



Place Scrutiny Committee

Date: Tuesday, 10 March 2020
Time: 10.00 am
Venue: Committee Room A/B, South Walks House,
South Walks Road, Dorchester, DT1 1EE

Membership: (Quorum 3)

Daryl Turner (Chairman), Cherry Brooks (Vice-Chairman), Robin Cook, Jean Dunseith, Simon Gibson, Ryan Hope, Val Potheary, Andrew Starr, Roland Tarr and David Taylor

Chief Executive: Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

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A G E N D A

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 MINUTES

5 - 10

To confirm the minutes of the meeting held on 30 January 2020.

3 DECLARATIONS OF INTEREST

To receive any declarations of interest.

4 PUBLIC PARTICIPATION

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

The deadline for submission of the full text of a question or statement is 8.30am on Wednesday 4 March 2020.

Details of the Council's procedure rules can be found at: [Public Participation at Committees](#)

5 URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

6 LEISURE SERVICES REVIEW

11 - 22

To consider a report following a review by the Leisure Services Executive Advisory Panel, prior to report to Cabinet.

Please note that the appendix associated with this report is an exempt document.

7 QUARTERLY COMPLAINTS UPDATE - PLACE

23 - 32

To consider a quarterly update report on complaints (Place).

8 PLACE SCRUTINY COMMITTEE FORWARD PLAN

33 - 38

To review the Place Scrutiny Committee Forward Plan (attached)

To review the Cabinet Forward Plan (click on link below to view):

<http://do-modgov.wdwp.local/mgListPlanItems.aspx?PlanId=124&RP=152>

To review recent Cabinet decisions (click on links below to view):

[3 March 2020](#)

9 EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

10 LEISURE SERVICES REVIEW - EXEMPT APPENDIX

39 - 216

Exempt appendix relating to agenda item 6 – Leisure Services Review
– **NOT FOR PUBLICATION**

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PLACE SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON THURSDAY 30 JANUARY 2020

Present: Cllrs Daryl Turner (Chairman), Cherry Brooks (Vice-Chairman), Robin Cook, Simon Gibson, Ryan Hope, Val Potheary, Andrew Starr, Roland Tarr and David Taylor

Apologies: Cllrs Jean Dunseith

Also present: Cllr Tony Alford, Cllr Jon Andrews, Cllr Ray Bryan, Cllr Spencer Flower, Cllr Les Fry, Cllr Barry Goringe, Cllr Sherry Jespersen, Cllr Andrew Kerby and Cllr Jane Somper

Officers present (for all or part of the meeting):

Bridget Betts (Environmental Advice Manager), Tony Bygrave (Senior Assurance Officer - Complaints), Graham Duggan (Head of Community & Public Protection), Andy Frost (Community Safety and Drug Action Manager), Stuart Hendry (Dog Warden), Matthew Piles (Corporate Director - Economic Growth and Infrastructure), John Sellgren (Executive Director, Place), Jane Williams (Team Leader - Public Protection), Jack Wiltshire (Head of Highways) and Lindsey Watson (Senior Democratic Services Officer)

27. Minutes

The minutes of the meetings held on 24 October 2019 and 13 January 2020 were confirmed as a correct record and signed by the Chairman.

28. Declarations of Interest

There were no declarations of interest.

29. Public Participation

There were no representations from town or parish councils or from members of the public.

30. Urgent Items

There were no urgent items.

31. Review of Place Enforcement Activities

The committee received and considered a report of the Head of Community and Public Protection in order to agree a scope for a review of Place Services enforcement activities. The committee had previously requested a review of Place Services enforcement activities to ensure that resources were being

used efficiently and effectively and that the council embraced best practice and innovation. The review would take place over the following 6 months and consideration was given to nominating two members of the committee to work with officers in order to develop a project plan. Once developed, the project plan would be shared with the committee and the committee would also receive update reports at particular milestones.

It was agreed that Councillors David Taylor and Robin Cook would be nominated to work with officers in order to develop a project plan for the review.

32. Policy Review Update - Presentation

The Executive Director of Place provided a presentation in respect of the review of policies in the Place area for Dorset Council. The presentation provided the context for the review and the importance of undertaking a review, noted reviews required by the Order, work being undertaken in Executive Advisory Panels and potential areas for review by scrutiny. There were two main areas that could potentially be reviewed by the Place Scrutiny Committee:

- Regulatory – could be progressed as part of the scrutiny work on enforcement
- Waste and cleansing – awaiting outcome of Government Waste and Resources Strategy and therefore could form part of future work programme

Councillors considered the issues arising from the presentation and during discussion the following points were raised:

- It was felt that there would be merit in committee members having an appropriate form of briefing or training prior to considering reports related to licensing issues. This could be made available to the wider Council membership
- The licensing policies would be in place by March 2021. The wider review of policies would be subject to an operational timetable to be signed off by councillors. Statutory policies would be reviewed as a priority
- It was important that policies were accessible to all
- It was highlighted that policies inherited from the former councils continued to be fit and proper from a legal point of view. The review would assist in standardising policies across the Dorset Council area
- The Chairman noted that not all policies would come to committee and some may be circulated to councillors electronically.

33. Dog Control Enforcement Activity

The Portfolio Holder for Customer, Community and Regulatory Services introduced the report, which set out detail of a review of the dog welfare and control service, to be undertaken as part of the wider review of enforcement

activities. This was a small but high profile service and there was a need to consider how best to allocate resources in this area, the important role of education and the involvement of town and parish councils. The Head of Community and Public Protection, Team Leader Public Protection and Dog Warden attended the meeting to provide information and answer questions.

