

West Devon Overview and Scrutiny (External) Committee



West Devon
Borough
Council

Title:	Agenda										
Date:	Tuesday, 17th November, 2015										
Time:	2.00 pm										
Venue:	Chamber - Kilworthy Park										
Full Members:	<p style="text-align: center;">Chairman Cllr Ridgers Vice Chairman Cllr Cloke</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Ball</td> <td>Cllr Roberts</td> </tr> <tr> <td>Cllr Cheadle</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Jory</td> <td>Cllr Stephens</td> </tr> <tr> <td>Cllr Leech</td> <td>Cllr Watts</td> </tr> <tr> <td>Cllr Pearce</td> <td></td> </tr> </table>	Cllr Ball	Cllr Roberts	Cllr Cheadle	Cllr Sheldon	Cllr Jory	Cllr Stephens	Cllr Leech	Cllr Watts	Cllr Pearce	
Cllr Ball	Cllr Roberts										
Cllr Cheadle	Cllr Sheldon										
Cllr Jory	Cllr Stephens										
Cllr Leech	Cllr Watts										
Cllr Pearce											
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:											

1. Apologies for Absence

2. Confirmation of Minutes

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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

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

6. Hub Committee Forward Plan

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If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00 pm on Thursday, 12 November 2015** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

7. Job Centre Plus Representatives

8. Rural Broadband Project Update

9. Our Plan Review

13 - 34

10. Leisure Member Working Group Update

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11. Task and Finish Group Updates

- (a) DCH Review Proposal; and**
- (b) Partnership Review.**

12. Committee Decisions Log

41 - 42

13. Draft Work Programme 2015/16

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An opportunity for Members to suggest potential agenda items for the forthcoming Municipal Year

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Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **29th** day of **SEPTEMBER 2015** at **11.30 am**.

Present:

Cllr P J Ridgers – Chairman
Cllr D W Cloke – Vice-Chairman
Cllr K Ball
Cllr A F Leech
Cllr B Stephens

Cllr N Jory
Cllr A Roberts
Cllr L Watts

Head of Paid Service
Place and Strategy – Lead Specialist
Senior Specialist – Democratic Services
Group Manager – Commercial Services
Lead Specialist – Waste Strategy
Community of Practice Lead Specialist –
Environmental Health
Senior Community Safety Officer (South Devon
and Dartmoor Community Safety Partnership)
Insp Mark Sloman; and
Community Safety Officer.

Also in Attendance:

Cllrs R E Baldwin, M Davies, J B Moody, D E
Moyse, C R Musgrave, R F D Sampson, L
Samuel and J Yelland

***O&S(E) 8 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs R Cheadle, T G Pearce and J Sheldon.

***O&S(E) 9 DECLARATIONS OF INTEREST**

Members and officers were asked 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(E) 10 PUBLIC FORUM**

The Chairman informed that there had been no issues raised for this meeting in accordance with the Public Forum.

***O&S(E) 11 HUB COMMITTEE FORWARD PLAN**

The most recently published Hub Committee Forward Plan was presented for consideration.

(i) Procurement of Waste and Cleansing Contract

In light of there being a report scheduled for consideration at the Hub Committee meeting on 27 October 2015 entitled 'Procurement of Waste and Cleansing Contract', the Group Manager – Commercial Services and the Lead Specialist – Waste Strategy had been invited to provide an update to this meeting.

In so doing, it was noted that the Hub Committee would be requested to approve the tender process for the waste and cleansing contract, with this process being overseen by the Waste Working Group, with progress being regularly reported to future Hub Committee meetings.

In discussion, reference was made to:-

- (a) the current waste and cleansing contract expiring on 31 March 2017;
- (b) the role of the Waste Working Group. The Committee noted that the Working Group had a strategic role to play during this process and would consider future service provisions both individually and jointly with the equivalent South Hams District Council Working Group. When questioned, officers gave an assurance that all potential future options would be presented to the Working Group for consideration.

***O&S(E) 12 COMMUNITY SAFETY PARTNERSHIP**

The Committee considered a report that provided Members with the opportunity to scrutinise the work of the Community Safety Partnership (CSP), as defined by Sections 19 and 20 of the Police and Justice Act 2006 and the Crime and Disorder (Overview & Scrutiny) Regulations 2009.

In her presentation, the Senior Community Safety Officer (South Devon and Dartmoor Community Safety Partnership) emphasised that the future funding for the CSP was uncertain, particularly in light of the Police and Crime Commissioners Elections, which were due to take place in May 2016.

In the ensuing discussion, the following points were raised:-

- (a) Officers confirmed that the 'Prevent' programme was an issue for the Partnership and there had been instances of referrals made from across the Partnership area;
- (b) In respect of the Tavistock Matters and Okehampton Matters meetings, Insp Sloman advised that these were very well received and those police representatives who attended these meetings found them to be very useful;

- (c) With regard to the associated costs of 'Targeted Families', it had been broadly estimated that this amounted to in the region of £220,000 per family (across a number of different agencies). Whilst more cost modelling was in the process of being developed, it was noted that the Partnership gave great emphasis to attempting to 'turnaround' these families. Members commented that they would welcome inclusion of greater cost analysis information in future reports from the Partnership;
- (d) For 2015/16, officers confirmed that the income to the CSP again included a £20,000 grant of Safer Communities funding from the Police and Crime Commissioner. In recognising the importance of this grant being retained beyond 2015/16, Members felt that they needed the Leader (who was the appointed Council representative on the Police and Crime Commissioner Scrutiny Panel) to use his influence in an attempt to retain this funding source;
- (e) The Council representative on the CSP informed that a positive meeting had recently taken place in Tavistock. Some of the relevant outcomes which had been generated from this meeting were that Tavistock was now considered to be a much safer town on both a Friday and Saturday night and the Council's support given to the local street pastors was recognised and very well received.

It was then:

RESOLVED

1. That the annual update report be noted; and
2. That Members would welcome the inclusion of greater cost analysis information in future update reports.

***O&S(E) 13 PARTNERSHIP REVIEW**

A report was considered that requested that a comprehensive review of the principles for partnerships be undertaken. The primary purpose of this piece of work would be to review the purpose and effectiveness of partnerships along with conducting a review of individual partnerships. In addition, it was felt that the review should also consider where there may be opportunities for efficiencies between the partners and with other organisations and whether other elements of Council work were suited to partnership working.

