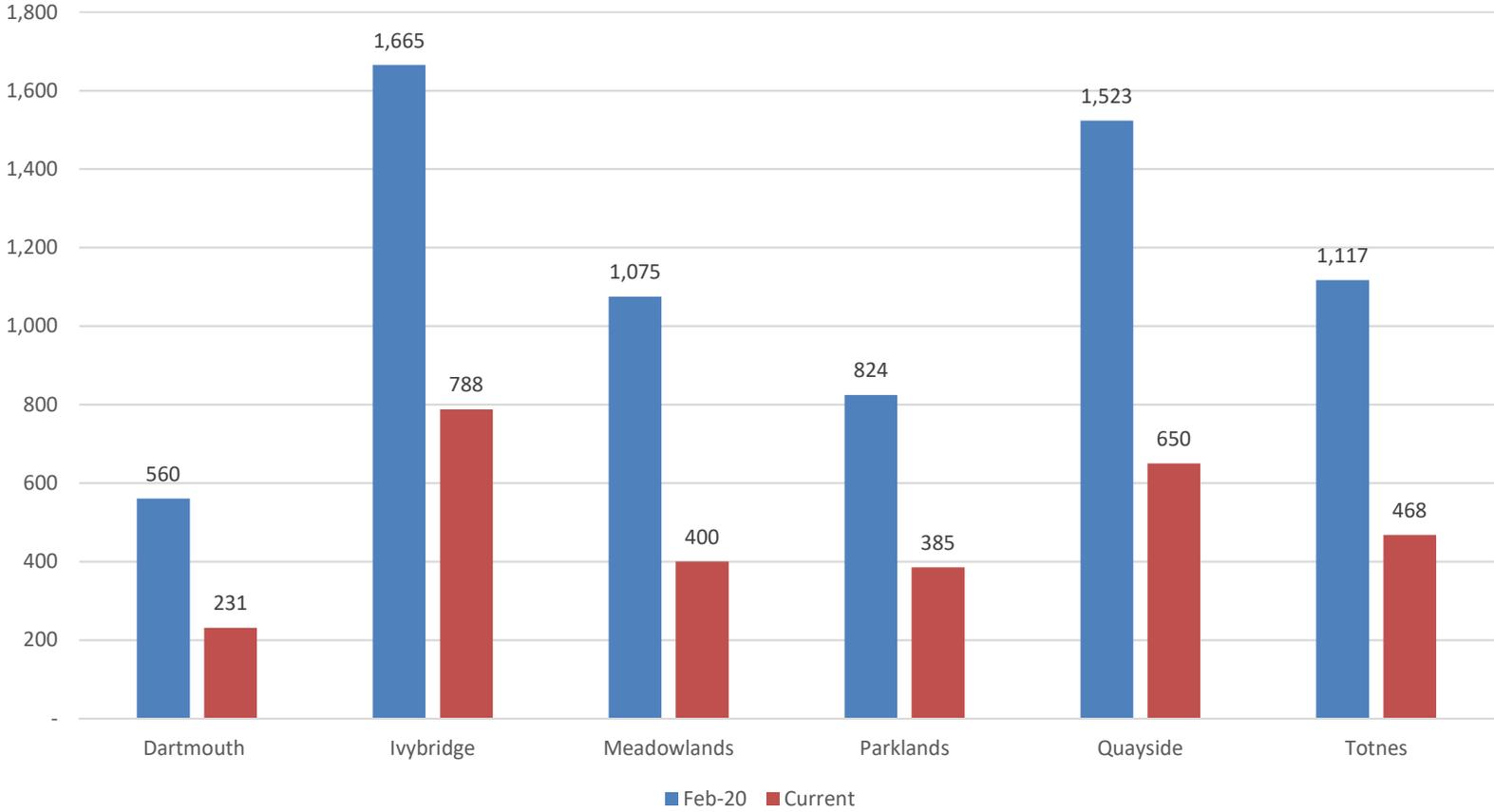
Financial Performance

- Financial Projections:
 - April 2020 – March 2021 financial projections were built upon research undertaken by UK Active
 - Projections were based upon participation in August 2020 at 40% of 2019 figures, and recovering to 80% by March 2021
 - Financial support provided by both Councils was split into two phases:
 1. April 2020 – September 2020: Short term funding to support mothball of facilities, asset protection and re-opening costs
 2. October 2020 – March 2021: Longer term funding geared around keeping the facilities open for the local communities whilst making them financially sustainable
 - The projections only focussed on the recovery from Lockdown 1 (April – July 2020) and didn't factor in any impact from Lockdown 2 (November 2020) or Lockdown 3 (January 2021)
 - The projections included a full corporate review of centre and head office staff and operating costs to ensure business sustainability
 - Client accounts to December 2020 on financial performance, for West Devon this shows a small surplus of £61k

