

Public Document Pack

Mid Devon District Council

Scrutiny Committee

Monday, 13 July 2015 at 2.00 pm
Exe Room, Phoenix House

Next ordinary meeting
Monday, 10 August 2015 at 2.00 pm

Those attending are advised that this meeting will be recorded

Membership

Cllr F R Rosamond
Cllr Mrs H Bainbridge
Cllr Mrs J B Binks
Cllr Mrs C P Daw
Cllr Mrs S Griggs
Cllr T G Hughes
Cllr B A Moore
Cllr Mrs J Roach
Cllr Mrs E J Slade
Cllr T W Snow
Cllr N A Way
Cllr Mrs N Woollatt

A G E N D A

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

- 1 **APOLOGIES AND SUBSTITUTE MEMBERS**
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 2 **PUBLIC QUESTION TIME**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.

Note: A maximum of 30 minutes is allowed for this item.
- 3 **MEMBER FORUM**
An opportunity for non-Cabinet Members to raise issues.
- 4 **MINUTES OF THE PREVIOUS MEETING** (*Pages 5 - 12*)
To approve as a correct record the Minutes of the last meeting of this

Committee (attached).

The Committee is reminded that only those members of the Committee present at the previous meeting should vote and, in doing so, should be influenced only by seeking to ensure that the minutes are an accurate record.

- 5 **DECISIONS OF THE CABINET**
To consider any decisions made by the Cabinet at its last meeting that have been called-in.
- 6 **CHAIRMAN'S ANNOUNCEMENTS**
To receive any announcements that the Chairman of Scrutiny Committee may wish to make.
- 7 **CABINET MEMBER FOR COMMUNITY WELL BEING** (*Pages 13 - 18*)
The Cabinet Member for Community Well Being will update the Committee regarding areas covered by his remit.
- 8 **PERFORMANCE AND RISK** (*Pages 19 - 32*)
To receive a report of the of the Head of Communities and Governance providing Members with an update on performance against the corporate plan and local service targets for 2014/15 as well as providing an update on the key business risks.
- 9 **SCRUTINY WORK PROGRAMME** (*Pages 33 - 36*)
The Committee to discuss issues raised on the attached list, to help format a programme of work for the Scrutiny Committee. The list was compiled from items identified by Members at the last meeting when the Chairman asked them to make note of matters of concern that had been highlighted by the public when they were canvassing during the election.
- 10 **UPDATES AND ITEMS TO NOTE REGARDING OUTSTANDING ITEMS**
No updates regarding outstanding issues.
- 11 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**
Members are asked to note that the following items are already identified in the work programme for the next meeting:

Note: - this item is limited to 10 minutes. There should be no discussion on items raised.

Kevin Finan
Chief Executive
Friday, 3 July 2015

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

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

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

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

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

Tel: 01884 234209

E-Mail: jstuckey@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

This page is intentionally left blank

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **SCRUTINY COMMITTEE** held on 15 June 2015 at 2.15 pm

Present

Councillors

F R Rosamond (Chairman)
Mrs C P Daw, Mrs S Griggs, T G Hughes,
B A Moore, Mrs J Roach, Mrs E J Slade,
T W Snow, Mrs N Woollatt, Mrs R Berry and
R Wright

Apologies

Councillor(s)

Mrs H Bainbridge, Mrs J B Binks and N A Way

Also Present

Councillor(s)

N V Davey, C J Eginton and R L Stanley

Also Present

Officer(s):

Liz Reeves (Head of Customer Services), Andrew Jarrett (Head of Finance), Jill May (Head of HR and Development), Amy Tregellas (Head of Communities and Governance and Monitoring Officer) and Sally Gabriel (Principal Member Services Officer)

1 **ELECTION OF VICE CHAIRMAN**

RESOLVED that Cllr T G Hughes be elected Vice-Chairman of the Committee for the municipal year 2015/16.

2 **APOLOGIES AND SUBSTITUTE MEMBERS (00-04-17)**

Apologies were received from Cllr Mrs H Bainbridge, Cllr Mrs J B Binks who was substituted by Cllr Mrs A R Berry and Cllr N A Way who was substituted by Cllr R Wright.

3 **PUBLIC QUESTION TIME (00-04-27)**

The Chairman read an email from Mr and Mrs D Speirs referring to Item 11 (Legal Services Update) on the agenda which stated that:

We note that Legal Services are giving an update under Item 11.

Below is an extract of the Minutes of the Planning Committee meeting in June 2014, when it was resolved to take action as shown. Since nothing appears to have happened and we are unable to get information on progress, if any, please could this be brought to the attention of the Scrutiny Committee when considering Legal Services performance?

MINUTES of the MEETING OF THE PLANNING COMMITTEE held on 18 June 2014 at 2.15pm

No. 1 in the Enforcement List (Enforcement Case ENF/13/00060/LIS- unauthorised works namely the removal of ground floor front door and window at Grade II listed building contrary to Section 7 of the Planning (Listed Buildings and Conservation Areas) Act 1990 - 22 A Fore Street, Cullompton).

RESOLVED that delegated authority be given to the Legal Services Manager to take the appropriate legal action to include the service of a Listed Building Enforcement Notice or Notices, the Notice to require that the ground floor door and ground floor window on the northern elevation situated in New Cut, Cullompton be replaced to a specification provided by the Local Planning Authority. In the event of a failure to comply with the Listed Building Enforcement Notice the consideration of prosecution proceedings, the issue of injunction proceedings or direct action.

The Head of Communities and Governance stated that correspondence had passed between the Private Sector Housing Service, Planning Enforcement and the Conservation Officers in April of this year, the Legal Team were now awaiting specifications for the new door and window, and following this a notice would be served. She also stated that this issue had now been logged as a complaint; there were lessons to be learnt and a procedure needed to be put in place so that decisions of committee were dealt with in a timely manner.

4 MEMBER FORUM (00-10-58)

There were no issues raised under this item.

5 MINUTES OF THE PREVIOUS MEETING (00-11-08)

Subject to the following amendments:

(i) Minute 175 to state that:

a) The Scrutiny Committee expressed disappointment that the report of the Planning Policy Working Group had not been seen by this Committee prior to the election and that Minute 76 has not been actioned

(Proposed by the Chairman and seconded by Cllr Mrs H Bainbridge)

b) the above recommendation be passed to Council for consideration.

(Proposed by the Chairman)

((b) Vote 5 for 4 against – Chairman’s Casting Vote)

(ii) Minute 176 remove the word “Renovation” and replace with “Innovation”

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

6 DECISIONS OF THE CABINET

The Committee **NOTED** that none of the decisions made by the Cabinet on 4 June 2015 had been called in.

