

# Public Document Pack

**Mid Devon District Council**

## **Scrutiny Committee**

**Monday, 13 February 2017 at 2.15 pm**  
**Exe Room, Phoenix House, Tiverton**

**Next ordinary meeting**  
**Monday, 13 March 2017 at 2.15 pm**

Those attending are advised that this meeting will be recorded

## **Membership**

Cllr F J Rosamond  
Cllr Mrs H Bainbridge  
Cllr Mrs C P Daw  
Cllr T G Hughes  
Cllr Mrs J Roach  
Cllr T W Snow  
Cllr N A Way  
Cllr Mrs B M Hull  
Cllr Mrs G Doe  
Cllr Mrs A R Berry  
Cllr J L Smith  
Cllr S G Flaws

## **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 - 10)*

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      **CLINICAL COMMISSIONING GROUP** *(Pages 11 - 14)*

At the request of the Committee Mr Rob Sainsbury, Chief Operating Officer of New Devon Clinical Commissioning Group will be in attendance to answer questions.

8      **CABINET MEMBER FOR COMMUNITY WELL BEING** *(Pages 15 - 42)*

The Cabinet Member for Community Well Being will update the Committee regarding areas covered by this remit.

9      **PANNIER MARKET SIX MONTHLY REVIEW** *(Pages 43 - 48)*

To receive a six monthly update regarding the Pannier Market.

10     **PERFORMANCE AND RISK** *(Pages 49 - 76)*

To receive a report providing Members with an update on performance against the corporate plan and local service targets for 2016-17 as well as providing an update on the key business risks.

11     **DRAFT WHISTLEBLOWING POLICY** *(Pages 77 - 84)*

To receive a report from the Director of Corporate Affairs & Business Transformation, presenting the Committee with the Draft Whistleblowing Policy.

12     **CONSULTATION**

Cllr Mrs J Roach has requested that the following be discussed by the

Committee:

That the Committee consider conducting a Scrutiny exercise in Tiverton, CREDITON and CULLOMPTON, to ascertain from the taxpayers their views on MDDC and what they consider are the top issues in their community.

### 13 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.

Garden Village  
Performance and Risk

**Stephen Walford**  
Chief Executive  
Friday, 3 February 2017

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 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](mailto:jstuckey@middevon.gov.uk)

Public Wi-Fi is available in all meeting rooms.

## MID DEVON DISTRICT COUNCIL

**MINUTES** of a **MEETING** of the **SCRUTINY COMMITTEE** held on 16 January 2017 at 2.15 pm

### **Present**

#### **Councillors**

F J Rosamond (Chairman)  
Mrs H Bainbridge, Mrs C P Daw,  
T G Hughes, Mrs J Roach, T W Snow,  
Mrs B M Hull, Mrs G Doe, Mrs A R Berry,  
J L Smith and S G Flaws

### **Apologies**

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

N A Way

### **Also Present**

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

R J Dolley, Mrs M E Squires and R Wright

### **Also Present**

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

Stephen Walford (Chief Executive), Andrew Jarrett (Director of Finance, Assets and Resources), Jill May (Director of Corporate Affairs and Business Transformation), Simon Johnson (Legal Services Manager), Catherine Yandle (Internal Audit Team Leader) and Julia Stuckey (Member Services Officer)

## 86 **APOLOGIES AND SUBSTITUTE MEMBERS**

Apologies were received from Cllr N A Way.

## 87 **PUBLIC QUESTION TIME**

There were no members of the public present.

## 88 **MINUTES OF THE PREVIOUS MEETING**

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

## 89 **MEMBER FORUM**

Cllr Mrs J Roach informed the Committee that she was becoming increasingly worried that people asked to attend meetings were not coming. The Clinical Commissioning Group (CCG) did not attend the last meeting and she did not consider it good enough for them to simply say they couldn't come. Cllr Roach suggested that they could have supplied answers to the questions that had been put to them, even if they did not attend the meeting. Cllr Roach was concerned that there were a lot of delayed discharges and issues with social care.

The Chairman informed the Committee that he had made some changes to the questions to be put to the CCG and that following the meeting these would be circulated to Members for comment before being sent onto the CCG.

The Cabinet Member for the Working Environment and Support Services informed Members that the Police and Crime Commissioner had a forward plan which could be viewed, along with Scrutiny Panel Minutes online.

Discussion took place regarding policing matters and it was **AGREED** that the local Police Inspector be invited to a future meeting of the Committee.

## 90 DECISIONS OF THE CABINET

The Committee **NOTED** that none of the decisions made by the Cabinet at its last meeting had been called in.

## 91 CHAIRMAN'S ANNOUNCEMENTS

The Chairman had no announcements to make.

## 92 POLICE AND CRIME COMMISSIONER

The Police and Crime Commissioner had been unable to attend the meeting and had given her apologies due to ill health that morning. This agenda item would be rescheduled for a future date.

## 93 DRAFT BUDGET REVIEW FOR 2017-18

The Committee had before it and **NOTED** a report \* from the Director of Finance, Assets and Resources requesting that Members consider options available in order for the Council to move towards a balanced budget for 2017/18.

The Director explained that Members had before them a compilation of reports that had been before the four Policy Development Groups and the Cabinet along with his most recent report to Cabinet. The Director explained that the budget was an evolving process, which involved a number of meetings, including one scheduled for the following week with the local business community, and that it was a statutory responsibility for Scrutiny to check and challenge the budget before it was set.

The Director outlined the contents of the report, in particular the following table which highlighted reconciliation of major budget variances.