In discussion, the following points were raised:-

- (a) A number of Members expressed their overriding support for such a review to be undertaken. Whilst Members acknowledged that the Terms of Reference for the Group would be agreed at its first meeting, they hoped that the Review could include consideration of:-
- the Council's financial contributions;
 - partnership outcomes and measuring tangible outcomes;

- how proportionate the current process was and a wish to refresh the Council's approach;
 - ensuring that the Council obtained value for money from its partnership arrangements;
 - simplifying the approach to, and establishing more consistent, partnership arrangements; and
 - if possible, harmonising partnership arrangements with South Hams District Council;
- (b) Assurances were given that, whilst a joint task and finish group was being proposed, there would be the ability for the West Devon Group Members to meet in their own right to discuss and consider those partnerships only relevant to West Devon Borough Council;
- (c) Having invited nominations to serve on the Group, it was subsequently agreed that Cllrs Baldwin, Cloke, Stephens and Roberts would be the appointed representatives.

It was then:

RESOLVED

1. That the background information on Partnerships be noted;
2. That a task and finish group (comprising of Cllrs Baldwin, Cloke, Roberts and Stephens) be established to review the Council's Partnership arrangements. Where appropriate, the group should meet jointly with the equivalent South Hams District Council task and finish group;
3. That the terms of reference for the group be established (and agreed) at its first meeting; and
4. That the group regularly report back to meetings of the Overview and Scrutiny (External) Committee.

***O&S(E) 14 DECISIONS LOG**

Following the views expressed by Members at the last Committee meeting

It was then:

RESOLVED

That the published Decisions Log be noted.

***O&S(E) 15 DRAFT WORK PROGRAMME 2015/16**

The Committee considered its draft 2015/16 Work Programme and made reference to the following comments, additions and amendments:-

- (a) With regard to the proposal raised at the last meeting to undertake a review into Devon and Cornwall Housing and specifically the rents payable by tenants of the former West Devon Homes, the Chairman read to the meeting a written submission from the COP Lead Housing, Revenue and Benefits. Whilst noting the comments, Members advised that this remained a problem and felt that to use Exeter rents as a benchmark for West Devon residents was wholly inappropriate. As a way forward, the Committee requested that a meeting be held between the COP Lead Housing, Revenue and Benefits and Cllrs Ball, Leech and Watts in an attempt to focus on the key issues before an update was presented back to the Committee;
- (b) The Committee requested that a progress update be presented on behalf of the Leisure Member Working Group to the next Committee meeting on 17 November 2015;
- (c) Members also felt it would be timely to be in receipt of an update on the Rural Broadband project. As a result, Members asked that project representatives be invited to attend the next Committee meeting on 17 November 2015.

(The meeting terminated at 12.50 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.

(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 the six months starting 1 December 2015. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

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

Cllr Sanders – Leader

Cllr Baldwin – Deputy Leader

Cllr Sampson – Lead Member for Commercial Services and Contracts

Cllr Moody – Lead Member for Customer First

Cllr Oxborough – Lead Member for Economy

Cllr Benson – Lead Member for Environment

Cllr Samuel – Lead Member for Health and Wellbeing

Cllr Cann OBE - Lead Member for Resources and Performance

Cllr Parker – Lead Member for Our Plan and Strategic Housing

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01822 813662 or by e-mail to member.services@westdevon.gov.uk

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

DECISIONS TO BE TAKEN BY THE HUB COMMITTEE

Service	Title of Report and summary	Lead Officer and Member	Relevant Scrutiny Cttee	Decision maker	Anticipated date of decision
Strategy and Commissioning	Business Development Opportunities - Provision of discretionary inspection services by the Devon Building Control Partnership*	DA/Cllr Oxborough	External	Council	1 December 2015
Support Services	Enforcement Policy	CB/Cllr Cann	Internal	Council	1 December 2015
Support Services	Revenue Budget Monitoring and Capital Programme Monitoring - to update Members on the latest revenue budget position	LB/Cllr Sanders	Internal	Hub Committee	1 December 2015
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	1 December 2015
Commercial Services	Review of Brook Street Car Park	CA/Cllr Sampson	Internal	Hub Committee	1 December 2015
Support Services	Draft Revenue Budget Proposals and Draft Capital Programme Proposals for 2016/17 -	LB/Cllr Sanders	Either	Council	1 December 2015
Strategy and Commissioning	Social Media Policy and Protocol	LC/TBC	Internal	Hub Committee	1 December 2015
Customer First	Safeguarding Policy	IB/Cllr Samuel	Internal	Council	1 December 2015
Customer First	Debt Recovery Policy	IB/Cllr Samuel	Internal	Council	1 December 2015
SLT	Devolution Draft Proposal	SJ/Cllr Sanders	Either	Council	1 December 2015
Support Services	Revenue Budget Proposals for 2016/17 -	LB/Cllr Cann	Either	Council	26 January 2016
Support Services	Capital Programme Proposals for 2016/17 -	LB/Cllr Cann	Either	Council	26 January 2016
SLT	Establishing a Trading Company*	SH/TBC	External	Council	26 January 2016
Support Services	Council Tax Resolution 2016/17 –	LB/Cllr Sanders	Internal	Hub Committee	25 February 2016
Support Services	Revenue Budget and Capital Programme Monitoring - to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	25 February 2016

SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	25 February 2016
SLT	Review of Roles and Responsibilities for Hub Committee Members (as requested June 2015)	SJ/Cllr Sanders	Internal	Hub Committee	25 February 2016
Support Services	Write Off Report (Q3 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Samuel	Internal	Hub Committee	26 January 2016
Customer First	Homeless Strategy -	IB/Cllr Samuel	Internal	Council	22 March 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	May 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Cann	Internal	Hub Committee	May 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	May 2016
Support Services	Write Off Report (Q4 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Samuel	Internal	Hub Committee	May 2016

*** Exempt Item (This means information contained in the report is not available to members of the public)**

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

SH – Sophie Hosking – Executive Director Service Delivery and Commercial Development