Annual Review

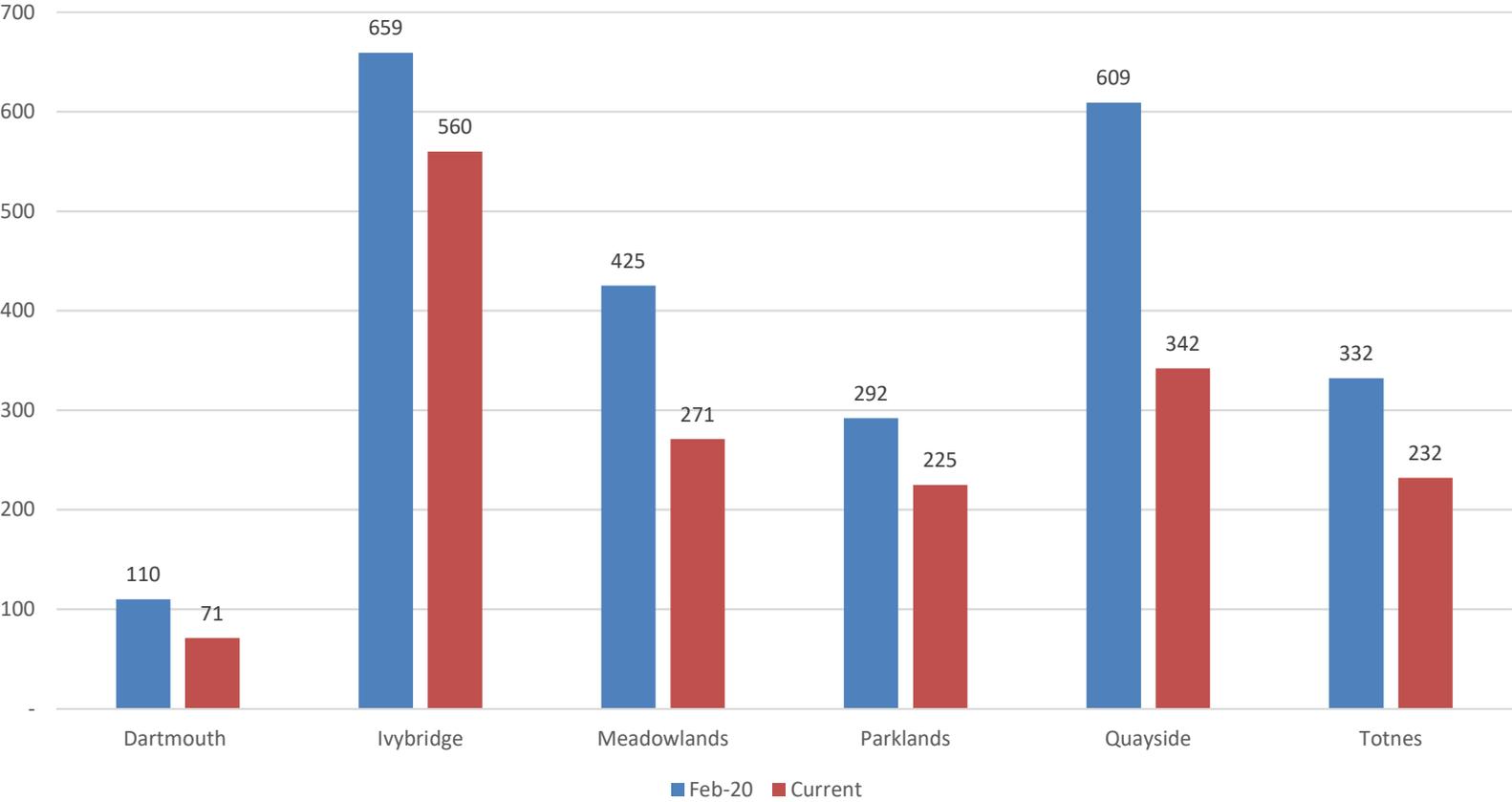
Membership Information

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Annual Review

Swim School Information



Annual Review

Moving Forwards

- Operational measures similar to lockdown 1 & 2 to be reintroduced when Lockdown 3 ends:
 - Reopening Leisure Centres in a tiered approach
 - Expecting to continue to operate under capacity restrictions
 - COVID-19 secure facilities to remain in place
 - Customer and client communications to be consistency and regular
 - Continuation of online Group Exercise offer
- Flexible plans established for a Tiered approach
 - Full review of our COVID-19 secure measures has taken place

Annual Review

Moving Forwards

- CLBIL's loan confirmed
 - Provides short and long term security
 - £13m funding for recovery from Lockdown 1
- National Leisure Recovery Funding Application to Sport England submitted. This amounted to:
 - South Hams: £160,000 (December 2020 – March 2021)
 - West Devon: £80,000 (December 2020 – March 2021)
 - Total: £240,000
- Financial Projections currently being established for April 2021 – March 2022 for business operations
- Pricing Review to be submitted from April 2021 onwards

