

# Public Document Pack

Mid Devon District Council

## Community Policy Development Group

Tuesday, 29 May 2018 at 2.15 pm  
Exe Room, Phoenix House, Tiverton

Next ordinary meeting  
Tuesday, 24 July 2018 at 2.15 pm

Those attending are advised that this meeting will be recorded

## Membership

Cllr Mrs E M Andrews  
Cllr Mrs A R Berry  
Cllr F W Letch  
Cllr Mrs E J Slade  
Cllr Mrs H Bainbridge  
Cllr Mrs G Doe  
Cllr B A Moore  
Cllr R J Dolley  
Cllr Mrs C P Daw

## A G E N D A

*Members are reminded of the need to make declarations of interest prior to any discussion which may take place*

- 1        **Election of Chairman (The Chairman of the Council in the Chair)**  
To elect a Chairman for the 2018/19 municipal year.
- 2        **Election of Vice Chairman**  
To elect a Vice Chairman for the 2018/19 municipal year.
- 3        **Apologies and Substitute Members**  
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 4        **Declarations of Interest under the Code of Conduct**  
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
- 5        **Minutes of the Previous Meeting (Pages 5 - 8)**  
Members to consider whether to approve the minutes as a correct

record of the meeting held on 27<sup>th</sup> March 2018.

- 6 **Public Question Time**  
To receive any questions relating to items on the Agenda from members of the public and replies thereto.  
Note: A maximum of 30 minutes is allowed for this item.
- 7 **Chairmans Announcements**  
To receive any announcements that the Chairman may wish to make.
- 8 **Grant Funded Agency (Pages 9 - 10)**  
To receive a presentation from representatives of the Museum.  
Briefing paper attached.
- 9 **An Overview of Service Delivery Models for Leisure (Pages 11 - 16)**  
To consider a report of the Leisure Manager providing a brief overview of service delivery models for leisure services.
- 10 **Trim Trails**  
To receive a verbal update from the Cabinet Member with regard to the Trim Trails.
- 11 **Cabinet Member for the Working Environment and Support Services (Pages 17 - 26)**  
The Cabinet Member will update the Group on areas within the Working Environment and Support Services remit.
- 12 **Community Engagement Update (Pages 27 - 30)**  
At the request of the Group to receive an update from the Communications and Community Engagement Officer regarding community engagement.  
Deferred from last meeting.
- 13 **Start Times of Meetings**  
To consider the start times of meetings for the municipal year 2018-19.
- 14 **Identification of Items for the Next Meeting**  
Note: This item is limited to 10 minutes. There should be no discussion on the items raised.

**Stephen Walford**  
Chief Executive  
Friday 18<sup>th</sup> May 2018

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Member Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use other forms of social media to report on proceedings at this meeting.

Members of the public are welcome to attend the meeting and listen to discussion. Lift access to the Council Chamber on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is time set aside at the beginning of the meeting to allow the public to ask questions.

An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, or

If you would like a copy of the Agenda in another format (for example in large print) please contact Sally Gabriel on:

Tel: 01884 234229

Fax:

E-Mail: [sgabriel@middevon.gov.uk](mailto:sgabriel@middevon.gov.uk)

Public Wi-Fi is available in all meeting rooms.

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## MID DEVON DISTRICT COUNCIL

**MINUTES** of a **MEETING** of the **COMMUNITY POLICY DEVELOPMENT GROUP**  
held on 27 March 2018 at 2.15 pm

### **Present**

#### **Councillors**

B A Moore (Chairman)  
Mrs E M Andrews, F W Letch,  
Mrs H Bainbridge, Mrs G Doe, R J Dolley,  
Mrs C P Daw, Mrs M E Squires and  
Mrs J B Binks

### **Apologies**

#### **Councillor(s)**

Mrs A R Berry and Mrs E J Slade

### **Also Present**

#### **Councillor(s)**

C J Eginton

### **Also Present**

#### **Officer(s):**

Stephen Walford (Chief Executive), Andrew Jarrett (Director of Finance, Assets and Resources), John Bodley-Scott (Economic Development Team Leader), Jane Lewis (Communications and Engagement Manager) and Julia Stuckey (Member Services Officer)

## 58 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman opened the meeting with the following statement.

"I regret to say that I was informed yesterday of the very untimely death of Councillor Clarissa Slade. The exact circumstances are not clear at this particular point in time. This is of course a tragic loss for both Cllr Colin Slade, Cabinet Member for Community Well Being and Cllr Elizabeth Slade, Vice Chairman of the Community PDG. I know you will join me in sending our deepest sympathies to them both at this very, very difficult time. Clarissa was very well known to us all and as a mark of respect I would like to propose that we have a minutes silence in remembrance of her."

The Group spent a minute in quiet contemplation.

"In the light of this and it being very raw for members of the group I would like to propose that we postpone the majority of today's business until the May meeting with two or three small exceptions."

## 59 **APOLOGIES AND SUBSTITUTE MEMBERS**

Apologies were received from Cllr Mrs A R Berry who was substituted by Cllr Mrs J B Binks.

60 **PUBLIC QUESTION TIME**

There were no questions from members of the public present.

61 **MINUTES OF THE PREVIOUS MEETING**

The Minutes of the last meeting held of the Group were approved as a correct record and **SIGNED** by the Chairman.

62 **GRANT FUNDED AGENCIES**

This item was deferred to the next meeting of the Group.

63 **CABINET MEMBER ANNUAL REPORT - WORKING ENVIRONMENT**

This item was deferred to the next meeting of the Group.

64 **CORPORATE HEALTH AND SAFETY POLICY**

The Group had before it a report \* advising Members that, in accordance with the Health and Safety at Works Act 1974, the Council's Health and Safety at Works Policy has been reviewed by the Health and Safety Committee.