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

CB – Chris Brook – COP Lead Assets

IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

JS – Jane Savage – Lead Specialist Waste Strategy

LC – Lesley Crocker – COP Lead Communications

CBowen – Catherine Bowen – Monitoring Officer

TB – Tracey Beeck – Group Manager Customer First

SLT – Senior Leadership Team



Agenda Item 9

Overview and Scrutiny (External). Our Plan Review

Report to: **Overview and Scrutiny (External)**

Date: **17th November 2015**

Title: **Our Plan Review**

Portfolio Area: **All**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny**

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

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

Author **Ross Kennerley Lead Specialist; Place and Strategy**

Contact: **01803 861379** | Ross.Kennerley@swdevon.gov.uk

Recommendations:

That the Panel recommends to the Hub that it recommends to Council to

- (1) Note the monitoring of Our Plan and the 2015/16 Annual Delivery Plan
- (2) Re-Issue *West Devon Our Plan* for the start of the 16/17 Financial year as a document that
 - Recognises *Our Plan* as the single comprehensive Council Plan
 - Restates the Council's corporate Vision and Objectives
 - Establishes the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies
 - Establishes long term and short term priorities for delivery including a delivery plan commencing in 2016/17
 - Establishes mechanisms for delivery
 - Establishes engagement, monitoring and review procedures
 - Provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation
- (3) Agree a process of member participation in concluding this work
- (4) Require the proposed document to return to O & S, Hub and Council for agreement prior to publication.

Overview and Scrutiny (External). Our Plan Review

1. Executive summary

The Council has made clear its vision to enhance the quality of life for West Devon individuals and communities through all available means. *Our Plan* is the comprehensive, overarching plan that delivers this vision.

Our Plan sets out the objectives that underpin this vision and draws together all the mechanisms at the Councils disposal to ensure delivery. This includes use of the Councils finances, staff, Members, assets, partnerships and development & legislative powers.

Central to *Our Plan* is a future development strategy for homes, employment and formal planning policies (the Local Plan). The extent of changes to planning legislation and issues relating to this part of *Our Plan* has diverted attention away from the wider role of the plan in recent months. The suggestion to members is that *West Devon Our Plan* is reinvigorated and focusses afresh on delivering measured outcomes and an excellent customer service whilst allowing the statutory Local Plan element to be incorporated once it's formal legal process is completed. Whilst *Our Plan* imbeds the Local Plan it shouldn't be held back by planning matters and the proposal is that *Our Plan* push forward in a format that can bring the Local Plan on board when it is ready.

Publication of a refreshed *Our Plan* focussing on key priorities and a delivery plan commencing in 2016/17 is proposed.

2. Background

Historically the Council had two strategic plans; the *Development Plan* and the *Connect Strategy* – and numerous other plans. Given the need to work more efficiently in the new operating model and the new duty to produce a Local Plan to cover strategic planning matters Members approved the production of *West Devon Our Plan* as the Council's one over-arching, strategic, document in April 2014. Initial "Regulation 18" consultation took place during 2014.

In January 2015 Members approved *West Devon Our Plan* for 6 week formal "Regulation 19" public consultation. This version of *Our Plan* provided the overarching corporate plan and Local Plan as a seamless document. The consultation provided much support for *Our Plan* – particularly around the vision, objectives and the ambition of the Council to use its range of powers to plan and deliver positively for individuals and communities. What generated concerns were a range of local and national issues that challenged the statutory Local Plan element of the plan. These concerns and issues were reported to Hub Committee in September and, following consideration at Council, an amended approach and timescale has been agreed for this Local Plan development element.

Overview and Scrutiny (External). Our Plan Review

Under the comprehensive role of *Our Plan* it was decided to produce an accompanying delivery plan which would draw out, and deliver upon, Members key priorities for the coming year across all service areas. This plan was adopted by Council on 17th Feb 2015 as the Councils corporate Plan for 2015/16. Outcomes of this delivery plan are reported later in this item.

Overall the vision to bring together and deliver a single and coherent plan has had clear merit and has been driven through with focus and ambition. The local and national turbulence around the planning and housing legislation and case law has disrupted the smooth flow of *Our Plan* but there is now opportunity to refocus the approach to target delivery and outcomes on elements within our control whilst setting context for the subsequent incorporation of the Local Plan element.

3. What outcomes are required?

The Original intentions for *West Devon Our Plan* might best be summarised as

- The single comprehensive Council Plan
- Establishing the Council's corporate Vision and Objectives
- Establishing the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plan and Strategies
- Establishing long term and short term priorities for delivery including a recurring Delivery Plan
- Establishing mechanisms for delivery
- Establishing engagement, monitoring and review procedures

This item provides some summary feedback for member consideration

Establishing the Council's corporate Vision and Objectives

The Regulation 19 version of *West Devon Our Plan* established the following vision

Thriving Towns and Villages; Enhancing the Quality of life for Individuals and Communities

This was supported by a commentary setting background and context. See <http://wdbcweb.swdevon.lan/CHttpHandler.ashx?id=12825&p=0>

Objectives were also established under the following themes

- Our Wellbeing
- Our Communities
- Our Homes
- Our Economy
- Our Infrastructure
- Our Environment

Overview and Scrutiny (External). Our Plan Review

- Our Heritage
- Our Resources

Members may wish to consider how recent workshops around future priorities and budget setting sit within this context in terms of which areas are likely priority areas for delivery with limited future resources.

Establishing the common basis for all Plan and Strategies

Historically the Council has adopted numerous plans and strategies around distinct service areas. Under *Our Plan*, and the new way of working, these need to be simplified and harmonised – and only be produced where there is legislative requirement and/or a clear link to ensuring delivery of the *Our Plan* vision and objectives.

Plans relating to finance, assets and the Local Plan need to sit at the heart of *Our Plan* and be co-ordinated through *Our Plan*. There is opportunity to clarify this important function of *Our Plan* in any review of the introductory sections of the document ahead of 2016/17.

Monitoring Progress and agreeing future priorities

The published version of *Our Plan* anticipated a 2031 horizon. This is driven by the need for a 15 year Local Plan timescale. However the council's ability to deliver services also has to be planned on much shorter timescales – primarily driven around the annual budget and medium term financial strategy. *Our Plan* will clearly maintain the long term Local Plan led horizon but also needs to establish both short and medium term priorities based around resources.