7 CHAIRMAN'S ANNOUNCEMENTS (00-15-00)

The Chairman had the following announcements to make:

a) He commended the work of the previous Scrutiny Committee chaired by Cllr Mrs J Roach.

b) He apologised for not being able to attend the scrutiny training that had taken place the previous week, but he noted that comprehensive notes had been circulated to all members of the Committee.

c) He stated that Members of the Committee had undergone a major public consultation during their election campaigns and therefore asked that themes that had been identified be noted on "post its" so that the issues could be collated and possibly followed up by the Committee.

8 START TIME OF MEETINGS (00-19-24)

Discussion took place regarding the start time for meetings for the following year.

RESOLVED that meetings of the Scrutiny Committee be held at 2.00pm on Monday's for the remainder of the municipal year.

(Proposed Cllr Mrs N Woollatt and seconded by Cllr Mrs J Roach).

9 LEADERS ANNUAL REPORT (00-21-17)

In accordance with the Constitution the Committee had before it a report * from the Leader of the Council outlining the Council's achievements over the past 12 months and the priorities for the coming year.

Discussion and questioning took place under each of the headings in the report:

Customer Services

- The new website and the amount of savings that would be made through the digital transformation programme; the savings to date in respect of clean mail had been £20k, continued work with all services would lead to further savings on paper, printing and postage. Part of the digital project included Members working with tablets.

ICT

- Digital Transformation and what it means for the Council in terms of facilities available: text messaging alerts, the upgrade of the Uniform planning system, mobile working and savings in paper and postage were identified. Each service was considering how they could work more digitally.

- The issue of claiming expenses on line was raised, it was reported that there were compatibility issues between citrix and the payroll system and therefore the current system would have to be used for the foreseeable future.

Environment

- Overnight car parking charges and the knock on effect of on street parking which was causing problems for residents: the Car Parking Working Group were looking into such issues and would make recommendation to the Managing the Environment Policy Development Group. It was reported that strict enforcement was taking place, the signage in the car parks had been improved and feedback from local residents via their local Members was encouraged.

Finance

- How Members would be involved in plans to reduce the budget as they may have some suggestions that would be helpful. Members were informed that an away day had been scheduled for 24 July 2015 where the Corporate Plan and budget issues would be discussed. At the present time staff were being consulted on the Corporate Plan priorities and this information would be available to Members on 24 July for consideration. The Head of Finance also stated that he would provide briefings as discussions progressed with regard to preparing the budget for 2016/17.

Leisure

- It was reported that there were capacity issues at Exe Valley Leisure Centre which were being addressed.

Community Development

- How was the authority empowering the people of the district using community development as a tool: it was reported that there was a direct relationship with the Town Teams and business groups, grant support was given to local organisations, with the Grants and Funding Officer working with many organisations to source external grant funding. It was proposed that the website be used to signpost organisations to external funding sources. Those organisations who received grant funding from the local authority were expected to attend the Community Well-Being Policy Development Group to make a presentation on the work of their organisation so that outcomes of the funding could be identified. The issue of the shopmobility service in Tiverton being closed over the Christmas period was raised and that shoppers were looking to use their facilities.

HR

- The details of the WRAP programme were explained.

Housing

- Concern was raised with regard to the types of housing being built and that there was a need to put in place housing for the older generation. It was reported that 25% of properties being built were built to a lifetime standard.

Property

- The purchase of Market Walk which was already raising income and negotiations were taking place with regard to the Multi-Storey Car Park and a Premier Inn.

Planning

- Local transport issues and the possible funding by developers.
- Staff shortages in the Planning Department.
- Timescales following decisions being made by the Planning Committee and the any action to be taken.
- The delay in the review of the Article 4 Direction in Cullompton
- The new Government Initiative (out to consultation) of selling affordable housing and the effect of this on the building programme for affordable homes.
- The effect of new housing developments on local school capacity.

The Leader was thanked for his attendance at the meeting.

Note: * Report previously circulated; copy attached to the signed Minutes.

10 **CABINET MEMBER FOR ENVIRONMENT (1-03-17)**

The Committee had before it a position statement * from the Cabinet Member for the Environment summarising the key issues in each of the areas within his portfolio.

Discussion took place regarding the following areas:

- Street cleaning and the possible use of route optimisation; concerns were raised following the problems that had arisen when the system had been used for waste collection.
- Educating children with regard to littering and litter picking schemes taking place in towns and parishes.
- Dog fouling and the need for enforcement to take place and that this be publicised. The use of the "Paint it Pink" scheme which could be reintroduced across the district.
- Grounds maintenance issues being passed to Town and Parish Councils
- The need to invest in grounds maintenance to improve the appearance of the local towns and whether any underspend from the Economic Regeneration budget could be used.
- The involvement of Members in any consideration regarding amenity car parks.
- A report to the next meeting of the Committee identifying improvements that would be made to areas covered under the environment umbrella. **(Note: update - a report regarding this matter will initially go to the Managing the Environment Policy Development Group)**

The Cabinet Member for the Environment was thanked for his attendance.

Note: * Position statement previously circulated; copy attached to the Minutes.

11 **LEGAL SERVICES SIX MONTHLY UPDATE (1-32-07)**

The Committee had before it and **NOTED** a paper * from the Head of Communities and Governance updating the Group on the Legal Service, following the report to this Committee in April 2014 when it was agreed that an interim progress report be brought to the Committee in September 2014 with a six monthly update.

Discussion took place regarding:

- Digital transformation within the service.
- Officers having the tools to do the job

Note: * Report previously circulated; copy attached to the Minutes.

12 **STAFF SURVEYS (1-42-26)**

Cllr Mrs J Roach had requested that the Committee discuss staff surveys.

The Chairman invited Cllr Mrs Roach to address the Committee. She highlighted the Good Scrutiny Awards 2013* which highlighted the work of Maldon District Council with regard to the staff survey process and her concerns about the current economic climate and its impact on staff.

The Head of HR and Development reported that a staff survey was being progressed and that it would be available to officers by the end of the month.

Discussion followed with regard to:

- How to identify which members of staff were under stress if the survey was anonymous.
- The use of the staff appraisal system.
- The confidence of officers to come forward and report issues.
- The possible involvement of the Scrutiny Committee

It was therefore:

RESOLVED that the outcomes of the staff survey be reported to the Scrutiny Committee.

(Proposed by Cllr Mrs J Roach and seconded by Cllr Mrs N Woollatt)

Note: *Document previously circulated, copy attached to minutes.