Councillors considered the issues arising from the report and during discussion the following points were raised:

- With regard to the issue of dog fouling and education in this area, it was noted that there had previously been more resource available in order to do work in schools for example. There may be a need to consider ways of using social media to get messages out
- Further thought could be given to how the council could work with schools and town and parish councils in this area
- The balance between use of education and enforcement in respect of dog fouling was considered
- An example was provided of a parish council providing dog waste bags
- Reporting of incidents could be undertaken through normal council routes including by telephone and online. The use of a reporting hotline could be considered. There was a need to bring the dog wardens together with one reporting system
- A point was made that it was important to recognise that not all dog owners were irresponsible and that community groups could be used as points of contact in local areas
- The process for dealing with reports of dog fouling was considered and the use of overt versus covert surveillance
- Resource for this area would be considered as part of the wider review of enforcement activities in Place Services to include a look at how enforcement officers could support each other across the wider service
- In response to a question with regard to the incentive to town and parish councils to provide support in this area, it was noted that the benefit would be cleaner local environments
- A current consultation relating to the Public Space Protection Order (PSPO) for dog control was seeking views from town and parish councils
- Discussion was also taking place in the Engaging with Town and Parish Councils Executive Advisory Panel, looking at services that town and parish councils may wish to have devolved to them
- The Dog Warden service had strong links to the Dorset Waste Partnership
- Reference was made to information on public complaints set out in the report and the difference in trends between 2018/19 and 2019/20. In response, the Head of Community and Public Protection confirmed that service convergence work may affect how information was recorded
- A specific point was raised with regard to legacy contracts

- It was noted that microchipping was assisting with incidents of stray dogs
- Issues around animal welfare were discussed and it was noted that the RSPCA provided the lead in the area alongside the Police. The council had a role in licensing in this area and specific examples were provided. The Dog Warden noted that steps would be taken if a dog required assistance such as veterinary care. The balance between the statutory and non-statutory parts of the service was recognised
- Councillors were able to spend time with the dog wardens if required.

The comments made during discussion at the meeting would be considered as part of the wider review of enforcement activities and would assist in shaping the future Dog Warden service.

34. Single Use Plastic Policy

The committee was presented with the opportunity to consider and comment on the Single Use Plastic Policy and recommend its adoption to Cabinet. The policy aimed to bring consistency of approaches to reducing single use plastic throughout Dorset Council offices and services.

The committee discussed the issues arising from the report and particular reference was made to the need for education in this area, the importance of the council leading by example and work being undertaken with other organisations.

Recommendation to Cabinet

That the Single Use Plastic Policy be adopted.

35. Community Safety Plan 2020 - 2023

Councillor Kerby presented the report as the Chair of the Community Safety Partnership, provided an introduction to the process for developing the plan and thanked Councillors Gill Taylor and Molly Rennie in particular for their work in this area.

The Chairman noted the reference made to social media within the Community Safety questions to the People's Panel and commented that this could be widened to include other social media platforms, particularly to capture the views of younger persons.

36. Quarterly Complaints Update - Place

The committee received a report of the Senior Assurance Officer (Complaints) with regard to the performance of complaints made against functions within the Place Directorate.

The Chairman noted that the report was still being developed and that a similar report may be brought to the other scrutiny committees in the future. The importance of acknowledging compliments as well as complaints was recognised.

The Leader of Council highlighted how having a structure in place would provide the council with consistency in how complaints were dealt with. He indicated that he was content with progress being made and noted that dealing with complaints gave the council the opportunity to learn and improve services where required.

The committee considered the report and raised issues as follows:

- There were areas where trends could be identified, however it was noted that there were instances where due process needed to be completed before an issue was dealt with as a complaint
- The percentage of fully justified complaints was low
- A point was raised about the importance of keeping in touch with complainants during the time their complaint was being dealt with
- A request was made for a breakdown of complaints by area and specific reference made to planning and highways
- Consideration needed to be given to how complaints made to and dealt with by councillors were recorded
- It was important that people felt able to contact the council if they had a complaint and for the process to give them a voice. It was also important for lessons to be learnt and improvements made where required. In this respect, the council welcomed a higher number of complaints. Complaints were reviewed by managers on a monthly basis and learning undertaken
- The use of social media for sharing success stories was highlighted. Social media could also be used as a way of raising awareness of how complaints could be made as well as information being made available on the council's website
- It was important to note that not all complaints reached the formal complaints stage and that many were resolved before they reached that point.

37. Place Scrutiny Committee Forward Plan

The Senior Democratic Services Officer provided an overview of the items on the committee's work programme and comments were made / items added to the work programme as follows:

- A report from the Rural Access to Services Executive Advisory Panel would be considered by the committee at the meeting on 10 March 2020, prior to a report going to Cabinet
- The committee would consider the draft order for the Public Space Protection Order in respect of Dogs at the meeting on 2 July 2020
- Councillor Tarr referred to points that he had raised at the last meeting of Cabinet with regard to the Dorset Natural History and Archaeological Society. In response it was noted that the points

that had been agreed at Cabinet would be incorporated into the plan.

38. Exempt Business

Decision

That the press and the public be excluded for the following items in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

39. Reinstating essential highway maintenance activities and investing in highway infrastructure assets - Exempt

The committee considered an exempt report of the Head of Highways with regard to reinvesting in essential highway maintenance activities and investing in highway infrastructure assets. The issues contained within the report had been considered by the Highways Executive Advisory Panel (EAP) and the recommendations presented had received cross party support within the panel. Members of the EAP attended the meeting and hoped that the committee would support the proposals contained within the report.

Councillor Brooks confirmed that she had checked with the Monitoring Officer and was able to take part in consideration of the item, as she was chair of the EAP.

The Portfolio Holder for Highways, Travel and Environment thanked the EAP for their work on the issue and supported the report and recommendations put forward. He also thanked the Highways Team for their work.

The committee considered the issues around the timing of funding.

It was proposed by S Gibson seconded by D Taylor

Recommendation to Cabinet

That the recommendation set out within the exempt report be agreed with the inclusion of a recommendation with regard to the development of a timeline for the recommendations and consideration of options for funding.

Duration of meeting: 10.00 am - 12.05 pm

Chairman

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Place Scrutiny Committee 10 March 2020 Leisure Services Review

For Recommendation to Cabinet

Portfolio Holder: Cllr A Alford, Customer, Community and Regulatory Services

Local Councillor(s): All

Executive Director: John Sellgren, Executive Director of Place

Report Author: Paul Rutter

Title: Service Manager for Leisure Services

Tel: 01202 795338

Email: paul.rutter@dorsetcouncil.gov.uk

Report Status: Public

Recommendation:

That the committee recommends to Cabinet:

1. To bring back in-house the operation of Blandford Leisure Centre on 01.04.2022.
2. The approval of a budget allocation for the one-off costs associated with bringing Blandford Leisure Centre back in-house.
3. That officers are instructed to agree contract extensions for Ferndown Leisure Centre and Dorchester Sports Centre until 31.03.2025, with appropriate contract break clauses.
4. That leisure centres are established as a high priority in the buildings and assets review.