<b>Variances</b>	<b>Amount £k</b>
<b><i>External items outside of our control</i></b>	
Reduced formula grant settlement	609
Decrease in Housing Benefit Grant	25
Pay award	100
Pension provision	35
Price inflation	50
New Apprenticeship Levy	40
<b><i>Subtotal</i></b>	<b>859</b>
<b><i>Other changes</i></b>	

New apprentices	20
DCC sharing of waste	(200)
Market Walk income	(20)
Increased income from CCLA investments	(38)
Increase in Collection Fund surplus	(45)
Contributions from town and parish councils	(8)
Increase Council tax income (£5 rise + new 200 properties)	(176)
Department of Work and Pensions rent	(45)
Additional election monies	(29)
Various additional fee income	(60)
Other net cost pressures (including reflection on 16/17 budget pressures)	161
<b>Draft budget gap for 2017/18</b>	<b>419</b>

The Director explained that there had been some unknowns at the time of the initial report, such as detail regarding the Revenue Support Grant.

Officers had worked hard to mitigate some of the costs identified, including waste savings sharing with Devon County Council, Market Walk at almost full occupancy, investments and calculations included an increase to Council Tax at £5 for a band D property.

The capital programme was balanced, but proposed changes to the New Homes Bonus could result in a rationalisation of plans moving forward.

The Housing Revenue Account was balanced, despite a 1% reduction in rents which was as a result of legislation.

The Director informed Members that since his initial report the Formula Grant Settlement amount had been confirmed and the New Homes Bonus had been reduced. Changes made now stipulated that Councils must build a baseline number of properties before they would become eligible to receive the bonus. In Mid Devon this was likely to mean that a claim could only be made after the completion of 130 – 140 new homes. New Homes Bonus was currently paid as a dowry for 6 years but this was reducing to 5 years and then to 4 years. Lobbying was taking place against this and the authority had written to the Minister.

The budget gap had improved to being £231k from a balanced position and further savings were identified within the report. Since issuing the report the Director had held further meetings with service managers and the gap had subsequently been reduced to just under £100k. These savings had been generated by Devon-wide Business Rate revenues, better prices and increased tonnages for recycling, investment income, rental for Station Yard and some staffing reductions among others.

The Director explained to Members that in future years he would look to find an alternative method of delivery for the budget.

Discussion took place regarding:

- The benefit of having a four year grant settlement moving forward;

- Community Engagement and reviewed methods that would provide savings;
- Garden waste income;
- The training budget;
- The Pannier Market and the business case for a canopy roof;
- Amenity car parks;
- Electric car charging points.

The Chairman thanked the Director of Finance, Assets and Resources for his comprehensive report.

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

#### 94 **WHISTLEBLOWING 6 MONTHLY UPDATE**

The Audit Team Leader provided a six monthly update regarding Whistleblowing and confirmed that there had been no reports since the previous update in August 2016. The officer informed the Committee that the Whistleblowing Policy was due for review and would be presented to the Audit Committee in March. It was intended that the policy would be extended to include contractors appointed by the authority and that contractors would be expected to have their own Whistleblowing Policy.

Discussion took place regarding:

- The statutory requirement to have a Whistleblowing Policy;
- The need to ensure that there was a culture within the authority that the policy was sufficient and was used;
- The need to raise awareness;
- The potential to appoint whistleblowing champions.

It was **AGREED** that the Whistleblowing Policy would be reviewed by Scrutiny prior to Cabinet.

#### 95 **RIPA SIX MONTHLY UPDATE**

The Legal Services Manager provided a six monthly update to the Committee, informing them that RIPA had not been used since March 2014. The officer informed Members that the RIPA Policy had recently been reviewed by the Community Policy Development Group and approved by Cabinet. The reason that RIPA had not been used was mainly due to the Protection of Freedoms Act 2012 which stated that RIPA could not be used for offences with a sanction of less than 6 months in custody. This meant it could not be used in the case of benefit fraud and was therefore only likely to be used for fly-tipping offences.

Discussion took place regarding fly tipping and the difficulty in proving who had actually tipped waste.

#### 96 **IDENTIFICATION OF ITEMS FOR THE NEXT MEETING**

Clinical Commissioning Group  
Performance and Risk  
Cabinet Member for Community Well Being  
Update Pannier Market



Local Police Inspector  
The website and difficulty in navigation  
Draft Whistleblowing Policy  
Garden Village Cullompton

(The meeting ended at 3.46 pm)

**CHAIRMAN**

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## **Questions to the Clinical Commissioning Group from Scrutiny Committee Mid Devon District Council**

### Communication (and silo working?)

How effective is liaison between A&E other departments e.g. orthopaedics at the RD&E or other hospitals?

### Prevention

How will the CCG address the issue of preventive medicine?

How much of the budget is devoted to education to maintain good health rather than treating ill health? What form does that take and which age groups are being targeted? Are you working with local GP surgeries?

### Dietary Provision

There is evidence that good quality nutrition not only prevents ill health, but after illness or surgery aids recovery times and outcomes.

What is the procurement policy for food served in our hospitals?

What is the daily budget per patient?

And what is the policy re refined sugar, refined carbohydrates, hydrogenated/trans fats and food additives in hospital food?

### Antibiotic Prescription

There is huge concern about antibiotic resistance in the future. In Belgium in the 1970's it was routine practice before prescribing, to test not only to see if an antibiotic was appropriate but for the appropriate antibiotic for that microbe.

There is at last, in the UK a suggestion that Pharmacies and GP surgeries should test to see if patients have a virus or a bacterial infection before prescribing antibiotics.

Will this be promoted throughout the CCG and when in future are we likely to have a quick test which will identify the appropriate antibiotic as well?

### Health and Social Care

We face an unprecedented demand for health and social care over the next 4 years.

What does it mean for our locality in terms of health provision and social care? How will health and social care be integrated?

You state that you aim to improve future care and services to ensure people have the maximum opportunity to retain their wellbeing and independence, avoiding hospital admissions where possible and providing more care in people homes. It is apparent that at the moment this is inadequate.

Why is Social Care not part of the NHS remit? It would appear that the most efficient use of resources would be for GPs, acute and social care to be under one organisation, sharing good communication with patients moving seamlessly from one to the other, rather than being dealt with by separate agencies as at present.