It was **RECOMMENDED** that Cabinet note that the Health and Safety Policy was approved by the JNCC on 07 December 2017, following review by the Health and Safety Committee and Unison.

(Proposed by the Chairman)

Note: - Report \* previously circulated and attached to Minutes.

65 **RIPA**

The Group had before it a report \* from the Director of Corporate Affairs and Business Transformation providing an annual review of the Council's existing RIPA policy.

It was **RECOMMENDED** that:

- a) Cabinet be advised that the Council's existing RIPA Policy does not require updating or amending at the current time.
- b) Cabinet note that the Council has not used its powers under RIPA since March 2014.

(Proposed by the Chairman)

Note: - Report \* previously circulated and attached to Minutes.

66 **COMMUNITY ENGAGEMENT UPDATE**

This item was deferred to the next meeting of the Group.

67 **REGENERATION OF OLD RAILWAYS LINES**

This item was deferred to the next meeting of the Group.

68 **CHAIRMAN'S ANNUAL REPORT**

The Group had before it a draft report \* by the Chairman on the work of the Group since May 2017, a final copy of this report would be submitted to Council on 25 April 2018.

Note: - Report \* previously circulated and attached to Minutes.

69 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**

Grant Funded Agencies  
Food and Nutrition  
Trim Trails  
Obesity and its Effect on Health

(The meeting ended at 2.18 pm)

**CHAIRMAN**

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## Tiverton Museum of Mid Devon Life

Tiverton Museum of Mid Devon Life provides an important cultural resource for the district and visitor attraction with significant economic benefits.

Under the Council's Service Level Agreement (SLA) Grants Programme, approved at Cabinet on 30<sup>th</sup> March 2017, Tiverton Museum of Mid Devon Life receives £27,500 per annum over the three-year period 2017-2020. The grant contributes towards the salary and on-costs of a full-time Museum Director. The service specification under the Service Level Agreement is:

To provide a fully accredited museum service at Tiverton Museum, Becks Square, by

- i. Providing a year round museum service including the collection and display of historical artefacts for the benefits of local residents and schools and visitors to Mid Devon
- ii. Providing a school service
- iii. Providing a reminiscence service for older people
- iv. Providing family activities in the school holidays
- v. Providing a museum research facility
- vi. Technical support and advice to local museums and heritage groups
- vii. Act as local museum development officer
- viii. Involvement in Mid Devon Attractions Group
- ix. Accommodating and managing a Tourist Information Service
- x. Supporting a team of volunteers

As part of the SLA, the Museum provides quarterly performance indicator information, as below.

	Q1	Q2	Q3
	Apr-Jun 17	Jul-Sep 17	Oct-Dec 17
Total no. of visitors (including adults, children, members, holiday activity participants, schools and reminiscence, not including Tourist Info or on line numbers)	2128	3045	2147
Total no. of college / school visits	15	13	19
No. of children	367	232	478
No. of adults	74	68	145
Total no. of on-line visitors (museum website)	2232	3373	2193
Museum page on Devon Museums website	455	263	236
Facebook (reach)	20346	51510	31977
Twitter (impressions)	46400	64500	55800
Total no. of volunteers	76	78	78
Total no. of heritage groups and local museums provided with technical support and advice in Mid Devon	4	4	3
Total no. of heritage groups and local museums provided with technical support and advice	5	4	3
Total no. of people participating in the reminiscence service	119	103	92

## Tourism Information Service

Tiverton Museum, also hosts a Tourism Information Service, for which the Museum receives a further £4,000 per annum under the Council's SLA grants scheme. The service specification is:

To provide a Tourist Information Service from Tiverton Museum, Becks Square, by

- i. Providing information to visitors and residents on travel, accommodation, events and things to do in Mid Devon and the surrounding area
- ii. Providing a ticketing service for coach travel and theatre tickets
- iii. Maintaining a database of accommodation providers
- iv. Managing coach bookings for Tiverton
- v. Providing a regular newsletter to tourism businesses
- vi. Regular press releases, social media campaigns
- vii. Liaison with accommodation providers tourist attractions and event organisers
- viii. Update 'what's on' webpages for Explore Tiverton or successor destination websites

<b>KPI</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
	Apr-Jun	Jul- Sep	Oct-Dec
i. Number of contacts by – Walk-in visitors	2230	3034	1915
Telephone and Email	314	298	174
ii. Number of coach bookings	7	5	4
iii. Social Media analytics			
Facebook	2168	6624	4217
Twitter	20381	9946	24414
iv. Number of press releases*	0	0	3

## COMMUNITY POLICY DEVELOPMENT GROUP

29<sup>TH</sup> MAY 2018

### AN OVERVIEW OF SERVICE DELIVERY MODELS FOR LEISURE

**Cabinet Member(s):** Cllr Colin Slade  
**Responsible Officer:** Lee Chester – Leisure Manager

**Reason for Report:** To provide a brief overview of service delivery models for leisure services.

**RECOMMENDATION:** For the paper to be noted.

**Relationship to Corporate Plan:** Aim 3 – Promote physical activity, health and wellbeing. Ensure the financial sustainability of our leisure centres.

**Financial Implications:** None, this paper is for information and noting.

**Legal Implications:** None, this paper is for information and noting.

**Risk Assessment:** None as this paper is for information and noting. All of the options, with the exception of direct provision, would require, if pursued, extensive advice and input from Legal Services or an external firm, in evaluating options, procurement and drawing up documents.