Reason for Recommendation:

The Executive Advisory Panel strongly supported the need for the leisure review to be considered alongside the council's wider review of buildings and assets.

The panel considered that the continuation of funding maintenance and refurbishment works at some of the leisure centres may not be the most viable option and that the preferred approach would 'buy the council time', and enable opportunities around the development of community hubs to be explored in detail.

It is not possible to extend the contract at Blandford Leisure Centre beyond 31.03.2022, and therefore managing the centre alongside other in-house facilities was fully supported by the Executive Advisory Panel.

The extension of the Ferndown Leisure Centre and Dorchester Sports Centre contracts to 31.03.2025 will minimise the impact on centre staff, customers and service provision.

1. Executive Summary

The Leisure Services Review evolved with a need to consider existing leisure contracts that were due for renewal in late 2019 and the summer of 2020. It was also recognised that the creation of a new council would provide an opportunity to consider and adopt a more strategic and informed approach to the way that leisure facilities and services were operated.

Max Associates were appointed as specialist leisure consultants to develop an options appraisal to review the future delivery of leisure services and have subsequently produced a detailed report which highlights a range of options and recommendations.

A member led; cross party Executive Advisory Panel was set up to provide a strategic oversight to the work undertaken by Max Associates.

The Executive Advisory Panel have through their work considered several other external factors that could have an influence and impact on future decisions. The primary factors are the deteriorating condition of the current leisure centre building stock and future maintenance liabilities, and the buildings and assets review; which could bring about opportunities for incorporating a wide range of internal and external services within locality hubs.

The panel with senior officers evaluated a range of options. The preferred options were subsequently assessed in more detail, with the findings presented to the panel to scrutinise, challenge and debate.

The panel were unanimous in their support for the option that would 'buy some time' and enable leisure facilities to be considered as an integral part of the buildings and assets review, and that this would minimise disruption to staff, the service and Dorset Council's reputation

The panel also had strong reservations about continuing to fund repairs on buildings that may not be fit for purpose in the medium to long term.

The panel supported the principle to extend contracts where possible; minimising the impact to operators and the community at large. However, this is not feasible for Blandford Leisure Centre, and therefore bringing this facility in-house, was the preferred course of action.

It was agreed, that the recommendations of Max Associates to contract out the service to a third-party operator was an appropriate course of action in the longer term and should be reviewed once the buildings and assets review has evaluated the opportunities associated with leisure assets.

2. Financial Implications

Costs for managing Blandford Leisure Centre in-house are estimated to be an additional £19,154 per annum.

There will be one-off transactional costs associated with this; these will be assessed and reported to Cabinet.

3. Climate implications

Having declared a climate emergency, Dorset Council is committed to reducing its carbon footprint by developing energy efficiency and renewable energy projects in council buildings. Leisure centres owned by the council are large buildings with high energy consumption, and the condition survey reports for leisure centres used in the Max Associates report have identified a need for substantial amounts of facility investment.

Any future investment in existing buildings, or decisions around future uses and viability of buildings, will need to take account of the ability of the building to incorporate low carbon technologies such as LED lighting, efficient pool ventilation, solar PV, biomass heating or air/ground source heat pumps etc.

4. Physical Activity

As reflected by the Government and Sport England strategies and recognised by local authorities and Public Health England for some time, 'sport' is no longer delivered solely for 'sport's' sake. Increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national Government achieving outcomes in public health (physical and mental), adult social care and education.

This is reflected in the new Council Plan, where a key priority is to help create strong, healthy communities. The council's aims are to support communities to be active, to increase people's healthy life expectancy and reduce differences between areas. Leisure facilities will play a significant role in providing opportunities for all ages to lead a more physically active lifestyle.

A recent report completed by Sheffield Hallam University reviewed the social return of investment into sport in England. It concluded that for every £1 spent on sport, £1.91 of benefits are generated in health and other related outcomes.

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low
Residual Risk: Low

6. Equalities Impact Assessment

There are no equalities implications arising from this report.

7. Appendices

Appendix 1 - Strategic Review of Leisure Centres report – Exempt

8. Background Papers

Empowering Communities – An assessment of capital investment into community wellness hubs

https://www.ukactive.com/wp-content/uploads/2018/09/ukactive_Empowering_Communities_-_Capital-Investment.pdf

9. Background

- 9.1. The creation of the new Dorset Council has provided an opportunity for the new Council to consider and adopt a more strategic and informed approach to the way it operates its leisure facilities and service.
- 9.2 In November 2018 the Shadow Executive Committee agreed to appoint a specialist leisure consultant to develop an options appraisal to review the future delivery of leisure services; which would also include a building condition survey of all the assets. Max Associates were appointed as the preferred consultants.
- 9.3 The Shadow Executive Committee agreed for officers to extend the current contractual arrangements that were due to expire for Blandford and Ferndown Leisure Centres until 2022, with sufficient break clauses to mitigate against risks for unexpected delays. The Blandford contract has now been extended to 31.03.22. The Ferndown contract will be extended prior to its current end date in July 2020.
- 9.4 The objectives of the options appraisal were to:
 - Consider and clearly articulate the desired outcomes for the service, based on a detailed understanding of community need and the Council's wider outcomes;
 - Provide an objective, transparent and rigorous assessment that can stand up to scrutiny and challenge;
 - Provide an understanding of the risks associated with different operating models;
 - Enable an informed decision to be made on the best value solution to meet the needs of the community in Dorset.
- 9.5 The Shadow Executive Committee also supported the principle that there is the potential to generate savings to the leisure services budgets, and that a service that integrates with health and wellbeing through prevention at scale could generate longer term savings elsewhere for the Council. Consideration should also be given to potential savings by utilising existing centres to provide wider services to the community.
- 9.6 The project scope was to review leisure facilities and services that were owned or managed by Dorset Council. These were broken down into the following categories:
 - Primary offer: These are the main leisure centres, which are operated or funded by Dorset Council which will form the core service going forward:
 - Blandford Leisure Centre