## **Your Future care**

Your Future Care” proposes 3 interventions in an integrated model for the frail and elderly- comprehensive assessment; single point of access; rapid response. How will this work, and who will be responsible for implementation?

The NHS is at tipping point with a desperate shortage of beds leading to cancelled operations. How will the removal of beds from community hospitals/closures help to provide a solution? Their retention would free up acute hospital beds, build strength and confidence in patients during the transition between hospital and home or care home. It could potentially reduce the amount of re-admissions due to patients being discharged too soon on occasions. By the very nature of the very rural areas in Devon providing post hospital care in the home is fraught with challenges, particularly during winter and bad weather.

## **People Management**

The proposals in "Your Future Care" propose radical reform. Turning proposals into practice will make many demands. How will the staff be practically and culturally prepared for the changes? What is the time scale?

Nurse education will now be costed as a normal HE course. Will the model of cross functioning involving both hospital and community commitment be seen as a suitable career, bearing in mind the upfront costs?

## **Governance**

Who commands the budget?

How will governance be organised so that there is clarity of direction and accountability? (NB recent experience of Tiverton Hospital).

## **Finance**

In advance of the meeting may we please have a diagram of the structure of the CCG and the NHS/Social Services care services?

What is the current state of the finances of the CCG and the Health Trusts operating in this part of Devon?

“Your Future Care” proposes a new model of care in people's homes saving between £2.8m and £ 5.6m. How will that address the current shortfall of £85m?

What is the total cost of the Health and Wellbeing board?

What is the value of the Healthwatch contract?

## **Discharge**

How many discharges from hospital are held up because the person's home is unsuitable?

How many discharges are held up because there is no care package available?

How will the needs for those with mental health issues be addressed?

## Health in Rural Areas

What % of the Local Authority residents have to travel more than 5 miles to access their local GP?

What % of the Local Authority residents have to travel more than 10 miles to access their local GP?

Are you aware of any GP Practices that have vacant posts (Doctors or Nurses) within your area?

Have any of your GP practices had posts that have been vacant for more than 2 months / 4 months / 6 months+?

Have recruitment or retention difficulties been experienced in rural GP Practices in the last 1 or 2 years?

How do you support your residents to access more specialised healthcare which may only be available outside your local authority area?

Are there community transport schemes which are specifically available for accessing healthcare services, and is it envisaged that these will continue in future years?

Are the ambulance response time targets set greater for rural areas than urban and if so what are those targets? Also what percentage of actual response times to rural areas are within the set target?

Have any GP practices closed in your local area in the last year?

Are you aware of any GP practices due to close within the next year in your local area?

Do you know the reason for closure and the impact on patients?

Have you had any difficulty in recruiting clinical pharmacists to GP practices in rural areas?

If so, how are you dealing with the issue of recruitment?

Please up-date the committee on the plans being formulated to create a Crediton Health and Wellbeing Hub

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## **Cabinet Member for Community Well Being – Colin Slade**

At the Community PDG meeting on 31 January 2017 members approved the recommendation that the Cabinet Member make a decision regarding Leisure Service Pricing. The report is attached.

At the same meeting Members recommended the Community Engagement Action Plan to Cabinet, also attached.

Members should note that Air Quality, although dealt with by Public Health, is not within the remit of the Cabinet Member Community Well Being.

## **Public Health Services Unit**

### **Licensing**

- Budget – the licensing income was £114K for 2015/16 with cost-recovery reaching 73%. Income and net cost-recovery are expected to increase further for 2016/17.
- Under current statutes we remain unable to recover the costs for all licences/registrations and other fees are set nationally and which have not been increased for a number of years in line with costs
- In policy terms, the team have successfully introduced an updated Hackney and Private Hire Licensing Policy and re-adopted the taxi provisions within the Local Government (Miscellaneous Provisions) Act 1976 during 2016. Currently reviewing new safeguarding provisions and training for taxi-drivers.
- Implemented the requirements of the new Immigration Act which requires additional document and immigration status checks before issuing relevant licences. Costs are being incorporated into revised fees (see below) and Home Office training completed
- Revised annual figures for all locally set fees and charges are due to be advertised and formally adopted by April 2017.
- Under central guidance, the team has moved to a more proactive enforcement approach and now has a risk-based inspection programme in place for licensed premises. This is whilst continuing to work to existing performance targets for processing licence applications (more below).
- Other performance targets have been met or exceeded with 97% of licenses issued on time in 2015/16 (met target) and currently 100% for 2016/17 to date. Temporary Event Notices (TENs) issued on time are 99% and 100% respectively for the previous and current financial/reporting year performance against a revised (upwards) target of 99%
- There is also a new corporate performance target for taxi-inspections which will be reported for the first time at the end of 2016/17

- An internal audit of the licensing functions during 2016 found that licenses were well administered and the overall audit opinion was that the service was adequately controlled. All actions arising from the audit have either been completed or are due to be completed within agreed time frames
- The workload of the team is increasing, in part due to the required move to risk-based inspections but also due to rising numbers license applications themselves. In 2016, TENs are up 10% and new/varied premises applications up over 40% in comparison with 2015. Numbers of animal boarding establishments are also increasing and a record number of licensing/regulatory sub-committee hearings were held during 2016, in part, reflecting this increased activity
- Increased demand is being met through a temporary contract with a Support Officer acting up to Licensing Officer level for a portion of their extended hours. This contract expires after April 2017 and the service manager will discuss Licensing resourcing with new Director of Operations when he is in-post (after March 2017).

