

# West Devon Overview and Scrutiny Committee



West Devon  
Borough  
Council

|  |  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
|--|--|---------------|-------------|--------------|--------------|-------------|-------------|---------------|----------------|-----------|----------------|------------|---------------|------------|--|
| <b>Title:</b>  | <b>Agenda</b>  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Date:</b>   | <b>Tuesday, 21st March, 2023</b>   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Time:</b>   | <b>2.00 pm</b>   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Venue:</b>  | <b>Chamber - Kilworthy Park</b>  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Full Members:</b>   | <p style="text-align: center;"><b>Chairman</b> Cllr Ewings<br/><b>Vice Chairman</b> Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Blackman</td> <td style="width: 33%;">Cllr Pearce</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Renders</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Turnbull</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table> | Cllr Blackman | Cllr Pearce | Cllr Coulson | Cllr Renders | Cllr Daniel | Cllr Sellis | Cllr Heyworth | Cllr Southcott | Cllr Kemp | Cllr Spettigue | Cllr Moody | Cllr Turnbull | Cllr Moyse |  |
| Cllr Blackman  | Cllr Pearce  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Coulson   | Cllr Renders   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Daniel  | Cllr Sellis  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Heyworth  | Cllr Southcott   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Kemp  | Cllr Spettigue   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Moody   | Cllr Turnbull  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| Cllr Moyse   |  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Interests – Declaration and Restriction on Participation:</b> | Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.  |               |             |              |              |             |             |               |                |           |                |            |               |            |  |
| <b>Committee administrator:</b>                                  | Democratic.Services@swdevon.gov.uk   |               |             |              |              |             |             |               |                |           |                |            |               |            |  |

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 6**  
Minutes from meeting held on 14 February 2023;
- 3. Declarations of Interest**  
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 4. Items Requiring Urgent Attention**  
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency;
- 5. Public Forum** **7 - 8**  
A period of up to 15 minutes is available to deal with issues raised by the public;
- 6. Leisure Contract - Fusion Annual Report 2022** **9 - 32**
- 7. A Plan for West Devon Thematic Update: Thriving Economy** **33 - 46**
- 8. A Plan for West Devon Thematic Update: Improving Homes** **47 - 56**
- 9. Task and Finish Group Updates (if any):** **57 - 62**  
  
(a) Draft Member Induction Programme
- 10. Member Learning and Development Opportunities Arising from this Meeting**

# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **14<sup>th</sup>** day of **February 2023** at **2:00 pm**.

**Present:**

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

|                  |                  |
|------------------|------------------|
| Cllr L Daniel    | Cllr N Heyworth  |
| Cllr C Kemp      | Cllr D Moyse     |
| Cllr T Pearce    | Cllr M Renders   |
| Cllr D Sellis    | Cllr T Southcott |
| Cllr J Spettigue |                  |

Director of Customer Service and Delivery  
Director of Strategy and Governance  
Director of Place and Enterprise (via Teams)  
Chair of Community Safety Partnership/Community  
Safety Specialist South Devon and Dartmoor  
Inspector Conway, Devon and Cornwall Police  
Public Health Officer (via Teams)  
Climate Change Specialist  
Head of Environmental Health and Licensing  
Alex Stevens – Regional Policy Manager NFU  
Senior Case Manager – Democratic Services

**Also in Attendance:** Cllrs C Edmonds, N Jory, T Leech (via Teams),  
C Mott (via Teams), P Ridgers, B Ratcliffe, Cllr L Wood and J Yelland

**\*O&S 54/22 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs A Blackman, A Coulson and D Turnbull.

**\*O&S 55/22 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 17 January 2023 were confirmed as a true and correct record.

**\*O&S 56/22 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting but there were none made.

**\*O&S 57/2 PUBLIC FORUM**

The Chairman confirmed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.

**\*O&S 58/22 NATIONAL FARMERS UNION INVOLVEMENT IN DEVON CARBON PLAN – ALEX STEVENS**

Alex Stevens, the Regional Policy Manager for the National Farmers Union (NFU), gave an overview of the NFU's involvement in the Devon Carbon Plan.

In so doing, reference was made to:

- Domestic food production and energy production having become increasingly important to Central Government;
- Farmers being asked to sign up to the Net Zero Carbon pledge. It was recognised that simple actions could make a real difference;
- The Greenhouse Gas footprinting five-year programme. The Farm carbon toolkit helped farmers, however there could be issues with others taking the data for a marketing tool and farmers worried about the data being used elsewhere. Simple action was knowing some baseline data for farmers was better than nothing;
- Working with the Woodland Trust with tree planting schemes. 15,000 trees had been given out to NFU members over the last few weeks. Infilling of hedgerows and extending hedges were small steps to improve carbon offset. Many grants and information of how to plant trees was available to farmers. If hedges were to increase by 20%, it would be a huge ecological benefit, with the taller the hedge, the deeper the root system;
- NFU Energy provided help and advice with regard to grid connections and renewables particularly with dairy and poultry units;
- Encouraging farmers to take up as many schemes that reduced the impact of carbon on their farms; and
- The ability to arrange for Members to visit a farm if they wished to.

In response to questions:

- The future of agriculture in the local area was likely to have more land ownership outside of agriculture. More farmers were wishing to retire and farm managers may be put in place. Less productive land had to be farmed more sensitively and productive land to be farmed more productively;
- Alternative land use in regard to such things as hedging and fencing off land to use for active travel would be discussed at the next NFU meeting.
- West Devon was located in an area of high livestock production that grew grass very well. It was a challenge to get the balance right

between plant based and meat production with people being discerning on what food they buy;

- The need to highlight market dynamics to farmers was important with Devon as a whole felt to be one massive farm providing a balanced diet to consumers;
- The NFU had a place on the Devon Climate Emergency Response Group that fed into the Devon Carbon Plan. The view was expressed that, whilst the Group listened to the science and data supplied, it was not always understood and portrayed.

The Leader outlined that the lead Hub Committee Member for farming was the Lead Member for Economy, with elements also being covered by the Lead Member for the Environment. The continued Council emphasis to be placed upon farming would be a matter for the new Council administration to decide.

Finally, it was agreed that a copy of the presentation slides would be circulated to all Members.

It was then **RESOLVED** that the Committee note the involvement that the NFU had in the Devon Carbon Plan.

#### **\*O&S 59/22 COMMUNITY SAFETY PARTNERSHIP**

The Chair of the Community Safety Partnership updated the Committee on its achievements over the past year. Priorities were on the prevention of sexual violence, domestic abuse, exploitation, drug and alcohol misuse, changes in youth culture and Anti-Social Behaviour. Key achievements were:

- The Let's Talk project was seeing positive results on a whole host of issues, such as online bullying, drug and alcohol abuse and healthy relationships. There had been 3,107 engagements with parents online over the past year. Feedback from parents had been overwhelming, particularly over the COVID pandemic period where parents did not feel so alone. People had joined from across the world and the Partnership would be looking to see how they could harness and maximise the project;
- A presentation was delivered to schools outlining sexism and misogyny to try to change the culture and encourage children to speak out. The Partnership had attended 9 secondary schools across the area with 1600 pupils attending;
- A big focus was being placed on exploitation and how to recognise it and report it. County lines had been evident in West Devon and ongoing work with teachers and governors was in place to address this;

- Concerns were raised around young people vaping. Strong links had been developed with schools to speak to public health and services were in place to help young people stop;
- The Partnership had been working with the Dartmoor National Park Authority to address instances of anti-social behaviour.

Inspector Conway was invited to address the Committee and advised that:

- police resources had been increased within the area;
- Warrants had been issued whereby the Police had been able to seize knives and weapons in Okehampton and Tavistock over recent weeks;
- anti-social behaviour was down by 21% in the last three months compared to the same period last year. Inspector Conway encouraged Members to keep reporting anything of concern.

During debate, the following points were raised:-

- Social influencing surrounding sexism was being spoken about in schools and was of great concern, with Partnership resources being sent to schools to help address it;
- Pornography that was being viewed by children was impacting on the type of violent crime being seen against young children. The Partnership had been successful in gaining just under £250,000 from the UK Prosperity Fund to address violence against women and girls and any learning gained from the funding would be shared within West Devon.
- Concern was raised over training camps being used for radicalisation within West Devon. The Prevent Agenda was part of the government's counter terrorism strategy and Members were asked to report anything suspicious back to the Partnership.

It was then **RESOLVED** that the Overview and Scrutiny Committee had identified the following to be raised at the next Community Safety Partnership meeting:

The CSP to attend a proposed conference to be held in the new Council year to present an in-depth report to all Members.

**\*O&S 60/22 COUNCIL DELIVERY AGAINST CORPORATE THEME: COMMUNITY WELLBEING**

The Lead Member for Community Wellbeing introduced the update report to the Committee. The Head of Environmental Health and Wellbeing advised that the Rural Poverty Pilot project was being brought back on track with the help of an officer from public health.

Feedback was given on recently issued Disabled Facilities Grants.

It was also confirmed that new playing pitch funding was being used on projects in Okehampton and Horrabridge.

It was then **RESOLVED** that the content of the Community Wellbeing Update be noted.

**\*O&S 61/22 A PLAN FOR WEST DEVON THEMATIC UPDATE: THRIVING ECONOMY**

The Committee agreed to defer the update report as the presenting Officer was unable to attend.

It was then **RESOLVED** that the Committee defer the report to the next O&S Committee meeting.

**O&S 62/22 DRAFT EV STRATEGY PLAN**

The Principal Climate Change Officer introduced the draft strategy to the Committee.