**Equality Impact Assessment:** None, this paper is for information and noting.

#### 1.0 Introduction

- 1.1 Mid Devon District Council manages the provision of leisure service in-house across three locations; Culm Valley Sports Centre, Cullompton, Exe Valley Leisure Centre, Tiverton and Lords Meadow Leisure Centre, Crediton.
- 1.2 Culm Valley Sport Centre has a dual use agreement with Devon County Council which allows Cullompton Community College direct access to the main sports hall and artificial turf pitch facilities from 0900 to 1700hrs, Monday to Friday during term time. Exe Valley Leisure Centre also has a dual use agreement with Devon County Council which allows Tiverton High School direct access to the artificial turf pitch facilities from 0900 to 1700hrs Monday to Friday during term time.
- 1.3 The provision of leisure services is discretionary. Mid Devon District Council maintains full control for the service provision and programming, whilst also carrying cost liability for employees, premises, purchases, capital charges, depreciation, and it is run as a business with a turnover in excess of £5M.
- 1.4 Mid Devon's land use is 92% farmland, compared against the UK farmland total of 57%. Geographically Mid Devon has 3 leisure sites which is comparable within the Devon areas. For example East Devon has 11 sites, not including parks or greens, with Exmouth and Sidmouth offering multiple facilities within the towns.

1.5 Alternative models for leisure services exist across the country; each model reflecting the local circumstances relating to that community and that Council. The commercial sensitivity surrounding outsourced leisure agreements are limited in specific detail. The very nature of commercial agreements means that there are a myriad of variations to each commercial approach. In broad description there are two options; the direct provision of the service by the local authority or a contractual arrangement with a third party. The image below is a very rough approximation of the nature of the different models as a function of control and financial uncertainty and liability.

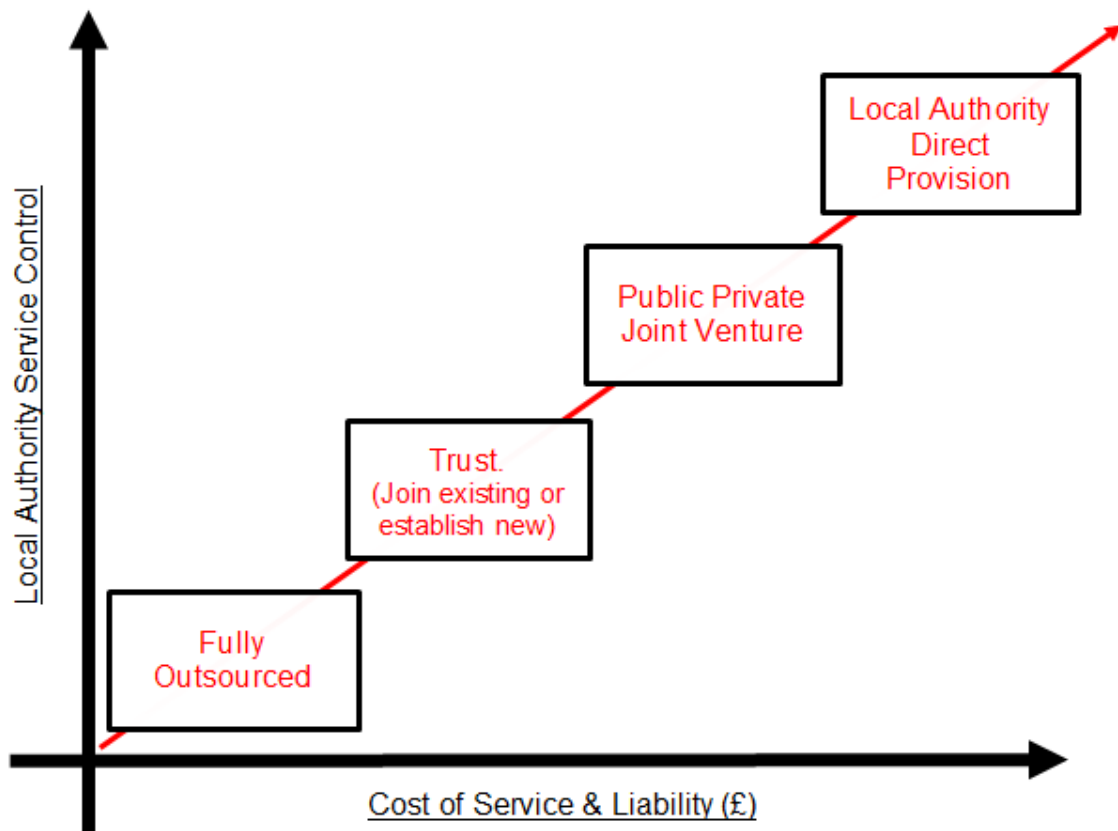


Figure 1 - Leisure Management Delivery Models

## 2.0 Service Overview

2.1 To put the understanding of each delivery model into context an overview to each service delivery model has been summarised highlighting the potential advantages and disadvantages. A recurring point made in this briefing note is that each model is nuanced by the needs of each party at the time of any contract negotiation. Therefore an advantage, or disadvantage, can only be a generalisation as it may not apply to a every circumstance.

2.2 **Fully outsourced to a specialist operator;** (E.g. GLL, SLM Places for People, Parkwood Leisure)

2.2.1 Private sector outsourcing is the most common alternative delivery model, where the provision and management of the service is transferred via a

competitive procurement process, under TUPE regulations, to a private sector operator.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Defined spend set out in the contract</li> <li>• Access to wider commercial agreements</li> <li>• Economies of scale across multiple contracts can help to drive down the contract cost</li> <li>• Transfer of operating risks (at a price point)</li> <li>• Opportunity to have a fixed cost subject to contract loading premium</li> <li>• Potential for profit share or return on investment</li> </ul>	<ul style="list-style-type: none"> <li>• TUPE transfers can expose significant pension liabilities for the Council</li> <li>• Authority committed to a contract, typically 20 – 30 years</li> <li>• Without realising savings in the back-office recharges, costs would still lie with the Council</li> <li>• Additional contract monitoring costs; Client function cost</li> <li>• Any fixed costs element will likely include an element of financial contingency (cost) to manage risk</li> <li>• Maintenance liability may still rest with the Council</li> <li>• Where maintenance is included in the contract there is often a cost to the council to establish an agreed ‘handover’ position; thereafter costs fall to the contractor who will likely include an element of financial contingency</li> <li>• Any change requests usually incur a cost</li> </ul>