### Environmental Health (EH)

- Budget – no major net over-spend and income for private water supply testing and risk assessment work has increased significantly. Increased performance targets agreed for private water supply work 2017 onwards
- Adopted a new fee and charging schedule in 2016 including new charges for food export certificates and revised charges for private water supplies, other food safety work and exhumations
- Also adopted a new service-wide Enforcement Policy covering all aspects of the regulatory functions within Public Health services including therefore EH. This now allows for charging for formal enforcement work e.g. service of notices
- High-risk food safety premises inspections now meeting targets following team restructure and bringing in additional specialist EHO resources in order to meet Food Standards Agency requirements
- Food hygiene 'Scores on Doors' continues to be effective with over 500 premises in the scheme with 95% rated 4 or 5 (of 5) – 'good' or 'very good' which is exceptional
- The team formally responded to nearly 400 planning applications and a similar number of licensing applications during 2016 - providing professional opinion on matters ranging from air and land quality constraints, drainage, nuisances, water quality and health and safety
- Significant on-going resources committed to investigating long-standing community nuisance complaints in the Templeton area arising from the activities of an individual, however performance on response targets for service requests has been maintained at 95% - this is a challenge going forward. An unplanned long-term absence of a pollution specialist required agency cover over the peak summer period in order to support this
- Some high profile enforcement cases dealt with effectively during the year including an on-going major illegal/unsafe meat prosecution in the Crown Court due for resolution/sentencing in February 2017 and determination of a Proceeds of Crime



Act (POCA) application. Another was a formal Health & Safety investigation into a tragic death of a child at a recreation site which concluded with giving evidence to a Coroners' inquest

- New service level agreement and joint-intelligence sharing agreement made with Devon & Somerset Trading Standards improving multi-agency working on activities of mutual interest. Bearing immediate results with an on-going joint EH, Trading Standards and Police investigation started in January 2017 into poaching and illegal meat activities. This agreement also covers aspects of the work of licensing and private sector housing.
- Also working closely with the Health & Safety Executive, police and immigration agencies on activities linked to vulnerable migrant workers and modern slavery e.g. nail bar premises and car washes
- On-going digital transformation in place investing in business process improvements and updated software/increased performance monitoring across the functions

#### Public Health Plan and Strategy and Private Sector Housing

The wider work of the unit in respect of the Public Health Plan/Strategy and addressing health inequalities comes under the remit of Cllr Margaret Squires. A separate update will be provided through that portfolio.

PSH team reports through Cllr Ray Stanley and the housing portfolio.

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**Leisure pricing for the financial year 2017/18**

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

**Reason for Report:** To advise Members of the proposed leisure pricing strategy for 2016/17.

**RECOMMENDATION:** That the PDG recommend approval to the Cabinet Member to agree the strategy and price increases proposed as a delegated decision.

**Relationship to Corporate Plan:** Priority 3, Community Aim 3: Promoting physical activity, health and wellbeing; ensuring the financial sustainability of our Leisure Centres.

**Financial Implications:** Pricing proposals within the report contribute to the reduction of the Leisure service subsidy to Mid Devon District Council for 2017/18.

**Legal Implications:** None associated with this report.

**Risk Assessment:** Pricing is a sensitive element of the service, and service users are very aware of value for money. An imbalance of pricing and service delivery can lead to service users migrating to another provider, seeking more cost effective alternatives to Mid Devon Leisure, or reducing their physical activity levels.

**1.0 Introduction**

- 1.1 The pricing report has been constructed into the key business areas within the Leisure service. Market and performance research has been completed by each strategic manager within their specialism.
- 1.2 Appendices have been used to show benchmarking price detail with other local providers, whilst the report overviews the strategic approach to fees and charges, identifying significant change proposals.
- 1.3 The pricing proposal is aligned with the Medium Term Financial Plan for the Leisure service. The income target for 2017/18 is built from a combination of price increases, growth of business areas, and the launch of the fitness development at Exe Valley Leisure Centre.

## 2.0 **Dryside – Racquet Sports, Team Sports, Courses and Activities**

### 2.1 **Price increase proposal** - An indicative 5% increase on current fees and prices following a benchmarking comparison with local like-for-like providers – **Appendix 1.**

### 2.2 **Series of Lets**

2.2.1 Following the blanket 5% increase in 2016/17, there are still some anomalies across the service for series of lets on the outdoor pitches, and commercial sports. These will be aligned with the lowest fee increasing to match the highest fees.

2.2.2 A '**cost per area**' exercise has been revisited to ensure that charges exceed the operational cost for the area. Administration fees are currently based on a % of the invoice total, and are often complicated to calculate and substantiate to the hirer. A standard charge of £10 per invoice will apply.

2.3 To incentivise pitch hire and participation a low season/high season fee will be introduced. During the winter months the charge for lighting will be included in the hire price rather than as an additional charge, whilst during the summer months where usage is traditionally low, a reduced charge is proposed to maximise asset use and encourage physical activity in the community.

## 3.0 **Front of House – Membership Sales & Retail**

### 3.1 **Price increase proposal** - An indicative 4% increase on current fees and prices following a benchmarking comparison with local like for like providers – **Appendix 2.**

3.2 **60+ memberships** – Following the decision made on 2 February 2016, the fee for this membership type has been set at a reduction of 20% from the full paying fee. As this product is no longer being offered to new members, there has been a noticeable reduction of members with this type. It is proposed that this concessionary group is to benefit from non-restricted access to facilities and activities, which currently is restricted to before 5pm, rewarding members for their loyalty.

3.3 **Corporate Memberships** – Whilst Mid Devon Leisure offers a corporate membership price for businesses, a review has identified several areas for improvement to increase income in this area:

3.3.1 Following a review of business size in Mid Devon, corporate memberships will be offered to all organisations, which also follows an example of private sector framework. This is a reduction from a minimum of 10 employees to maximise business opportunity.

3.3.2 The table below shows the proposed structure for corporate memberships:

<b>Proposed Corporate Mid Devon Leisure Pricing 2017/18</b>		
Number of Employees	Monthly Direct debit % Discount from full paying fee:	Annual Lump Sum Payment 10 month of the % discount <small>*subject to confirmation of fee increase within health &amp; Fitness Memberships</small>
<b>1-24</b>	<b>15%</b>	<b>£369*</b>
<b>25-50</b>	<b>20%</b>	<b>£348*</b>
<b>51 +</b>	<b>25%</b>	<b>£326*</b>

Rates can be negotiated and deals tailored to the needs of the corporate business

3.3.3 Mid Devon Leisure will continue to work with **GymFlex** to maximise our exposure to businesses, not limited to Mid Devon Business Rate payers.