The new government funding scheme for installing off-street charging points are looking for innovative schemes such as solar canopy battery storage.

A soft launch for charging points at village halls was launched at the end of last year and interest was shown. This would need to be packaged up with more viable sites as private sector partners would be engaged to run them.

It was then **RESOLVED** that the Overview and Scrutiny Committee **RECOMMEND** the content of the draft EV Strategy to the Hub Committee and for officers to undertake a public consultation in line with the Council's Consultation and Engagement Strategy.

**\*O&S 63/22 TASK AND FINISH GROUP UPDATES (IF ANY)**

There were no updates given.

**\*O&S 64/22 DRAFT O&S ANNUAL WORK PROGRAMME 2022/23**

The draft proposal for the work programme was reviewed. The following amendments to the work programme were agreed as follows:

- The deferred Plan for West Devon Thematic Update: Thriving Economy report to be taken to the next O&S Committee meeting on 21 March 2023;
- Induction Programme Report;
- Fusion Annual Report; and

- Thematic Update: Homes.

**\*O&S 65/22 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

The proposed Community Safety Partnership seminar for all Members to take place in the new Council year.

(The meeting terminated at 16.15 pm)

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Chairman



## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White ([darryl.white@swdevon.gov.uk](mailto:darryl.white@swdevon.gov.uk)) by 5.00pm on the Thursday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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Report to: **Overview and Scrutiny Committee**

Date: **21<sup>st</sup> March 2023**

Title: **Leisure Contract - Fusion Annual Report 2022**

Portfolio Area: **Health & Wellbeing – Cllr Tony Leech**

Wards Affected: **All**

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

Date next steps can be taken: Immediately

Author: **Jon Parkinson** Role: **Specialist (Leisure) Assets**

Contact: **jon.parkinson@swdevon.gov.uk**

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**Recommendations:**

**That the Overview and Scrutiny Committee note the contents and progress of Fusion’s Annual Report for 2022 and proposals for 2023.**

## 1 Executive summary

- 1.1 This report and presentation provides a review of Fusion’s performance last year in 2022 and an update on current provision and proposals for the year ahead.
- 1.2 2022 was Year 6 of the Council’s 25 year contract with Fusion Lifestyle as the joint leisure management operator for both South Hams and West Devon.
- 1.3 The provision of leisure centres is a discretionary service. However the activities align with the Council’s corporate strategic plan – ‘A Plan for West Devon’ in providing quality services and community wellbeing. This includes increasing active participation in sport and leisure activities.
- 1.4 Leisure Centres are seen as essential community health hubs, contributing to improving people’s health and wellbeing. Centres are more than a lifestyle choice, providing vital services across health – being active, learning to swim, social and mental wellbeing benefits, stronger and safer communities and economic opportunities through jobs.

## 2 Background

- 2.1 Nationally the leisure sector and its operators are facing an extraordinary financial crisis due to the ongoing impacts from Covid-19, the cost of living and the energy crisis. These same

factors were reported last year by Fusion and these pressures have progressively increased during 2022 and continue to do so during this year.

- 2.2 Currently the leisure sector is lobbying the Government, led by the LGA and Sport England, for leisure centres not to be excluded from the energy extra support scheme from April. Energy bills have increased by 300% for some operators over recent years. Some centres have closed and others are reducing their services. See link for further details; <https://www.local.gov.uk/topics/culture-tourism-leisure-and-sport/urgent-support-public-sport-and-leisure-services/letter>
- 2.3 The plight of swimming pools was highlighted as part of a Big Swim Day on 24<sup>th</sup> February which all our centres took part in to encourage people to visit their local pool and show their support to help keep pools open.

### 3 Outcomes/outputs

- 3.1 The leisure contract sets out specific performance indicators which Fusion are delivering through its plans and targets, these include being a more active district, promoting community development, improving health and wellbeing of local residents, improving quality of services and delivering environmental improvements.
- 3.2 The attached annual presentation from Fusion highlights key performance areas and provides an overview on increased monthly usage, Quest accreditations, improved customer satisfaction, key maintenance areas undertaken, OCRA activities and workforce opportunities.
- 3.3 Overall leisure centre memberships at January 2023 had reached 92% compared to 3 years ago, 6,184 against 6,702 in January 2020;

| Total                          | January 2020 | January 2023 | %           |
|--------------------------------|--------------|--------------|-------------|
| <b>Meadowlands (Tavistock)</b> | <b>1,056</b> | <b>1,105</b> | <b>105%</b> |
| <b>Parklands (Okehampton)</b>  | <b>853</b>   | <b>675</b>   | <b>79%</b>  |
| Dartmouth                      | 568          | 651          | 115%        |
| Ivybridge                      | 1,606        | 1,468        | 91%         |
| Quayside (Kingsbridge)         | 1,478        | 1,397        | 94%         |
| Totnes                         | 1,141        | 888          | 78%         |
| <b>Total</b>                   | <b>6,702</b> | <b>6,184</b> | <b>92%</b>  |

Swim school demand and usage is going very well overall memberships have just passed 2020 levels, being at 2,971.

| Total                          | January 2020 | January 2023 | %           |
|--------------------------------|--------------|--------------|-------------|
| <b>Meadowlands (Tavistock)</b> | <b>519</b>   | <b>458</b>   | <b>88%</b>  |
| <b>Parklands (Okehampton)</b>  | <b>286</b>   | <b>355</b>   | <b>124%</b> |
| Dartmouth                      | 162          | 121          | 75%         |
| Ivybridge                      | 820          | 957          | 117%        |
| Quayside (Kingsbridge)         | 778          | 670          | 86%         |
| Totnes                         | 402          | 410          | 102%        |
| <b>Total</b>                   | <b>2,967</b> | <b>2,971</b> | <b>101%</b> |

3.4 Overall usage recovery during the past 3 years with the impacts of Covid and more recently the cost of living and energy crisis, has been good. A positive start has been made in 2023 with new activity programmes and increases in outreach community sessions taking place.

#### 4 Proposed Way Forward

- 4.1 Fusion has now appointed a contractor to deliver the solar energy project across South Hams and West Devon for all the leisure centres. The contractor has undertaken site visits and surveys at both Meadowlands and Parklands. The draft timescale is for the installation to take place later this spring/summer.
- 4.2 Fusion has also been supporting the Council in its Public Sector Low Carbon Skills Fund project, enabling site heat decarbonisation plans to be developed. This includes the use of solar energy for electricity usage.
- 4.3 The cafes in the centres are to be re-opened, starting with Meadowlands then moving onto Parklands. As well the Exercise Referral Scheme will be re-launched in Meadowlands now qualified instructors are in place.

#### 5 Implications

| Implications     | Relevant to proposals Y/N | Details and proposed measures to address   |
|------------------|---------------------------|--|
| Legal/Governance | Y                         | Leisure is a discretionary service. The management of the council's leisure centres are agreed in a formal contract agreement with appropriate reporting structures. |

|   |   |  |
|---|---|--|
| Financial                                     | Y | The investment borrowing and contract arrangements were approved as part of the contract award.<br>Management fee changes were reported and approved at Hub on 1 <sup>st</sup> Feb 2022 and Full Council on 15 <sup>th</sup> Feb 2022.<br>All management fee payments are set out with the appropriate indexation applied. |
| Risk  | Y | Mitigated through the formal procurement process and the business case appraisal.  |
| Supporting Corporate Strategy                 | Y | Council, Communities, Wellbeing  |
| Climate Change – Carbon / Biodiversity Impact | Y | Contract targets to reduce energy usage  |
| Comprehensive Impact Assessment Implications  |   |  |
| Equality and Diversity                        | Y | All leisure centres remain open and have activities open for all sections of the community   |
| Safeguarding                                  | Y | Relevant policies and practices in place through the contract.   |
| Community Safety, Crime and Disorder          | N |  |
| Health, Safety and Wellbeing                  | Y | Improved through better facilities and part of service delivery.   |
| Other implications                            |   | none   |

### **Supporting Information**

Appendix A – Fusion Annual Report 2022

# **Fusion Annual Review Presentation**

**West Devon Borough Council**

**Period : January - December 2022**

# 2022 Review

## Agenda

- Summary Overview
- Performance Update:
  - Participation
  - Service Quality – Quest
  - Service Quality - Customer Satisfaction
  - Service Quality – Facilities
  - Health and Wellbeing - Sport and Community Development
  - Marketing Campaigns
  - Workforce
- 2023 Projects



# Summary Overview

# 2022 Review

## Summary Overview

- Participation continued to grow month on month with the exception of December.
- WD sites completed Quest between July and November 2022
- Staycation membership launched to target holiday makers, 130 tickets sold during the summer period
- Young adult membership launched for 16 and 17 year olds in education- 120 subscriptions sold
- Strong social media centre posts and traction from customers, c.6,000 followers on Facebook and 1,000 on Instagram
- Changes to fees and charges, improved concessionary rates.
- Increased opening hours and staffing levels to match customer demand