### 2.3 Transferring Leisure Services to an established Charitable Trust; (e.g. Horizons, Fusion, LED, Legacy Leisure)

2.3.1 Leisure services are outsourced to a separate organisation or company in exactly the same way as outsourcing described above. The Council may retain ownership of the facilities, which would then be leased to the Trust. Outsourcing to an established trust will require a competitive tendering process, which is exactly the same as the process for outsourcing to a private sector operator, and contracts typically last for 5-10 years. The provision of recreation is defined as a charitable activity and exempt from many forms of tax, including National Non Domestic Rates (NNDR) and Value Added Tax (VAT). Transferring leisure services to a charitable Non Profit Distributing Organisation (NPDO), or more commonly referred to as a Trust, can deliver significant financial benefits for a local authority in the form of a mandatory 80% relief from NNDR with the option to grant a further 20% discretionary relief.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• NNDR and VAT savings</li> <li>• Lower set up costs, overheads and support cost than setting up a new trust</li> <li>• Economies of scale and access to Specialised leisure management</li> <li>• Competitive process should maximise</li> </ul>	<ul style="list-style-type: none"> <li>• Commonly a significant reduction of Local Authority control</li> <li>• A long term arrangement with complicated exit considerations</li> <li>• TUPE transfers can expose significant pension liabilities for the Local</li> </ul>

<p>potential savings</p> <ul style="list-style-type: none"> <li>• Protects resources by ring fencing spending through a contract</li> <li>• Transfer of operating risks</li> <li>• Access to external funding streams</li> </ul>	<p>Authority</p> <ul style="list-style-type: none"> <li>• Potential additional contract monitoring costs</li> <li>• Without realising savings in the back-office recharges, costs would still lie with the Council</li> <li>• Authority usually retains lifecycle liability for assets</li> <li>• External investment can be expensive</li> <li>• Trusts commonly do not have assets to secure a commercial loan, subject to the legal agreements regarding ownership of the assets</li> <li>• Monies generated in the Trust are locked into the Trust</li> <li>• In business rate retention scenario the Council would lose the revenue stream from a significant rateable premises</li> </ul>
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## 2.4 Transferring Leisure Services to a new Leisure Trust

2.4.1 Local authorities have the power to establish and transfer services to new leisure trusts without having to go through any competitive tendering process. The transfer process involves setting up a shadow trust which then negotiates with a local authority to take over the management and operation of leisure facilities and services. Trustees are recruited from the local community to sit on the Board of the Trust, and the Trust applies for charitable status from the Charities Commission. Once agreement is reached with the local authority the formal transfer takes place, including a TUPE transfer of staff.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• NNDR and VAT savings</li> <li>• Focus on sport and leisure</li> <li>• Can allow management to grow business outside of local authority control</li> <li>• Authority can retain a degree of influence and indirect control</li> <li>• Provides flexibility in terms of grant funding</li> <li>• Promotes community engagement and involvement</li> <li>• Can allow savings to be reinvested in services and facilities</li> <li>• Improves an Authority's partial VAT exemption position</li> <li>• May open up further sources of investment</li> <li>• Can boost future not for profit capacity in an area if other leisure services run</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of direct control</li> <li>• Can be expensive to set up</li> <li>• Lacks economies of scale</li> <li>• Need to build management support and systems</li> <li>• Without realising savings in the back-office recharges, costs would still lie with the Council</li> <li>• Can be difficult finding trustees with the relevant skills and experience</li> <li>• Can be hard to secure investment in early years</li> <li>• Potential for reduced links with other Council services, such as education</li> <li>• Reliant on existing management - in poor performing circumstances this would not address operator deficiencies</li> <li>• Authority generally retains lifecycle</li> </ul>

in-house	liability and ultimately operating risk if trust fails
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## 2.5 Joint Venture

2.5.1 The use of a Joint Venture would be a new development different to outsourced or Trust arrangement, and is an agreement between two or more individuals or companies usually entered into with a specific goal in mind. Each party will generally want to maintain their separate business/entity and will enter into the business arrangement with a strategic goal in mind. The partnership sits behind a contract and members of the local authority and an external leisure operator share seats on a board. The procurement of a Joint Venture may include using the EU competitive process to maximise competition during the bidding and can take a period of 18 months. It could be created using the Teckal exemption to transfer the service to a new commercial entity formed by the joint venture.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• It is temporary long term arrangement between the parties</li> <li>• The parties have access to additional resources as they are coming together for a mutual and specific goal</li> <li>• The parties can complete a project which they may not have had the finances or staff to complete on their own</li> <li>• The parties can share risks and costs</li> <li>• Increasing opportunities for growth of your business including financial growth</li> <li>• Both parties have the ability to share the benefits of success</li> </ul>	<ul style="list-style-type: none"> <li>• To get progression with business decisions agreement between both parties is required</li> <li>• Dealing with different working arrangements, workplace cultures and management styles between the parties can be challenging</li> <li>• Commitment or change of business need or political direction by either party to the JV can put the JV at risk</li> <li>• TUPE transfers and change in T&amp;Cs for staff</li> </ul>

## 2.6 Local Authority Direct Provision

2.6.1 The current arrangement for leisure provision by Mid Devon District Council operates with decisions for service delivery taken by officers and with Elected Members democratically steering the future business direction.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Full control of services offered and programme of events</li> <li>• Local authorities are able to access funding through the Public Works Loan Board (PWL B)</li> <li>• Responsive to needs of local</li> </ul>	<ul style="list-style-type: none"> <li>• Liability for all direct and indirect costs / risks</li> <li>• Potential for increased public expectation to deliver niche sport activities</li> <li>• A discretionary service competing for</li> </ul>

<p>community</p> <ul style="list-style-type: none"> <li>• Good local knowledge and service aligned to council priorities</li> <li>• No TUPE costs</li> <li>• No 'profit margin' paid</li> </ul>	<p>resource against non-discretionary statutory services</p>
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### 3.0 Summary of delivery models

3.1 **Outsource.** You get a 'fixed' product at a 'fixed' cost; changes invariably cost and you either continue to hold the infrastructure liability or you pay a market premium for someone else to take that risk for you.