13 **POLITICAL BALANCE OF COMMITTEES (1-54-21)**

Cllr Mrs J Roach had asked that the Committee consider whether the swapping of seats, Conservative to Independent and visa versa was allowed under the political balance regulations.

Cllr Mrs Roach introduced the item stating that the allocation was agreed by Council at its Annual meeting on 20 May 2015, since then Group Leaders had chosen to swap committee seats on Scrutiny and Managing the Environment Policy Development Group which was not in line with what was agreed at Council. She outlined the contents of the Widdicombe Report 1986 which had highlighted the need for political balance and that if the seats in question had remained vacant, the Council may make such appointment as it sees fit. She felt that the Council were acting illegally by the actions that had taken place.

It was further reported that Local Government Association, Independent Group also stated that the allocation of seats and committees should be apportioned in line with the political allocation.

The Monitoring Officer reported that she had discussed the issue with Legal Services and stated that she did not believe that the Council had acted illegally or unconstitutionally, she felt that the gifting of seats did not change the overall political allocation. She highlighted part of Minute 10 of the Council Meeting 20 May 2015:

“(d) that the Chief Executive be authorised to make changes to membership of Committees, Working Groups and other Internal Bodies as may be notified to him from time to time by the relevant Political Group to which those seats have been allocated by the Council”.

She also highlighted the political rules as defined in the Local Government and Housing Act 1989 and how the law could be interpreted in different ways.

The Chairman stated that consideration of the above issues take place at the next Annual Council Meeting.

14 MEMBERSHIP OF THE JOINT EAST AND MID DEVON CRIME AND DISORDER SCRUTINY PANEL FOR THE FOLLOWING MUNICIPAL YEAR. (2-07-00)

Consideration was given to the appointment of three Members to the East and Mid Devon Crime and Disorder Scrutiny Panel for the municipal year.

RESOLVED that: Cllrs T G Hughes, Mrs N Woollatt and F J Rosamond (as Scrutiny Chair) become the representatives from Mid Devon District Council on the Joint Scrutiny Panel and that Councillor B A Moore be the substitute.

15 UPDATES AND ITEMS TO NOTE REGARDING OUTSTANDING ITEMS (2-10-00)

The Head of Communities and Governance gave a six monthly update on whistle blowing scheme: she informed the Committee that there had been no cases in 2014/15 but that two issues had been raised with her in the current financial year which she was addressing.

16 IDENTIFICATION OF ITEMS FOR THE NEXT MEETING (2-11-24)

The following items were identified for the following meeting:

- Report of the Cabinet Member for Community Well Being
- Performance and Risk
- Scrutiny Work Programme

The following items were highlighted as possible areas of interest for the future:-

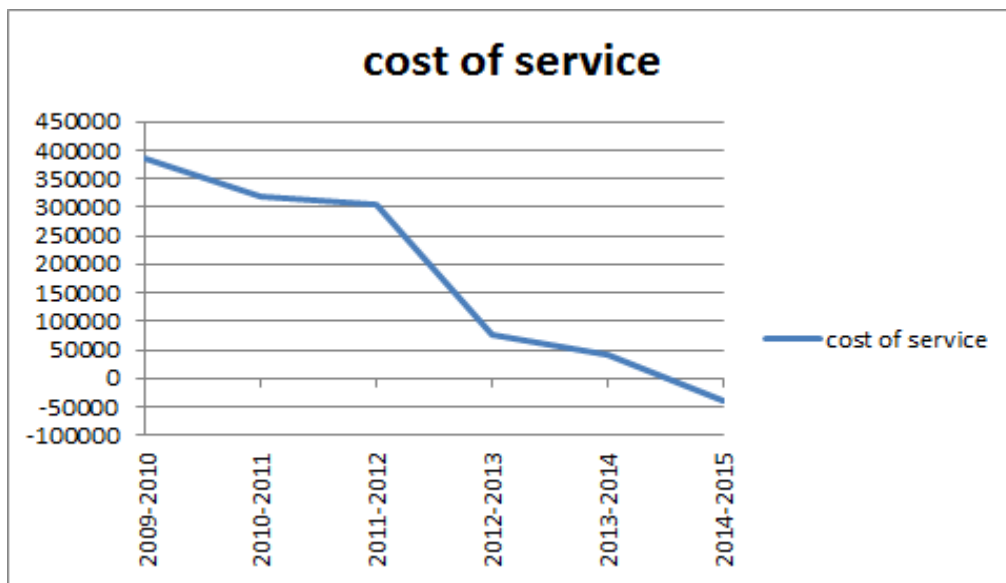
- CCG Plans for Crediton Hospital
- Delay in actions following decisions of the Planning Committee.

(The meeting ended at 4.30 pm)

CHAIRMAN

Scrutiny committee 2015 leisure service report.

Income targets for 2014/15 were extremely challenging particularly given the fact that year on year the leisure service has reduced its service cost significantly. Income was missed by just over £24k on an income target of £2,379,130 and highlights the fact that income performance is starting to plateau for the three sites. The reduced cost in service is shown in the graph below which highlights the cost of the service; it shows expenditure that is within control of the service i.e. therefore does not include capital charges, rates or support services.



Core members as an average grew from 2013/14 of 3195 to 2014/15 of 3528. With just two months data for 15/16 the average is showing 3663.

With the fact that the service was starting to show signs of plateauing in terms of income, Leisure Futures Ltd was appointed to undertake a review on both Exe Valley Leisure Centre and Culm Valley Sports Centre to ascertain where, if any, were possible avenues for further income growth. Whilst Culm Valley was considered unlikely to provide any significant returns on investment it was felt that Exe Valley was very much at capacity particularly regarding the use of the fitness studio. As a result of this AFL/S+P architects were commissioned to provide drawings and indicative costings for an extension to the Exe Valley building adjoining the existing gym and dance studio next to the tennis courts. Cost varied for the project from £480k (Leisure Futures) to over £800k from AFL/S+P and currently the Public Buildings Manager is conducting a tender process to ascertain more true costs from building companies. Once this is known a business case for the extension can be analysed (£500k is in the capital projects funds for 2015/16).

Lords Meadow Leisure Centre has experienced very good usage of the new ATP which was encouraging as well as improved use of the Meadow Suite training room. Closer scrutiny of the energy saving equipment provided by Anesco has reduced energy costs. As with all three sites the Governments opt-in pension contribution scheme has cost in the region of £29,000 for the service in total which affected salary budgets across all three sites.

Culm Valley sports Centre underwent a refurbishment of the lower floor and gym rooms. This cost in the region of £25,000 and was met with universal appreciation from customers and has improved the front of house image significantly. Culm Valley over achieved income budget by over £41k proving the investment in the lower floor to be a worthwhile project.