- Dorchester Sports Centre
 - Ferndown Leisure Centre
 - Purbeck Leisure Centre (Wareham)
 - Queen Elizabeth Leisure Centre (Wimborne)
 - Verwood Hub
- Secondary Offer: These facilities and services will be reviewed but may not form part of the core service going forward, depending upon the viability/availability:
 - Potterne Park, Verwood (3G ATP and grass pitches)
 - Emmanuel School Sports Hall, Verwood
 - Redlands Community Sports Hub, Weymouth – leased to Weymouth College and operated by the college as a community and educational facility
 - Sports Development service
 - Bridport Leisure Centre – owned and operated by the Bridport & West Dorset Sports Trust Ltd but requiring an annual grant from Dorset Council

10. Executive Advisory Panel

10.1 An Executive Advisory Panel was set up with the following terms of reference:

To provide member oversight over the work of consultants to evaluate strategic options for our Leisure Centres, with an aim of determining a common strategic approach to future service delivery.

10.2 The Leisure Executive Advisory Panel have to date met five times. Max Associates have attended some of these meetings, and in doing so they facilitated a session to identify the criteria to support an appropriate evaluation model. They also provided an opportunity for members/officers to scrutinise the outcomes identified within the Strategic Review of Leisure Centres draft report.

10.3 The Executive Advisory Panel have suggested to the Portfolio holder that all the leisure facilities apart from Redlands Community Sports Hub and Bridport Leisure Centre should form part of a harmonised operating model at some point in the future. Redlands and Bridport would be reviewed separately.

11. Condition Surveys

11.1 Condition surveys were completed by Dorset Property and the table below provides the estimated costs over the next 25 years. This data is

currently being reviewed and a verbal update will be provided at committee.

ble 1 - Condition Survey Costs

Centre	2019/23	2024/25	2025/26	2026/27	2027/28	2028/29	2030/34	2035/39	2040/44	TOTAL
Verwood Hub	£140,850	£73,500	£15,000	£9,000	£263,000	£8,000	£421,900	£181,700	£247,400	£1,360,350
Potterne Park	£159,750	£205,000	£38,800	£39,000	£0	£60,000	£159,800	£262,700	£51,000	£976,050
Emmanuel	£27,100	£0	£6,600	£0	£119,500	£11,000	£100,300	£15,100	£176,100	£455,700
Queen Elizabeth	£1,165,720	£714,050	£124,600	£35,000	£26,000	£177,000	£929,150	£1,019,400	£517,900	£4,708,820
Ferndown	£1,843,900	£231,500	£414,500	£166,000	£91,000	£190,000	£330,000	£78,000	£1,029,500	£4,374,400
Purbeck	£770,975	£237,800	£591,600	£105,800	£15,800	£194,400	£915,500	£862,300	£1,317,350	£5,011,525
Dorchester	£585,250	£75,800	£223,000	£1,120,000	£30,000	£365,000	£920,000	£658,000	£1,340,000	£5,317,050
Blandford	£385,425	£1,368,700	£18,000	£0	£140,000	£569,800	£358,500	£187,000	£397,000	£3,424,425
TOTAL	£5,078,970	£2,906,350	£1,432,100	£1,474,800	£685,300	£1,575,200	£4,135,150	£3,264,200	£5,076,250	£25,628,320

11.2. Over the next five years there is potentially £5 million of condition survey works required, the majority of which (£3 million) is required at Queen Elizabeth Leisure Centre and Ferndown Leisure Centre. In addition, Queen Elizabeth Leisure Centre and Blandford Leisure Centre require substantial amounts of funding for condition survey works in 2024/25.

12. Option Appraisal Outcomes and Recommendations

12.1 The Strategic Review of Leisure Centres report provides detailed analysis, conclusions and recommendations. Within the report, Max Associates:

- completed a full operational review of the scope of services;
- considered the potential management options open to the Council;
- developed, with the Council, a suitable evaluation model to evaluate the options given the Council's strategic and financial objectives; and
- evaluated and scored each of the options.

12.2 The evaluation, which was based on the original scope, recommends that the council outsources the management of the leisure facilities to an external contractor. The main reasons for this are:

- The potential for financial savings from an external contractor managing all sites is significantly better than both the in-house and local trust options.
- Currently performance is mixed across the sites, however the sites that are financially performing better are those already managed by an external contractor.
- Having one operator across the sites will produce a consistency in quality of service provision and create an identity for leisure across the county.

13. Key considerations

13.1 Although the work completed by Max Associates provides a steer to the most suitable management approach moving forward, there are several other external factors that need to be considered alongside these recommendations.

13.2 Community Hubs

The opportunities around creating community hubs was first identified by the Shadow Executive Committee. Dorset Council is currently undertaking a buildings and assets review, and as part of this work, the consultants Avison Young are working with the council to explore opportunities for aligned services to be delivered within locality-based community hubs. The review will aim to establish whether the wide range of council assets are providing true value for money.

From a financial perspective, the review will consider how much money needs to be spent on the assets over the next, say, 25 years; this includes running and maintenance costs, capital expenditure, management costs etc. The review would also want to understand what the realistic remaining useful life of the asset is. This would then facilitate an exercise where these costs are compared to 'starting afresh' in a new facility to see what the difference is.

From a qualitative perspective, the review would ask whether the asset is; in the right location to serve those most in need, providing the right environment, and being optimised in terms of the services and facilities being provided e.g. could the asset accommodate other public services that would improve the experience for the user e.g. health, library etc. (and allow the release of assets in the vicinity for other uses e.g. local housing). Again, the current position could be compared to a 'new world' where services are collocated.

13.3 Avison Young recently facilitated a session with senior managers from the following services - Adults, Children, Place, Public Health and the Clinical Commissioning Group to look at potential opportunities around community hubs. The consensus of the group was that the leisure buildings, many of which are on school sites, could play a vital role moving forward and that a short-term in-house option would allow for a holistic asset strategy to be developed.

13.4 There is a clear demand for community assets from the public, and ukactive and Sport England are keen to see the success of integrated wellness hubs rolled out (mixed use leisure centres, libraries, GP surgeries and pharmacy, etc.). They believe that wellness hubs should be welcoming, inclusive, well located, and focused on the needs of local people; ensuring that they are at the heart of local communities up and

down the country, and that they make a real impact on the lives of those who need these facilities the most. The background paper from ukactive provides a range of examples.