3.3.4 Corporate deals will be 'packaged' as an alternative to only offering a reduced price point. Packages will include;

- Discounted membership for employees
- Employee information on diet, nutrition and wellbeing
- A personal point of contact, or account manager
- A bespoke group workshop for health and wellbeing, or team building. This will provide a platform to sell future training days at full cost.

3.4 **Auto renewal of annual memberships** - Following recommendations from elected Members, annual memberships will be renewable as a lump sum on a Direct Debit basis. Direct Debit mandates will be signed at the point of sale, with auto renewal letters being sent via post or email as a reminder that payment is due, 1 month prior to collection.

3.5 **Sales** – The introduction of cashless payments in vending machines and contactless payment at reception will target a 20% increase in secondary spend. The introduction of healthy food bars and sachets will be available from reception to increase our offering, and front of house teams are working with retail suppliers for improvements to product placement systems and improved customer service culture.

4.0 **Health & Fitness – Fitness Studio, Classes and Direct Debit Membership**

4.1 **Price increase proposals** – An indicative 3% increase on memberships, 3.5% increase on classes. Current fees and prices following a benchmarking comparison with local like for like providers – **Appendix 3**

## 4.2 Group Exercise Classes

- 4.2.1 Fees are currently charged on a standard 60 minute class duration, with a premium fee for classes that have a duration of 30 and 45 minutes. Classes that have a duration of 1.50 hours will increase by 4.5% to move the fee closer to the pro-rata rate.
- 4.2.2 Incentives for cash payers will be introduced to reward continual use for service and public health gains. Cash payers will be issued with their 11<sup>th</sup> session free within a fixed 12 week period of attendance.
- 4.2.3 Concessionary access for members and cash payers at peak times will no longer require an additional fee, to promote accessibility to all concessionary groups specifically students, and those in receipt of means tested benefits whilst in full time employment.

## 4.3 Fitness Studio

- 4.3.1 Concessionary access at peak times will no longer require an additional fee, to promote accessibility to all concessionary groups specifically students, and those in receipt of means tested benefits whilst in full time employment.
- 4.3.2 Incentives for cash payers will be introduced to reward continual use for service and public health gains. Cash payers will be issued with their 11<sup>th</sup> session free within a fixed 12 week period of attendance.

## 4.4 Memberships

- 4.4.1 Concessionary Lifestyle Plus direct debit members' access at peak times will no longer require an additional fee. This is to promote accessibility to all concessionary groups specifically students, and those in receipt of means tested benefits whilst in full time employment. The subsidy from the full paying fee for this membership will be circa 37%.
- 4.4.2 Concessionary Cash payments for monthly memberships will be held at 2016/17 fees as benchmarking identifies this product as being significantly higher, which is reflected in low sales for 2016/17.

## 5.0 Wetside – Swimming Pools, Swimming Lessons and Courses

- 5.1 **Price increase proposals** – An indicative 4% increase on current fees and prices following a benchmarking comparison with local like for like providers – **Appendix 4**
- 5.2 Following the blanket 5% increase in 2016/17, there are still some anomalies across the service for of secondary spend items such as certificates and badges, and specialist sessions such as Aqua Obstacle/Inflatafun and

Aquatots. These charges will be aligned with the lowest fee increasing to match the highest fees.

- 5.3 Charges for one off events attract a higher premium, and events will be scheduled throughout the year where closure to the public will take place. A **'cost per area'** exercise has been revisited to ensure that charges reflect the best recovery of operational cost considering market rates.

## 6.0 Summary

- 6.1 Proposed price increases for each business area projects circa **£78K** increase of income for 2017/18, considering comparable business with the current year to date when applying the indicative % increase and assuming 0% attrition. Business plans will be in place for growth to achieve Corporate Plan priorities and income target for 2017-18.

Business area	Projected Income increase 2017-18
Dryside	£ 12,979
Fitness	£ 24,640
Front of House	£ 11,567
Wetside	£ 29,460
Grand Total	£ 78,646

- 6.2 The Medium Term Financial Plan identifies the plan for reduction of the Leisure service subsidy to 2019/20 identifies the relationship between price increases, business growth and facility investment - **Appendix 5** as presented at Community PDG 27<sup>th</sup> September 2016.
- 6.3 Leisure pricing is one of the components to the recovery of income. Further details relating to pricing and income generation and timescales for 2017/18 are identified in **Appendix 6**.

### Contact for more Information:

Lee Chester, 01884 234963/0771480172 or lchester@middevon.gov.uk

**Circulation of the Report:** Cllr Colin Slade, Leadership Team

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**Community Policy Development Group – Appendix 1**  
**Leisure Pricing - 2017-18**

<b><u>Dryside</u></b>	Badminton Per court	Badminton Per person	Squash Per court	Squash Per person	Pitches (6 or 7 aside)	<b><u>Notes:</u></b>
<b>Riverside Leisure Centre (Legacy Leisure)</b>	£ 8.00 (2player)	N/A	N/A	£ 3.80	N/A	Badminton= members £6 for 2 players. £1 for each additional player.
<b>Clifton Hill (Legacy Leisure)</b>	£8.75 Off peak £6.10	N/A	N/A	£6.35 Off peak £5.10	N/A	
<b>Wonford Sport Centre (Legacy Leisure)</b>	£ 8.80 Off peak £6.20	N/A	N/A	N/A	£27.00 £19.50 Off peak	Pitches = Members £24.20 peak Members £18 Off peak
<b>St Lukes &amp; Exeter Sports park (Exeter University)</b>	N/A	£ 6.80 Off peak £5.30	N/A	£ 5.90 (40min)	£55.00 peak £41.00 Off peak	Badminton = Members £2.90 peak £1.55 Off peak Pitches (rubber crumb) = Members £38.50 peak £30 Off peak
<b>Wellington Leisure Centre (Tone Leisure)</b>	N/A	£ 4.20	N/A	£ 4.20	N/A	
<b>Honiton Leisure Centre (Leisure East Devon)</b>	N/A	£ 5.20	N/A	£ 4.20	N/A	Badminton = £3 per person if playing doubles
<b>Average Fee</b>	£ 8.25	£5.40	N/A	£4.89	£41.00	
<b>Mid Devon proposed fee for 2017/18</b>	N/A	£4.00	N/A	£4.80	£29 Low season £36.50 High season	