Exe Valley Leisure Centre converted one of its offices (once the kitchen) to a dedicated hire room currently being licenced to a local physiotherapist. Tennis court high-level maintenance (thorough clean and repainting) is due to take place immediately after the Wimbledon fortnight. The café is due to be leased to a local company in July.

The service launched a new look website in May this year which has improved the 'customer journey' and has also enabled the team to manage the site through complete content management, reducing the need to seek independent content input.

A communication tool has just been purchased which works with the current management system and allows for a customer journey to be plotted providing SMS text messages, emails and letters which can be customised according to the customers usage i.e. if a client has not attended for a while a message will be automatically sent, equally if they are attending on a regularly basis a congratulatory text will be sent.

The appointment of the new Health and Safety Officer, which was the Centre Manager for the Exe Valley site, has meant that management resources have been stretched and due to the continuing pressure on performance there is currently a remodelling exercise of the current management team that will focus on operational aspects and specific strategic aspects. Strategically there is a need for a focus on retention of our customers having lost over 2000 in the previous year. Marketing is likely to focus less on promotions and more on keeping current customers.

Public Health

Following a recent restructure agreed in consultation with Management Team and staff a new Public Health service has been created. This encompasses elements of the more widely restructured Environmental Services and specifically brings together a range of regulatory and statutory functions with an overarching responsibility for public health and public safety. This includes the Environmental Health, Licensing and Private Sector Housing teams. These teams report to number of cabinet, committee and policy development areas including Community Well Being but also Managing the Environment and Licensing Regulatory.

The Public Health service also has a duty to respond to the new Public Health agenda and work with Devon County Council to develop and implement actions to target local health inequalities. This work is led by the Public Health and Professional Services manager who has initiated a local working group including key Mid Devon services/members, DCC Public Health, NHS and the community/voluntary sector. Work in this area commenced in September 2014 and progress to date in taking this forward is detailed below.

- Working group set-up and terms of reference agreed
- Multi-service and agency mapping exercise carried out to identify current resources, projects and identify local priorities
- Local health inequality priorities in Mid Devon agreed and include working in partnership to address emotional health and resilience, cardiovascular and cancer prevention, clean air for all and decent high quality housing
- Secured 50% DCC Public Health grant funding for a two-year fixed term Public Health officer role to take forward locality planning and health initiatives in addition to producing a corporate Public Health strategy
- Additional DCC grant funding agreed in support of the Targeted Families programme and provide key families with six-months free off-peak access to Mid Devon leisure services
- A small additional amount of grant funding has been approved with DCC provide a community enabling pot of money for the community voluntary sector. This pot will be administered by Involve and monitored jointly by DCC and Mid Devon. It is anticipated this will be available from July 2015 for the current financial year.
- Public Health England Health Profile for Mid Devon 2015 published encompassing the latest health indicator data and locally agreed priorities
- Currently working collaboratively with DCC and the Devon Chief Environmental Health Officers group to identify Devon-wide projects around common public health priorities including county funding for projects aimed at mental health, fuel poverty, physical exercise and air quality.

Licensing

Budget

Licensing income came in £9.2K over target in 14/15. The 14/15 income funded the costs of the licensing service to the extent of 79% when indirect costs taken into account, a key improvement over the 67% last reported (2012/13). Nonetheless, under current statutes the service will never be completely funded by income as various pieces of licensing legislation require that cost of some licences and registrations are taken from the General Fund and we are not permitted to cross subsidise by raising charges.

Current Issues

The team has adjusted well under a revised structure following the retirement of the previous Licensing Manager in May 2014 and continues to provide an effective service. The Lead Officer for Licensing has been in the role for just over 12-months and now works with a largely new team. The vacant part-time job share Licensing Support Officer post was filled internally during 2014 and more recently the Licensing and CCTV officer post became vacant. As part of a wider restructure of Public Health the licensing officer post has been refocused and CCTV responsibility has moved to Property Services. The role has also been returned to full-time enabling the team to work at full strength and provide greater resilience with more capacity to undertake vital enforcement work. This post has also been filled internally with the post-holder bringing key experience in partnership working, enforcement and working with animal establishments to the role.

An independent external audit of the Licensing service was commissioned earlier in 2015 by the Public Health Manager and has identified that service delivery overall is good and well-controlled. However, a number of improvements and opportunities to transform operationally have been identified in respect certain business processes and enforcement. These have been prioritised and an action plan agreed with Lead Officer. The increased capacity of the Licensing Officer role offers an opportunity to better support improvements and to increase proactive inspections and carry out other enforcement interventions.

Future Challenges

With two key roles within the team recently recruited there is a higher level of personal development required to bring the team up to speed on legal and operational processes. This is being addressed and personal development plans are in place with external and on-the-job training and mentoring being provided as required.

The recent district elections have resulted in a number of new members sitting on licensing regulatory committees. This means potentially there will be less experienced members on some hearings and meetings. Nonetheless, it has also presented an opportunity to complete refresher training with new and existing members plus the Licensing team and Legal Services. This was completed in conjunction with East Devon District Council by Cornerstone Barristers and Institute of Licensing and was well received.

There are also a number of fee and policy review requirements in the current financial year which will stretch the Lead Officer, especially in the context of developing a largely new staff team. These requirements include updating licensing hearing procedures, taxi fees and the private hire and hackney carriage policy, conviction policy plus animal establishment model conditions and fees. These are incorporated in the team Business Plan and support will be given by the Public Health Manager and Head of Service to ensure priorities are met.