This can be made clear ahead of 2016/17. It should also be recognised that *Our Plan* – with its outward looking community focus, is managed and delivered alongside the more internally focussed T18 work. This ensures that the outward ambition and internal processes underpinning delivery are being managed in tandem.

In order to focus on delivery Members decided to establish a delivery plan commencing in 15/16. Work was undertaken at both West Devon and South Hams and members came up with very similar priorities and actions.

These actions were adopted by members at both Councils and delivery has been underway since. For monitoring purposes the actions have been amalgamated into a single table and are presented at Appendix 1 for member's consideration. At both Councils the actions were grouped under the following headings

- Homes (within the Our Homes Objective)
- Jobs (within the Our Economy objective)
- Natural Environment (within the Our Environment objective)
- Customer Services (within the Our Communities objective)

Overview and Scrutiny (External). Our Plan Review

In reviewing Appendix 1 Members may wish to focus on

- From within the 8 objectives where are the priority areas for action in 16/17 and beyond?
- Which actions will be completed in 15/16 and can be deleted?
- Which actions will need to be carried into 16/17 – and what financial and staff resources will be required?
- What new actions might Members wish to see included – and if so what resources will need to be put in place?
- How effective are the current monitoring measures and how can these be improved?

Establishing mechanisms for delivery

The Council is well placed to influence and co-ordinate local services and has the benefit of numerous mechanisms at its disposal with which to deliver the vision, objectives and delivery plan. These mechanisms include

- Direct delivery
- Use of funding and Grants
- Staff resource
- Members involvement
- Legislation and powers
- Partnerships
- Liaison and influence
- Assets
- Locality working

The new way of working within T18 has opened up new opportunities to deploy these approaches. It is suggested that any update of *Our Plan* looks to utilise these approaches to best effect. In many instances this work is already underway – for example the scoping of trading opportunities, the review of partnerships and the refreshed Asset Management Plan. However as the Vision, objectives and delivery plan bed in there is clearly opportunity to look afresh at the most effective mechanisms for enhancing the quality of life for individuals and communities. As was originally intended *Our Plan* will inform commissioning decisions and this will increasingly come to the fore in coming months.

Establishing engagement, monitoring and review procedures

The establishment of *Our Plan* in early 2014 included an Engagement Strategy that set out how, where and when communities and individuals would be able to influence *Our Plan*. Much consultation has taken place which has largely endorsed the approach being taken in *Our Plan* and provides a mandate that takes forward the established Vision and Objectives.

Overview and Scrutiny (External). Our Plan Review

There will clearly need to be further consultation around the Local Plan element of *Our Plan* as it emerges next year – but less need to consult further at this stage on the Vision and objectives that were generally well supported.

4. What are the options?

Potential options, with headline risks and benefits, include

Option	Benefits	Risks
No further action and leave <i>Our Plan</i> as it is	No resource required	Plan loses profile and focus. No stated priorities for Council No context for corporate activity or delivery.
Selective review focussing on vision, objectives, priorities and achievable outcomes for start of 16/17. Local Plan element to be incorporated subsequently.	Targeted refresh. Relatively short document. Establishes corporate approach and delivery. Renews delivery Plan for 16/17 and beyond	Falls short of comprehensive plan with Local Plan policies and allocations omitted at this stage.
Comprehensive review awaiting outcome of Local Plan element	Will set out full and comprehensive approach.	Will need to await outcome of statutory Local Plan element. Full range of Council activity stalled by planning uncertainties.

5. Summary and conclusions

The approach to a comprehensive and overarching corporate plan has much to commend it. Members took a significant step towards this goal by agreeing the introduction of *Our Plan* in early 2014 and the subsequent publication of *Our Plan* in early 2015.

Unfortunately some of the momentum and focus has been lost with the complexities that have arisen around the development focussed, Local Plan, element of *Our Plan*. This has diverted both attention and time away from the greater benefits of the single plan, simplified vision & objectives and the delivery plan.

This item take stock of the current situation. There is clear opportunity to refocus and pick up momentum ahead of the next financial year. Issues are identified for member consideration and have been distilled into recommendations for Overview and Scrutiny to consider.

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6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>Localism Act 2011 (Section 1 – Powers of General Competence).</p> <p>Town and Country Planning (Local Planning) (England) Regulations 2012</p> <p>National Planning Policy Framework 2012 The Planning and Compulsory Purchase Act (2004)</p> <p>Environmental Assessment of Plans and Programmes Regulations 2004</p>
Financial	Y	There are no specific Financial implications from this item – however the agreement of any reviewed <i>Our Plan</i> and Annual Delivery Plan will need to consider financial implications.
Risk	Y	<p>A failure to review Our Plan and re-issue a renewed approach to the overarching plan could lead to</p> <ul style="list-style-type: none"> • Lack of coherent policy and delivery • Reputational harm • Ineffective use of resources • Poor quality service to those in need of support • Inequality of delivery across the Borough <p>These risks are mitigated by</p> <ul style="list-style-type: none"> • Review of Our Plan • Renewed Annual Delivery Plan • Identification of resources to support delivery • Scope to integrate Local Plan as appropriate • Scope of opportunities for efficiencies through joint approach with SHDC
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Our Plan approach and policies imbed equal opportunities and help prevent discrimination in our communities. Equalities review will be undertaken.
Safeguarding	Y	Our Plan approach and policies imbed safeguarding measures where necessary.
Community Safety, Crime	Y	Our Plan approach and policies support community safety and partnerships to support this

Overview and Scrutiny (External). Our Plan Review

and Disorder		
Health, Safety and Wellbeing	Y	Our Plan approach and policies include Health, Safety and Wellbeing. A health impact assessment will be undertaken
Other implications		None identified

Supporting Information - Appendices:

- Appendix 1. 2015/16 Annual Activity Plan Review

Background Papers: None

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	No

Appendix 1

Our Plan Annual Delivery Plan/Priority Action Plan 2015-2016

Overview and Scrutiny Review. November 2015

A delivery plan of actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future.