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**Community Policy Development Group – Appendix 2**  
**Leisure Pricing - 2017-18.**

<b><u>Front of House</u></b>	<b>Annual Membership</b>	<b>60+ Concession</b>	<b><u>Notes:</u></b>
<b>Wellington Sports Centre</b> <b>(Tone Leisure)</b>	£ 410.00	NO	Joining Fee Apply  2 Months Free
<b>Honiton Leisure Centre</b> <b>(LED)</b>	£ 374.00	NO	Joining Fee Apply  10% Joint Discount  25% Concessionary Discount
<b>Exeter Riverside</b> <b>(Parkwood)</b>	£ 398.52	NO	No Joining Fee  10% Discount
<b>North Devon Leisure Centre</b> <b>(Parkwood)</b>	£ 420.66	NO	No Joining Fee  10% Discount
<b>Dawlish Leisure Centre</b> <b>(Teignbridge Council)</b>	£ 374.00	YES	No Joining Fee  Concession Rate £299.20
<b>Average Fee</b>	£ 395.44		
<b>Mid Devon proposed fee for 2017/18</b>	£ 370.00		No Joining Fee 12 months for 10 at the proposed loyalty Direct Debit fee

\* Like for like membership comparisons with other local Leisure providers – Price increases January 2017 Wellington, Honiton, Exeter, North Devon and Dawlish

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**Community Policy Development Group - Appendix 3**  
**Leisure Pricing - 2017-18.**

<b><u>Health &amp; Fitness</u></b>	Monthly Direct Debit	Concession Direct Debit	Loyalty Direct Debit	60 minute class	Gym Cash Payment	<b><u>Notes:</u></b>
<b>Wellington Sports Centre (Tone Leisure)</b>	£41.00	£30.80	N/A	£ Fee	£ 5.80	Additional detail about the activity/fee or provider
<b>Honiton Leisure Centre (Leisure East Devon)</b>	£45.00 £33.75	N/A	£ 34.00 £25.50	£ 6.00 £4.50	£ 6.00 £4.50	Annual 12 X loyalty DD Red = concessionary price
<b>Padbrook (Cullompton) Private</b>	£ 32.00	N/A	N/A	N/A	£ 6.00	Have off peak time too, plus teen gym options. Gym only
<b>Petroc (Tiverton) College</b>	£ 28.00	N/A	N/A	N/A	N/A	Limited opening times, has a gym only cheaper price
<b>Uguculme College</b>	£ 37.00	N/A	N/A	N/A	£ 5.20	Limited times, have cheaper gym only membership
<b>Fitness First (Exeter) Private</b>	£ 42.00	N/A	£ 34.00	N/A	£ 10.00	Off peak option available
<b>Riverside (Exeter) Legacy Leisure</b>	£ 42.00	N/A	£ 36.90	£ 6.25	£ 8.90	Off peak option available Annual £398.52
<b>Average Fee</b>		£ 28.15	£ 34.00	£ 6.10	£ 6.14	<b>Only for those with same facilities/opening times</b>
<b>Mid Devon proposed fee for 2017/18</b>	£43.50	£ 27.50*	£ 37.00	£ 6.00	£ 7.00	<b>*Change to access at all times</b>

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**Community Policy Development Group – Appendix 4**  
**Leisure Pricing - 2017-18.**

<b><u>Wetside</u></b>	General Swim - Adult	General Swim – Junior	Aquafit/ Aqua Aerobics	Junior Lifestyle Plus	Junior Lifestyle Plus Con.	Junior Lifestyle	Junior Lifestyle Concessionary .	<b><u>Notes:</u></b>
<b>Tone Leisure</b>	£ 4.20	£ 2.60	£ 5.80	£ 20.00	£ -	£ -	£ -	Under 3's £1.20
<b>Leisure East Devon (LED)</b>	£ 4.50	£ 2.40	£ 5.60	£ 25.00	£ 22.00	£ -	£ -	Under 5's FOC
<b>Teignbridge</b>	£ 4.40	£ 2.20	£ 5.20	£ 24.00	£ 19.20	£ -	£ -	Under 3's FOC
<b>Legacy Leisure (Exeter)</b>	£ 3.85	£ 2.85	£ 5.60	£ 22.10	£ -	£ -	£ -	Under 3's FOC Only offer one junior membership
<b>Mid Devon Leisure</b>	<b>£ 4.50</b>	<b>£ 2.50</b>	<b>£ 5.80</b>	<b>£ 26.50</b>	<b>£ 23.85</b>	<b>£ 21.50</b>	<b>£ 19.35</b>	Under 3's FOC
<b>Average Fee (2016/17)</b>	£ 4.25	£ 2.50	£ 5.60	£ 23.50	£ 21.70	£ -	£ -	
<b>Mid Devon proposed fee for 2017/18</b>	£ 4.70	£ 2.60	£ 6.00	£ 27.60	£ 24.60	£ 22.40	£ 20.20	

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**MID DEVON DISTRICT COUNCIL LEISURE SERVICES  
MEDIUM TERM FINANCIAL PLAN 2016-17 TO 2019-20**