The wellness hub model has demonstrated it can:

- Leverage £10 of investment from a range of sources (including the private sector and local authorities) for each £1 of lottery funding invested
- Achieve savings of around 30 per cent in both construction and operating costs
- Stimulate a 35 per cent uplift in usage by the public

13.5 Long term asset costs

In 10 years' time (after 2029) significant amounts of funding for condition survey works will be required across all centres. Max Associates have suggested that the council will therefore need to consider its facility strategy beyond 2029 and whether continuation of funding maintenance and refurbishment works is the most viable option, or should the council consider replacement centres and potential rationalisation across the Dorset Council area. This suggestion provides a clear link to the work of the buildings and assets review.

13.6 Climate emergency

Having declared a climate emergency, Dorset Council is committed to working to mitigate climate change; and part of this work is focused on reducing its carbon footprint by developing energy efficiency projects in council buildings. Climate emergency considerations will therefore need to be factored into any asset improvements moving forward.

14. Financial considerations

- 14.1 There are several financial factors that need to be considered, when reviewing the Max Associates findings.
- 14.2 The estimated future service costs are based on national benchmarking; the actual cost of a contracted-out service would only be determined through a procurement exercise.
- 14.3 Within their report, Max Associates have provided two sets of tables; one that includes Redlands Community Sports Hub and Bridport Leisure Centre showing estimated future costs, and one set that includes the current operating costs.

14.4 The Dedicated Schools Grant contributions which currently support the operation of Ferndown Leisure Centre and Purbeck Sports Centre would need to be adjusted to ensure that the provider wasn't generating a profit from the grant.

14.5 National leading contractors are currently operating Dorset Council facilities and existing costs are much higher than the estimated costs identified by Max Associates, however it is recognised that there would be opportunities around economies of scale.

14.6 The one-off set-up costs of procuring a contract, to include all leisure facilities in scope, is estimated to be £140k - £160k.

15. Leisure Options

15.1 In reviewing the recommendations from the Max Associates report, and taking into consideration the additional external factors, officers presented several options to the Executive Advisory Panel. These were as follows:

- Short 5-year contract
- Standard 10-year contract
- Long 20-year contract
- Take service back in house
- Take service back in house prior to a contract

15.2 In considering the options the panel concluded that three of the options should not be pursued for the following reasons:

- Short 5-year contract
Bids may not be competitive, reflecting high transaction costs as a proportion to the overall contract sum.
Accumulated maintenance cost likely to fall to Dorset Council.
- Long 20-year contract
Does not consider recommendations of the assets review.
May not provide value for money in later years.
Potential breakdown in relationship with contractor.
- Take service back in house
Time and costs of management
Increased costs of delivering service

16. Preferred Options

16.1 The Executive Advisory Panel identified two preferred options and asked officers to carry out a more detailed assessment of these options. The key findings of these options are as follows:

Standard 10-year contract

- The tender process would need to start in the summer of 2020, with a contract start date of 01.04.2022.
- A fixed management fee would provide a degree of cost certainty for 10 years.
- The Dedicated Schools Grant contributions which currently support the operation of Ferndown Leisure Centre and Purbeck Sports Centre would need to be adjusted to ensure that the provider wasn't generating a profit from the grant.
- The one-off set-up costs of procuring a contract, to include all leisure facilities in scope, is estimated to be £140k - £160k.
- The cost of the service is estimated to be between £830,546 - £1,124,517 per annum.
- The upper cost estimate is based on the existing costs of the external contractors currently operating Dorset Council facilities.
- Based on the upper cost estimate, which is made up of existing contractor costs and forecast estimates for contractors managing existing in-house leisure facilities; an annual saving of £579,207 could be realised.
- Recommendations of the building and assets review could not be implemented until 2032.
- Given the known future asset costs, it would be unlikely that a contractor would want to agree to a full repairing lease. Therefore, accumulated and continuing maintenance cost would still be the responsibility of Dorset Council.

Take service back in house prior to a contract

- Recommendations of the building and assets review could be developed and implemented without delay. In doing so consolidating council assets could generate greater savings overall to the council.
- Blandford Leisure Centre would need to be brought back in-house on the 01.04.2022; at the termination of the existing contract.
- The Ferndown Leisure Centre contract can be extended for one further period. This could be extended to a date beyond 2022 (awaiting legal confirmation).
- Dorchester Sports Centre has the option for a further extension beyond 2022.

- Costs for managing Blandford Leisure Centre in-house are estimated to be an additional £19,154 per annum.
- There would be costs associated with an internal transfer, although these would be much lower than costs associated with a procurement.
- If the Ferndown and Dorchester contracts were not extended beyond 2022, then managing these facilities inhouse are estimated to cost £119,220 per annum, in addition to the costs for managing Blandford Leisure Centre in house. However, these figures include significant estimated costs for central services. Given that these facilities are a 'bolt on' to an existing service; it is anticipated that these marginal costs would be much lower.
- There would also be an opportunity to undertake internal transformation to reduce operational costs. Max Associates estimated the cost of running an inhouse service at £1,694,953 (adjusting for Redlands and Bridport), which is a saving of £8,771 on the current costs to Dorset Council.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

Place Scrutiny Committee 10 March 2020 Quarterly Complaints Update - Place

For Decision

Portfolio Holder: Cllr S Flower, Leader of the Council

Executive Director: Jonathan Mair, Corporate Director, Legal & Democratic

Report Author: Tony Bygrave
Title: Senior Assurance Officer (Complaints)
Tel: 01305 225011
Email: antony.bygrave@dorsetcouncil.gov.uk

Report Status: Public

Recommendation: That the Committee note the performance of complaints made again functions within the Place Directorate.

Reason for Recommendation: To have an awareness of the numbers and types of complaints and the organisational learning.