# Performance Overview

# 2022 Review

## Participation

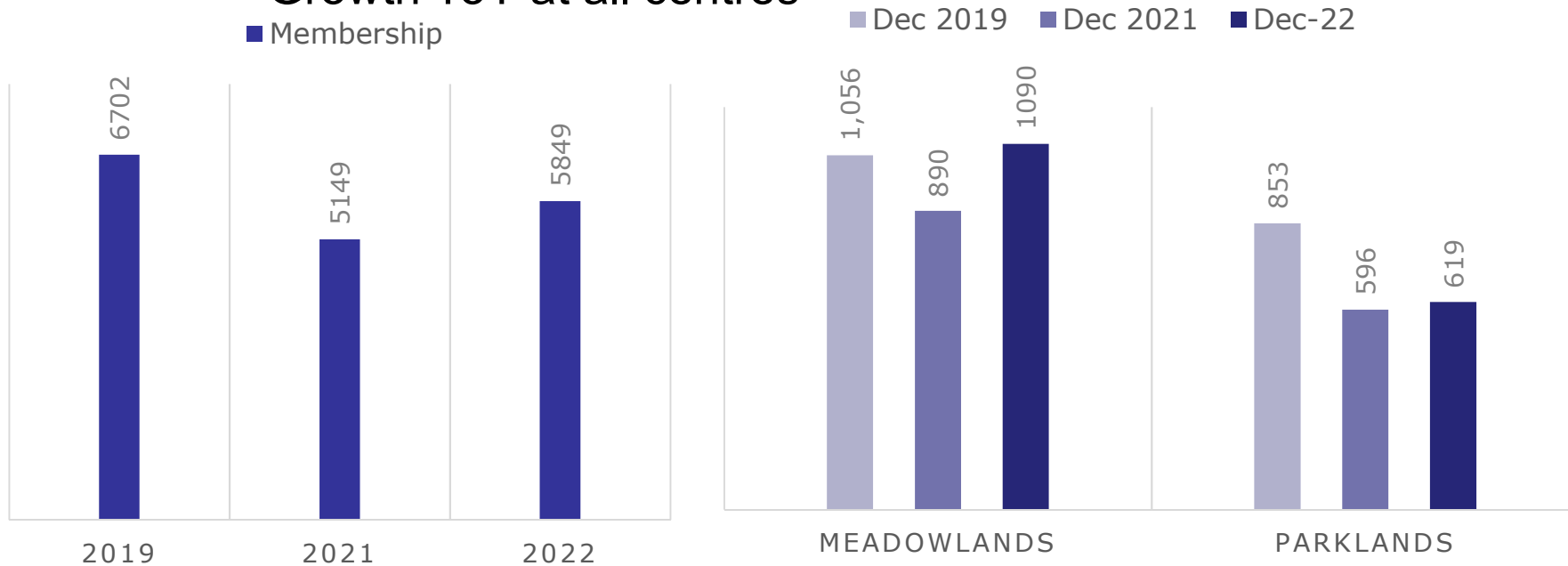
- 220,000 participants entered our centres throughout 2022 for activities including racket sports, soft play, swimming, group exercise classes and parties.
- For the same period in 2021 there were 94,657 participants, due to 3 months of closure and 9 months of covid restrictions.
- Meadowlands launched a new Ballet group
- Parklands supported approximately 90 exercise referral clients in their journey to recovery.
- We welcomed approximately 15 schools in to our facilities.

# 2022 Review

## Participation- Membership

- Total Memberships: 1,709 – 89.5% of Pre-Covid figures
  - Increase of 223 compared to 2021
  - Meadowlands are ahead of pre covid figures
  - Growth YoY at all centres

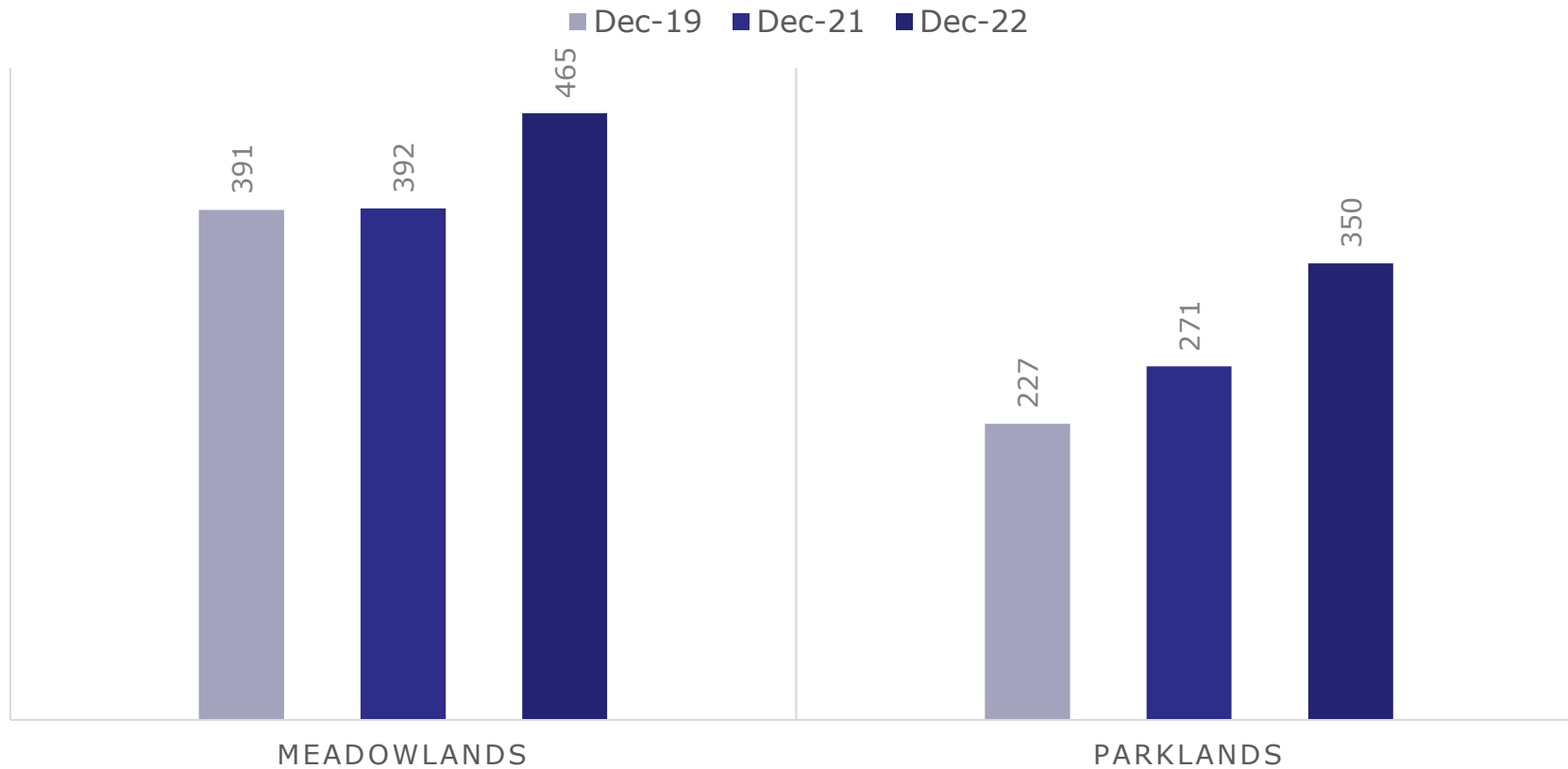
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# 2022 Review

## Participation – Swim School

Both centres have shown growth in comparison to pre covid.  
+197 in comparison to pre covid figures



# Review 2022

## Service Quality- Quest

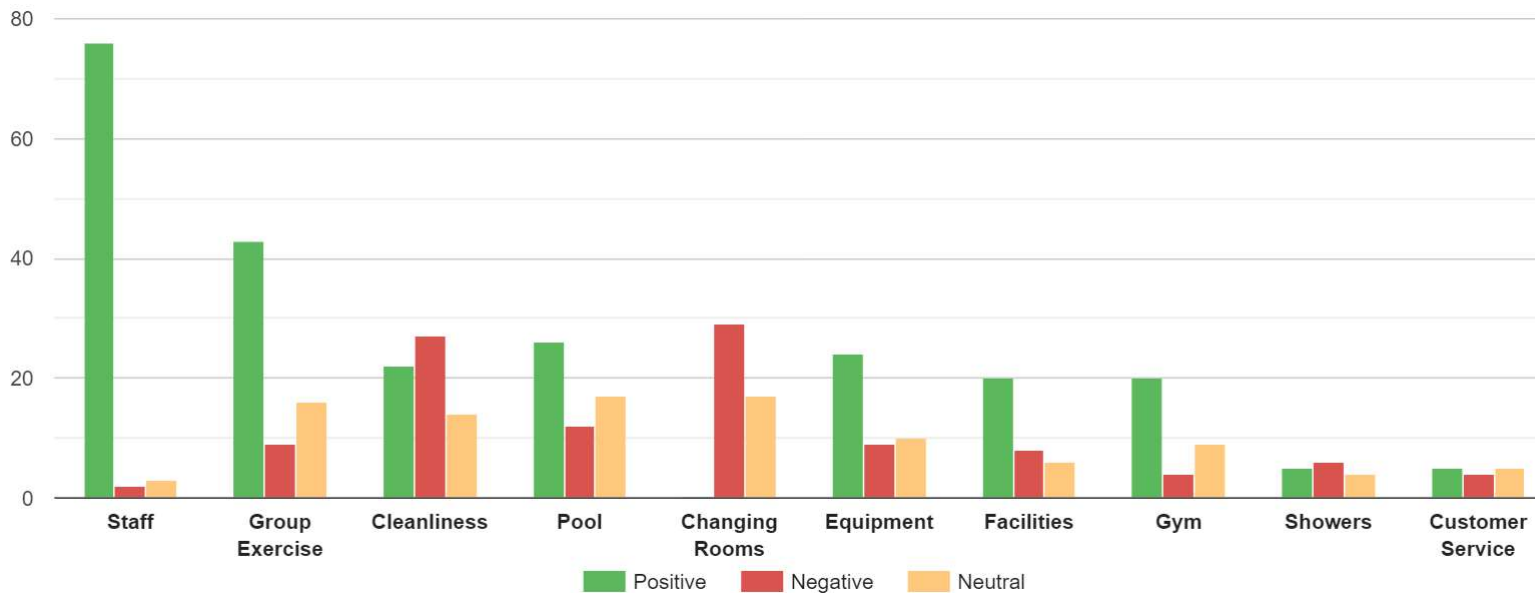
- Parklands- Good
- Meadowlands- Very Good