Our Plan Annual Delivery/Priority Action Plan

This document sets out areas of work for 2015-2016 where the District and Borough Councils are seeking to undertake additional actions, over and above core delivery, to support local communities and individuals

The actions are grouped under the following headings identified by the two Councils for the 2015/16 Annual Delivery plan/ Priority Action Plan

- Homes
- Jobs
- Natural Environment
- Excellent Customer Services

The actions will underpin the delivery of Our Plan (and for West Devon further details are provided in the publication version of West Devon Our Plan). The actions are largely identical across South Hams and West Devon – but there are some variations and these are shown in the Plan. To paint a complete picture actions listed have been derived from the following.

- Actions from the Annual Delivery Plan/ Priority Action Plan
- Actions generated from Service delivery requirements and contract renewals

The actions will be delivered through the new working structure at South Hams and West Devon Councils and will be subject to monitoring and reporting to the Overview and Scrutiny Committees at both Councils.

The document does not include the following

- Day to day activities
- Capital programme projects
- Internal operational changes generated by T18

Progress is assessed as follows

Complete	The work has been undertaken and any subsequent actions implemented
Underway and progressing	The work is planned and being implemented with likely completion to agreed target
Yet to start	Work planned but yet to commence. Completion uncertain.
Uncertain	Unknown and needing clarification

HOMES

- Local Homes for Local People
- Healthy, Safe and Secure housing
- Responding to Welfare Reform

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Develop and adopt a range of initiatives to support wider housing need across the Borough and District	<p>Emerging recognition of the need for the Council to look at enabling a wider range of housing solutions that can meet diverse needs.</p> <p>Smarter intelligence is required to understand the different requirements across the Borough.</p>	Undertake a review and sense check of existing intelligence on housing need and commission any additional intelligence required to review present and future priorities and develop policies that are focussed on wider housing need.	<p>Quarterly monitoring of current intelligence.</p> <p>Contracts for commissioned intelligence monitored and delivered.</p> <p>Quarterly monitoring of housing delivery and assessment of how needs being met.</p>	South Hams and West Devon	Place Making CoP	<p>Responding to range of government changes affecting delivery. Report on options in preparation for member consideration.</p> <p>Monitoring to be reviewed.</p>
Review and revise the Direct Lets, Bond Guarantee, deposit and rent in advance schemes	External review of schemes identified scope for improvement, and changing circumstances and demand support the need for a review of service provision.	Undertake a review of existing policies to ensure meeting statutory homeless duties in an efficient and cost effective manner and update existing policies as required to better meet identified needs.	<p>Annually through the delivery plan process.</p> <p>Monitor homelessness and preventions, case studies.</p> <p>Targets set for Direct Lets: number of properties, operating costs being met through rents and fees and additional income generated.</p>	<p>South Hams and West Devon</p> <p>Direct Lets SHDC only</p>	Housing CoP	Monitoring and Reviews underway.

Develop and Introduce a strategic framework to encourage the return of Empty Homes into use in the Borough	Whilst there are relatively low levels of empty homes, returning these to use maximises existing stock, reduces blight and attracts New Homes Bonus.	Use South Hams existing Empty Homes Strategy as the Framework to develop an approach that meets West Devon's needs.	Targets set for return of empty homes to use with an assessment of how these have met local needs.	West Devon	Place Making CoP	Preparatory work is underway. SHDC has £50,000 per year allocated in the Housing Capital Programme to bring empty homes back into use as affordable homes.
Develop a strategic approach for reducing fuel poverty	Increasing Fuel Poverty levels adversely affecting health and wellbeing of residents. Market led delivery of Government initiatives not benefitting rural communities.	Consolidate existing local (Council and Community) policy initiatives and identify, and fill where feasible, any gaps in support or activity.	Develop measures to assess outcomes using emerging monitoring framework. Set targets for interventions and review how measures are making inroads into reducing fuel poverty.	South Hams and West Devon	Place Making CoP	Successful bid for £1.3 million for a joint project across Devon to install central heating in fuel poor households. Additional work with Cosy Devon, Carbon Action Network, The Affordable Warmth Scheme.
Work with Devon County Council, Districts, statutory agencies and voluntary sector partners to understand and mitigate the impact of welfare reform changes on local people and build financial resilience: Using Local Discretionary Welfare Support	Welfare changes will require those on low incomes and/or benefits to better manage their own finances to ensure they are able to meet bills and priority commitments. With the reduction or removal of the Local Discretionary Welfare Support funded by Government there will	Bringing together key public sector and voluntary and community sector partners to map current advice and provision and develop a robust referral framework and monitoring process. Train officers to provide initial advice to assist those struggling to maintain tenancies and pay priority bills, referring on to more specialist agencies if necessary.	Quarterly measures and annual reporting on interventions, financial gains, debts managed and case studies. Develop measures with partners to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Housing CoP	Extensive work underway with partners in anticipation of Universal Credit. Review of Direct Lets and temporary accommodation underway with contract let. Local Discretionary Welfare support sustained. Measures to be agreed

<p>remaining funding to train officers in first line debt advice; Utilising the Devon County Council Community Impact Fund to support the Third Sector organisations that assist people with welfare issues; Supporting an Action Research project with voluntary and community sector organisations who support people through welfare issues to look at effective activity</p>	<p>be less access to emergency funds so better signposting and money management will be crucial to financial sustainability.</p>				<p>Partnership options to be reviewed as part of overall Partnership review (esp work with CAB)</p>
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JOBS <ul style="list-style-type: none"> ▪ Sustainable Economic Growth ▪ Business Engagement 						
Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Business Engagement and Support	To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.	Hold two Business Voice events a year, plus quarterly e-newsletters and business database development. Members to distribute business voice sign up cards. Provision of a Business Support service delivering information guidance and advice to local businesses.	Quarterly monitoring of Business Support contract against pre-agreed targets.	South Hams and West Devon	E H CoP	Business Voice Newsletter out Two Business Forums arranged Business Support TBC
Research and intelligence	To fully understand business needs and to inform future funding streams.	Delivery of a borough wide biennial Business Survey. Delivery of annual Town Benchmarking in Tavistock and Okehampton.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Reports received May 2015 Scope for further reports TBC
Maximising funding opportunities	To ensure Council resources are used to their full potential and deliver added value.	Preparation of bids for LEADER, EUSIF, Growth Deal funding streams. Delivery of ongoing funded projects to mitigate clawback.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	LAG and LEAF funding streams implemented LEP funding programme being reviewed
Strategic Working	To benefit from economies of scale and lobbying clout.	Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments. Negotiation of S106 contributions.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Ongoing liaison with LEP and City Deal

