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West Devon
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Council

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Dear Councillor

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 14TH JANUARY, 2020

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No	Item
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11.	<u>Member 2019 Induction Review</u> (Pages 1 - 10)
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13.	<u>Task and Finish Group Updates:</u> (Pages 11 - 16)
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(a) Leisure Review: Concluding Report

Yours sincerely

Darryl White
Senior Specialist – Democratic Services

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Report to: **Overview and Scrutiny Committee**
Date: **14 January 2020**
Title: **Member 2019 Induction Review**
Portfolio Area: **Council – Cllr Neil Jory**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Immediately**

Author: **Darryl White (on behalf of the Member Development Steering Group)** Role: **Senior Specialist – Democratic Services**

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RECOMMENDATION

That the Overview and Scrutiny Committee notes the initial views of the Member Development Steering Group on the 2019 Member Induction Programme (as outlined at Section 3 below) and is given the opportunity to make formal representations on the Programme for the Steering Group to consider at its next meeting.

1. Executive summary

- 1.1 Following the Borough Council Elections in May 2019, an Induction Programme for all elected Members of the Council was delivered. A copy of the Programme is attached at Appendix 1;
- 1.2 To review the effectiveness of the Programme, a short survey was circulated to all Members for completion and a total of 14 responses were received. A summary of these findings was considered by the Member Development Steering Group at its meeting on 7 January 2020 and is also attached at Appendix 2.
- 1.3 This report presents the initial views of the Steering Group on the review into the 2019 Induction Programme.

2. Background

- 2.1 The 2019 Member Induction Programme had been designed by the Member Development Steering Group in response to some constructive feedback to the May 2015 equivalent Programme.
- 2.2 Following further consideration by the Overview and Scrutiny (Internal) Committee, the Programme was ultimately approved by the Hub Committee at its meeting on 1 November 2016 (Minute HC 31 refers) (subject to delegated authority being granted to the Senior Specialist – Democratic Services, in consultation with the Steering Group and Group Leaders, to make any necessary minor amendments);
- 2.3 The Programme was designed to act as both a refresher for re-elected Members and to inform newly elected Members about the operations of the Council and the role and responsibilities of Borough Councillors;
- 2.4 The Programme ran for approximately three months and aimed to help new (and returning) Members to settle into their roles as quickly and as effectively as possible.

3. Steering Group Views

- 3.1 In focusing on the results of the Member Feedback on the 2019 Induction Survey, the Group reached the following conclusions at its meeting on 7 January 2020:
 - 14 Member responses to the Survey was considered to be somewhat disappointing;
 - Overall, the Induction Programme had been well received;
 - The constraints of striking what was a delicate balance between providing newly elected Members with sufficient information to 'hit the ground running' without overly burdening them with too much information too quickly was recognised. The Group also recognises that this balance would be different for each Member and was further constrained by the Council employing a shared workforce with South Hams District Council;
 - Future suggestions for improvements to the Programme included:
 - o Returning Members taking on an increased leadership role in the delivery of the Programme (NB. the Steering Group did acknowledge that this had been the intention for May 2019. However, the turnover of longstanding Senior Members at the May 2019 Elections had been unprecedented and had made it very difficult to deliver on this intention);
 - o Consideration being given to whether or not some sessions should be exclusively for newly elected Members. In noting the comments in the feedback that some sessions had been over dominated by returning Members, the Steering Group felt that this point required further consideration. As a result, the Group has requested that comparative analysis of the

- feedback between newly elected and returning Members be presented to its next meeting on 18 February 2020;
- In light of the number of comments about the delivery styles of presenting officers, the Group welcomed the intention to arrange an internal 'train the trainer' session for relevant Council officers;
- The Group believe that, in order to consider the dynamic of the Council membership (including individual strengths and weaknesses), it would be useful to arrange a future all Member session around the power of soft skills (e.g. to include the identification of different personality types and developing a 'team'). If such a session was well received, it was felt that this could be built into future Induction Programmes;
- The subtle differences between 'presentation' and 'training' sessions and the need to identify for each session whether they were 'presentation' based or 'training' based. Having been asked by the Council (at its meeting on 17 December 2019) for a view on Member sessions that could potentially be delivered over Skype, the Group also gave a firm steer that it would be suitable for 'presentation' based sessions to be delivered by this means but not for 'training' based sessions.
- There was an overriding wish amongst the Steering Group to undertake a more detailed analysis of the Survey findings and this will be undertaken at its next meeting to be held on 18 February 2020. In the meantime, the Group was also mindful that the Overview and Scrutiny Committee should be given the opportunity to make formal representations on the Induction Programme and these would then be considered at the meeting on 18 February 2020.