# 2022 Review

## Service Quality - Customer Satisfaction

- In the Net Promoter system, customers are categorized into three groups—promoters, detractors, passives—depending on how they answer the standard “how likely are you to recommend us” question:
- NPS Score; +37 Parklands, +38 Meadowlands, an improvement of +6 on previous year
  - Promoter mentions: Staff, Pool, Group Exercise, Equipment
  - Detractor mentions: Cleanliness and Changing Rooms
  - 446 customers submitted feedback of which 55% were positive and a further 29% were passives





# 2022 Review

## Service Quality - Facilities

Key tasks completed:

Circa £245k spent on repair, renewal and reactive maintenance in 2022 by Fusion, including but not limited to the following items;

- Repairs to AHU at Meadowlands 12.5k
- Replacement of supply/extract fans at Parklands, Meadowlands 24k
- New fire and intruder alarm system Parklands 23k
- Poolside lights at Meadowlands 4k
- Reactive maintenance across the contract 58k- plumbing, electrical, lighting, flooring and decorating

# 2022 Review

## Cleaning and Energy

Alongside the annual deep clean in March 2022 (at a cost of £7k), all centres regularly review their daily/weekly cleaning schedules to enhance the customer experience.

Approximately £65,000 was spent on cleaning equipment, materials and waste disposal and in addition Parklands have a dedicated cleaner for 10 hours per week.

### Carbon Reduction Measures introduced:

- Solar capital investment proposal confirmed and underway

#### **Decarbonisation proposal discussions ongoing**

- Each centre has an energy saving plan

  - Switching off equipment and lights as necessary

  - Swapping lights to LED bulbs

# 2022 Review

## Sport and Community Development

### Exercise on Recommendation/GP Referral Scheme:

Fusion's Exercise Referral Scheme offers eligible participants a 12-week supported exercise programme delivered by highly qualified Exercise Referral Instructors to improve health, fitness and wellbeing, taking clients existing health conditions into consideration

29% increase in completers compared to 2021 and 33 more new starters

Meadowlands launch February 2023

|           | Referral YTD | Starters YTD | % Starters YTD | Completers YTD | % Completers YTD |
|-----------|--------------|--------------|----------------|----------------|------------------|
| Parklands | 86           | 83           | 95%            | 48             | 58%              |

### Falls Prevention

An expression of Interest was submitted in July to West Devon CVS to deliver a 12 month pilot Falls Prevention service for £25,000 but was unfortunately unsuccessful. EOR Instructor at Parklands are still undertaking the PSI training hosted by Active Devon to delivery Falls Prevention classes with the Well Moor Project.

# 2022 Review

## Sport and Community Development

- OCRA support Fusion in West Devon in the development of plans and delivery of outcomes in respect of sports and activity development in the Borough. Throughout 2022 OCRA have recorded over 50,000 attendances at a variety of activities.
- Weekly junior gymnastics, trampolining, badminton, athletics and basketball at Parklands Leisure Centre.
- Weekly walking netball, walking football, just play football and a memory café at the Pavilion in the Park.
- They deliver curriculum lessons, after school clubs, festivals and competitions across the Dartmoor Multi Academy Trust.
- OCRA have delivered the Holiday Activities Food programme during the school holidays alongside their Sport & Arts days at Parklands Leisure Centre, trampoline, gymnastics and football camps and street sport activity with sheltered housing partner Livewest.

# 2022 Review

## Sport and Community Development

- 2022 saw the return of the very popular OCRA Sports and Fitness Festival in July with adult rounders and badminton competitions and a super Sunday of taster sessions promoting local activities and clubs for the whole family.
- Supported a weekend of family events and activities for the Jubilee bank holiday weekend.
- Secured funding to deliver woodland therapy for veterans to include bush craft.



# 2022 Review

## Marketing Campaigns

Refer a Friend

WIN the Day

Get Healthy & Happy

Stretch Your Limits, Not Your Budget

3 Day Free Pass



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**REFER A FRIEND AND BOTH GET A FREE MONTH!**

**FREE 3 DAY GUEST PASS\***

3 FREE GYM OR SWIMMING SESSIONS ON US!

TELL A FRIEND TODAY!

It's a... **WIN**...refer **WIN** a friend

you **BOTH** get a **FREE** month!

TELL A FRIEND TODAY!

ASK AT RECEPTION FOR MORE DETAILS

# 2022 Review

## Local Marketing – Social Media

- Local promotion of casual swim availability plus upcoming fun inflatable sessions.
- Highlighting availability of unique centre facilities including soft play.
- Showcasing changes to group exercise classes with video.

### MEET THE SWIM TEACHER

Claire has recently been teaching swimming at Meadowlands.

She currently swims for Tavistock swimming club! This means she can use her swimming ability to her advantage to help people learning to swim!

Claire teaches 2 days a week and her favourite swimming stroke is butterfly!

To find out more about lessons, please click the link!

<https://www.fusion-lifestyle.com/swimschool/>



You, Chloe Scott and 15 others 1 Comment

### DON'T FORGET ABOUT OUR NEW MEMBERSHIP

Parklands are pleased to announce we have introduced a specific subscription for 16 & 17 year olds! This is called the Young Adult Membership!

- £23.50 per month
- Gym
- Lane Swims
- Family Swims

Call the centre on 01837 659154 or email [parklands-sales@fusion-lifestyle.com](mailto:parklands-sales@fusion-lifestyle.com) for more info!

<https://www.fusion-lifestyle.com/centres/parklands-leisure-centre/>

#ParklandsLeisureCentre  
#OkehamptonLeisureCentre #Okehampton  
#FusionLifestyle #membership



You, Karen Edworthy and 4 others 1 Comment

### Meet the Swim Teachers

Meet Amy, Hannah, Bella, Ben & Oliver, the core group of Swim Teachers at Meadowlands Leisure Centre!

This wonderful group teach various stages from Pre-School to Stage 8 on the fantastic Learn 2 Swim programme!

If you would like a call for more information or to sign your child up please follow the link below

<https://www.fusion-lifestyle.com/swimschool/centre/meadowlands-leisure-centre/171/call-back/>



You, Chloe Scott and 27 others 1 Comment • 1 share

Did you know our Swim School membership includes unlimited swimming in public sessions?

We also have space in most stages across the week! If you are interested your child joining our Swim School fill in the form below and a member of our team will be in touch with more information

<https://www.fusion-lifestyle.com/swimschool/centre/parklands-leisure-centre/210/call-back/>

#ParklandsLeisureCentre  
#OkehamptonSwimmingLessons  
#SwimmingLessonsOkehampton #SwimSchool  
#FusionSwimSchool #FusionLifestyle



You and 5 others 2 comments • 117 Views

Emma is back

(Following her open heart surgery she had at Christmas)

We are delighted to see Emma back in the centre and looking fabulous!

Junior Gym commenced this week and will be on every Tuesday and Thursday at 3.30pm!

Keep your eyes peeled for future classes returning, led by Emma Jefferies Fitness!

In the meantime download your free gym or swim pass below

<https://www.fusion-lifestyle.com/centres/parklands-leisure-centre/>

#ParklandsLeisureCentre #GroupExercise  
#FitnessClassesOkehampton #OkehamptonGym  
#Okehampton #GroupExerciseOkehampton  
#FusionLifestyle #JuniorGym  
#JuniorGymOkehampton



Joe Rice and 77 others 26 comments • 1 share

# 2022 Review

## Workforce

Fusion employ 314 staff in Devon

- West Devon 116
- A proportion of this includes up to 91 Lifeguards, 76 Swim Teachers and 20 Managers across the contract.
- We hold regular NPLQ and Swim Teacher qualifications across the contract to develop new and existing employees.
- 9 employees are also studying higher management qualifications including a Chartered Management degree Level: 6
- In addition, 5 learners are undertaking Functional Skills in Maths and English and will achieve a functional skills equivalent
- Swimming Teacher qualification is due to take place at Parklands in April 2023.
- An additional employee benefit has been introduced whereby four family members are allowed gym and swim access across our centres.