1. Executive Summary

This quarterly report provides an update on the numbers, types and outcomes of complaints made against services that sit within the Place Directorate. As raised at the last quarterly update, there have been issues trying to amalgamate complaints figures for cases handled by each of the predecessor Councils. There is now a central corporate complaints team situated within the Assurance Service, and good progress is being made on a single point of entry, although put back to the beginning of the financial year to ensure robust reporting mechanisms and complete annual data. The Quarter 3 statistics included within this report continue to bring together all of the complaints relating to 'Place' into a single declaration. The report highlights some really positive trends

Key messages for this quarter are:

- There have been 86 complaints, down from 103 during Q2. 52 of which were managed as formal complaints;
- There were 2 complaints escalated to the Local Government Ombudsman with one finding of maladministration (Planning) at a cost of £1800 to the local authority.
- 13% of the complaints received were found to be fully or partially justified;
- The 20 day timescale has been missed on 9% of cases which is a great improvement on Q2
- We are starting to see some high volumes of positive organisational learnings from Place complaints with 34 cases providing genuine value

The vision of the new central team continues to be to work with services to ensure greater organisational learning, but this is a heartening step.

2. Financial Implications

None

3. Climate implications

None

4. Other Implications

None

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: LOW

Residual Risk LOW

6. Equalities Impact Assessment

None. The Corporate Complaints policy has been subject to an EQIA

7. Appendices

Appendix A – Summary of Q2 Complaints

8. Background Papers

None

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

APPENDIX A - below

APPENDIX A

dorsetcomplaints



2019/20

	Q1	Q2	Q3	Q4	
Number of FORMAL complaints	44	54	52		In Q3 we received and responded to 52 formal complaints process. This is consistent with Q2.
Number of INFORMAL complaints	46	49	34		In Q3 we received and responded to 34 informal complaints. This is a marked reduction on Q2.
Upheld approaches to the LGSCO Ombudsman compared to total received	0/0	0/8	1/2		There have been 2 approaches to the LGSCO this quarter. One was upheld.
Timescales (overdue)	4%	18%	9%		In Q3 9% of complaint responses were over the 20 working day deadline. This shows an improvement on the spike of 18% in Q2.
% fully justified complaints	3%	6%	12%		Of the 86 complaints received in Q3, 12% were fully justified showing a steady increase on Q1 and Q2.
% part justified complaints	2%	6%	14%		Of the 86 complaints received in Q3, 14% were partly justified showing a steady increase on Q1 and Q2.
Compliments	34	28	39		In Q3 we received 39 compliments. Some examples will appear in the full report.
Learnings	2	14	34		Of the 86 complaints received in Q3 34 brought learning points. This is a very positive improvement on Q1 and Q2.

Place - total Q3 complaints = 86

2019/20

performance

Summary of Q3 Complaints

Quarter 3 Total 86 Complaints

Complaints handling staff have received **86** communications for Quarter 3. **34** were dealt with informally, and **52** formally through Dorset Council's Whole Authority complaints process. There were 2 decisions from the LGSCO in Q3, with 1 case of maladministration.

2019/20

Total Communications to Complaints	86
Total Formal Complaints	52
Total Informal Representations	34
LGSCO	2/0

Main Theme -Service Provision

Some complaints have more than 1 theme depending on complexity. However, the majority of cases fall under 'Service Provision' with a perceived lack of, delay to, of dissatisfaction with, service levels.

Complaint Themes Breakdown %

Communication	3%
Policy – Disagreement with Decision	12%
Service Provision – Attitude of Staff	2%
Service Provision - Delay in providing services	5%
Service Provision - Failure to provide service	7%
Service Provision - Inadequate Service	3%
Service Provision - Quality of Service	22%
Service Provision - Professional Practice of Staff	5%
Service Provision - unspecified	41%

Timescales

Place complaints & concerns should be investigated and responded to within 20 working days. 91% of the timescales were met in Quarter 3. A significant improvement on Q2

Timescales	2019/20
Responses within 20 days	91%
Responses Overdue	9%

Complaints by Team

Former DCP and DCC software will not be fully aligned until the new financial year. Although the numbers are accurate across Dorset, it is currently something of a challenge to report on teams as accurately as we would like.

Team	No. of Complaints	Nature of Complaint Example	% Full/Part Justified	Typical Case Summary Example
PLACE - Customer Services & Libraries	2	Communication - Breakdown in communication	50%	Unhappy with call handling by DD
PLACE - Highways (General)	17	Service Provision - Quality of Service	20%	Roadworks & traffic lights causing unacceptable delays (contractor)
PLACE - Highways Parking	7	Service Provision - Quality of Service	0%	Complaint about bailiffs trying to collect goods for outstanding parking fines
PLACE - Environment & Wellbeing	14	Service Provision - Quality of Service	40%	Unhappy tree pruning has not been carried out as arranged
PLACE - Planning	34	Procedure - Disagreement with Decision	15%	Unhappy that comments re a planning application were disregarded
PLACE - Community & Public Protection	2	Service Provision - Quality of Service	0%	Taxi licensing- unhappy that driver did not stick to pick up date/time and fare quoted
PLACE - Waste	12	Service Provision - Quality of Service	58%	Repeated problems with bin collections & attitude of staff
TOTAL	86			

Learning from Complaints

The Complaints team are very pleased to report 34 learning points and actions arising from complaints. This continues the encouraging trend of improvements.

We will be providing more context of the team, case and actions as part of the Q4 report in due course

Reminder to all officers undertaking site visits of the Royal Town Planning Institute Guidance concerning Personal safety at [workhttps://www.rtpi.org.uk/media/6365/GPN_3_New_-2-1-.pdf](https://www.rtpi.org.uk/media/6365/GPN_3_New_-2-1-.pdf)

The Service Manager has raised this at a meeting of the Officers to reiterate that comments should not go beyond the areas they have been asked to comment on.

e-mail to all DM officers reminding them to double check addresses prior to S/V and whilst on site/out of office

Notify the Complaints Team prior to deadline date if the issue raised is not our responsibility to investigate and respond to the complaint.

The Complaints Team can then communicate this to the complainant to advise them how to raise their concerns directly with the relevant authority/third party.

Website to be updated so that it reflects the decision of Corfe Mullen Council to be known as a town council.

The contractor has spoken with the specific operator and reminded him of the importance of using machinery safely and responsibly within the public highway, and to be courteous to the public at all times.

Crew instructed to return if unable to access, or if able, to walk bins out to the vehicle.