BUILT AND NATURAL ENVIRONMENT

- Reconnecting People and Nature
- Protecting and Improving our Natural Environment

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
<p>Support the development and delivery of Open Space, Sport and Recreation facilities in towns and villages - Adopt Open Space, Sport and Recreation Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding</p>	<p>New development generates need for new facilities or upgrade of existing. Communities require evidence to support refurbishment and grant applications. Healthy lifestyle contributes significantly to health outcomes.</p>	<p>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</p>	<p>6 monthly to appropriate Committee. Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>OSSR Strategy and delivery Plan produced and being implemented. Will be incorporated into Our Plan evidence base SH Parish level workshop undertaken.</p>
<p>Support countryside management and access projects - Adopt Green Infrastructure Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding</p>	<p>New development generates need for new facilities or upgrade of existing. Strategic access routes support communities and tourism. Healthy lifestyle contributes significantly to health outcomes.</p>	<p>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</p>	<p>6 monthly to appropriate Committee. Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>GI delivery Plan produced and being implemented. Will be incorporated into Our Plan evidence base SH Parish level workshop undertaken.</p>

<p>Support management of Local Space for Local People - Support communities in taking enhanced responsibility for OSSR facilities in their communities to improve management and local accountability</p>	<p>Known pressures on existing management of public space – and opportunities for locally based management. Catalyst of Neighbourhood Plans and Parish Plans.</p>	<p>Provide advice service to include:</p> <ul style="list-style-type: none"> • Management structures • Funding and Grant applications • Management plans • Maintenance 	<p>6 monthly to appropriate Committee.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>Work underway with Locality and Totnes as national frontrunner investigating approaches to transfer and management.</p> <p>Advice service implemented</p>
<p>Time limited review of environmental partnership arrangements to establish purpose and effectiveness</p>	<p>Council is member of a number of partnerships. There is a need to review effectiveness of spend and outcomes to focus on key issues.</p>	<p>Task and Finish Group</p>	<p>Report to Community Services Committee.</p>	<p>South Hams and West Devon</p>	<p>S & C</p>	<p>Integrated into overall Partnership review</p>
<p>Review of support to built heritage initiatives and projects</p>	<p>Council supports heritage work. Review of conservation area approach and management plan and support to town based projects.</p>	<p>Task and Finish Group</p>	<p>Report to Economy and Environment Scrutiny Panel.</p>	<p>South Hams</p>	<p>DM CoP</p>	<p>Awaited</p>

EXCELLENT CUSTOMER SERVICES

- Strategic Leisure Review
- Strategic Assets Review
- Strategic Waste Review
- Car Parking Framework
- Street Scene
- Health and Wellbeing

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Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
Undertake systematic review of Leisure provision and related health and wellbeing activities	Council operates leisure centres and current contracts terminate in 2016. Council needs to consider, agree and implement a future approach.	Councillor consideration and contract procurement exercise.	Member Officer working group or panel. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	Procurement underway in line with project plan
Undertake a systematic review of the Councils assets	Council needs to maximise income generation opportunities to balance budget and maintain services. Community and partner requirements, sharing and co-locating to save money, community needs through neighbourhood and parish plans.	Implement a framework and process to assess Council assets to maximise income generation and sharing opportunities with partners and enhance community benefit.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	Updated Asset Management Strategy adopted Strategic Asset Review continues to be implemented Monitoring details to be confirmed

<p>Maximise opportunities for income generation from delivered waste services where legislation allows</p>	<p>Acute and on-going budget pressure.</p>	<p>Continue to introduce and monitor business and Schedule 2 waste. Review charges for bulky waste collections. Prepare outline briefing notes on charged garden collections.</p>	<p>Briefing notes to be completed.</p> <p>New proposals to be developed and considered by Members.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>Bulky waste collection charges review completed. Recruitment of officer to undertake Sch 2 underway. Recruitment of officer to assist with charged garden waste research underway.</p>
<p>Maximise opportunities for efficiency savings from waste services</p>	<p>Acute and on-going budget pressure. West Devon contract ends on 31 March 2017 and re-letting in similar format is likely to increase costs significantly.</p>	<p>Consider all appropriate delivery options. Continue Executive Waste Board working as aims include reaping financial efficiencies and more 'customer-friendly services from joint working Consider benefits of closer shared service work Direct comparison information on SH/WD services to include costs/ recycle rates and credits/ items recycled to help inform debate on future provision.</p>	<p>New proposals to be developed and considered by Members.</p> <p>Introduce Contractor obligation for periodic waste analysis for any new contract.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>In progress and to timetable.</p>
<p>Develop a strategic approach to waste education</p>	<p>Recognition of need to move towards circular economy which will require need for greater understanding of waste issues to reduce landfill and increase re-use and</p>	<p>Consider rephrasing terminology e.g. waste – resource. Make consideration of waste hierarchy in all decision-making more implicit/accountable.</p>	<p>Set date for completion of review. Benchmark against Councils that do/don't have a waste education programme.</p> <p>New proposals to be developed and</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>In progress</p>

	recycling leading to environmental and financial benefits.	Look at feasibility to build into the waste contract and incentivise the contractor.	considered by Members. Develop measures to assess outcomes using emerging monitoring framework.			
Develop a shared car parking framework, allowing both South Hams and West Devon to include individual strategic elements	To maximise usage and maintain current income levels. To meet customer need (community led tariff reviews). To build on previous innovations which have gained national acclaim.	Joint framework to be agreed in both authorities. Individual frameworks in each Council to reflect the differing environments.	Framework to be produced in 2015, with Members to consider individual strategic elements. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	CS	Continued with the commitment to work with communities in providing a car parking service. The formal framework will build on this.
Review Street Scene enforcement work to place greater emphasis on a proactive and educational approach	Although enforcement is developing successfully in West Devon, we should consider an educational approach in order to be proactive rather than reactive.	Street Scene officers to join the Connect officers and Recycling Education officer at roadshows, presentations and other events and talks in schools alongside student litter picks. Work with communities to encourage them to take responsibility for their own areas.	Members to consider this proposal and for officers to trial the approach during 2015. Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	CS	Commercial Services and Mobile Locality Officers providing education and information. Corporate enforcement policy will support this approach, whilst giving legal support to deal with more serious offences. Appropriate officers are now authorised and further training is being arranged.