4. Member Learning and Development Plan

- 4.1 There is a recognition that Member Learning and Development should not just stop after the initial Induction Programme following an election;
- 4.2 The Steering Group also recognise that, in the demanding and fast changing environment of local government, Members more than ever before have a responsibility to make sure that they have access to the ongoing Learning and Development opportunities that they need to serve their constituents.
- 4.3 As a result, the Steering Group is tasked with being responsible for the development (and ongoing review) of the Council's Member Learning and Development Plan.
- 4.4 All Members are encouraged to engage in this process and provide their thoughts on all aspects of Member Learning and Development (including future training needs) to the Senior Specialist – Democratic Services.

5. Options available and consideration of risk

5.1 The key risks arising from this report relate to the failure to provide adequate training, development and/or support to Members. The result of this key risk not being properly addressed could lead to a reduction in the effectiveness of Members in their role and ultimately the democratic decision-making process. This would inevitably harm the Council’s relationships with its communities and the reputation of both the Council and individual Members.

6. Proposed Way Forward

6.1 It is recommended that the Committee notes the initial views of the Member Development Steering Group on the 2019 Member Induction Programme and is given the opportunity to make formal representations on the Programme for the Steering Group to consider at its next meeting.

7. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council Constitution makes frequent reference to the importance of Member training. For example, a Member must have received appropriate planning and licensing related training before they can serve on the Development Management and Licensing Committee.
Financial implications to include reference to value for money	Y	Whilst it is anticipated that most Member Learning and Development sessions will be conducted in-house, there is a Member Training budget of £5,000 per annum.
Risk	Y	The risk implications are identified in Section 5 of the report.
Supporting Corporate Strategy	Y	Council Theme – <i>Efficient and effective</i>
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/A
Safeguarding	N	N/A
Community Safety, Crime and Disorder	N	N/A
Health, Safety and Wellbeing	N	N/A

Other implications	N	None
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Appendices:

1 – Summary of the 2019 Induction Survey findings (*NB. the appendices that are referred to in this Summary are available upon Member request*).

Background Documents:

Council Constitution;
Member Induction Survey;
Member Development Steering Group Terms of Reference; and
Copies of the Member Development Steering Group agenda arising from the meeting held on 7 January 2020.

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2019 Member Induction Survey – Findings: Appendix 1

Background

Following the Local Elections in May 2019, an Induction Programme for all elected Members of West Devon Borough Council was undertaken. It was designed to act both as a refresher for re-elected Members and to inform newly elected Members about the operations of the Council and the role and responsibilities of Borough Councillors. It ran for approximately three months and was developed in consultation with the Member Development Steering Group.

The aim of the Programme was to help new Members to prepare for and settle in to their new role as quickly and as effectively as possible and to help build their confidence. In the design of the schedule, account was taken of the vast amount of information that needed to be conveyed, balancing this where possible with the time available for training. The 2019 Programme was also created to reflect feedback given on previous Induction Programmes.

In order to help gather the most accurate information on the Members' experience, a short survey was circulated to all Members. A total of 14 responses were received.

Findings

Attached at Appendix A is a copy of the questionnaire complete with all the combined scores and comments made by Members; Appendix B includes a summary of the three month Programme and Appendix C is a review of the programme from Cllr Hipsey. In summary, overall the programme was generally well received with some useful suggestions made for inclusion in the design of future programmes.

Programme Content

Question 1 sought Members' views on the content of the Programme and whether subjects were covered in enough depth or if they proved to be too challenging.

Overall Members indicated that they were generally happy with the level at which the sessions were pitched with all scores given in either the 'Agree' or 'Strongly Agree' bracket. Some Members reflected that the key sessions held on 10 May (as listed on the attached schedule) should have perhaps been revisited or had more time devoted to them and another suggested that a worksheet, particularly on key sessions, for Members to complete and/or refer to subsequently might have been useful. Some felt that a baseline of understanding, including the use of acronyms was presupposed, however, others felt that they were able to understand how the Council functioned following the sessions and were happy with the level of jargon used.