**Fusion Annual Review Presentation
West Devon Borough Council**

Period : January - December 2020

DATE – February/March 2021

Report to: **Overview and Scrutiny Committee**
Date: **2 March 2021**
Title: **Consultation & Engagement – Task and Finish Group Concluding Report**
Portfolio Area: **Communications**
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: **Cllr Ric Cheadle** Role: **Chair Consultation & Engagement Task & Finish Group**
Neil Hawke **Head of Strategy**

Contact: Cllr.Ric.Cheadle@Westdevon.gov.uk
Neil.hawke@swdevon.gov.uk

Recommendations:

That the Overview and Scrutiny Committee

- 1) Note the work of the Consultation & Engagement Task & Finish Group and;**
- 2) Endorse the draft Community Consultation & Engagement Strategy**
- 3) Recommend that the Hub Committee consider and recommend the strategy to Council for adoption**

1 Executive summary

- 1.1 At the meeting of Overview and Scrutiny Committee on 1st September 2020, it was resolved to form a Task and Finish Group to lead the development of a Consultation and Engagement Strategy for the Council
- 1.2 A group was formed to develop the strategy with the agreed Terms of Reference set out in Appendix A to this report.
- 1.3 Members have met a number of times in order to consider the principles for consultation and engagement that the Council should adopt.
- 1.4 Having considered best practice and local barriers to participation in Council consultation and engagement, this report sets out the conclusions of the Task and Finish Group and a draft Strategy.

2 Background

- 2.1 At the meeting of the Overview and Scrutiny Committee on the 1st of September 2020, committee considered a draft of the Council's Covid-19 recovery plan. To build upon the positive engagement seen throughout the pandemic, it was proposed to establish a Task and Finish Group to develop a Consultation and Engagement Strategy.
- 2.2 In discussion, Members were supportive of this suggestion and a Consultation and Engagement Strategy Task and Finish Group comprising of Cllrs Cheadle (Group Chairman), Daniel, Kemp, Kimber, Leech and Samuel was established.
- 2.3 The Group was tasked with developing proposals for how the Council consult and engage and presenting its concluding report to the Overview and Scrutiny Committee for consideration and if supported, recommendation to Hub.

3 Actions of the group

- 3.1 On the 13th October 2020, the Task and Finish Group held its first meeting to consider the terms of reference for the group. These were agreed and are included as Appendix A to this report.
- 3.2 The Task and Finish Group were clear that it would be important to ensure that any Consultation and Engagement Strategy specifically focused on how we improve engagement with those that could be deemed 'Hard to Reach'. In West Devon, in addition to the usual hard to reach groups, there is also the issue of poor digital connectivity which could be a barrier to participation in Council matters.
- 3.3 Officers engaged with the Local Government Association to understand best practice in Consultation and Engagement and as a result were able to provide the Task and Finish Group with a number of reference strategies from exemplar Councils.
- 3.4 These strategies were considered by the group who then reconvened on 22nd October to share their views on what they considered worked well and, more importantly, what the strategy for West Devon should be.

- 3.5 This discussion informed a first draft of priorities which were then refined by the group in to a final draft strategy.
- 3.6 One of the actions that Members felt should be implemented quickly is the inclusion of a consideration of Consultation and Engagement activity within the Implications section of committee reports. This would enable Members the opportunity to understand what consultation and engagement is being proposed and that it is in line with our Consultation and Engagement Strategy.

4 Outcomes/outputs

- 4.1 Task and Finish Members have created a draft Consultation and Engagement Strategy that they have unanimously endorsed.
- 4.2 The draft Strategy is set out in Appendix B to this report. After consideration by both the Overview and Scrutiny Committee and then the Hub Committee, the Strategy will be finalised for Council to consider adoption.
- 4.3 The Strategy includes a delivery plan of activities and materials that will be developed to support our ambitions for consultation and engagement. This work will be taken forward under the guidance of the Lead Hub Member for Communications, Cllr Samuel.

5 Options available and consideration of risk – future recommendations;

- 5.1 The Committee are asked to consider and endorse the draft Strategy attached at Appendix B, making any recommendations on potential amendments.
- 5.2 The Committee are further asked to recommend that Hub recommend adoption of the Strategy to Full Council.

6 Implications

Implications	Relevant to proposals Y/N	
Legal/Governance	Y	<p>Effective Consultation and Engagement is a key aspect of good Governance.</p> <p>Members of the group also felt that it is important to review the committee report template to include a consideration of consultation and engagement activity within the implications section.</p>

Financial	Y	There may be financial implications as a result of the Strategy when the delivery plan is created but at this stage there are no financial implications.
Risk	Y	There is a risk that the Council overcommits to consult and engage through the strategy. It is important to say that the Strategy sets out a wide range of Consultation and Engagement methods. The key is that the Council is upfront on the level of engagement and influence participants can have.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Developing a Consultation and Engagement Strategy is a positive step in ensuring that we reach out to a wide range of individuals and there are specific considerations of how we will take steps to overcome barriers to participation
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Background Papers:

Appendix A - Consultation & Engagement Task and Finish group – Terms of Reference

Appendix B - Consultation & Engagement draft strategy

Terms of Reference

1. Membership

Task and Finish Members

Cllr Ric Cheadle (Chair)

Cllr Lynn Daniel

Cllr Lois Samuel

Cllr Tony Leech

Cllr Clare Kemp

Cllr Patrick Kimber

Officer Support:

Lesley Crocker, Head of Communications

Neil Hawke, Head of Strategy

2. Purpose of the group

The purpose of a Task and Finish Group is to either review existing and/or develop new Policy/Strategy. Task and Finish Group recommendations are, in the first instance, considered by the Overview and Scrutiny function before then being presented to either the Hub or Full Council for approval.