Licensing Overview - Licences and Registrations to date – 16 June 2015 (% change from 2012/13 previously reported)

Alcohol and Entertainment

Personal licences	990	(+8%)
Premises with alcohol (includes a vessel)	271	(+4%)
Premises no alcohol (includes village halls, takeaways etc.)	64	(-1%)
Clubs	45	(-2%)
TENs issued 1 April 2014 - 31 March 2015*	352	(-16%)
TENs issued from 1 April 2015*	115	-

Total number of TENS since November 2005*	3835	-
* includes standard/late TENS with and without alcohol		
<u>Hackney and Private Hire</u>		
Hackney carriages	58	(0%)
Private hire vehicles	50	(-1%)
Private hire operators	18	(0%)
Hackney carriage/private hire drivers (joint)	127	(-3%)
<u>Gambling</u>		
Adult gaming centres	3	(0%)
Unlicensed family entertainment centre permits	3	(0%)
Betting premises	5	(0%)
Club gaming permits	2	(+100%)
Club machine permits	9	(0%)
Alcohol licensed premises permits	3	(0%)
Alcohol licensed premises notifications	73	(+6%)
Small society lottery registrations	108	(-6%)
<u>Animals</u>		
Boarding kennels and catteries	15	(+50%)
Dangerous wild animals (wild boar and savannah cat)	2	(0%)
Riding establishments	4	(+25%)
Zoo	1	(0%)
<u>Charities</u>		
House-to-house collection licences 1 April 2014 – 31 March 2015	76	(+400%)
Street collection permits 1 April 2014 – 31 March 2015	64	(0%)
<u>Miscellaneous</u>		
Scrap metal dealer – site licence	6	(+17%)
Scrap metal dealer – mobile collector	18	(+6%)
Caravan sites (does not include a number of single sites)	25	(+8%)
Ear-piercing registrations 1 April 2014 – 31 March 2015	0	(-300%)
Ear-piercing registrations since 1 April 2015	0	-
Tattooing registrations 1 April 2014 – 31 March 2015	4	(+400%)
Tattooing registrations since 1 April 2015	1	-

Performance

The licensing performance standard for 2014/15 for the issue of licences and registrations (once all relevant information had been received) was 95%. The actual figure achieved was 98.2%.

The projected income for licensing for 2014/15 was £111,410 and the actual income achieved was £120,618.30, therefore £9,208.30 (8%) over and above budget and represents a small increase in total over 2012/13.

Licensing/Regulatory Sub Committee Hearings

1 April 2014 – 31 March 2015

- 16 May 2014 Hearing to consider a new premises licence application for an event at Shobrooke Park, Shobrooke. Agreement was reached between all parties so licence granted.
- Hearing to consider a new premises licence application for Hanlons Brewery, Half Moon Village. Objections received from local residents. Licence granted subject to additional conditions.
- 30 June 2014 Hearing to consider a new premises licence application for a one-time event called Sunset Festival, East Pidsley. Objections received from a number of Responsible Authorities, local councillors and local residents. Licence refused.
- 30 January 2015 Hearing to consider a review of the premises licence for Tomato Bar, Tiverton. Review applied for by the Police and a number of local residents made positive representations in favour of the premises. Conditions added to the licence.
- 23 February 2015 Hearing to consider the fitness of two hackney carriage and private hire drivers. One had carried out a school contract when not licensed to and the other lied to cover them. The licences were revoked.

Taxi driver licences immediately revoked (delegated authority)

1 April 2014 – 31 March 2015

3 in total on the following grounds:

- Driver suffered a heart attack and was not fit to the required medical standards
- Driver assaulted someone in Tiverton and resisted arrest
- Driver was alleged to have formed an inappropriate relationship with a passenger (under 16). This was text messages and free journeys which continued after a warning from the employer. Advice and further information was obtained from DBS checks and the police and DCC social services/transport (school contract) team

Cautions

- 10 December 2014 Simple caution administered to the operator of Crediton Cars for operating a licensed private hire taxi vehicle without a current MOT. This will be reported to the next Licensing Committee.

Licensing Policy

New licensing policy consulted on, taken to Committee, adopted by full Council and published on MDDC website in January 2015 in compliance with statutory requirement. This policy will last until January 2019.

SCRUTINY COMMITTEE

AGENDA ITEM

PERFORMANCE AND RISK OUTTURN REPORT FOR 2014-15

Cabinet Member Cllr Clive Eginton
Responsible Officer Head of Communities & Governance

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2014/15 as well as providing an update on any key business risks.

RECOMMENDATION: That the Cabinet reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern to Cabinet.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

1.0 Introduction

- 1.1 Appendices 1-6 provide Members with details of performance against the Corporate Plan and local service targets for the 2014/15 financial year.
- 1.2 Appendix 7 shows the higher impact risks from the Corporate Risk Register. This includes operational and Health and Safety risks where the score meets the criteria for inclusion
- 1.3 All appendices are produced from SPAR, the Corporate Service Performance and Risk Management system.

2.0 Performance

Managing the Environment Portfolio - Appendix 1

- 2.1 The **carbon footprint** results are not yet available; a verbal update will be given at the meeting if they are available by then.
- 2.2 The **dry recycling** rate is below target but has increased steadily throughout the year finishing on 16.9% for quarter 4. **Residual household waste** at 462.6kg per head is below target (455kg), but improved compared to 2013/14 (482.3kg). Similarly for **reused, recycled and composted** 48.2% was achieved against a target of 50%, for 2013/14 the result was only 46.7%.

- 2.3 For **missed collections**, as is well known, figures were very high in quarter 1 but back to normal levels over the remainder of the year.
- 2.4 The targets for 2015/16 will be reviewed before quarter 1 to ensure they are realistic and again to reflect any new Corporate Plan priorities once these have been determined later in the year.

Decent and affordable Homes Portfolio - Appendix 2

- 2.5 The Housing enablement targets were not achieved and should be reviewed for reasonableness before they are set for 2015/16.
- 2.6 **Repairs** performance continues to be good, although targets were just missed these represent 1 or 2 jobs not completed on time. There were 3 properties without a **valid gas certificate** and without access at the end of March; 2 were where the tenants were in hospital, the last is in the formal access process. As has been previously reported verbally, at the 31 March 2015 100% of homes with access were **decent**.
- 2.7 **Rent Collection** performance is also very good, even though it was outside the very challenging targets set for 2014/15, MDDC were persistently at the top of HouseMark's benchmarking quartiles for rent collection.

Community Well Being Portfolio - Appendix 3

- 2.8 The number of **empty shops** is on or above target as reported previously.
- 2.9 The **Leisure** performance is slightly below target but has improved over the course of the year.
- 2.10 **Food Premises** inspections were very low; an Environmental Health Officer (Food) is being recruited at present to address the lack of resource.

Planning and Regeneration Portfolio - Appendix 4

- 2.11 There have been staff shortages within the Planning Service and difficulties with recruitment. Until the service is up to its full compliment priority will be given to meeting all the critical targets in relation to special measures and timescales that would result in a cost to MDDC if they were not met.

Working Environment Portfolio - Appendix 5

- 2.12 The delays to the CRM upgrade meant the accuracy of **complaints** statistics was unreliable, which was confirmed by manual checking at the year end. Other PIs are above target except working days lost due to **sickness**. The Health & Safety Committee continues to monitor the statistics for any trends which need attention.