Delivery Style

Members were asked whether or not there was enough variety in the content and delivery style of the sessions, whether the amount of Interaction was appropriate and whether or not the blend of internal (officer & Member) and external training provider was successful

Twelve of the 14 responders found that the sessions were generally presented in an interesting way although the comments received would suggest that this was not the case with several Members highlighting the issue that the Officers are not trainers and as such the aims and expectations of the sessions were not made clear, resulting in some key information being missed by the audience. Additionally, as experts in their field, sometimes leaps of understanding were made by the

presenters leaving some new Members struggling to keep up. Additionally, it was felt that different learning styles were not addressed.

Regarding the variety in content and training style, again 12 were happy with the training received, two were not, one of whom was particularly dissatisfied. Comments made reflected those of the previous question. Members were satisfied with the blend of training provision, liking the mix of Internal and external providers with all scores appearing in the top bracket of the ratings for this question.

In terms of interaction within the sessions, the scores from Members suggested that there was generally enough involvement for them in the training although their comments highlighted some shortcomings in this area. Interaction was deemed as 'the ability to ask questions' which was seen to disrupt the flow of the training in some cases. Other comments suggested that sometimes 'interaction' led to lengthy and off the point discussions which again disrupted and confused the training, particularly for new Members.

When asked to identify the sessions they found most interesting, Members highlighted the sessions held on 10 May, (as can be seen on the attached schedule) and those on Housing and Planning of most interest. In terms of those of least interest, a range of sessions were mentioned though Social Media/Media skills was only session to appear twice. In most cases this appeared to be a matter of personal interest or lack thereof in the subject matter rather than any fundamental problem with the training itself.

Overall the comments made reflected positively on the Member's interest in the sessions they attended.

Delivering Expectations

Members were asked a series of questions related to whether or not their expectations were fulfilled in terms of their anticipated learning

Twelve scores in the 'Agree' or 'Strongly Agree' categories were received indicating that most of those who responded learned what they were expecting to learn during the Programme though it was suggested that highlighting the most important or essential sessions at the outset would have been very helpful. Cllr Hipsey's review at Appendix C summarises the reasons for the scores at the lower end of the scale.

Most Members felt that the Programme was generally well paced although two suggested that this was not the case, feeling it was a little rushed. The Officer Buddy System was generally well received in terms of scoring but some commented that they didn't know of or use the scheme, however those who did were very complimentary.

The Council's Approach to the Induction Programme

An open question was asked at question 8, seeking Members' thoughts on what proved helpful during the programme and what changes they would make. Those who commented gave a general indication that the Programme worked well, with most stating they wouldn't change anything about the training, aside perhaps from the pacing of it – too much too fast; though one Member indicated that the programme lasted too long. Some felt that there was inadequate instruction on Fire evacuation and familiarisation with Kilworthy Park and another would have liked a more comprehensive directory, with photos, of key staff to assist them in their early weeks at the Council.

Overall Impressions

At Question 9, separate questions were asked of new and returning Members, looking to identify for new Members which sessions proved the most useful in equipping them to undertake their new role as quickly and as confidently as possible and for returning Members how the 2019 programme compared to any others that they had attended in the past.

As would be expected, new Members found the early sessions of most benefit, the structure and Governance of the Council, the Committees, the IT sessions and the use of Modern Gov. They enjoyed too the shared experience of undertaking the journey with others.

For re-elected Members comparing the 2019 Programme with previous Inductions, the overarching comments indicated that although there were still improvements to be made, this year's Programme was certainly better than previous Inductions experienced.

Future Training

The final question sought Members' immediate thoughts on what they would like to see included in the rolling programme of training undertaken throughout their term of office. The answers given will be considered by the Member Development Steering Group and, where appropriate, will make up part of the ongoing Training Programme for the 2019-2023 Council term

Overall Scores

Given the opportunity to give their overall score of the Programme, twelve Members rated it Satisfactory or better providing comments supportive of their view. Two Members found it unsatisfactory for the following reasons

- Because I had to miss so much of it
- In summary:
 - Identify sessions that are 'Presentations' and those that are 'Training Sessions'. The approach to each should be fundamentally different.
 - Ensure that everyone involved in delivering sessions is properly trained to do so, at least to some extent.
 - Consider providing separate, additional, introductory sessions specifically for new members.
 - Get the projectors in the Main Council Chamber fixed!