The purpose of this Group is to develop and deliver a consultation and engagement strategy framework for the Council. The Group will present its concluding report to the Overview and Scrutiny meeting early in the New Year.

3. Role & Function

- To review current consultation and engagement practice through questioning senior officers and Members within the Council and reviewing previous consultation and engagement activity;
- Conduct research and gather evidence of Consultation and Engagement best practice through table top research and engagement with representatives from groups such as the Local Government Association in order to inform our future Policy/Strategy;
- Consider and recommend a framework for consultation and engagement to include:-
 - A set of high level principles and standards for consultation and engagement;
 - Levels of participation for Information, Consultation and Engagement being proportionate;
 - The role of Elected Members in consultation and engagement;
 - Inclusion – how we would engage our hard to reach residents;

4. Governance Arrangements and Key Relationships

The Consultation and Engagement Task and Finish Group is accountable to the Overview and Scrutiny Committee meeting.

5. Duration

The Task and Finish Group will have no decision-making powers and will provide progress updates at every meeting of the Overview and Scrutiny Committee to ensure that the development of the Consultation and Engagement Strategy framework remains within scope. The Group will present its concluding report to the Overview and Scrutiny Committee meeting.

6. Meeting and Working Practices

The Group Chairman may call a meeting of the Group as and when required. Any such meetings shall be held remotely (over Skype or other such technology) until such a time as a Council decision is taken to reinstate face to face meetings.

Any Member of the Council may attend a Group meeting and, at the discretion of the Chairman, may take part in the deliberations.

The Quorum of the Group will be 4 Members.

The Group may invite partners and stakeholders as appropriate to support their work.



West Devon Borough Council

CONSULTATION AND ENGAGEMENT STRATEGY

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FOREWORD

I am pleased to introduce the new Consultation and Engagement Strategy for West Devon Borough Council.



Cllr Lois Samuel

West Devon Borough Council has always been committed to listening to residents, businesses and partner organisations in shaping the area and our priorities. This strategy is about us further improving our understanding of our community's needs, views and experiences, through consultation and engagement.

In adopting this strategy, we are making a clear commitment for how we will consult and engage in the future and the principles that we will use in that engagement.

We have developed this strategy during a time where our communities have come together to respond to the Covid-19 pandemic. It has seen the Council with a closer relationship with our communities and we need to ensure that we continue to build on this relationship.

The lasting impacts of the pandemic will mean that the coming years may be tough but through effective communication, consultation and engagement, we can help to manage public expectations as well as understanding their views on our future direction. I am confident that through delivery of this strategy we will further strengthen our engagement with a wider range of residents and groups from across the borough.

Cllr Lois Samuel



WHY DO WE NEED A CONSULTATION AND ENGAGEMENT STRATEGY?

Our communities have a central role to play in influencing and shaping what happens in West Devon. We recognise that our role as a local authority is changing, and we're committed to helping people to do more for themselves, for each other and for their community.

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In adopting a Consultation and Engagement Strategy it is our aim to not only reach out to the community but to ensure it has a sense of ownership over the future policies and actions of its borough council.



WHAT DO WE MEAN BY COMMUNITIES AND COMMUNITY ENGAGEMENT?