Finance Portfolio - Appendix 6

2.13 Performance has been good with only % **Council Tax** collected marginally below target.

3.0 Risk

3.1 The Corporate risk register is reviewed by Management Team (MT) and updated quarterly. Risk reports to Audit Committee and Cabinet continue to include risks with a total score of 15 or more and all those with an impact score of 5. (Appendix 7)

3.2 The Waste and Transport Manager is in the process of reviewing all the risk assessments for his entire area of responsibility. Operational risk assessments will be job specific and flow through to safe systems of work. These are completed but not yet input on SPAR.

3.3 The profile of these risks for this quarter is:

Impact	5	14	3			
	4					
	3					
	2					
	1					
		1	2	3	4	5
		Likelihood				

4.0 Conclusion and Recommendation

4.1 That the Committee reviews the performance indicators and any risks that are outlined in this report and feeds back any areas of concern to Cabinet.

Contact for more Information: Amy Tregellas, Head of Communities & Governance ext 4246

Circulation of the Report: Management Team and Cabinet Member

MTE PDG Performance Report - Appendix 1

Quarterly report for 2014-2015

No headings

For Environment - Cllr Neal Davey Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

MTE PDG Performance Report - Appendix 1

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Data not entered	<u>Reduce the carbon footprint of our offices and public buildings by 2% pre adjustment</u>	+27.6	+2	+2	n/a	n/a	n/a	
Management Notes:								
Data not entered	<u>Reduce the carbon footprint of our offices and public buildings by 0.5% post adjustment</u>	16.0%	0.5%	0.5%	n/a	n/a	n/a	
Management Notes:								
Well below target	<u>Increase Dry Recycling Rate to 20% by 2015</u>	14.89%	20.00%	20.00%	13.46%	13.79%	13.94%	14.62%
Management Notes:								
Below target	<u>Residual household waste per head</u>	482.3	455.0	455.0	115.8	223.7	348.8	462.6
Management Notes: (Quarter 1 - 4) Currently waiting for figures to be verified by Waste Data Flow at DCC. (CY)								
Below target	<u>% of Household Waste Reuse, Recycled and Composted</u>	46.7%	50.0%	50.0%	50.5%	51.6%	49.2%	48.2%
Management Notes: (Quarter 4) All South West LAs average 45.7% for 2013/14 (CY)								
No Target	<u>Number of Missed Collections logged per Quarter (refuse and organic waste)</u>	661			1,190	1,542	1,682	1,797
Management Notes: (Quarter 4) Last 3 quarters 607 (CY)								
No Target	<u>Number of Missed Collections logged per Quarter (Recycling)</u>	652			719	976	1,056	1,162
Management Notes:								

MTE PDG Performance Report - Appendix 1

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	(Quarter 4)							
	Last 3 quarters	510						
	(CY)							

Printed by: Catherine Yandle **SPAR.net** **Print Date: 04 June 2015 16:58**

DAH PDG Performance Report - Appendix 2

Quarterly report for 2014-2015

No headings

For Decent and Affordable Homes - Cllr Ray Stanley Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

DAH PDG Performance Report - Appendix 2

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well below target	<u>Deliver 15 homes per year by bringing Empty Houses into use</u>	16	15	15	2	6	8	12
Management Notes:								
Well below target	<u>Number of affordable homes delivered (gross)</u>	68	80	80	1	5	21	58
Management Notes:								
On target	<u>% Emergency Repairs Completed on Time</u>	99.74%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Management Notes:								
Below target	<u>% Urgent Repairs Completed on Time</u>	100.00%	100.00%	100.00%	100.00%	100.00%	99.91%	99.94%
Management Notes:								
(March)								
A combination of knowledgeable staff, dedicated operatives and smart programming has allowed the team to complete all but one urgent repair received within the targets set.								
(AB)								
Below target	<u>% Routine Repairs Completed on Time</u>	99.96%	100.00%	100.00%	100.00%	99.96%	99.97%	99.98%
Management Notes:								
Below target	<u>% Repairs Completed at First Visit</u>	99.86%	99.90%	99.90%	100.00%	100.00%	99.86%	99.87%
Management Notes:								
Well above target	<u>Ratio of expenditure between planned and responsive repairs</u>	76.24	70.30	70.30	53.47	66.34	82.18	81.19
Management Notes:								
Below target	<u>Rent Collected as a Proportion of Rent Owed</u>	100.66%	100.50%	100.50%	97.35%	100.10%	100.29%	100.09%
Management Notes:								
(March)								
Performance was excellent even if it was just outside target. Changes to procedures appear to have helped to mitigate the impact of welfare reform and this includes more personal contact, the use of letters which flag up the seriousness of the situation using a "traffic light" system and the inclusion of articles in our tenants newsletter which raised awareness.								
(AB)								

DAH PDG Performance Report - Appendix 2

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well above target	<u>Rent Arrears as a Proportion of Annual Rent Debit</u>	0.72%	1.00%	1.00%	1.10%	1.00%	0.83%	0.60%
Management Notes:								
On target	<u>% Decent Council Homes</u>	83.45%	100.00%	100.00%	88.56%	96.09%	98.53%	100.00%
Management Notes:								
Below target	<u>% Properties With a Valid Gas Safety Certificate</u>	100.00%	100.00%	100.00%	99.91%	99.72%	99.81%	99.86%
Management Notes:								
Above target	<u>Average Days to Re-Let Local Authority Housing</u>	19.9days	17.0days	17.0days	21.0days	22.6days	15.3days	14.9days
Management Notes:								
(March)								
Rent Loss due to voids £7k								
(AB)								

Printed by: Catherine Yandle

SPAR.net

Print Date: 04 June 2015 16:58

CWB PDG Performance Report - Appendix 3

Quarterly report for 2014-2015

No headings

For Community Well-Being - Cllr Colin Slade Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

CWB PDG Performance Report - Appendix 3

Performance Indicators								
Status	Definition	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Well above target	<u>The number of Empty Shops. (TIVERTON)</u>	18	20	20	15	16	15	12
Management Notes: (Quarter 4)								
January 2015 no. empty units - 12 / 245 = 4.90% (September 2009 = 30 / 245)								
(ZL)								
On target	<u>The number of Empty Shops. (CREDITON)</u>	7	10	10	12	10	10	10
Management Notes: (Quarter 4)								
January 2015 no. empty shop units - 10 / 118 = 8.47% (September 2009 = 17 / 114)								
(ZL)								
Well above target	<u>The number of Empty Shops (CULLOMPTON)</u>	12	14	14	12	13	15	11
Management Notes: (Quarter 4)								
January 2015 no. empty shop units - 11 / 94 = 11.70% (September 2009 = 17 / 91)								
(ZL)								
Well below target	<u>Percentage of food premises inspections that should have been carried out that were carried out for high risk premises</u>	92%	100%	100%	n/a	n/a	n/a	46%
Management Notes: (2014 - 2015)								
The reason for the decline is the reduction in staff resources, as highlighted by the Food Standards Agency audit in January 2015 and the ongoing illegal meat case that has taken significant resources away from the food inspection programme.								
(JP)								
Above target	<u>The percentage of Leisure's operational expenditure recovered through customer receipts</u>	88.18%	87.50%	87.50%	86.51%	86.08%	86.57%	88.16%
Management Notes: (Quarter 4)								