3.2 **Trust - Join established or create new.** This has the feel of having more control than outsourcing to a private concern. However, a Trust Board can deliver less certainty than a contract associated with outsourcing a service. It is still a TUPE transfer and it carries all the financial liabilities of outsourcing. It is akin to outsourcing but without the potential to have any profit share or return on investment.

3.3 **Joint Venture.** This is still outsourcing, although by another name, with shared risk and shared liability; usually a way of introducing a 'commercial' management structure where the Council feel they cannot make the commercial changes necessary with their existing staff.

3.4 **Local Authority Direct Provision.** There is direct control of the service price and 'feel'. There is the ability to respond to the market in a timely manner, and push down cost without exposing the pension liability that comes with staff transfers. The balance to full control is full liability and exposure to cost and market conditions.

3.5 There was a ruling in July 2017, where the European Court of Justice determined that the UK requirement for local authorities to charge VAT on leisure activities was unlawful and that in-house leisure facilities run by local authorities should be at no disadvantage to those run as Trusts or via not for profit company mechanisms. Generally this is of more advantage to larger local authorities who have a greater ability to achieve a higher level of exempt from VAT income without it exceeding the VAT partial exemption de-minimis level of 5%, which would preclude input VAT from being recovered across the whole of the authority.

**Contact for more Information:** Lee Chester, Leisure Manager. 07714680172, [lchester@middevon.gov.uk](mailto:lchester@middevon.gov.uk)

**Circulation of the Report:** Leisure Management Team, Leadership Team, Cabinet Member



## **Cabinet Member Update March 2018** **Working Environment and Support Services**

### **Human Resources (HR)/Payroll**

HR continue to be heavily involved in reorganisations and restructures which are taking place due to financial constraints and managers being required to make savings. Consultations need to be conducted with all affected staff over a thirty day period and information needs to be shared, views collated and HR then works with the manager to respond to these comments. Once the reorganisations/restructures are finished there is a great deal of work to be done with issuing new contracts, sorting out possible redeployments and amending organisational charts, management responsibilities and associated areas such as Etarmis (flexi system).

A staff survey was recently conducted and comparisons from last year are being conducted with a view to developing an action plan to consider the areas highlighted as a concern.

Gender Pay gap reporting legislation came into force in April 2017 and the results have been published on our website as required.

The Apprenticeship Levy was introduced in April 2017 which required the set-up of the Inland Revenue Portal to administer the input of each individual's information. This enables the training provider to receive payment from the Levy pot and Payroll will continue to monitor and action this portal.

#### **Links with the Trade Union**

Regular meetings with Unison allow a free exchange of views and thus enable a greater understanding on the part of the union as to why actions are taken but also from the senior management view a greater understanding of concerns of staff. The meetings have helped in the past to deal with matters before they become larger issues.

### **Health & Safety Update**

#### **Work carried out during 2017-18**

- 16 x Health and Safety, safety reviews
- All commercial asset sites have had Fire Risk Assessments review carried out with recommendations made to Managers were required
- The following in-house training courses were completed
- 5 Fire Wardens courses
- 10 First Aid courses
- 7 Accident Investigation and Sickness Absence courses
- 5 Principals of health and safety
- 9 Service specific H&S courses

#### **Accident Reporting 2016-17**

To date a total of 52 accident reports have been received of which 4 were reported to RIDDOR. 3 of these were due to over 7 day absences. All incidents have been investigated and improvements made or training given where appropriate. There has been a decline in cuts to hands injuries in Street Scene due to higher cut level gloves being supplied to operative

### **Health and Safety Policies**

All health and safety policies are up to date

### **Planned Work for 2018-19**

- To continue to follow up on the action plans previously created and review the current level of performance against the health and safety regulations and high risk services resulting in developing action and training plans to ensure compliance to regulations and approved codes of practise
- To monitor the impact of the corporate restructure on health and safety and make recommendations for improvement where required
- To work with the Human Resource and Learning and Development teams to deliver the wellbeing activities planned for 2018-19.
- To support the Group Manager for Human Resources in developing a strategy on how to manage an aging workforce with specific attention to roles which require a high amount of physical activity.

### **Learning and Development (L&D)**

Group Managers are responsible and accountable for their employee's training and development and as a result they have to bid for their required portion of the corporate training budget. This requires them to plan ahead and consider succession planning.

The remainder of the L&D budget is held centrally and covers the e-learning costs management development programmes and other identified development needs that are not 'essential' but desirable to enable a skilled workforce such as (communication skills, project planning and so forth).

Our partnership with CRISP has proved to be successful. This year we piloted our first "Aspiring Managers Programme" where 11 offices (non-managers) were selected (by application and interview) to attend a 6 day training programme and have the opportunity to attend council meetings that they would not normally be expected to attend. They have also been able to participate in regular coaching and mentoring and sit in on manager learning sets. The feedback has been positive and we are planning to run another programme in 2018/19.

We continue to utilise opportunities including free courses (such as Petroc's distance learning courses) and look for other opportunities to access learning (such as e-learning, webinars, coaching programmes, class based or on the job). We are also currently exploring partnership opportunities with other councils or opportunities to mirror best practice ideas.

We are in the process of upgrading our current e-learning platform to a full learning management system (LMS) which will offer all employees the opportunity to access

e-learning, design and create their own e-learning content and manage appraisals. The LMS will also hold the training records and will be able to remind managers of mandatory training/certifications that need to be completed. The INSIGHT system that is currently managed by ICT for all our Policies will also be moved into the LMS so we will soon have a 'one stop shop' for all learning and policies for staff to access. We are hoping this will be running in April.