	Current Base 2016-17 £	Infl %	2017-18 £	Infl %	2018-19 £	Infl %	2019-20 £
<b>Employee costs 1000's</b>							
Cost pressures			159,000				
Savings - efficiencies in operational cover					(25,000)		(25,000)
Base budget	1,643,080		1,659,511		1,836,696		1,838,871
<i>Inflation base</i>	1,643,080	<b>1.0%</b>	1,818,511	<b>1.0%</b>	1,811,696	<b>1.5%</b>	1,813,871
One off initiatives - Fitness launch			15,000		0		0
<b>Total in year cost</b>	<b>1,643,080</b>		<b>1,833,511</b>		<b>1,811,696</b>		<b>1,813,871</b>
<b>Premises costs 2000's</b>							
Cost pressures - Additional Utilities - Fitness Development Project*			2,000		2,010		0
Savings 2% Maintenance and utilities			(14,418)		(14,339)		(14,318)
Base budget	715,510		720,876		716,960		715,905
<i>Inflation base</i>	715,510	<b>0.75%</b>	708,459	<b>1.2%</b>	704,631	<b>1.6%</b>	701,587
One off initiatives							
<b>Total in year cost</b>	<b>715,510</b>		<b>708,459</b>		<b>704,631</b>		<b>701,587</b>
<b>Transport related costs 3000's</b>							
Cost pressures							
Savings							
Base budget	4,350		4,383		4,435		4,506
<i>Inflation base</i>	4,350	<b>0.75%</b>	4,383	<b>1.2%</b>	4,435	<b>1.6%</b>	4,506
One off initiatives			0		0		0
<b>Total in year cost</b>	<b>4,350</b>		<b>4,383</b>		<b>4,435</b>		<b>4,506</b>
<b>Supplies and services 4000's</b>							
Cost pressures - Additional Equipment - Fitness Development Project*			30,000				
Savings 3% - Licences, equipment, purchases			(7,244)		(8,022)		(7,906)
Base budget	239,670		241,468		267,394		263,522
<i>Inflation base</i>	239,670	<b>0.75%</b>	264,223	<b>1.2%</b>	259,372	<b>1.6%</b>	255,617
One off initiatives - Marketing - Launch Fitness Development Project*			15,000				
<b>Total in year cost</b>	<b>239,670</b>		<b>279,223</b>		<b>259,372</b>		<b>255,617</b>
<b>Sub Total - Controllable Expenditure</b>	<b>2,602,610</b>		<b>2,825,576</b>		<b>2,780,135</b>		<b>2,775,581</b>
<b>Support Services 5000's</b>	300,340	<b>1%</b>	303,343	<b>1.0%</b>	306,377	<b>1.5%</b>	310,972
Recharge adjustments							
<b>Total gross expenditure</b>	<b>2,902,950</b>		<b>3,128,919</b>		<b>3,086,511</b>		<b>3,086,554</b>
<b>Fees, charges and grants 7000's</b>							
Cost pressures - Projected shortfall for 2016/17	90,000		0		0		0
Savings							
Base budget	(2,685,020)		(2,672,871)		(2,753,057)		(2,835,648)
<i>Inflation base</i>	(2,595,020)	<b>3.00%</b>	(2,672,871)	<b>3.0%</b>	(2,753,057)	<b>3.0%</b>	(2,835,648)
One off initiatives - Income generation - Fitness Development Project*	0		(90,000)		(137,700)		(185,000)
Income growth of 3% (Strategic Areas - Business/Marketing Plans)			(80,186)		(82,592)		(85,069)
<b>Total in year cost</b>	<b>(2,595,020)</b>		<b>(2,843,057)</b>		<b>(2,973,348)</b>		<b>(3,105,718)</b>
<b>Total income</b>	<b>(2,595,020)</b>		<b>(2,843,057)</b>		<b>(2,973,348)</b>		<b>(3,105,718)</b>
<b>NET COST OF SERVICES</b>	<b>307,930</b>		<b>285,862</b>		<b>113,163</b>		<b>(19,164)</b>
<b>Capital Charges and Depreciation 6000's</b>							
Capital Financing	529,870		529,870		529,870		529,870
Estimated increase in capital charging - Fitness Development project*	0		18,215		36,429		36,429
Estimated Increase in business rates - Fitness Development Project*	0		2,500		5,000		5,000
	0						
	0						
	0						
	0						
<b>TOTAL BUDGET EXPENDITURE</b>	<b>837,800</b>		<b>836,447</b>		<b>684,462</b>		<b>552,135</b>
<b>Budget (Surplus) / Deficit</b>	<b>837,800</b>		<b>836,447</b>		<b>684,462</b>		<b>552,135</b>

**MID DEVON DISTRICT COUNCIL LEISURE SERVICES  
MEDIUM TERM FINANCIAL PLAN 2016-17 TO 2019-20**

Current Base						
2016-17	Infl	2017-18	Infl	2018-19	Infl	2019-20
£	%	£	%	£	%	£

**Notes:**

1000's Additional costs in 2017/18 following restructure, optimum deployment. Future savings of circa 16 hours per week per site from operational efficiencies

1000's Additional staffing will be required for the launch period of 3 months. Additional staffing at front of house and in fitness studio at peak times to maintain new clients

2000's Fitness development Project will incur additional spend on utilities. Further savings can be made by closer management of the maintenance budget

3000's No significant increase or savings projected

4000's An additional spend of Circa £30k per annum will be required additional equipment within the Fitness Development Project\*

4000's Targeted savings within licences (UK Active), equipment requirements and purchases of 3%. Minimalising wasted stock

4000's Additional marketing budget of £15k will be required for a targeted campaign prior to and post launch to target latent demand 2017/18

5000's Savings yet to be identified by MDDC, full options exploration will be required.