To return later that day, or return the next day to reattempt collections

Plan in the New Year to make round changes to make small collection vehicles available

Crews are issued works instructions and are expected to comply with these. Possibility of producing a map with every missed bin, although this could be costly to the authority.

The Head of Highways recognises that, currently, there is an inconsistent parking strategy across the whole of Dorset. A Parking Strategy Manager is being appointed to ensure that we have a consistent approach to parking in Dorset in the future.

Officer to fast track the tree removal by using one of our contractors from our top up resource list. This will be slightly more costly but should ensure that the work is carried out sooner.

We are now working with Pet Identity to see if we can improve our services to return dog to owner.

We have this 'black dog' ID with many other companies which use Pet Log (primary database) as a means to supply data to Dog Wardens. We are looking to consolidate this for Dorset Council moving forward rather than the former district PIN. – another convergence win.

In conclusion the following actions have been initiated:

We have updated the website with the new fees and charges. At the time of your complaint they were showing the previous fees and charges of East Dorset District Council. Staff in the East of the district have been advised of the fee structure and how to interpret it. Anyone else who may have been affected by this is being identified and suitable reimbursement will be made. Pet Identity is liaising with us to ensure that procedures are in place for returning dogs to their owners promptly. There is work programmed to review all our microchip database connections in the coming months. The websites, procedures and protocols associated with the Dog Warden Service are under review in light of service convergence. The online complaints system is being reviewed and updated.

Ascertained under which part of the council these vehicles work and the respective managers have been asked to issue instructions to the vehicle operatives as to where they can and can't park.

Dorset Travel have been discussing this case with other more complex ones. We are now looking at taking such cases, where a large number of pick up and drop offs are cancelled, in house. It has become apparent that a small handful of cases, such as this one, are not suited to commercial companies and would be better suited to DC staff and vehicles due to our ability to be more flexible to client demands. However, in this case the operator insisted he wanted to carry on with this route. This would also negate the delays in covering extra day etc. Also to be more pro-active in communicating with parents.

Identify cases which may be problematic, due to young person's needs, and then decide whether it should be taken in house. Ensure we keep parents up to date as much as possible in the future

All staff have been advised to put bins back correctly, they are advised weekly that they must carry out their job properly. Staff have been advised and if we have reports of bins not being put back correctly they are told to make sure they do their job efficiently, if they keep failing they are disciplined.

Documented discussions have taken place with the two officers, and further training has been provided. In addition, I have ensured that the rest of the team have been reminded of our processes for escalating calls. (COMPLETED)

Change in collection rounds so crews are now able to collect on scheduled day

The driver has been instructed to ensure he drives appropriately for the road and conditions in future.

Policy does not meet all exact individual needs but does provide scope for services still to be used. Complaints about the policy remain infrequent and policy continues to restrict and limit trade waste abuse at Household Recycling centres.

Feed in complaint statistics to anticipated policy review (18-24) months.

As far as possible, given resources, check stated ownership

backlog has caused delay due to staff shortages/loss of experience and knowledge due to changes in structure within Housing

Conditions and amended plans need to be checked carefully

Customer frustration regarding the automated telephone system to be taken into consideration

Dates and references on plans should be chronological and with revision numbers/letters. Officers could check these and raise queries and clarify with applicants, but this may be time consuming and unnecessary.

Mr could have left voicemail if he was frustrated by the phone system, but it was resolved once payment allocated and transferred by finance

Officer has been spoken to about tone and content of email and advised to consider how her comments can be interpreted.

Officer to review letters prior to being sent, with line manager, where non-standard letters are used.
Recorded delivery post got lost - not for the first time. Manager will raise this with Staff
Reinforce how to conduct a site visit with officer.
Significant backlog of apps along with service review and current resources in my team has resulted in this app not being determined in a timely manner
Staff reminded to redact signatures appropriately.
training scanning team on redactions
We were scheduled to call Dr G back within an hour of the email being recd

Compliments

We have collected 39 compliments across the directorate in Q3.

What people are saying:

I just wanted to let you know that I was very impressed with the driver who was collecting on Friday. I think he may have been collecting food waste but I'm not sure. I didn't get the reg no but the chap with him was a young man with red hair. I was riding my horse and leading another. He saw me coming and stopped and reversed into the drive at and waited for me to go past. The lights on those trucks can be a bit spooky and I was really impressed with his consideration towards the horses. There are a lot of cars on the roads now and some drivers are not very tolerant towards horse riders! I just wanted to say thank you so much.
I would like to offer my most sincere and grateful thanks to you both for determining our applications this week. We are truly astounded and delighted.
May I take this opportunity to also thank you for the efficient and calm way you have dealt with all aspects of the Inspector's Inquiry. I am sure you are also due some well-earned leave.
What could have been a tricky housing situation you handled with care, kindness and respect.
Could I just congratulate you and your excellent team working on the Wareham stretch of these road improvements?
Unfortunately, I overslept so of course forgot to move the bins kerbside, but the lovely team not only still emptied them but put them back near the house
Just wanted to thank you and all the other guys for coming out so quickly yesterday to unblock the culvert. We really appreciate your efforts, especially as you are now covering another area. Sorry you couldn't stay for tea!

Compliments are being promoted and we hope locality teams will make use of the new address in an effort towards producing a more balanced report:

Compliments@dorsetcouncil.gov.uk

Local Government Social Care Ombudsman -(LGSCO)

There were 2 approaches from the LGSCO this quarter in relation to Place issues. One was upheld (in Planning) with a cost to the council of £1800 because of maladministration

Summary: Mr X complained the Council gave incorrect pre-application advice. This led to him submitting a planning application that had no chance of being approved. We have found fault with the Council for issuing poor advice. This resulted in Mr X proceeding with an application and paying architect fees. The Council has agreed to pay Mr X the value of the architect fees to remedy his injustice.

The Corporate Director for Economic Growth & Infrastructure sincerely apologised for this situation occurring, on behalf of the team and the service, and conveyed how sorry he was. He also accepted the recommendation to accept responsibility for the expenses incurred after they received pre application advice and pay the sum of £1800 to redress the architect fees paid based on the Council's advice.