The introduction of the Apprenticeship Levy has created opportunities for new and existing staff to obtain on the job learning and formal qualifications at no extra cost (the cost is deducted from the Levy).

## **2017-18 Electoral Services**

The service was audited by Devon Audit Partnership in November 2017 and was rated as High Standard with no recommendations for improvement.

### **Electoral Registration**

- Met 100% of Electoral Commission Performance Standards for Electoral Registration
- Achieved a response from 99% of Mid Devon households for annual canvass of electors, 3% up on last year.
- 28% of the returned household electoral registration forms were electronic (internet, phone and text)
- Will end the year on budget

### **Elections**

- Met 100% of Electoral Commission Performance Standards for the Returning Officer
- Ran Devon County Council elections in May 2017, followed by snap General Election in June 2017
- Ran 3 by-elections and a fourth one is current (Tiverton Town). These included one District election (Westex), one Town Council election (Cullompton) and one parish election (Chawleigh, uncontested)
- Both DCC election and General Election are within the maximum permissible spend that we can claim back

## **Member Services**

### Ongoing support to Members

- Member Services continues to support Members with any issue that is within their remit, even if it only to signpost the member to the appropriate officer. Members have also been supported in the use of their iPads.

### Ongoing Committee work

- Ongoing work in terms of Committee meetings.
- Provision of support and assistance to the Independent Remuneration Panel (IRP) on their review of Members Allowances.

- Working Groups in the current year have included AD Plants, Homelessness, Parish Liaison, Grass Cutting and Consultation

#### Member Development

- Member Services continue to support the development of Members; we are looking into providing a shared service with other Devon authorities with regard to Member Development, further information will be provided to the Scrutiny Committee at its meeting.
- The team reports to the Member Development Group which consists of 5 Members and includes the Group Leaders.
- Member Development Charter - the Charter was reconfirmed in March 2017 and the team continues to work within the remit of the charter.
- Members briefings are also organised when appropriate and shared with other local authorities and Parish Councils if appropriate
- Informal Workshops for PDG's and Committees – these have been put in place on a regular basis and have been well received by Members and Officers

#### Civic support

- Ongoing support to the Chairman of the Council, organising his diary and his attendance at civic events in Mid Devon and other districts. Plans are afoot for the Chairman's reception in April 2018. The Chairman's PA is also organising an event to commemorate the 100 year anniversary of the end of the First World War.

#### Parish Liaison

- Parish Liaison continues, with a team member taking the lead, this has provided a single point of contact and has improved communication with the Town and Parish Councils and the team now supports the Town and Parish Councils alongside the District Councillors

#### Monitoring Officer Support/Deputy Monitoring Officer role

- Support has been given to the Monitoring Officer with regard to meeting procedures and work on the Constitution.

#### Policy/Research Officer

- Following a request from the Scrutiny Committee and a recommendation of the Peer review (2017), a part time officer has been in place since October 2017, his role is undertake research and policy analysis to further the work of the council's scrutiny function as well as shaping thought around future policy direction in servicing the council's various policy development groups.

### **Public Health Plan**

The Plan is informed by the priorities set out in the Devon Joint Health and Well Being Strategy to address health inequalities and the district specific health surveillance data. The four priority areas in Mid Devon are:

- Prevention of cardiovascular disease and cancer
- Decent high quality housing
- Emotional/mental health and resilience
- Air quality

The plan identifies some projects which may require limited set-up support before becoming self-sustaining/supported by external sources. Currently this support is largely being met from a circa £7K ear-marked reserve (ERM) created from unspent (but ring-fenced) previous public health grant funding received from the former Primary Care Trust and Devon County Council.

Other projects and initiatives can be achieved from limited existing officer resources/service budgets or will be reliant upon mechanisms such planning obligations (section 106 projects) or central government grant applications.

The Public Health Officer role was funded for 2 years (ending November 2017) from a grant from Devon County Council Public Health and the Mid Devon District Council's Public Health and Regulatory Services operating budget. National funding cuts in 2017 to the public health budget meant DCC were unable to continue funding the role. Following a restructure of Public Health and Regulatory Services a part-time role was created to continue the public health role on a half-time basis, which was filled by the incumbent Public Health Officer.

#### Prevention of cardiovascular disease and cancer

- Since February 2017 Public Health and Regulatory Services and Mid Devon Leisure have been working together on a GP exercise referral program. GP patients are offered a 12 week program at a reduced cost. It is suitable for a wide range of people and conditions, including those who may not have exercised before, or not for a very long time. Examples of conditions include: high blood pressure, diabetes, mental health issues and arthritis.

#### Active Start Referrals/memberships Feb 2017 - 2018

Referrals	Membership %		
Exe Valley, Tiverton	47	12	26
Culm Valley, Cullompton	20	7	35
Lords Meadow, Crediton	45	14	31
Total	112	33	29

- Following consultation with Mid Devon Leisure management Cancer rehab training has been provided to 3 staff members and concluded in early 2018. The accreditation will assist the Leisure centres in accepting cancer rehab referrals.

- Walking Football programs commenced in Mid Devon at Crediton and Cullompton in May 2016 using the Mid Devon Leisure facilities. Sessions are held weekly. During 2017 the program has gradually progressed to being self-managed and funded. The

groups have also been connected with the wider Walking Football community operated by Devon Football Association which provides opportunities to be involved in competitions both regionally and nationally. Plans are still on the table to start a program in Tiverton.