# 2022 Review

## Moving Forwards

- Solar / Renewal Energy
  - Preferred Solar provider agreed with a proposed install late Spring 2023
- Catering
  - Reopen cafes - starting with Meadowlands
- Centre programming
  - Introduce warm space partnership across all centres (currently at Totnes)
  - Relaunch P/T product
  - Continued growth of youth nights, young adult provision and teen/gym programming
  - Roll out Parent and Toddler Fit (currently Ivybridge) at all other centres in Devon as well as the introduction of Family Fit.
  - Increase community partnerships including fitness classes in the community
  - Exercise Referral- launch Meadowlands EOR
  - SEN Swimming Lesson launch
  - Pricing review across all products with a 10% increase to apply from 1<sup>st</sup> May

# **Fusion Annual Review Presentation**

**West Devon Borough Council**

**Period : January - December 2022**

Report to: **Overview and Scrutiny Committee**

Date: **21 March 2023**

Title: **A Plan for West Devon Thematic Update: Thriving Economy**

Portfolio Area: **Cllr Peter Crozier  
Lead Member Economy**

Wards Affected: **All**

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

Date next steps can be taken:

Author: **Chris Shears** Role: **Head of Economy and Place**

Contact: [Chris.Shears@swdevon.gov.uk](mailto:Chris.Shears@swdevon.gov.uk)

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**RECOMMENDATION:**

**That the Overview and Scrutiny Committee note the progress in delivering against the Plan for West Devon 'Thriving Economy' Thematic Delivery Plan.**

**1. Executive summary**

- 1.1 The Council adopted the Plan for West Devon in September 2021, alongside detailed Thematic Delivery Plans for each priority area.
- 1.2 This report provides the second thematic update on the Thriving Economy strand of the Plan for West Devon.

**2. Thematic Update Report**

- 2.1 The Performance Management Framework included with the Plan for West Devon strategy commits that Overview and Scrutiny will receive a thematic update at each meeting in order to consider the progress against the agreed Thematic Delivery Plans.
- 2.2 The Thriving Economy Thematic Update report is set out as Appendix A to this report.

### 3. Next Steps

3.1 Progress against the Thematic Delivery Plan will continue to be regularly monitored by the Hub Lead for Thriving Economy through monthly meetings with the lead officer.

Highlights continue to be provided in the quarterly Integrated Performance Management Report considered by the Hub.

3.2 Following consideration by Overview and Scrutiny, the progress report will be published on the Councils strategy reporting pages <https://westdevon.gov.uk/plan-for-west-devon> as a public record of progress.

### 4. Implications

| Implications   | Relevant to proposals Y/N | Details and proposed measures to address  |
|--|---------------------------|---|
| Legal/Governance   |                           | Providing performance updates in respect of our strategic priorities contributes to Principle F of the CIPFA Delivering Good Governance in Local Government Framework. This principle is about managing risks and performance through robust internal control and strong public financial management. |
| Financial implications to include reference to value for money |                           | This report does provide updates in respect of financial information but does not make any recommendations or lead to any financial implications not considered by other committees.  |
| Risk   |                           | The thematic update report considers the key risks for the Council in delivering each action within the Plan for West Devon delivery plan.  |
| Supporting Corporate Strategy                                  |                           | Thriving Economy  |
| Climate Change - Carbon / Biodiversity Impact                  |                           |   |
| Comprehensive Impact Assessment Implications                   |                           |   |
| Equality and Diversity   |                           | No direct implications  |

|                                      |  |                        |
|--------------------------------------|--|------------------------|
| Safeguarding                         |  | No direct implications |
| Community Safety, Crime and Disorder |  | No direct implications |
| Health, Safety and Wellbeing         |  | No direct implications |
| Other implications                   |  |                        |

**Supporting Information**

**Appendices:**

Appendix A – Thriving Economy Thematic Update

**Background Papers:**

None

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# Thriving Economy

Thematic Progress Update  
February 2023



# Lead Member Introduction

It has been another busy 12 months for our Thriving Economy workstream which has seen us progress many plans and secure significant investment in our area through the Government UK Shared Prosperity Fund.



**Cllr Peter Crozier**  
Lead Member for stimulating a thriving economy

We have had to reprioritise some of the deliverables we set out in 2021 based on the funding that we have been able to secure from Government with some of the key achievements since the last update in 2022 including:-

- Delivering a #MyPlace campaign of co-ordinated marketing and branding
- Developing a new Visit West Devon website
- Continued monthly engagement with broadband providers to ensure the area is as prioritised as possible – 137 households in Sydenham Damerel are now connected to full fibre
- Secured £1m of funding through the UK Shared Prosperity Fund to provide bespoke business support and also secured funding to progress Okehampton Transport Hub
- Progressed plans with Okehampton Town Council and businesses for a business forum in the town

| Activities on Track | Activities off track | Activities at risk of not completing |
|---------------------|----------------------|--------------------------------------|
| <b>11</b>           | <b>0</b>             | <b>1</b>                             |

One activity is not able to be progressed as originally planned and that is the delivery of an Eco-Museum for West Devon. This relied upon securing Community Renewal Funding which was unsuccessful. Some elements of the scheme will be picked up elsewhere but it will not deliver as planned.

There is another busy period ahead as we commence delivery of some key projects and await the outcome of our bid for £838k of Rural England Prosperity Funding which, if successful, would provide capital grants for businesses to improve their resilience, adopt new technologies and install renewable / energy efficiency measure

*Cllr Peter Crozier*

Cllr Peter Crozier

Lead Hub Member for Thriving Economy





### Action TE1.1 Develop a West Devon Visitor Economy Plan

#### Key Highlights

A draft marketing plan was developed in 2022 involving both the Placemaking and Communications teams. Town and Parish Councils have helped to inform the plan through engagement earlier that year. The aim for the plan is for it to be developed into a fully-fledged marketing strategy for the whole of South Hams and West Devon. This was anticipated for year two of the corporate strategy (2022/23) and quotes were obtained from consultancies to carry out this work. However, it is currently on hold.

The draft marketing plan is an evolving document due to the rapidly changing economic environment in which we find ourselves. The following activities have been undertaken to meet the key objectives of the draft marketing plan:

- Tourism data is secured annually through an external contract to measure success
- Town centre health reports are being developed to include car parking stats, vacancy rates and in due course we also hope to commission footfall data
- Partnership agreements have been developed with both Visit Devon and Visit south Devon
- A new Visit West Devon website has been developed to showcase the region and will be ready to launch in Spring
- Ongoing MyPlace promotional activity continues throughout the year to promote shopping, leisure and key events

#### Key Risks / Issues

N/a

#### Looking ahead to the next 6 months

- Engagement with Members on the draft marketing plan

Overall Rating

Green – On Track

### Action TE1.2 Support place-based public realm enhancements in West Devon

#### Key Highlights

This objective is deemed to be complete – the previous update highlighted the measures that various towns had been able to put into place through accessing a variety of funding streams.

There are likely to be future opportunities to improve infrastructure in and around our town centres, but this is likely to be delivered through the objectives around active and inclusive travel support.

#### Key Risks / Issues

N/a

#### Looking ahead to the next 6 months

- Objective to be reviewed and updated as UK Shared Prosperity Fund programme advances

Overall Rating

GREEN – ON TRACK

### Action TE1.3 Promote active travel, cycling, horse riding and walking routes across West Devon

#### Key Highlights



The Economy and Place Team has successfully accessed the Government’s UK Shared Prosperity Fund. The approved investment plan includes £0.5m of support for active and inclusive travel, including funding for an Active and Inclusive Travel Officer for the next 2 years.

A Local Cycling and Walking Infrastructure Plan is being commissioned and will see significant engagement with communities from across the Borough to establish local strategic priorities to enhance active travel infrastructure.

The funding will also support the delivery of quick win infrastructure improvements and projects to encourage participation in active and inclusive travel options.

**Key Risks / Issues**

N/a

**Looking ahead to the next 6 months**

Objective will be updated as the UK Shared Prosperity Fund activities advance

Overall Rating **GREEN – ON TRACK**

**Action TE1.4 Progress plans for an ecomuseum across West Devon to maximise the assets of the UNESCO World Heritage Site, Dartmoor National Park and Tamar Valley AONB**

**Key Highlights**

Despite the ecomuseum concept not moving forward as a bespoke project, the programme of activities within the Council’s UK Shared Prosperity Fund will enhance opportunities for people to engage with our natural capital using sustainable transportation and in an environmentally conscious manner which will protect our countryside.

Significant work is also being delivered through the Visit West Devon website (which is still being populated), to promote our green tourism infrastructure, active and inclusive travel routes, and natural capital.

We will continue to identify opportunities to take this project forward, but until such a fund becomes available, it will not be possible to proceed at this time.

**Key Risks / Issues**

- The key issue is that the CRF bid was not successful and so at this stage the plans cannot proceed as originally set out.

**Looking ahead to the next 6 months**

- Ongoing work to enable us to bid for any future relevant funding opportunities

Overall Rating **Red – the project cannot proceed as planned due to us not securing Community Renewal Funding.**



## Action TE1.5 Champion Improved Digital (Broadband and Mobile Phone) Connectivity across West Devon

### Key Highlights

- Monthly engagement with main broadband suppliers (Airband, Openreach, Jurassic) and CDS
- Completion of Community Fibre Partnership project in Sydenham Damerel that WDBC underwrote. 137 residents now connected to full fibre, funded through the Gigabit Voucher scheme delivered by Openreach.
- Airband delivery delays – pushing for updates from CDS/Airband
- Local Government Association (LGA) report on the evaluation of the creation of a ‘digital champion’ within a district level council to be published later this month.
- Awaiting outcome of further central funding from Project Gigabit to increase full fibre in Devon and Somerset. The contract would be managed by Building Digital UK (an arm of DCMC). Results expected March/April.
- Web tool to help residents/businesses identify ways to improve their broadband to be launched, w/c 20<sup>th</sup> Feb. Discussions with LEP to develop this tool further and provide support for potential alternative digital connectivity options.

### Key Risks / Issues

- WDBC very limited influence Airband delivery of fibre contract
- WDBC unable to influence outcome of Project Gigabit procurements.
- Treating all communities asking for financial support for digital connectivity projects from WDBC equally
- A large number of queries following the launch of web tool may exceed capacity of digital connectivity officer.