<p>Dartmouth Ferry Review</p> <p>To assess the efficiency of the Dartmouth Lower Ferry service and to consider the options for the future of the service with implementation taking place as soon as is practicably possible based on the future option chosen.</p>	<p>A business review is being conducted by RPT Consulting and will be presented to Members later in the financial year after consideration by the task and finish group. This report was also informed by the previous work carried out by TDA in 2012. The report looks to ensure that the service is operating to the best of its' commercial ability and meeting the Council's core priorities appropriate.</p>	<p>Through analysis of the evidence presented and then the development of an implementation programme the Lower Ferry business can be prepared for future operation.</p>	<p>Members will decide on the future service shape through scrutiny, Executive and Council decisions. An implementation plan will then be developed to ensure delivery is provided in line with recommendations going forwards.</p>	<p>South Hams</p>	<p>CS</p>	<p>The draft report has been received and will be considered by the task and finish group before the end of December.</p>
<p>South Hams amended bin collection rounds</p>	<p>Need to rationalise and seek operational and financial benefits</p>	<p>Review existing and test models for potential improvements based on approved business case</p>	<p>To be confirmed in light of business case</p>	<p>South Hams</p>	<p>CS</p>	<p>Initial scoping work underway</p>
<p>Grounds Maintenance Contract Review</p>	<p>West Devon contract requires review in lead up to 2017</p>	<p>Consider all appropriate delivery options. Consider benefits of closer shared service work Direct comparison information on SH/WD services to help inform debate on future provision.</p>	<p>To be confirmed</p>	<p>West Devon and South Hams</p>	<p>CS</p>	<p>Initial scoping work underway</p>
<p>Public toilets Pay On Entry Pilot</p>	<p>Pilot pay on entry schemes to be implemented 2015 in SHDC with a further</p>	<p>The pilot for pay on entry has been implemented in Dartmouth and Kingsbridge.</p>	<p>Initial difficulties in both fitting of the equipment and vandalism. Proposed to run the pilots for a 12 month</p>	<p>South Hams</p>	<p>CS</p>	<p>Pilot implemented</p> <p>Service will continue to explore the other identified</p>

	review of the whole service for 16/17		period since 'bedding in' of equipment to ensure that a useful set of data can be gathered to inform future decisions.			routes to ensure efficiency savings are made.
Develop a strategic framework for Health and Wellbeing	<p>Public health is a statutory responsibility of the County Council but as a Borough we support the County in this function by delivering many services that impact on health including: Leisure, development, housing conditions and provision, homelessness, fuel poverty, air quality, food safety, open space management, targeted families, community safety, water quality.</p> <p>In addition to existing services the Borough is provided with assistance from Devon County Council to deliver interventions that assist in delivering the public health outcomes required by</p>	Set up a Public Health Working Group to develop a strategic framework for Health and Wellbeing informed by the Borough Public Health Plan, the Department of Health Outcomes Framework, Public Health England's Health Profile for West Devon and the Marmot Review (Fair Society Healthy Lives) using health indicators of relevance to the identified priority areas.	<p>Develop targets to monitor impact of actions within the public health plan at a local level using emerging monitoring framework.</p> <p>Use annually published health indicators to evaluate impact of the Health and Wellbeing framework and to inform relevant changes needed.</p> <p>Public Health Working Group to monitor and review progress. Information and progress to be published on specific health and wellbeing webpage.</p>	South Hams and West Devon	S & C	Initial work undertaken allied to Partnership Review

	the Locality Public Health Plan.					
Review and develop partnerships with health and social care sector and voluntary and community sector to deliver health and wellbeing outcomes for communities	<p>To ensure long-term effective integration across providers to deliver health outcomes.</p> <p>Voluntary sector currently delivers many supporting services across health and social care.</p> <p>Deficit at CCG and other funding challenges require sectors to look at different models of delivery and greater focus on prevention in a co-ordinated way.</p>	Develop a Health and Social Care Group with partners across DNPA, health, social care and voluntary sector that seeks opportunities to work together to deliver health outcomes, Identifying priority communities and groups and developing joint initiatives to be delivered into local communities.	Develop measures to monitor effectiveness of group through project targets and outcomes.	South Hams and West Devon	S & C	Initial work undertaken allied to Partnership Review

Health and Wellbeing (Leisure) Procurement Update

Report to: **Overview and Scrutiny (External)**

Date: **17 November 2015**

Title: **Health and Wellbeing (Leisure)
Procurement Update**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny (External)

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

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

Author: **Neil Hawke** Role: **Support Services Specialist
Manager**

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Recommendations:

1. That the committee note the progress of the procurement for Health and Wellbeing (Leisure) Services

1. Executive summary

- 1.1 This report provides an update to the Health and Wellbeing (leisure) procurement
- 1.2 The Council has been working on a strategic leisure review for the past 3 years. The current leisure contract runs to November 2016 and the Council will be seeking to appoint a new operator to provide a long term approach to its leisure services.
- 1.3 Members considered, and agreed, the leisure procurement process at Council in February (Minute CM 79). This set the overall parameters of the procurement and agreed to delegate details to officers in consultation with the joint Leisure Member

Health and Wellbeing (Leisure) Procurement Update

- Board and relevant members. Councillors Sampson, Oxborough and Musgrave are the WDBC representatives on the board
- 1.4 Procurement Documents were developed in line with the evaluation criteria approved at Hub on 14th July 2015.
 - 1.5 A contract notice was published in the Official Journal of the European Union on 26th August 2015 to seek a provider to contract with the Council for the delivery of the provision of Services, to include investment in, operation and management of the Facilities.
 - 1.6 Following evaluation of the initial responses, we are now entering into dialogue with four bidders
 - 1.7 The target is to award a new contract for commencement on 1st December 2016 for a minimum of 20 and a maximum of 25 years.