CWB PDG Performance Report - Appendix 3

Performance Indicators								
Status	Definition	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
At the year-end the capital recharges had the effect of markedly improving the outturn								
(SB)								
Below target	<u>% of Leisure members retained from month beginning to month end.</u>	95.2%	95.50%	95.50%	94.30%	94.90%	95.07%	95.33%
Management Notes:								

Planning Performance Report - Appendix 4

Quarterly report for 2014-2015

No headings

For Planning and Economic Regeneration - Cllr Richard Chesterton Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Not calculable

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

Planning Performance Report - Appendix 4

Performance Indicators									
Status	Quartile	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Above target	2012-2013 No Data Available	<u>Planning Applications: Householder Applications determined within 8 weeks</u>	84%	85%	85%	91%	87%	87%	90%
Management Notes:									
Above target	2012-2013 No Data Available	<u>Enforcement site visits within 15 days of complaint</u>	89%	87%	87%	100%	100%	93%	95%
Management Notes:									
Above target	2012-2013 No Data Available	<u>Delegated decisions</u>	93%	90%	90%	94%	95%	95%	94%
Management Notes:									
Well above target	2012-2013 No Data Available	<u>Planning Applications: over 13 weeks old</u>	50	45	45	28	31	31	32
Management Notes:									
On target	2012-2013 No Data Available	<u>Searches carried out w/in 5 working days</u>	99.10%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Management Notes:									
Well below target	2012-2013 No Data Available	<u>Building Regulation Applications</u>	87%	95%	95%	70%	81%	83%	76%
Management Notes:									
(Quarter 4)									
Team reduced in size, a review of service delivery currently being undertaken with NDC's Building Control Manager.									
(JC)									
Above target	2012-2013 No Data Available	<u>Building Regulation Full Plan Applications</u>	100%	95%	95%	100%	100%	97%	96%
Management Notes:									
Well below	2014-2015	<u>Listed Building & conservation Area</u>	n/a	80%	80%	68%	67%	70%	69%

Planning Performance Report - Appendix 4

Performance Indicators									
Status	Quartile	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
target	No Data Available	<u>Consents</u>							
<p>Management Notes: (Quarter 4)</p> <p>Pressure of conservation work.</p> <p>(JC)</p>									
Above target	2012-2013 Above Median All England	<u>Planning Applications: Major Applications</u>	36%	60%	60%	50%	63%	61%	63%
<p>Management Notes: (Quarter 4)</p> <p>Closely monitored by the Government, target much improved.</p> <p>(JC)</p>									
Above target	2012-2013 Below Median All England	<u>Planning Applications: Minor Applications</u>	51%	65%	65%	64%	68%	68%	67%
<p>Management Notes: (Quarter 4)</p> <p>Increased emphasis is being placed on Major applications</p> <p>(JC)</p>									
Below target	2012-2013 Below Median All England	<u>Planning Applications: 'Other' Applications determined within 8 weeks</u>	79%	80%	80%	84%	81%	81%	79%
<p>Management Notes: (Quarter 4)</p> <p>This is closely monitored, only £385 returned to date.</p> <p>(JC)</p>									
Below target	2014-2015 No Data Available	<u>New Performance Planning Guarantee determine within 26 weeks</u>	95%	100%	100%	94%	95%	95%	96%

Working Environment Portfolio Performance - Appendix 5

Quarterly report for 2014-2015

No headings

For Working Environment and Support Services - Cllr Margaret Squires Portfolio

For MDDC - Services

Filtered by Performance Status: Exclude PI Status: Data not due, Data not entered

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

Working Environment Portfolio Performance - Appendix 5

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
On target	<u>Issue 12 editions of Mid Devon Talk</u>	12	12	12	n/a	n/a	n/a	12
Management Notes:								
No Target	<u>Number of phone calls to CF per month</u>	11,929	For Information Only	For Information Only	14,160	13,843	12,877	12,670
Management Notes:								
Above target	<u>Number of visitors per month < 4,500</u>	4,257	4,500	4,500	4,480	4,397	4,228	4,226
Management Notes:								
Above target	<u>Satisfaction with front-line services</u>	80.33%	80.00%	80.00%	77.00%	79.50%	81.67%	81.75%
Management Notes:								
Not calculable	<u>% complaints acknowledged w/in 3 days</u>	71%	80%	80%	43%	44%	45%	46%
Management Notes: (Quarter 4) the accuracy of stats from the CRM will be checked prior to writing the Annual report on complaints. Work on The CRM upgrade has meant this has been difficult to complete during the year. (LR)								
Above target	<u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	73%	90%	90%	81%	97%	97%	97%
Management Notes: (Quarter 4) at year end a full manual check was made of all complaints plus details obtained from housing, show that 97% of all complaints were resolved within the extended 12 week period. The stats have been amended to reflect this. (LR)								
Above target	<u>% Emails received by Customer Services responded to within 5 days</u>	99.3%	95.0%	95.0%	99.0%	99.0%	98.0%	98.0%
Management Notes:								
Not calculable	<u>Number of Complaints</u>	n/a	For information only	For information only	193	122	69	74
Management Notes:								

Finance Portfolio Performance - Appendix 6

Quarterly report for 2014-2015
No headings
For Finance - Cllr Peter Hare-Scott Portfolio
For MDDC - Services

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
-------------------------	---------	-------------------	--------------	-----------	--------------	-------------------

Finance Portfolio Performance - Appendix 6

Performance Indicators								
Status	Title	Prev Year End	Annual Target	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Below target	<u>% total Council tax collected - monthly</u>	97.56%	98.00%	98.00%	29.31%	56.58%	88.95%	97.80%
Management Notes:								
Above target	<u>% total NDR collected - monthly</u>	98.40%	98.00%	98.00%	29.70%	57.74%	85.02%	99.00%
Management Notes:								
Above target	<u>Percentage of Invoices Paid on Time</u>	94.13%	97.50%	97.50%	n/a	99.34%	n/a	99.26%
Management Notes: (October - March)								
The creditors team are very committed and have performed very well, they have improved processes and been very proactive encouraging departments to GRN invoices promptly on receipt of goods.								
(AB)								
Well above target	<u>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</u>	8days	14days	14days	9days	9days	9days	8days
Management Notes:								