### Looking ahead to the next 6 months

- Developing/supporting LEP in an improved web tool
- Developing a funding scheme to support communities who do not benefit from Project Gigabit (potential further funding from LEP available)
- Post Project Gigabit outcome- supporting communities with community fibre projects that are now viable due to increased voucher funding and a wider fibre network across parts of WD.

Overall Rating

**GREEN – ON TRACK**

## Action TE1.6 Offer business advice services for existing, expanding and new businesses

### Key Highlights

Business Info Point (BIP) has been delivering a programme of business support activities to our business communities.

We have also secured £1m of funding through the UK Shared Prosperity Fund which will deliver a bespoke package of support to our business communities including:



- Regenerative farming and support for farming businesses to adopt new and emerging technologies
- Support for businesses to develop decarbonisation plans to determine a pathway to reduce their carbon footprints
- Support for our community energy groups to expand their activities and further the rollout of renewable technologies in our communities
- Support for the construction sector and its supply chain, improving local capacity to deliver low carbon and carbon neutral development

We will continue to develop our business support programme as opportunities arise. We also have our live bid for £838k of Rural England Prosperity Funding which would provide capital grants for businesses to improve their resilience, adopt new technologies and install renewable / energy efficiency measures.

The economy team has also been meeting with a range of businesses from across the Borough and providing information, advice and guidance on an ad-hoc basis.

#### Key Risks / Issues

N/a

#### Looking ahead to the next 6 months

- BIP will continue their work programme
- We shall continue to engage with businesses and develop our business database

Overall Rating **GREEN – ON Track**

#### Action TE1.7 Remain prepared to respond to any future government business grants (Covid-19 or other)

##### Key Highlights

The Economy and Place Team has successfully accessed the Government’s Levelling Up Fund (£13.4m) and UK Shared Prosperity Fund (£1m), and has a live funding proposal for the Rural England Prosperity Fund (£838k) for which the outcome is expected by March 2023.

The team will continue to identify and apply for funding opportunities to enhance our ability to deliver business and community support initiatives.

##### Key Risks / Issues

N/a

##### Looking ahead to the next 6 months

- We shall continue to look out for new grants to bid for
- We shall look to update the Corporate Strategy objectives to reflect the activities that will be delivered through the funding programmes we have been awarded.

Overall Rating **GREEN – ON Track**

#### Action TE1.8 Deliver an Inward Investment Campaign aimed at attracting new businesses to West Devon

##### Key Highlights



West Devon businesses have been included within the Devon County Council led Devon Delivers inward investment programme, and this campaign has been running since July 2021.

There is an opportunity to commission an inward investment strategy for the Borough which would establish our unique opportunities to attract investment into the Borough and set out a pathway for improving our ability to attract new businesses. This piece of work could also inform the refresh of the Joint Local Plan, identifying areas and specific sites that could be brought forward for commercial development.

The Economy and Place Team continues to respond to inward investment enquiries as and when they are received by the local authority.

**Key Risks / Issues**

A lack of available commercial units and a poor mix of unit types makes it difficult to market the Borough, as there is little opportunity to accommodate new businesses and to facilitate the growth of local businesses.

**Looking ahead to the next 6 months**

Quotes are being obtained for the delivery of an inward investment strategy for the Borough. There is potential for this piece of work to be joint funded with the South Hams to improve cost effectiveness without compromising our ability to identify unique inward investment opportunities for West Devon.

Overall Rating **GREEN – ON Track**

**Action TE1.9 Continue to support the Tavistock Business Improvement District (BID)**

**Key Highlights**

The Economy and Place Team has regular catch ups with the BID Manager. Site visits have been undertaken with the BID Manager and have included introductions with some of the businesses which are BID members within the town centre. We have been working with the BID to move forward other objectives such as their own funding bids and town centre focused project development.

**Key Risks / Issues**

N/a

**Looking ahead to the next 6 months**

- Continue supporting the Tavistock BID manager as and when required.

Overall Rating **GREEN – ON Track**

**Action TE1.10 Establish a new business forum within Okehampton**

**Key Highlights**

Work on the development of a potential Business Improvement District has been ongoing in Okehampton.

A consultancy firm, Locus, has been working with the Borough Council and Town Council, to move the project forward. The initial consultation activity has produced positive results, and the work is



now entering its final stage of consultation before it is decided whether or not to proceed to a referendum.

The results of this stage of activity will be presented by Locus at the end of May. If it is agreed to go to referendum, this would be completed by the end of the calendar year.

The cost of the work has been split between the Borough Council and Town Council.

#### Key Risks / Issues

- N/A

#### Looking ahead to the next 6 months

- At the end of May we shall know whether the proposal will advance to referendum.

Overall Rating **GREEN – ON Track**

### Action TE1.11 Deliver a West Devon Transport Hub through the Government Levelling Up Fund

#### Key Highlights

The Round 2 Levelling-Up Fund bid has been successful, resulting in the Council securing £13.4m to deliver the West Devon Transport Hub in Okehampton.

This work will begin in the new financial year and the construction activities will be completed by the end of March 2025.

The West Devon Transport Hub will provide a service for Okehampton and the surrounding towns and villages with a catchment area stretching as far as Launceston.

Along with the LUF monies, we have also managed to allocate £120k of our UKSPF funding to use as our match contribution to the development and ensuring that the new station will maximise the active and inclusive travel infrastructure provided within the town. This significantly reduces the financial exposure of West Devon Borough Council (as the funding would have otherwise needed to be provided from our reserves).

The Council is the accountable body for the project, but delivery will be led by Devon County Council and their partner organisations.

#### Key Risks / Issues

Time constraints to deliver the station could make it challenging to meet the March 2025 delivery deadline.

#### Looking ahead to the next 6 months

We will be working closely with DCC and other partner organisations to ensure the timely delivery of the project.

Overall Rating **GREEN – ON Track**

### Action TE1.12 Submit a bid to the UK Shared Prosperity Fund

#### Key Highlights

WDBC has had its UK Shared Prosperity Fund investment plan approved by government and the first tranche of funding has been released to the Council.



Some delivery is expected to begin this financial year while the majority of activities will begin from April 2023 onwards.

It is proposed that the Corporate Strategy delivery plan objectives be updated to reflect the projects included within the investment plan and that these be reported back to Members on a regular basis.

**Key Risks / Issues**

N/A – funding has been secured.

**Looking ahead to the next 6 months**

- Development of thematic groups to oversee project delivery
- Procurement of projects to ensure timely delivery of activities

Overall Rating **GREEN – ON Track**



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Report to: **Overview and Scrutiny Committee**  
Date: **21 March 2023**  
Title: **A Plan for West Devon Thematic Update: Improving Homes**  
Portfolio Area: **Cllr Barry Ratcliffe**  
**Lead Member for Improving Homes**  
Wards Affected: **All**  
Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken:

Author: **Isabel Blake** Role: **Head of Housing**

Contact: [Isabel.Blake@swdevon.gov.uk](mailto:Isabel.Blake@swdevon.gov.uk)

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**RECOMMENDATION:**

**That Overview and Scrutiny Committee note the progress in delivering against the Plan for West Devon 'Improving Homes Thematic Delivery Plan.**

**1. Executive summary**

1.1 The Council adopted the Plan for West Devon in September 2021, alongside detailed Thematic Delivery Plans for each priority area.

1.2 This report provides the thematic update on the Improving Homes strand of the Plan for West Devon.

**2. Thematic Update Report**

2.1 The Performance Management Framework included with the Plan for West Devon strategy commits that Overview and Scrutiny will receive a thematic update at each meeting in order to consider the progress against the agreed Thematic Delivery Plans.

2.2 The Improving Homes Thematic Update report is set out as Appendix A to this report.

2.3 This is the second thematic update for Homes considered by the Overview and Scrutiny Committee – the previous report being considered in April 2022.

### 3. Next Steps

3.1 Progress against the Thematic Delivery Plan will continue to be regularly monitored by the Hub Lead for Improving Homes, through monthly meetings with the lead officer.

Highlights will also be provided in the quarterly Integrated Performance Management Report considered by the Hub.

3.2 Following consideration by Overview and Scrutiny, the progress report will be published on the Councils strategy reporting pages <https://westdevon.gov.uk/plan-for-west-devon> as a public record of progress.

### 4. Implications

| Implications   | Relevant to proposals Y/N | Details and proposed measures to address  |
|--|---------------------------|---|
| Legal/Governance   |                           | Providing performance updates in respect of our strategic priorities contributes to Principle F of the CIPFA Delivering Good Governance in Local Government Framework. This principle is about managing risks and performance through robust internal control and strong public financial management. |
| Financial implications to include reference to value for money |                           | This report does provide updates in respect of financial information but does not make any recommendations or lead to any financial implications not considered by other committees.  |
| Risk   |                           | The thematic update report considers the key risks for the Council in delivering each action within the Plan for West Devon delivery plan.  |
| Supporting Corporate Strategy                                  |                           | Improving Homes   |
| Climate Change - Carbon / Biodiversity Impact                  |                           | The appendix includes an overview of progress in respect of Minimum Energy Efficiency Standards   |
| Comprehensive Impact Assessment Implications                   |                           |   |

|                                      |  |                        |
|--------------------------------------|--|------------------------|
| Equality and Diversity               |  | No direct implications |
| Safeguarding                         |  | No direct implications |
| Community Safety, Crime and Disorder |  | No direct implications |
| Health, Safety and Wellbeing         |  | No direct implications |
| Other implications                   |  |                        |

### **Supporting Information**

#### **Appendices:**

Appendix A – Thematic Update Report Improving Homes

#### **Background Papers:**

None

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# Improving Homes

**Thematic Progress Update**

**March 2023**



# Lead Member Introduction



**Cllr Barry Ratcliffe**  
Lead Member for improving homes

Ensuring that everyone within West Devon has access to a safe and warm home is a key priority within A Plan for West Devon This year has made this even more vital with the cost of living challenges and the ongoing housing crisis within the borough. We have also dealt with the consequences of the war in Ukraine, with residents of the borough opening up their homes to support Ukrainian people fleeing the conflict. The Council has played a key part in supporting both guests and hosts.