2. Background

- 2.1 The report to Council earlier in the year set out the background and context to the strategic leisure review and procurement project. Approval was granted for the outcome of the project to be brought back to Council following the tender evaluation but allowed for any key issues to be brought back to Members for sign off in July. In July 2015, Hub approved the evaluation criteria for the tender submissions.
- 2.2 Day to day management of the procurement and evaluating bidder submissions are delegated to Officers in consultation with the Leader, Portfolio Holder, Board Members and relevant Ward members.
- 2.3 A Project Board consisting of members from both West Devon Borough Council & South Hams District Council was formed to govern the procurement with equal representation from both councils.
- 2.4 A project team consisting of the Corporate Procurement Officer, CoP Lead – Assets, Leisure Officer, Section 151 Officer and expert consultants was formed to support the board and deliver the project.
- 2.5 The Council is using a competitive dialogue procedure under the Public Contracts Regulations and are using Sport England procurement information for guidance.

3. Outcomes/outputs

- 3.1 Following publication of the contract notice, a number of providers submitted Pre-Qualification Questionnaires. The questionnaires asked a number of questions to the providers and allowed the project team to undertake evaluation of providers' suitability to deliver the services. The questionnaire was in two parts
- 3.2 Part 1 set out the Pass / Fail sections in respect of financial standing, Health and Safety, specific insurances and other

Health and Wellbeing (Leisure) Procurement Update

mandatory requirements to ensure that only providers meeting our minimum requirements were passed for further evaluation of their technical ability to deliver the services.

- 3.3 Part 2 of the evaluation assessed bidders technical and professional ability based on past experiences. The main areas we asked bidders to consider were:-
- Background in delivering Leisure facilities (Weighting 30)
 - Experience of undertaking refurbishment and investment of Leisure facilities including its approach to sustainability (weighted 20)
 - Examples of where they have improved participation (weighted 10)
 - Examples of its approach to managing and delivering community engagement & consultation (weighted 10)
 - Examples of where the organisation has delivered financial improvements in respect of a Leisure Management contract with a Local Authority (weighted 20)
 - Details of how the organisation recruits, training and manages staff to deliver leisure management services similar to those identified within the contract (weighting 10)
- 3.4 Each of the areas above were scored by the project team out of a maximum of 10 points
- 3.5 Prior to completion of the evaluation, one bidder withdrew from the process. Subsequently, a further two withdrew from the procurement process. This has meant that we are now only taking four bidders through to the next procurement stage.
- 3.6 The Councils project team are now entering into competitive dialogue with the four bidders with a view to receiving their detailed proposals for delivery of the contract in February 2016.
- 3.7 These detailed proposals will be evaluated by the project team and the number of bidders further reduced.

4. Options available and consideration of risk

- 4.1 The procurement has already commenced and we are now unable to amend the core terms of the agreement so options are limited. As the EU Procurement Directive requires us to follow a formal procurement process at the expiry of the existing contract, the recommended option is to proceed with the procurement.
- 4.2 There are a number of risks associated to the procurement and these continue to be managed by the project team, the key one being a change in the number of bidders moving through to the next stage. Whilst the team are unable to directly influence which bidders stay the course, at the current time, the

Health and Wellbeing (Leisure) Procurement Update

procurement team are comfortable that four bidders will provide a robust exercise.

5. Proposed Way Forward

For officers to continue with procurement process in accordance with the timetable, with four bidders.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		Leisure services are a discretionary service. The procurement process will involve due diligence and governance throughout the tender period. Procurement will be undertaken in accordance with Public Contracts Regulations 2015 and the Lead Councils contract procedure rules
Financial		The Evaluation Model will be applied to assess and determine the most economically advantageous tender.
Risk		The Evaluation Process will identify areas of risk and exposure and how these can be assessed and managed.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – all leisure facilities are intended to remain open. At this stage no reduction or loss of service is anticipated.
Safeguarding		None - future operators will be required to have comprehensive Safeguarding policies
Community Safety, Crime and Disorder		Access to local affordable leisure facilities to continue.
Health, Safety and Wellbeing		Access to local leisure facilities and services will maintain and improve health and wellbeing
Other implications		These will be assessed at the point of final tenders being received

Health and Wellbeing (Leisure) Procurement Update

Supporting Information

Appendices:

None

Background Papers:

None

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	Yes

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Agenda Item 12



West Devon
Borough
Council

OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision	Officer / Member	Officer comments
29 September 2015	Community Safety Partnership * O&S(E) 12	That greater cost analysis information be included in future CSP update reports.	Ian Luscombe / Louisa Daley	Implemented.
29 September 2015	Partnership Review * O&S(E) 13	That a task and finish group (comprising of Cllrs Baldwin, Cloke, Roberts and Stephens) be established to review the Council's Partnership arrangements.	Darryl White	First Group meeting held on 3 November 2015.
29 September 2015	Partnership Review * O&S(E) 13	That the task and finish group establish its terms of reference at its first meeting.	Ross Kennerley	Agreed at the first meeting held on 3 November 2015.
29 September 2015	Partnership Review * O&S(E) 13	That the group regularly report back to meetings of the Committee	Darryl White	Feedback from Task and Finish Groups is a standing Committee agenda item.
29 September 2015	Draft Work Programme 2015/16 * O&S(E) 15	That a meeting be arranged between the COP Lead Housing, Revenue and Benefits and Cllrs Ball, Leech and Watts in an attempt to progress the proposed review into Devon and Cornwall Housing.	Isabel Blake	Meeting scheduled for the morning of 17 November 2015.
29 September 2015	Draft Work Programme 2015/16 * O&S(E) 15	That a progress update be presented on behalf of the Leisure Member Working Group to the Committee meeting on 17 November 2015.	Neil Hawke	Implemented.

29 September 2015	Draft Work Programme 2015/16 * O&S(E) 15	That an update be given on the Rural Broadband project to the Committee meeting on 17 November 2015.	Darryl White	Implemented.
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OVERVIEW AND SCRUTINY (EXTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer
12 January 2016	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
15 March 2016	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates	
	Draft O+S Annual Report	Darryl White
	Committee Decisions Log	Darryl White

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