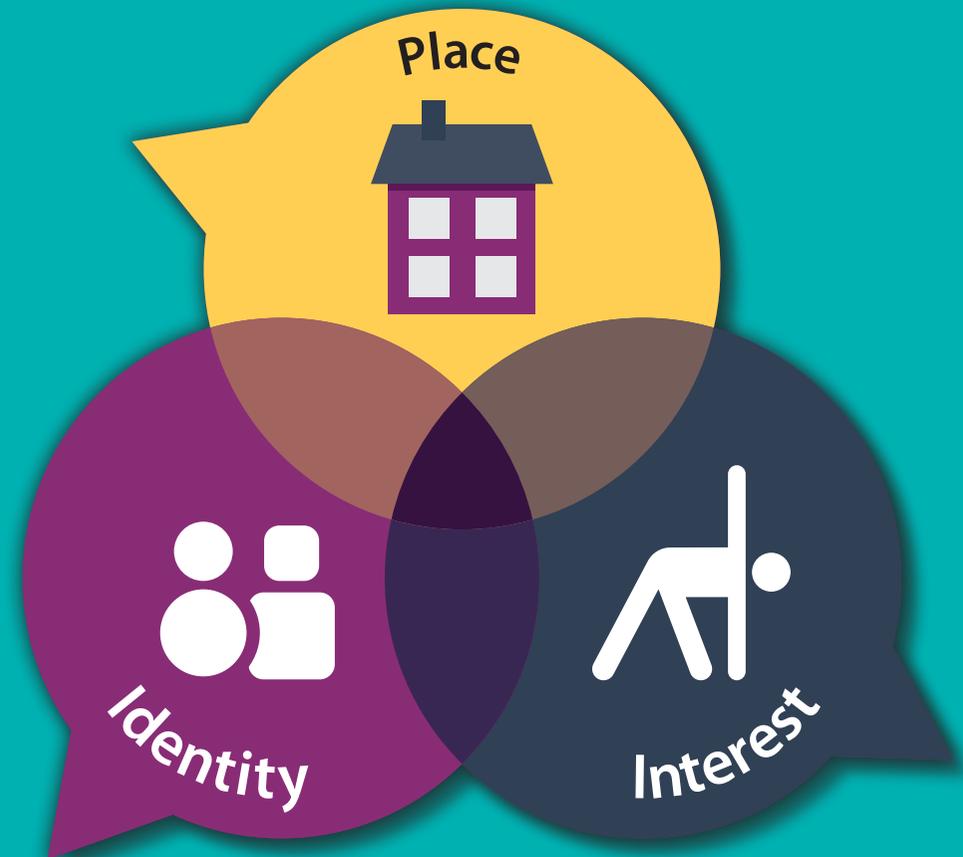
Community Engagement is a planned process, which has the specific purpose of working with identified groups of people, whether they are connected by place, interest or identity, to encourage them to actively take part in making decisions about their community

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'Communities of Place' where people identify with a defined geographical area ranging from the whole borough, a town, a parish, a hamlet, a street or estate.

'Communities of Identity' as defined by those people, such as ethnic groups, people who share a particular experience, interest or stake in an issue, or characteristics such as young people, older people, disabled people, ethnic groups, or lesbian, gay and bisexual people.

'Communities of Interest' where people share a particular experience or interest, which might include tenants and resident groups, parking permit holders, people involved in environmental projects, or people who come together to use services such as parks, green spaces, or community buildings.



WHAT ARE THE AIMS AND BENEFITS OF EFFECTIVE CONSULTATION AND ENGAGEMENT?



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Aims	Benefits
 <p>Better communication and understanding</p>	<p>Residents will have a better understanding and trust in the work of the council and the decisions we make</p>
 <p>Stronger Communities</p>	<p>Community members and groups are involved in work to support their area</p>
 <p>Policy and Practice that reflects the views and needs of the community</p>	<p>Innovation and change takes place through community action</p>
 <p>Increase customer satisfaction and sense of ownership of service provision</p>	<p>The relationship between the council and residents is mutual, instead of residents being passive recipients</p>
 <p>Increased transparency and accountability</p>	<p>Our communities feel that we communicate honestly and openly with them, giving them a greater understanding of the reasons for the Council's decisions and actions</p>
 <p>Greater targeting of resources</p>	<p>We have greater numbers of people interested in the change we need to make, and willing to help us shape that change</p>
 <p>Stronger partnerships</p>	<p>Residents playing a greater part in decision making</p>

WHY IS COMMUNITY ENGAGEMENT IMPORTANT TO US?

We are in challenging times, so it is more important than ever that we keep our communities informed and listen to their ideas. Through effective community engagement:

- ◆ Residents will have a better understanding and trust in the work of the council and the decisions we make
- ◆ Residents playing a greater part in decision making
- ◆ The relationship between the council and residents is mutual, instead of residents being passive recipients
- ◆ Community members and groups are involved in work to support their area
- ◆ We have greater numbers of people interested in the change we need to make, and willing to help us shape that change
- ◆ Innovation and change takes place through community action

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OUR APPROACH TO COMMUNITY ENGAGEMENT



Planning – We will be clear on the purpose for the engagement which is based on a shared understanding of community needs and ambitions



Inclusion – we will identify and involve the people and organisations that are affected by the focus of the engagement



Methods – we will use methods of engagement that are fit for purpose (see the levels of community involvement below)



Support – We will identify and overcome barriers to participation



Communication – We will communicate clearly and regularly with the people, organisations and communities affected by the engagement



Impact – We will assess the impact of the engagement and use what has been learned to improve our future community engagement



Inclusion – We will make a real effort to ensure that we consider how we will reach out to those in our communities who may struggle to be heard

WHAT ARE THE DIFFERENT LEVELS OF PARTICIPATION?