- A new group, based on the successful Active Mums group in Crediton, will commence in Tiverton in spring 2018. The group will encompass a similar format, promoting exercise for parents with small children using bikes and buggies. Active Devon and Mid Devon District Council are providing funding for the equipment, maintenance and will be coordinating training for the parents. Amory Park has been chosen as the location as it has safe, suitable paths and a separate tarmacked area for training. Parents will initially be recruited from the Two Moors School and Nursery. Unlike Crediton this program will be encouraging participation from male parents too.

- Reducing the amount of sugar in our diet is one of the key factors in maintaining a healthy weight and can be instrumental in reducing the risk of diabetes and tooth decay. Public Health and Regulatory Services will be working with Leisure to develop a strategy to reduce high sugar food and drink that is sold at our Leisure centres. Working with all stakeholders (suppliers, staff, customers) we hope to gradually change the food offer to products that are lower in sugar.

#### Decent High Quality Housing

- The LEAP (Local Energy Advice project) secured funding for the next 4 years in September 2017 to continue delivery of its service nationally. This incorporates a home visit scheme designed to give households comprehensive support to help lift them permanently from fuel poverty through the installation or upgrade of energy efficiency measures such as insulation and more cost effective heating systems. The attached report shows that Mid Devon has referred 25 households with estimated savings to residents of over £8K from September 2017 up until end of January 2018.

- Power utility switching for local authorities is a partnership between Agility Eco, UK Power and U-Switch. Mid Devon District Council entered into an agreement to provide this service via their website in mid-December 2017. Council receives a small fee for each referral which can be made either by phone or via the website. The scheme has had a slow start to date, with 20 referrals (10 phone and 10 web) being made up until mid-February. There may be more of an uptake once energy bills for the winter period begin to filter through. There is a lot of potential for residents to save money however it is well known that many people stay with their current provider as they feel it is too complicated to switch.

- A Statement of Intent has been posted on the Council's website providing eligibility criteria for companies (heating specialists/engineers, insulation specialists) who want to help customers take advantage of the government's ECO Flex scheme. Each company that uses ECO Flex must receive from the local authority a 'declaration' confirming the customer fits the criteria. This new scheme may not always pay for the total cost of a new boiler/central heating system. Mid Devon District Council will refer residents to Wessex Loans if they need 'top up' funds. Two companies have

contacted the Council about their intentions to actively promote the scheme in the area and discuss the process for receiving the Local Authority Declaration (LAD).

#### Emotional/mental health and resilience

- Make Every Contact Count, an initiative supported by the Dept. of Health and NHS, is an interactive learning resource to help people develop knowledge and understanding so that every contact counts by asking others about their health and wellbeing. Roll out is funded by Health Education England. Public Health Devon will work with Learning and Development at Mid Devon District Council on implementing the program among its workforce in 2018.
- During Wellbeing Week (November 2017) a session on Dementia Awareness was arranged for staff provided by the Alzheimer’s Society.

#### Air Quality

- Public Health and Regulatory Services are responsible for providing an Air Quality Action Plan every 4 years to DEFRA. The Air Quality Action Plan (AQAP) 2017-21 was approved by the Community PDG and Cabinet in November 2017.
- The plan will be critical to the future protection of public health and the prevention of new management areas. This encompasses the management of additional vehicle and stationary emissions arising directly from new major developments across the district including the Cullompton area proposals in particular. A strong emphasis will be placed on a preventative, design-led approach to low emissions strategies and sustainable development underpinned by the relevant transport infrastructure.
- Since finalising the plan Crediton Town Council has proposed conducting a Traffic and Urban Realm Feasibility Study in Crediton Town Centre. It is expected, the study ‘will fully analyse the current traffic and urban realm conditions within the town centre and fringe area and present a vision for the High Street which is based on clear aims and outcomes’. There are obvious benefits of this study for air quality and it will hopefully provide some impetus for a strategic and joined up approach to the issues. The study has in principle support from Devon County Council and the Town Council are currently working with the s106 Monitoring Officer to finalise funding.

### **Customer First**

Customer First is a support service, providing front line customer service and admin support for all other council services.

The team is the first point of contact for our customers across many access channels and also provide the central admin service, handling incoming and outgoing post, printing, scanning and much more.

	<b>April 16- March 2017</b>	<b>April 2017- January 2018</b>	<b>Comment</b> (Based on 10 months figures).
Visitors to our offices	33133	26038	❖ Reduced

Numbers seen in 15 minutes	97%	96%	
Calls answered call centre % answered	114245 90% (external only) 82% (all calls)	110468 90% (external only) 84% (all calls)	No significant change
Number of emails to Customer First % responded in 5 working days	15575 99%	11097 100%	No significant change
Payments made at our offices	32327	25514	No significant change
Kiosk (self service)	6508	4790	Expect increase over the full year
Electronic payments			
Phone payments (automated)	16366	14167	Expect increase over the full year
Assisted phone payments	36538	33229	
Items of post despatched	196869	156053	❖ Reduced
Online transactions (not including payments)	31774	29185	Expect increase over the full year

- ❖ Reduced visitor numbers due to the closure of the Crediton and Cullompton Bi-weekly surgeries in 2017.
- ❖ Number of items of post has reduced due to continued work with services to make efficiencies and outsource printing to take advantage of postage discounts and reduce printing costs. This has also enabled the admin undertake other work including responding to customer emails on a daily basis and covering the meet and greet desk at peak times.

Customer first staff have dealt with in excess of 206346 transactions in the 10 months from 1 April 2017. Additional to this the team deal with post, complaints, various online applications and still provide a small amount of support to the Communications team.

Online transactions are increasing across all, service areas. Average for this year so far is 2918 transactions per month compared to 2733 for the same period last year. Until December 2017 Freedom of information was part of the team's role, this has now moved to the Performance Governance and Data Security team.

The call centre and admin teams were busy with garden waste renewals at peak times, October and November particularly. Take up of online renewals has increased this year from approximately 1/3 to 54%. This reduces the contacts to the call centre which is essential to enable resource to handle other work and maintain service levels in relation to waiting times.