Printed by: Catherine Yandle

SPAR.net

Print Date: 05 June 2015 10:37

Agenda Item 9

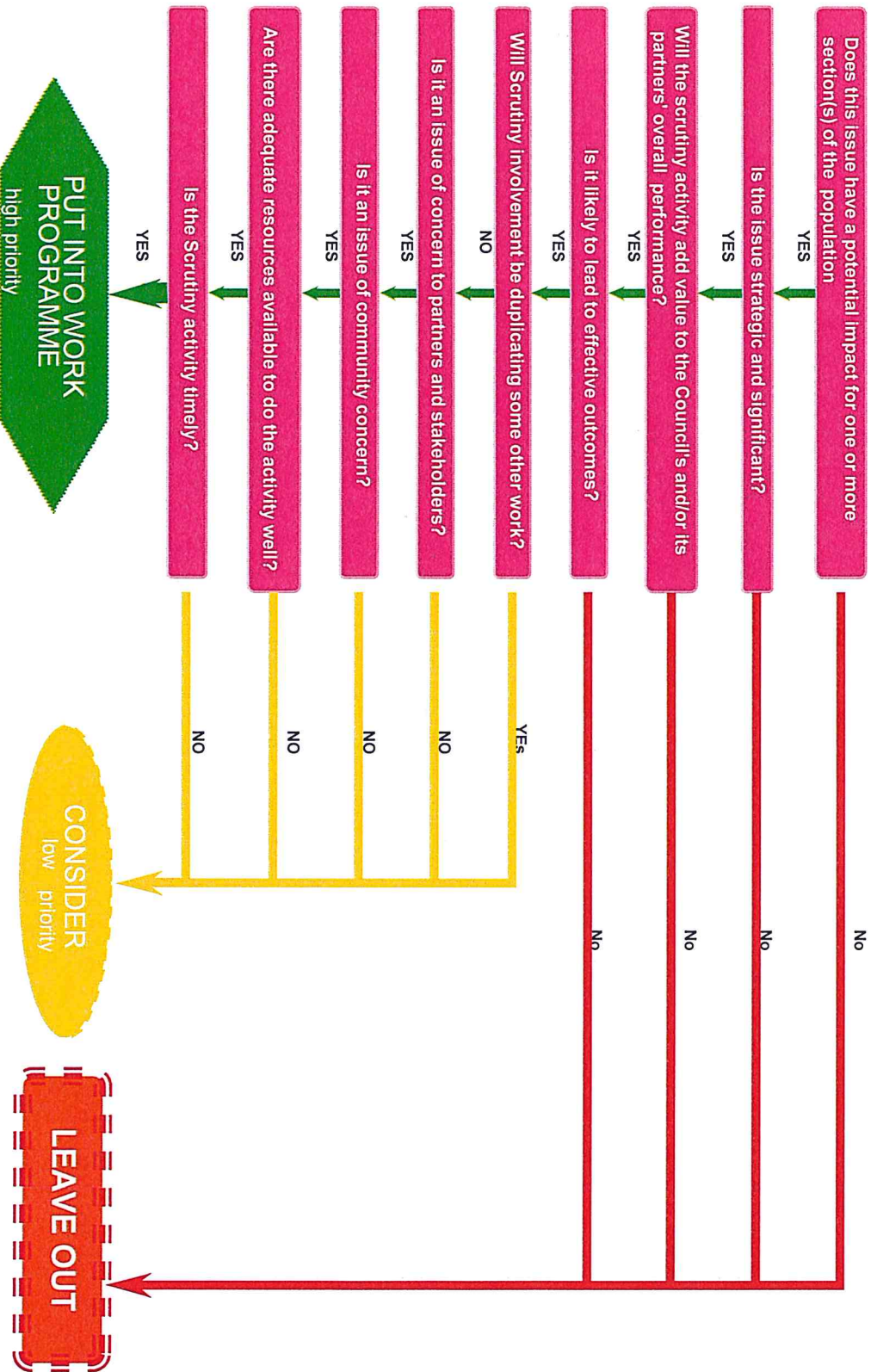
Issues identified by Members of the Scrutiny Committee following consultation with the public during their election campaigns

Area	Issue	Possible Action
Cullompton	<ul style="list-style-type: none"> • East Cullompton future development (Structure Plan) • Lack of infrastructure commensurate with recent ongoing development in West Cullompton • Traffic congestion in Cullompton exacerbated by closure of Tiverton Road • Vehicles loading/parking in Fore Street causing traffic to back-up to Station Road and M5 slipway • Manor House Hotel enforcement and problems with it being dealt with too slowly • Harlequin Valet – too long to deal with 	
Cycling	<ul style="list-style-type: none"> • Cycles on footpaths in town • Cycles on canal – needs code of conduct 	
Highways	<ul style="list-style-type: none"> • Potholes 	
Housing	<ul style="list-style-type: none"> • Houses should not be sold • No houses for young people 	
Infrastructure	<ul style="list-style-type: none"> • J28 dangerous – need for safe pedestrian crossing (bridge ideally needed) • Infrastructure with increased housing programme 	
Localism	<ul style="list-style-type: none"> • Localism without resources 	
Parking	<ul style="list-style-type: none"> • Parking in towns and vicinity of 	
Planning	<ul style="list-style-type: none"> • Conservation areas • Planning applications • Better balance between public worries and planning laws • Planning enforcement no good 	
Public transport	<ul style="list-style-type: none"> • Bus services being cut • Transport issues on new estate 	
Rural Broadband	<ul style="list-style-type: none"> • Broadband in rural areas 	
Town improvement	<ul style="list-style-type: none"> • Market under use • Shop closures • Pannier market – poor offer, dirty appearance 	

	<ul style="list-style-type: none"> • State of buildings in town centres 	
Value for money	<ul style="list-style-type: none"> • Council tax • Value for money from officers • Not enough services for rates • Paying too much for the public toilets “they are ours” 	
Waste	<ul style="list-style-type: none"> • Refuse collection • Provision of bins • Recycling • Paying for garden waste removal/charge opposition • Litter and weeds • Rubbish on roadsides 	

Understanding Scrutiny Processes and Techniques

FLOW CHART FOR OS PRIORITISATION



produced with permission of Oxfordshire County Council

Providing learning and development opportunities



SOUTH WEST EMPLOYERS



INVESTOR IN PEOPLE

This page is intentionally left blank