Increasing levels of community involvement

Level	Informing	Consulting	Involving	Collaborating	Empowering
Aim	Providing Information that people need to know	Capture residents views on issues, but the ultimate decision rests with the Council	Enabling our residents to test, design and evaluate the work of the Council	Partner with the public in every aspect of the decision including the development of alternatives and the identification of the preferred solution	Promoting independence – enabling our residents to take on delivery of Council functions, place final decision making in the hands of community led organisations
The Intention	To keep you informed	To keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision	To work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influences the decision	To look to you for advice and innovative ideas in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum possible extent	To facilitate communities to take responsibility for designing and delivering services themselves
Tools	<ul style="list-style-type: none"> ● Social media / online ● Face-to-face local meetings ● Newsletters ● Papers ● Exhibitions ● Roadshows ● Factsheets ● Websites ● Public notices 	<ul style="list-style-type: none"> ● Engagement Panel ● Residents' Panel ● Service User Panels ● Community Clusters ● Budget consultation survey ● Corporate Strategy Discussions 	<ul style="list-style-type: none"> ● Budget challenge through community clusters ● Co-Production of service development ● Youth Council 	<ul style="list-style-type: none"> ● Co-production ● Residents Panel ● User involvement in recruitment to top posts ● User involvement in grant decision making 	<ul style="list-style-type: none"> ● Parish Plans ● Participatory budgeting ● User led commissioning

THE PRINCIPLES WE'LL APPLY TO OUR ENGAGEMENT WITH YOU

Trustworthiness

We should aim to build trust with the community by communicating clearly, honestly and transparently through:

- Being clear with you what our intentions of the engagement are
- Being upfront about how much influence your engagement will have
- Reporting back on the results of the engagement so that you know what impact your input has had



Openness

We should be open to new ideas and keep our communities informed about what is happening at the Council.

- Tell you about the work of the Council and the challenges faced
- Encourage and listen to ideas about how we can do things differently

Inclusivity

We should understand that innovation, vision, and creativity are born of diversity. We should try to consult and engage with a diverse range of people; especially including those who are often marginalised.

- We will identify and develop plans to reach our hard to reach groups so that your voice can be heard



Collaboration

We see that our community is facing many issues that no one group, or sector, can address. In our engagement, we should find ways of bringing people together to regenerate the community, and to build resilience for our borough



Learning and evolving

We will learn from the feedback we receive through our engagement to ensure that we continuously evolve

OUTCOMES

KNOWLEDGE



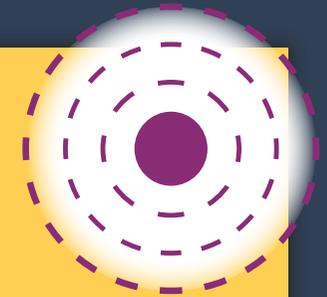
The collective knowledge of our communities will help to shape ideas that make West Devon a great place to live, work and visit

AWARENESS



Local people in our communities are aware of how and when they can get involved

INFLUENCE



Our communities are able to influence issues that affect their communities and are involved in improving their local area

FEEDBACK



The Council learns and evolves based on the engagement we undertake. Communities participating in engagement understand how their views have made a difference

SUPPORT



Members and staff are supported to involve communities effectively in everything we do

INCLUSIVE



We are proactive in reaching out to those that are hardest to reach

2021/22 DELIVERY PLAN

The following sets out the specific actions that we will deliver during 2021/22 to support delivering our outcomes.



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KNOWLEDGE



The collective knowledge of our communities helps to shape ideas that make West Devon a great place to live, work and visit.

How we'll work towards it	By
Undertake mapping of partner organisations and key groups across the West Devon including how we currently engage with them and how we might engage better in the future	June 2021
Survey our residents and key partners to understand how they want to engage with the Council (linked to Corporate Strategy development)	May 2021

AWARENESS

Local people in our communities are aware of how and when they can get involved.

How we'll work towards it	By
Develop a forward plan of consultation and engagement activities for each year - co-ordinated with local partners to avoid 'consultation fatigue' and to join up opportunities to engage	April 2021
Implement a requirement for officers to consider Consultation and Engagement Activity through all Committee reports	May 2021
Review and enhance the 'Get Involved' web page and engagement portal to include greater information on the range of opportunities for engagement and improve feedback on engagement activities	September 2021
Develop our digital communications offer through a review of social media to improve our reach and interaction with residents (use of polls etc.)	Autumn 2021

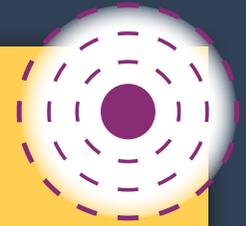
FEEDBACK



The Council learns and evolves based on the engagement we undertake. Communities participating in engagement understand how their views have made a difference.

How we'll work towards it	By
Introduce an online involvement tracker to provide information on how feedback from consultation has shaped outcomes	April 2021
Include a review of consultation and engagement activity alongside the delivery plan for the following year	May each year

INFLUENCE



Our communities influence issues that affect their communities and are involved in improving their local area.