Over the last eighteen months the Chief Executive and Leadership Team has commenced shaping the culture and management structure of the Authority. With the completion of the Group Managers Team (GMT) imminent it is now time to turn our minds to Business Improvement and assessing corporately where we can improve services, cut costs and rationalise what we are doing.



The Leadership Team have intimated that they want a customer-centric approach to providing services. This, along with the £1 million challenge and increasingly complex technical requirements of running multiple businesses, necessitates a review of what we do, how we do it and how we can improve it.

The Director of Corporate Affairs and Business Transformation has requested a project that will look at how the Authority is providing its services and provide a cross-service solution and approach that will maximise service to customers in the short term, inform the ICT Strategy in the medium term and generate financial savings in the longer term.

To that end a small restructure of some staff is almost completed to commence work on the above project.

### **Complaints**

In 2016 we received the following complaints total for all services:

Number of complaints 1 April 1- 31 Jan 2018.

Complaints	215
Compliments	104
Comments	161

An annual complaints report will be provided later in the year

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## Community engagement briefing paper

Community PDG May 2018

### Introduction

The Council has a duty to consult and engage effectively with residents, partners, employees and other stakeholders when deciding about future changes to services and new developments.

As a council we must offer value for money and customer satisfaction, therefore engagement is an essential part of a service review in order to meet this criteria.

Within the Council there are a number of good examples of consultation and community involvement. We wish to continue to engage and to work more closely with the communities we serve, our partners and other organisations (such as the voluntary sector, health, police, fire and other agencies) to develop services.

However, as a council we must ensure we are using resources effectively and ensure the level of engagement should be proportionate to the impact it will have on the community, and help to inform changes or implementation of new service provision.

### Current strategies and policies

The community engagement strategy 2013-2016 is now overdue for review. Due to changes in staffing in the Communication Team this review will now take place by September 2018.

The Community Engagement Action plan for 2017-18 is detailed below.

Action	Timescale	Responsible Officer	Update
Ensure surveys are carried out each year as detailed in Business Plans.	2017-18	Service Managers	To be reviewed in full report in Sept 2018
Ensure Customer Services is aware of all consultations and can assist as appropriate ie with completion, encouraging take up, signposting etc.	2017-18	Service Managers	To be reviewed in full report in Sept 2018
Engage equality groups / voluntary sector appropriately in Council consultations on all major projects or changes to service delivery.	2017-18	Service Managers	To be reviewed in full report in Sept 2018

<p>Build relationships with the business sector</p> <ul style="list-style-type: none"> <li>• Facilitate Mid Devon Business Forum</li> <li>• Strategic Employers Programme</li> <li>• Co-ordinate a Business Rates Consultative Group</li> </ul>	<p>Bi monthly on-going – Feb 2017</p>	<p>Economic Dev Manager Director of Finance</p>	<p>MDDC has continued to support the Mid Devon Business Forum and is a paid member of this forum which now has around 70 members. Speakers at the forum have included Tim Smit from the Eden Project, Rob Holmes, co-founder of the Gro Company and Guy Watson of Riverford Organic Farms</p>
<p>Promote dialogue with Town and Parish Councils</p> <ul style="list-style-type: none"> <li>• Review parish charter</li> <li>• Provide two meetings at Phoenix House</li> </ul>	<p>monthly on-going 2017-18</p>	<p>Member Services</p>	<p>The revised Parish Charter approved by the Cabinet in January 2018</p> <p>The Town and Parish Clerks meeting took place in the autumn. Code of Conduct Training for parishes took place in Oct in Tiverton and at Crediton</p> <p>Monthly newsletter distributed to Parish and Town Councils</p>
<p>Widely publicise consultations and community engagement activity.</p> <ul style="list-style-type: none"> <li>• Use a variety of communication channels e.g. Facebook, Newscentre, Twitter, to publicise current</li> </ul>	<p>on-going 2017-18</p>	<p>Service Managers Communications Officer Service Managers</p>	<p>Followers to the MDDC Facebook page has increased from 884 in Jan 2017 to 1145 in Dec 2017</p> <p>MDDC Twitter</p>

consultations <ul style="list-style-type: none"> <li>• Use WIS to inform members of consultations</li> <li>• Use Gov.delivery to send newsletters and updates on service changes.</li> </ul>		Web contributors	account now has 3099 followers.  WIS is sent out weekly to members
Provide feedback after all consultations, update the website, use a “you said we did” model.  Use social media and Gov.delivery to publicise the outcome of consultations.	on –going 2017-18	Service Managers  Communications Officer Web contributors	Feedback from the resident’s survey, carried out in December 2017, will be published shortly.
Implement Gov.delivery to engage with a wider audience over the website, and enabling citizens to choose the information they receive.	project started April 2017	Head of Customer Services	2455 people have now signed up to the Council’s GovDelivery email alert system

Additional consultations may be identified during the year to respond to any changes in service provision.

### **GovDelivery**

The Council implemented GovDelivery in April 2017.

This a simple means of customer engagement with the Council via our website. This enables individuals to receive updates on services they are interested in, receive newsletters and take part in consultations. This, in addition with the planned consultation and engagement activities identified in service plans, will ensure that we continue to listen to our citizens and get their views on service delivery.

The Council now has 2455 subscribers to Gov Delivery.

### **Looking forward**

Community engagement will continue throughout 2018, this will reflect the Council’s need to:

- Engage with the relevant stakeholder over a service or policy change and identify the level of involvement required in proportion to the impact.
- Involve residents in designing services to meet changing needs.
- Improve the range of information available to residents and the methods we use.
- Only consult if the results will be influential.

- Conduct meaningful engagement that will reduce disruptive legal challenge.

Now that there are two members of the Communication team we are looking at further ways to consult with the community. We have also recently advertised for a Communication Officer to join the team.

A full update will be provided in the Autumn.