Conclusion

As can be seen from the scoring given, overall the Programme was well received and seen to have generally delivered on its requirement to prepare Members for their new roles and responsibilities. Many lessons have been learned and improvements made on past Induction programmes, however, there is always room for further improvement and delivery of training can be developed further in terms of content, variety and in better preparing Officers, who are not trainers, to deliver their sessions. A key point to consider for 2023 would be the flagging of key sessions and the provision of worksheets and summary information for Members to take away from each session (this does not need to be in hard copy).

The issues raised in this survey will be considered and where possible implemented for the next Induction Programme in 2023.

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Report to: **Overview and Scrutiny Committee**
Date: **14 January 2020**
Title: **Leisure Contract – Task & Finish Group
Concluding Report**
Portfolio Area: **Customer First / Commercial Services**

Wards Affected: **All**

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

Date next steps can be taken:
Immediately

Author: **Cllr Lynn Daniel** Role: **Chair of Leisure Task &
Finish Group**
Jon Parkinson **Specialist (Leisure) Assets**

Contact: jon.parkinson@swdevon.gov.uk

Recommendations:

That the Overview and Scrutiny Committee note the contents of the review and the recommendations arising from the Task and Finish Group.

1 Executive summary

- 1.1 The aim of the review is to focus on the relationship between Fusion Lifestyle and its local communities in West Devon. In so doing, the Review will specifically focus on the delivery of Fusion's key objectives and consequent outcomes before the organisation provides its annual report.

2 Background

- 2.1 At its meeting on 3 September 2019, the Overview and Scrutiny Committee established a Leisure Task and Finish Group (comprising of Cllrs Daniel, Ewings, Musgrave, Spettigue and Wood) to undertake a review of the relationship between Fusion and our local communities, with a concluding report being presented to the Committee meeting on 14 January 2020 (Minute *O&S 28 refers).

- 2.2 This report will focus on the following outcomes:
- Centre experience – including accessibility/parking;
 - User experience;
 - Impact of cashless;
 - Community engagement;
 - Communication;
 - Links to health;
 - How are Fusion adapting to climate change; and
 - Delivery against outcomes.
- 2.3 The key outcomes set in the leisure contract as key performance indicators which Fusion will deliver through its plans and targets, include:
- A more active district – through increased leisure centre usage and overall levels of physical activity.
 - Promoting community development – increase in use by target groups.
 - Improving health and wellbeing by increased use of exercise referral schemes, targeted health programmes.
 - Quality of Services – through maintaining and improving Quest scores, increased User satisfaction levels.
 - Sustainability/ Environmental improvements – through reduced CO2 emissions, reduced energy use and decrease in waste.
- 2.4 The contract includes the lease of the facilities to Fusion on a full repairing basis, removing previous historical complexities of shared maintenance responsibilities.

3 Outcomes/outputs

- 3.1 Task and Finish Group Members highlighted the need to review how the operation of cashless across the centres had gone and its impact, customer satisfaction and issues around cleanliness and maintenance. The contract has been running for 3 years and Cllrs wanted to have a more in-depth review of how things were going.
- 3.2 Group members carried out their own visits to each of the Centres, including a 'mystery shopper' visit, gathered feedback from centre users and groups, undertook customer surveys – online and face to face and attended appropriate User Group meetings.
- 3.3 Customer Experience:
- i) Feedback from the surveys revealed that customers were very glad to visit, enjoying the leisure centres and some were very loyal customers.

The main areas of concern expressed by customers:

- ii) Cleanliness problems in changing rooms and toilets, especially after swimming lessons when a cleaner was not around.
 - iii) Older shabby areas in particular in the Meadowlands swimming pool area compared against the new facilities at the gym and exercise studio.
 - iv) The length of time for certain repairs, maintenance and replacement of items, such as the Parklands pool cleaning kit, hairdryers. Concern was expressed around heating and failures of the boilers at times. In particular concerns were highlighted at Meadowlands on the recent roof incident and the delay in getting the front entrance back working. For Parklands concern was raised about the on-going use and future of the pool floor.
 - v) Difficulties were expressed using the payment card, increases in some of the fees especially for those on low incomes and older people. Also communication was sometimes slow in regards to programme changes and closures.
- 3.4 Customer suggestions for improvements include; free Wi-Fi, notice boards for clubs, use of cash for cafes, regular cleaning and supply of toilet paper, better communication of changes, improve lighting around poolside and outside, better pool ventilation maintenance of boilers, anti-wave ropes at Meadowlands, better management of customers around the centres – limit phone and camera use.
- 3.5 Centre Visits and Group Member Observations:
- i) Group Members were impressed by the friendliness, knowledge and experience of the 2 Centre Managers and the staff overall. Both Managers have worked at their centre for many years with the Meadowlands Manager have recently returned from maternity leave and at Parklands the current Manager is acting in an interim role until a permanent position is appointed.
 - ii) Members would like to see more support given to the Managers directly at each Centre, especially over local budget decisions and the purchase of smaller items. As well for more help and support to the local Managers from Head Office.
 - iii) Similar concerns are expressed by Members on cleanliness and maintenance issues. Both centres have boilers out of action and operating on just one / two boilers and require updating with more energy efficient models.
 - iv) Both pool areas at the Centres had suffered from moisture and condensation damage. In Parklands an exposed metal beam needed re-cladding in the changing rooms and the UV filtration system requires attention. The pool floor requires action for its future viability as problems were encountered earlier in the summer with it being out of service for several weeks. An automated pool cleaner is required as well. In Meadowlands the pool area and pool features are suffering being old, looking grubby and out of action. Lockers were not working properly in some cases and still required £1 coins.

- v) Positive comments were received about the new improvements made from the recent investment, new gym kit and overall modern dry side facilities at Meadowlands and its improved link with the park. Customers liked the new booking system and the variety of classes on offer. The provision of personal trainers was very well received by customers.
- 3.6 Climate Change and Environmental Management of the Centres is a key concern for this Council through its own Emergency Action Plan to this agenda. The Parklands roof has a build-up of moss and require action, along with the investigation to install solar panels. As well at Meadowlands with the recent roof incident that future environmentally friendly options are considered.
- 3.7 On recycling and better waste management Members are concerned that no sorting of waste takes place and that it is all goes for incineration and no consideration for the environmental impact is given. For instance at Parklands closer working with the Town Council could improve this area.
- 3.8 Impact of Cashless: Overall this had gone well and Members were pleased to hear the positive feedback from Fusion on how users were being helped and given support in continuing using the facilities. However feedback had been provided that difficulties with the Centre's Membership Card had been experienced. Also that no information could be monitored on who had stopped using the centres due to being cashless?
- 3.9 Fusion have responsibility for delivering Sports and Community Development (SCD) across both areas, working with key local partners – Active Devon, clubs and schools. In West Devon this work is supported through a partnership with OCRA – Okehampton Community Recreation Association. Through this work, significant community engagement takes place which is highlighted in the SCD plan and reporting.
- 3.10 At Parklands, an exercise referral scheme was taking place and is looking to develop further with close links to the local Primary Care Network. In Meadowlands a similar scheme had just been launched.

4 Options available and consideration of risk - future recommendations;

- 4.1 Fusion Lifestyle to give assurance and confirm that all maintenance and cleanliness levels will be carried out to the required standards of the service specification. Concern expressed that existing centre staff had to carry out cleaning whilst undertaking their main roles. Specialist cleaning services to be implemented across all centres.
- 4.2 Centre Managers are given appropriate management support and have the necessary systems and processes in place to carry out their roles and services. For Fusion to develop a comprehensive staff training programme with a focus on retaining and improving current skills and qualifications.

- 4.3 Climate change and environmental management improvements are implemented by Fusion, such as the provision of energy efficient plant and the installation of renewable energy generation systems. Also that improved recycling is developed and for links with respective Town Councils be progressed. The overall carbon footprint of both centres are measured, monitored and actions to reduce are implemented to link with the work of this Council.
- 4.4 Whilst going cashless seems to have gone well across both centres, Fusion is requested to keep records of customers trying to use cash or having difficulties paying cashless, so future monitoring can be established.
- 4.5 It is recommended that this Task and Finish Group reconvene in 3 years to review and survey again to check the progress of these recommendations.
- 4.6 The risks associated with the ongoing operation of the contract, have been minimised through the use of Sport England Standard contracts and outcomes, promoting best practice.

5 Implications

- 5.1 It is recommended that the Overview & Scrutiny Committee approve the findings of this report and its way forward.

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

Other implications		None
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Supporting Information

Fusion Annual Report 2018

Leisure Task and Finish Group – Terms of Reference, Centre Visits,
Customer Surveys