This update report sets out the progress the Council has made in achieving the key actions set out in the 2022/23 thematic delivery plan. It also reflects on new actions that were agreed as part of the Year 3 Action Plan in March 2023. Since adoption of A Plan for West Devon, in September 2021 some of the key achievements have been:

- ✓ Lobbied for changes to the Supported Housing sector and been awarded over £300k of Government funding as part of their Supported Housing Improvement Programme
- ✓ Supported 162 Ukrainians, resettle with host families in the Borough, helping with tenancy sustainment and ensuring there was alternative accommodation in cases of placement breakdown
- ✓ Completed Housing Needs Surveys in Brentor, North Tawton, Princetown,
- ✓ Taken on 5 more properties through Seamoor lettings
- ✓ Prevented homelessness for 82 households
- ✓ Adopted a new 5 year Homeless Strategy jointly with South Hams
- ✓ Through a successful Government funding bid recruited a dedicated temporary accommodation support worker.
- ✓ Driving forward pre-construction work to determine next steps at Council owned sites at Wonnacotts Road Okehampton and Springhill & 20 Plymouth Road, Tavistock

|   |  |  |                                  |
|---|--|--|----------------------------------|
| <b>2</b><br>Activities on Track and within budget | <b>4</b><br>Activities requiring additional intervention or have uncertainties that require managing | <b>0</b><br>Activities off track with no current clear plan to resolve | <b>0</b><br>Not yet due to start |
|---|--|--|----------------------------------|

Over the coming pages, we set out more in-depth update for each action along with the wider benefits to our communities.

The third-year delivery plan carries on the building blocks of the work started in the first two years of this plan, there is much still to do and it is important that the Council continue to prioritise improving homes and the objectives of this strategy.

*Cllr Barry Ratcliffe*

**Cllr Barry Ratcliffe (Lead Member for Improving Homes)**



**Action IH1.1 – Deliver local homes that meet the needs of local people through a cumulative 300 new homes by the end of 2023/24 across the joint local plan area**

**Key Highlights**

In total during 2022/23, 210 new affordable properties were delivered in the West Devon and South Hams JLP area and Dartmoor National Park. Specifically for West Devon, 72 units of affordable housing were delivered and occupied. Nearly double the completions of the previous year in West Devon (36)

**Key Risks / Issues**

We continue to monitor the market and whilst there is a risk delivery could slow down due to issues sourcing labour, materials and difficulties with mortgages, there may be opportunities to act, that increase delivery of affordable housing by additionality and direct purchase from developers.

**Overall Rating** GREEN – On Track

**Action IH1.2 – Work with Devon County Council to support people to live independently, identifying opportunities for specialist, purpose-built accommodation**

**Key Highlights and benefits**

- We have been successful for over £300k of Government funding to improve the local supported housing market with specific objectives around quality of accommodation, value for money and joint working with County to ensure a safety net for vulnerable people.
- We are improving our evidence base around future need, for people with learning disabilities, mental health.
- Our early commitment is to provide some units of supported accommodation on our own site at Wonnacotts Road Okehampton and seek to provide exemplar accommodation for people with learning disabilities.

**Key Risks / Issues**

- The Supported Housing (Regulatory Oversight) bill is currently making its way through parliament. If this comes into law we may see a number of providers exiting the market because they cannot meet the higher standard. This may lead to a temporary shortage of placements available. We will continue to monitor this.
- Work to bring forward an extra care scheme at Plymouth Road Tavistock, that received planning permission in December 2021 has been delayed due to a legal issue with probate

**Looking ahead to the next 6 months**

A business case for a potential scheme for Wonnacotts Road is anticipated in Q3/4 of 23/24

**Overall Rating** Amber – slightly off track due to Plymouth Road

**Action IH1.3 – Develop our understanding of housing need and implement plans for responding**

**Key Highlights**

Recruited Housing Needs Analyst in September 2022.  
Housing Needs surveys in Brentor, North Tawton, Princetown completed  
Expanded the work of the disabled adapted panel work to understand future needs as well as current needs.

**Key Risks / Issues**



|  |                         |
|--|-------------------------|
| <b>Looking ahead to the next 6 months</b>  |                         |
| Housing Needs Surveys in scope; <ul style="list-style-type: none"> <li>• Lydford, Mary Tavy, Peter Tavy &amp; Brentor (cluster survey)</li> <li>• Horrabridge</li> <li>• Bere Ferrers,</li> <li>• Bridestowe and Sourton (cluster survey)</li> <li>• Sampford Courtney, Monkokehampton, Jacobstowe &amp; Exbourne (cluster survey)</li> <li>• South Tawton &amp; Sticklepath (cluster survey)</li> </ul> |                         |
| <b>Overall Rating</b>  | <b>GREEN – ON TRACK</b> |

|   |  |
|---|--|
| <b>Action IH1.4 – Promote and support energy efficiency in homes through ensuring the private rented sector meets the requirements of the Domestic Minimum Energy Efficiency Standards, Green Homes Grant Phase 2 and Energy efficiency improvements social housing decarbonisation fund</b>          |  |
| <b>Key Highlights</b>   |  |
| <ul style="list-style-type: none"> <li>• Supported 38 homes with a green home grant totalling £519,027 of improvements.</li> <li>• Resource allocated to lead MEES project</li> </ul>   |  |
| <b>Key Risks / Issues</b>   |  |
| The national EPC (energy performance certificate) database has proven to be inaccurate which has created a challenge in contacting landlords of properties rated G or below to increase uptake of the MEES scheme. Seeking to mitigate this by sourcing alternative data to use to contact Landlords. |  |
| <b>Looking ahead to the next 6 months</b>   |  |
| <ul style="list-style-type: none"> <li>• Set up &amp; launch of new energy efficiency grant scheme, with installations due to start June 2023</li> </ul>  |  |
| <b>Overall Rating</b>   | <b>Amber – slightly off track due to data and resource</b> |

|   |  |
|---|--|
| <b>Action IH1.5 – Promote the best use and improve the quality of existing housing including through a new Seamoor Lettings website, a new tenancy strategy and seek redevelopment opportunities with partners to enhance the current housing stock to meet the needs of residents.</b>   |  |
| <b>Key Highlights</b>   |  |
| <ul style="list-style-type: none"> <li>• Seamoor Homes website launched</li> <li>• Tenancy Strategy adopted Sept 2021</li> <li>• We have increased our Tenants Incentive Scheme to £5,000 for people wishing to downsize and have supported 4 people to move</li> </ul>   |  |
| <b>Key Risks / Issues</b>   |  |
| <ul style="list-style-type: none"> <li>• Damp &amp; mould is a key area of concern within Registered Provider (RP) Stock following the tragic death of Awaab Ishak in Rochdale</li> <li>• Property Disposals by RP’s of poor performing stock, particularly in areas of high demand and low availability.</li> <li>• Changes to Energy Performance Certificates etc for rental properties that are in the pipeline may see landlords become more reluctant to let properties. We will ensure that we build this in to our communications strategy and promote the Lendology finance options for landlords.</li> </ul> |  |





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| <ul style="list-style-type: none"> <li>Action IH1.5 is slightly off track against the original plan as we have not rolled out our package of support for HMO management and promoted it to landlords. The Council intends to bring forward its own HMO at Plymouth Road and use as a pilot for management best practice</li> </ul>  |
| <b>Looking ahead to the next 6 months</b>   |
| <ul style="list-style-type: none"> <li>Revisit housing register data where an applicant has highlighted damp and mould on their housing application to ensure the RP is addressing</li> <li>Meet with RP's to understand fully disposal strategies and develop mitigation</li> <li>Project Team meeting to develop next phase of promoting Seamoor lettings website.</li> <li>Progress discussions with our registered provider partners on potential regeneration projects.</li> </ul> |
| <b>Overall Rating</b> Amber – Slightly Off Track  |

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| <b>Action IH1.6 – Deliver on our plans for 11 self-contained apartments in Tavistock to support people who are homeless</b>   |
| <b>Key Highlights</b>   |
| <p>We received planning consent for the self-contained apartments in Tavistock in December 2021</p> <p>In April 2022 a tender was issued to deliver the planning consent. This closed in June 2022. Unfortunately, no compliant tender submissions were received, which meant a different procurement route needed to be explored.</p> <p>The current position is we are directly working with a preferred contractor to review the design and develop a final construction cost.</p> <p>Officers are likely to have the results and the construction cost in March 2023.</p>   |
| <b>Key Risks / Issues</b>   |
| <ul style="list-style-type: none"> <li>The business case - rising construction costs due to the effects of events including covid, rising inflation, energy prices, Brexit and the war in Ukraine and the stagnation of the local housing allowance all of which will have a detrimental effect on the financial business case.</li> <li>Availability of suppliers – The availability of suppliers is currently being affected by the unprecedented challenges facing the construction industry. The combination of all these issues is having a real impact on the industry and has forced several contractors into administration.</li> <li>Legal - The process required to release/vary the current covenant with the NHS</li> </ul> |
| <b>Looking ahead to the next 6 months</b>   |
| <ul style="list-style-type: none"> <li>Construction costs received March 2023</li> <li>Project review of delivery options</li> <li>Revised business case Summer 2023 for Council approval</li> </ul>  |
| <b>Overall Rating</b> Amber – slightly off track  |