Ombudsman Link:

<https://content.govdelivery.com/accounts/UKLGO/bulletins/2204c0b>

A look forward....

Once again, the Complaints Team are continuing their efforts to raise the profile of learning from complaints, by attending meetings, booking time with managers and engaging in person. It is clear that these efforts are paying off as the learnings have improved so greatly. It is a very positive quarter

Tony Bygrave

Senior Assurance Officer– Complaints Team
Governance and Assurance Services
Chief Executive's Department
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710 5011 (internal)

Complaints Page – Find out more

<https://dorsetcc.sharepoint.com/sites/intranet/find-out-about/information-management/complaints#cat-termName>

Complaints Team Home Page

<https://dorsetcc.sharepoint.com/sites/intranet/howwework/teams/Pages/Compliments-and-Complaints.aspx>

Place Scrutiny Committee – Forward Plan

Subject	Report Due	Consultation	Portfolio Holder/s / Other relevant Councillors	Officer Contact (Lead)
Leisure Services Review Executive Advisory Panel – consideration of report to Cabinet	10 March 2020		Portfolio Holder for Customer, Community and Regulatory Services	John Sellgren - Executive Director of Place Karyn Punchard - Corporate Director for Place Services
Quarterly Complaints Update - Place	10 March 2020		Portfolio Holder for Customer, Community and Regulatory Services	Marc Eyre, Service Manager for Assurance
Place Scrutiny Committee Forward Plan Cabinet Forward Plan/Decisions	10 March 2020		Lead Member - Chairman of the Place Scrutiny Committee	Lindsey Watson – Senior Democratic Services Officer
Public Consultation Results and making of a dog related Public Space Protection Order (PSPO)	2 July 2020		Portfolio Holder for Customer, Community & Regulatory Services	Graham Duggan – Head of Community & Public Protection
Dorset Council Tree Policy	2 July 2020		Portfolio Holder for Highways, Travel & Environment	Karyn Punchard - Corporate Director for Place Services
Quarterly Complaints Update - Place	2 July 2020		Portfolio Holder for Customer, Community and Regulatory Services	Marc Eyre, Service Manager for Assurance
Place Scrutiny Committee Forward Plan Cabinet Forward Plan/Decisions	2 July 2020		Lead Member - Chairman of the Place Scrutiny Committee	Lindsey Watson – Senior Democratic Services Officer

Subject	Report Due	Consultation	Portfolio Holder/s / Other relevant Councillors	Officer Contact (Lead)
Licensing Act Statement of Licensing Policy	22 October 2020		Portfolio Holder for Customer, Community and Regulatory Services	Graham Duggan – Head of Community & Public Protection
Gambling Act Statement of Licensing Principles	22 October 2020		Portfolio Holder for Customer, Community and Regulatory Services	Graham Duggan – Head of Community & Public Protection
Quarterly Complaints Update - Place	22 October 2020		Portfolio Holder for Customer, Community and Regulatory Services	Marc Eyre, Service Manager for Assurance
Place Scrutiny Committee Forward Plan Cabinet Forward Plan/Decisions	22 October 2020		Lead Member - Chairman of the Place Scrutiny Committee	Lindsey Watson – Senior Democratic Services Officer
Quarterly Complaints Update - Place	17 December 2020		Portfolio Holder for Customer, Community and Regulatory Services	Marc Eyre, Service Manager for Assurance
Place Scrutiny Committee Forward Plan Cabinet Forward Plan/Decisions	17 December 2020		Lead Member - Chairman of the Place Scrutiny Committee	Lindsey Watson – Senior Democratic Services Officer
Quarterly Complaints Update - Place	25 March 2021		Portfolio Holder for Customer, Community and Regulatory Services	Marc Eyre, Service Manager for Assurance
Place Scrutiny Committee Forward Plan Cabinet Forward Plan/Decisions	25 March 2021		Lead Member - Chairman of the Place Scrutiny Committee	Lindsey Watson – Senior Democratic Services Officer

Informal scrutiny activities

Review / Issue	Councillors	Update	Committee report back date if applicable
Review of Place Enforcement Activities	Robin Cook David Taylor	Councillors to work with officers to develop a project plan to be shared with the Place Scrutiny Committee. Update reports to be provided at particular milestones.	Interim report after 6 months – July or October 2020

Items to be scheduled into the Place Scrutiny Committee Forward Plan

Issue/Report	Timescale for report	Relevant Portfolio Holder/s and officer/s
Climate & Ecological Emergency Executive Advisory Panel	TBC	Portfolio Holder for Highways, Travel and Environment Lead Officer -John Sellgren - Executive Director of Place
Dorset Environment Executive Advisory Panel	TBC	Councillor Mike Dyer Lead Officer - John Sellgren - Executive Director of Place
Dorset Local Plan Executive Advisory Panel	TBC	Portfolio Holder for Planning Lead Officer -John Sellgren - Executive Director of Place
Engaging with Town & Parish Councils Executive Advisory Panel	TBC	Portfolio Holder for Customer, Community and Regulatory Services Lead Officer - John Sellgren – Executive Director of Place
Highways Executive Advisory Panel	TBC	Portfolio Holder for Highways, Travel and Environment Lead Officer - John Sellgren - Executive Director of Place
Waste and Cleansing Policy	Awaiting outcome of Government Waste and Resources Strategy	Portfolio Holder for Customer, Community and Regulatory Services Lead officer - Karyn Punchard - Corporate Director for Place Services
Adoption of Community Safety Plan 2020 – 2023 (recommendation to Cabinet)	TBC	Portfolio Holder for Housing and Community Lead Officer – Andy Frost – Community Safety Manager
Economic Development Executive Advisory Panel – consideration of report to Cabinet	TBC	Portfolio Holder for Customer, Community and Regulatory Services David Walsh – Service Manager for Growth & Economic Regeneration

Issue/Report	Timescale for report	Relevant Portfolio Holder/s and officer/s
Rural Access to Services Executive Advisory Panel – consideration of report to Cabinet	TBC	<p>Cllr Jill Haynes Portfolio Holder for Highways, Travel & Environment, Adult Social Care & Health and Children, Education & Early Help</p> <p>John Sellgren - Executive Director of Place Matthew Piles – Corporate Director – Economic Growth & Infrastructure</p>

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