How we'll work towards it	By
Improve access to Council committee meetings by introducing digital tools so that people can better follow or participate in meetings.	Jan 2022

SUPPORT



Councillors and officers are supported to involve communities effectively in everything we do.

How we'll work towards it	By
Development of an officer toolkit to support delivery of the strategy	April 2021
Deliver staff training on what 'Good Engagement' looks like – developing a network of staff trained in engagement across the Council	May 2021
Develop a Member Engagement Toolkit to support councillors to promote opportunities to get involved in local activities and decision-making	April 2021
Capture best practice from across the Borough and share on a refreshed Member Intranet	Sept 2021

INCLUSIVE



Considering how we will reach out to those in our communities who may struggle to be heard

How we'll work towards it	By
Undertake an assessment of current barriers to participation in Council life and set out an action plan for addressing them	March 2022
Develop approaches to reaching out to some of the hardest to reach residents (aligned to our developing Equality Commitment)	Autumn 2021
Improve the awareness of support available to community groups and social enterprises in West Devon	April 2021



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Report to: **Overview and Scrutiny Committee**
Date: **2 March 2021**
Title: **Localities Task and Finish Group Final Report**
Portfolio Area: **Customer First**
Portfolio holder: Cllr Jeffrey Moody

Wards Affected: **All**

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

Date next steps can be taken:

The recommendations arising from this report will be presented to the Hub Committee meeting to be held on 27 April 2021

Authors: **Cllr Barry Ratcliffe** Role: **Chairman Localities Task and Finish Group**
Sarah Moody **Business Manager (Case Management)**

Contact: Sarah.moody@swdevon.gov.uk

RECOMMENDATIONS

That the Overview and Scrutiny Committee RECOMMEND to the Hub Committee that the Business Manager for Case Management (in consultation with the Portfolio Holder):

- 1. Carries out a review of the Locality Service structure in order to deliver the following:**

- 1.1 Environmental Protection Officers are incorporated into the Localities Service;**
- 1.2 close working relationships between the Localities, Parking Enforcement and Waste teams are formalised;**

1.3 shared officers are introduced to improve the flexibility to meet team demands; and

2) Drafts a new Locality Team structure to support recommendation 1 which will ensure:

2.1 Clearly defined roles that support the delivery of scheduled tasks and the work of community groups, developing service level agreements where necessary;

2.2 Improved office based and field support for mobile officers.

1. Executive Summary

- 1.1 The Localities Task and Finish Group was set up in October 2020 to undertake a review of the Localities Service.
- 1.2 In light of the Council's Recovery Plan that has emerged following the COVID-19 Pandemic, the Task and Finish Group has sought to develop a clear role and function for the future of the Localities Service. The adopted Terms of Reference for the Task and Finish Group are set out in Appendix A to this report.
- 1.3 Members have met several times in order to consider the strategic direction for the Localities team that the Council should adopt.
- 1.4 The Task and Finish Group considered the roles and responsibilities of officers, the role of the Localities service within our community and the working relationships with other teams that are closely aligned to the Localities team.
- 1.5 Having considered the current operating model and individual roles within the team, this report sets out the conclusions of the Task and Finish Group and makes recommendations as to the next steps.

2. Background

- 2.1 Whilst the Overview and Scrutiny Committee receives an annual report on the activities of the Localities Service, the Service has not been reviewed since its inception in 2015. It is important to note that at this time the role of the Mobile Locality Officer was merely intended to "snap and send", rather than resolve issues on the ground. Since then, the roles have developed into being much more customer focused and actively resolving issues at the first point of contact.
- 2.2 The progress of the Task and Finish Group was delayed due to the Covid-19 pandemic. The Localities service played an important role in the Council's response to Covid-19, and were integral to the formation of Community Cluster groups. Their role also included the delivery of food parcels and support to the most vulnerable residents. As the local and national landscape changed dramatically after March 2020, the Task and Finish Group reviewed the increased demand on Localities and considered the anticipated future requirements of the Service in the recovery phase of the Covid-19 response.

- 2.3 It is worth noting that since the Extended Leadership Team restructure in December 2019, all of the teams mentioned within this report are now the responsibility of the Business Manager (Case Management) supported by an Operational team leader.

3. Actions of the Group

- 3.1 Task and Finish Group Members initially met with Officers on 20 October 2020 to review the Community Cluster response to the Covid-19 pandemic, and discuss the relevance of this model in shaping the future delivery of the Localities Service. Members determined that it would be feasible to incorporate some of the positive elements of the response model into “everyday” work routines, however feedback suggested that the Cluster model was more successful in some areas than others. It was acknowledged at the meeting that the administrative function had increased within the Team in recent years.
- 3.2 At the Task and Finish Group meeting on 3 November 2020, Members considered the variety of duties that are currently carried out by the existing Mobile Locality officers, as well as the responsibilities of the Civil Enforcement team. Although the duties were deemed to be notably different, there was seen to be a clear overlap in the customer facing aspect of both roles, and the potential to create closer links between the two teams. Members also discussed the gaps in the current operating model for both services, and considered whether a change in identity/approach was needed to better fulfil the ambassadorial elements of the customer facing roles. Draft recommendations were considered on how better relationships could be formed between existing teams with a similar working remit.
- 3.3 A final meeting was held on 21 January 2021, at which Members considered how the working relationships between existing teams could be formalised to better meet the current and future priorities of the Council. This highlighted the ability to facilitate a more flexible service that provided increased visibility within communities, as well as better support for mobile officers. Members also discussed the benefits of the recent structure that had been developed for the South Hams Localities and wider teams, and Members acknowledged that economies of scale would be realised by aligning the Localities services across both Councils.