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## FUTURE MEMBER INDUCTION PROGRAMME

| DATE   | EVENT (* All sessions will be held in the Council Chamber, Kilworthy Park, Tavistock unless stated otherwise)   | LEAD OFFICER / MEMBER                  |
|--|---|--|
| <p><b>WEEK 1:</b></p> <p>Thursday, 4 May 2023</p> <p>Thursday, 4 May – Friday, 5 May</p> | <p><b>Election Polling Day</b></p> <p><b>Election Verification and Count</b></p> <p><i>(NB. officers in attendance at the count will have copies of the Induction Programme available to hand out to successful candidates.)</i></p>  |  |
| <p><b>WEEK 2:</b></p> <p>Tuesday, 9 May – 10.00am to 1.00pm</p> <p>1.00pm to 2.00pm</p>  | <p><b>Mandatory session for all Members to attend any time between 10.00am and 1.00pm (please ensure that you allow at least one hour before 1.00pm for this process) (in the Council Chamber unless stated otherwise)</b></p> <ul style="list-style-type: none"> <li>• Sign the Declaration of Acceptance of Office (<i>Meeting Room 1</i>);</li> <li>• Through a series of workstations to issue: FAQ handbook / security pass / Member Profile form (including contact details) / opportunity to clarify details relating to the Induction Programme / Register of Interests form / Payroll forms / Business Card requests / establish bank account details; management structure; officer contact details; Council organisational structure; introduce officer navigator and/or Member Buddy;</li> <li>• Media Workstation;</li> <li>• Brief Tour of Kilworthy Park;</li> <li>• Issue IT device and handbook (<i>**for newly elected Members only**</i>) (to include email etiquette, IT security guidance and Expense Claims (<i>Meeting Room 2</i>); and</li> <li>• Individual Photographs.</li> </ul> <p><b>All Member lunch with SLT: Welcome and Introductions</b></p> | <p>Strategic Leadership Team (SLT)</p> |

## FUTURE MEMBER INDUCTION PROGRAMME

| DATE  | EVENT (* All sessions will be held in the Council Chamber, Kilworthy Park, Tavistock unless stated otherwise)  | LEAD OFFICER / MEMBER  |
|---|--|--|
| <p>2.00pm to 3.30pm</p>   | <p><b>West Devon – Setting the Scene</b><br/>                     (to include introductions to the Senior Leadership Team and Heads of Service and pertinent significant corporate issues ((e.g. Relationship with South Hams District Council, Dartmoor National Park Authority, ‘A Plan for West Devon’ Corporate Strategy; Housing Crisis; Climate and Biodiversity Emergency and future challenges faced with there being an opportunity at each juncture for Member questions.))</p> <p><b>How the Council Works</b><br/>                     (to include:</p> <ul style="list-style-type: none"> <li>• Council structure, governance arrangements (including decision making responsibilities), Meeting Procedures and Council Reports;</li> <li>• Introduction to the role of the Hub, Overview and Scrutiny, Development Management &amp; Licensing and Audit &amp; Governance Committees;</li> <li>• Finance, Budget Setting and External Auditors; and</li> <li>• Code of Conduct.)</li> </ul> | <p>SLT</p>   |
| <p>Friday, 12 May (am)<br/>                     10.00am – 12.30pm</p> | <p><b>In person IT Training: to include MS TEAMS, Outlook, Modern.Gov, ITrent (HR Self Service) and Chamber Audio/Visual</b></p>   | <p>SLT, Monitoring Officer, S151 Officer, Democratic Services</p> <p>Member IT Officer</p> |
| <p><b>WEEK 3:</b></p> <p>Tuesday, 16 May (am)</p>                     | <p><b>The Planning Process (Part 1) (NB: newly elected Members will have to attend both of these sessions before they can take part in the planning decision-making process)</b><br/>                     (to include:</p> <ul style="list-style-type: none"> <li>• Setting decisions in a policy context – the National Planning Policy Framework, Joint Local Plan and Neighbourhood Plans.)</li> </ul>  | <p>Strategic Planning Manager (JLP), Development Management and Legal Officers</p>         |

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| DATE                                 | EVENT (* All sessions will be held in the Council Chamber, Kilworthy Park, Tavistock unless stated otherwise)   | LEAD OFFICER / MEMBER   |
|--------------------------------------|---|---|
| Tuesday, 16 May (pm)                 | <b>The Planning Process (Part 2)</b><br>(to include: <ul style="list-style-type: none"> <li>• What is 'development' and what applications do we receive?</li> <li>• What is meant by pre-application?</li> <li>• Material Planning Considerations;</li> <li>• Planning Enforcement</li> <li>• The role of the Ward Member and the role and workings of the Development Management and Licensing Committee (incl. Site Inspections and Licensing Sub-Committees);</li> <li>• The appeal process and awards of costs; and</li> <li>• Tree Preservation Orders.)</li> </ul> (NB: Publication and Circulation to Members of the Annual Council Summons) | Development Management, Licensing, Legal and Democratic Services Specialists                        |
| Friday, 19 May                       |   |   |
| <b>WEEK 4</b>                        |   |   |
| Tuesday, 23 May<br>10.00am – 11.30am | <b>Training Session to include: Media Skills (including Social Media); Meeting Discipline and Council Procedure Rules</b>   | Communications, Democratic Services and Monitoring Officer  |
| 11.30am – 12.30pm                    | <b>Member Code of Conduct</b>   | Monitoring Officer  |
| 1.15pm – 2.00pm                      | <b>Community Leadership Role – to include relationship with local Town and Parish Councils and the Council's Locality Service</b>   | Assistant Director – Organisational Development; Democratic Services and serving Town Council Clerk |
| 2.00pm – 4.00pm                      | <b>IT Security, General Data Protection Regulation, Equality and Diversity, Freedom of Information, Business Continuity and Health and Safety (to</b>   | Head of Organisational Development; Corporate Risk and Information Officer; Head of                 |

## FUTURE MEMBER INDUCTION PROGRAMME

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|--|--|---|
|  | include lone working) <i>(NB: interactive session to include case studies and good and bad practice)</i>   | Environmental Health, Principal IT Security Officer and Head of Housing |
| <b>WEEK 5</b>                                |  |   |
| <b>Tuesday, 30 May:</b><br>8.30 am – 9.00 am | <b>Mayors Briefing for Annual Council</b> <i>(NB. the Briefing Notes will be sent to all Members for information purposes)</i>   | Democratic Services   |
| 9.00 am – 10.30 am                           | <b>Political Group Meetings</b>  |   |
| 11.00 am                                     | <b>ANNUAL COUNCIL MEETING</b> <i>(NB. this is the meeting during which appointments to Council Bodies will be considered)</i>  | Democratic Services   |
| <b>On the rising of Annual Council</b>       | <b>Member Group Photo (followed by Council lunch)</b>  | Design Specialist   |
| 4.00pm                                       | <b>Hub Committee Agenda Briefing</b> <i>(for Hub Committee Members only via MS TEAMS)</i>  | SLT   |
| <b>Wednesday, 31 May:</b>                    | <b>Safeguarding Training – Joint Session with SHDC</b>   | Head of Housing (supported by an External Trainer)                      |
| <b>TO BE PROGRAMMED BEYOND WEEK 5</b>        | <p><i>Informal Council session (current major projects etc led by Hub leads following Annual Council appointments)</i></p> <p><i>DM+L Committee – agenda briefing, Mock Committee Meeting, site inspections, meeting itself and current applications awaiting determination.</i></p> <p><i>Audit &amp; Governance Committee Member Workshop (before first Committee meeting) – to include Grant Thornton sponsored Treasury Management</i></p> |   |

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| DATE                          | EVENT (* All sessions will be held in the Council Chamber, Kilworthy Park, Tavistock unless stated otherwise)   | LEAD OFFICER / MEMBER |
|-------------------------------|---|-----------------------|
|                               | <p><i>Training; Budget Book; Annual Governance Statement; and Risk Management.</i></p> <p><i>Hub Committee – draft agenda briefing (two weeks before the meeting itself).</i></p> <p><i>Audit &amp; Governance Committee Member Workshop (before first Committee meeting) – to include Grant Thornton sponsored Treasury Management Training; Budget Book; Annual Governance Statement; Risk Management; and Dealing with Member Code of Conduct complaints.</i></p> <p><i>Overview and Scrutiny Training – setting a Work Programme; relationship with the Hub Committee; adding value; questioning skills</i></p> |                       |
| <b>ALSO TO BE PROGRAMMED:</b> | <p><i>Leadership Academy Training – for Leader and Deputy Leader initially followed by lead Hub Members;</i></p> <p><i>Chairing Skills – External Trainer</i></p> <p><i>Governance Training</i></p> <p><i>Tour of the Borough</i></p> <p><i>The Medium Term Financial Strategy and Setting a Balanced Budget</i></p> <p><i>Planning Enforcement Meetings with local Ward Members</i></p> <p><i>Member Briefings: The Revenue and Benefits Service and Assets Projects</i></p> <p><i>July DM+L Committee meeting date – World Heritage Site training afterwards</i></p>  |                       |

# FUTURE MEMBER INDUCTION PROGRAMME