4. Outcomes/ outputs

- 4.1 Task and Finish Group Members have set out clear recommendations which will deliver on the emerging corporate priorities and assist Elected Members within their Wards to deliver a visible on street presence to our communities.
- 4.2 An Operational delivery plan will be required to support the recommendations set out in this report with clear timescales of implementation.
- 4.3 As part of the Review, the Business Manager will consider the structure of the Localities Service in order to best achieve the recommendations as set out above.

5 Options available and consideration of risk – future recommendations;

- 5.1 The Overview and Scrutiny Committee is asked to consider and to propose recommendations as set out in this report to the Hub Committee for it to consider;
- 5.2 Without this review, there is a risk that efficiencies will not be achieved within the Localities Service and it will not deliver the service in accordance with the changing priorities of the Council.
- 5.3 There is a reputational risk of not adopting the proposals in particular during the summer months when footfall in the Borough is higher. This would impact the street scene and public engagement with visitors and local Businesses.

6 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview and Scrutiny Committee is responsible for considering and scrutinising how the Council is performing as an organisation and making any necessary recommendations to the Hub Committee.
Financial	N	There are no direct implications to this report however Members should be aware that there may be future financial implications depending upon the outcome of the review.
Risk	N	As set out in paragraph 5 above
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – Task and Finish Group Terms of Reference

Terms of Reference – Draft

1. Membership

Task and Finish Members

Cllr Steve Hipsey

Cllr Nicky Heyworth

Cllr Diana Moyses

Cllr Barry Ratcliffe (**Chair**)

Cllr Lucy Wood

Lead Member

Cllr Jeffrey Moody, Hub Lead Member for Customer First

Officer Support:

Steve Mullineaux, Deputy Chief Executive and Director of customer service

Sarah Moody, Business Manager

Richard Easthope, Localities Team Leader

2. Purpose of the group

The purpose of a Task and Finish Group is to either review existing and/or develop new Policy/Strategy. Task and Finish Group recommendations are, in the first instance, considered by the Overview and Scrutiny function before then being presented to either the Hub or Full Council for approval.

The purpose of this Group is to review and develop a strategic role and future function for the Councils Localities service. The Group will present its concluding report to the Overview and Scrutiny Panel Committee meeting.

3. Role & Function

- Consider options for future partnership support to the Voluntary and Community Sector across the West Devon.
- Review the Locality Officers role in the Councils approach to enforcement and tackling environmental crime, promoting efficiencies and building better relationships with the Civil Enforcement Officers to improve delivery.
- Review of Community clusters and their effectiveness to include:-
 - Elected Member engagement
 - Business engagement and support (To include Covid-19 guidance)
 - Improved community engagement and supporting vulnerable residents
 - Deliver on the Councils objective to have a visible presence within the community
 - Review current tasks and roles of the Locality Engagement Officers and the Mobile Locality Officers

4. Governance Arrangements and Key Relationships

The Locality Task and Finish Group is accountable to the Overview and Scrutiny Panel Committee meeting. In addition, a key relationship is that with the lead Hub Member for Customer First who has responsibility for Service Delivery

5. Duration

The Task and Finish Group will have no decision-making powers and will provide progress updates at every meeting of the Overview and Scrutiny Panel to ensure that the development of the Localities service remains within scope and is aligned to the Councils recovery plan.

6. Meeting and Working Practices

The Group Chairman may call a meeting of the Group as and when required in order to meet deadlines and conclude the review in a timely manner. Any such meetings shall be held remotely (over Skype or other such technology) until such a time as a Council decision is taken to reinstate face to face meetings.

Any Member of the Council may attend a Group meeting and, at the discretion of the Chairman, may take part in the deliberations.

The Quorum of the Group will be 3 Members.

OVERVIEW AND SCRUTINY COMMITTEE
DRAFT ANNUAL WORK PROGRAMME – 2020/21

Date of Meeting	Report	Lead Officer
13 April 2021	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	
	Update from the Financial Stability Review Group - Quarterly Update	Lisa Buckle
	Update from the Rural Broadband Working Group (<i>standing agenda item</i>)	Steve Mullineaux

Future Item(s) to be programmed:

- Peer Review Action Plan: Progress Update;
- Planning Enforcement: Verbal Update (*Hub Committee request*); and
- IT Platform Project Update.

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