6000's Additional budget requirements for an increase in capital charging and business rates post launch of Fitness Development Project\*

7000's Fitness Development Project income generation based on launch in January 2018, with an increase towards latent demand of 2120 members in 2019/20

7000's Additional income generation per business area targeted at 3% from 2017/18 - 2019/20

7000's Provisional under recovery of income projected, circa £90k 2016/17

<u>Leisure Services MTFP - Summary</u>	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Total Gross Expenditure	2,903	3,129	3,087	3,087
Total Income	(2,595)	(2,843)	(2,973)	(3,106)
<b>Net Cost of Services</b>	<b>308</b>	<b>286</b>	<b>114</b>	<b>-19</b>
Capital Financing	530	530	531	531
Estimated increase in capital charging - Fitness Development project*	0	18	37	37
Estimated Increase in business rates - Fitness Development Project*	0	3	6	6
<b>Total Budget Requirement</b>	<b>838</b>	<b>837</b>	<b>688</b>	<b>555</b>

**Summary Notes**

Projections for 2019/20 show that with strong leadership strategic planning, and the launch of the Fitness Development Project at Exe Valley Leisure Centre, Leisure Services 1 can achieve a positive contribution to overheads, circa £19k - Excluding Capital Charges

2 Including Capital Charges leisure is projected to operate with a deficit of circa £555k

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**Matrix:**

Duration of works	
Deadline week	
On Track	
Not on Track	
Cause for Concern	
Completed	
Not Due	

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**Community Engagement Strategy Action Plan Review**

**Cabinet Member** Cllr Colin Slade  
**Responsible Officer** Liz Reeves, Head of Customer Services and ICT

**Reason for Report:** To update Members on progress made with the Community Engagement Action Plan (2015-17).

**RECOMMENDATION(S):**

1. That the work taking place to engage with a wide range of Mid Devon residents and stakeholders is noted.
2. That Members note and agree the revised action plan and timetable for review of the Community Engagement Strategy.

**Relationship to Corporate Plan:** Community Engagement supports the aims of the Corporate Plan by ensuring we understand the views of our community, that includes citizens, businesses and other stakeholders and are using this information to provide services that meet our current and future needs.

**Financial Implications:** Community engagement activities need to be budgeted into service plans.

**Legal Implications:** The Council has a 'Duty to Consult' (Local Government Act 1999) its residents, customers, and stakeholders under relevant legislation. Meaningful engagement will reduce disruptive legal challenge advised by the Best Value Statutory Guidance 2011.

**Risk Assessment:** Not engaging with residents in an appropriate way may result in services that do not meet the needs of residents, damage the reputation of the Council and may lead to legal challenge.

**1.0 Introduction**

- 1.1 The Council has focused on providing good quality services while continually reducing budgets and identifying savings. The Council has a duty to consult and engage effectively with residents, partners, employees and other stakeholders when deciding about service changes, particularly at a time of service cuts. Changes to policy or services that impact a particular stakeholder are to be engaged early in the process to ensure we meet the needs of our users.
- 1.2 As a council we must offer value for money and customer satisfaction, therefore engagement is an essential part of a service review in order to meet this criteria.
- 1.3 Within the Council there are a number of good and innovative examples of consultation and community involvement. We wish to continue to engage and to work more closely with the communities we serve, our partners and other organisations (such as the voluntary sector, health, police, fire and other agencies) to develop services.

1.4 However, as a council we are:

- Required to make significant savings and to make tough choices about service priorities.
- Look at the way services are delivered and ensure best value.
- Respond to the increasing demands of an ageing population.
- Provide digital access channels.
- Respond to the effects of welfare reform and the impact it is having on low income families.
- Seek to meet the challenges of changing national policy.
- Respond to the calls for greater transparency and localism.

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

## 2.0 **What we have achieved, 2015-2017**

2.1 Over the last two years, we have continued to engage with residents. Consultation and community engagement is now embedded in all service areas and for many services is part of the “day job”, plus details of consultation and engagement activities are included in business/service plans. (Please see Appendix A for examples of consultation and engagement with community groups that have been carried out during the period 2015-17).

2.2 Services are identifying the need for consultations earlier and therefore able to plan / use the appropriate method for the topic and target audience from street to online surveys, focus groups, exit interviews and forums (e.g. for businesses, equality groups and landlords).

2.3 The Council has also been committed to maintaining and extending the range of communication channels available. In addition to traditional contact channels, phone, in person, in writing and email, we also engage on our website, Facebook and Twitter. A new website was developed that allows web pages to fit tablets and smartphone screens making it easier to view and transact with us regardless of the device used.

2.4 We continued to consult using the citizens’ panel in 2015. Topics covered were Devon Health Watch, Older People’s Strategy, Elections and Your Local Market. In 2016 one survey went out covering the Corporate Plan and Communications, however, with reduced resource less topics were put forward to consult on. In addition, the method of consultation was labour intensive in staff time preparing and recording responses, printing and postage costs.

2.5 Members of the citizens’ panel sign up for 3 years and the latest term finished in December 2016. Over the years the number of residents taking part decreased quite dramatically, therefore the last 5 to 6 surveys were not as statistically valid as previous surveys. Management Team agreed that alternative channels should be used to engage residents, and where possible, engagement online instead of

printing paper surveys should be used. Therefore it was agreed that we should stop using the citizens' panel in its current form.

- 2.6 To replace the citizens' panel in 2017 we are implementing "Gov.delivery" which is a simple means of customer engagement with the Council via our website. This enables individuals to receive updates on services they are interested in, receive newsletters and take part in consultations. This, in addition with the planned consultation and engagement activities identified in service plans, will ensure that we continue to listen to our citizens and get their views on service delivery.
- 2.5 Business transformation continues to ensure we develop systems that are able to offer a range of methods to engage and make it easier for customers to contact or comment about our services.

### **3.0 Community Engagement Strategy**

- 3.1 The community engagement strategy 2013-2016 is due for review. To reflect and support changes still to be made to the corporate structure, this strategy review has been delayed.
- 3.2 The Action plan for 2017-18 has been updated to ensure the good work currently planned continues and can be monitored (see Appendix B). Additional consultations may be identified during the year to respond to any changes in service provision.
- 3.2 The Communications Action Plan for 2017-18 is also due for review in March and will incorporate the Community Engagement Action Plan, to avoid duplication and make best use of resource.

### **4.0 Summary**

- 4.1 Community engagement will continue throughout 2017-18, this will reflect the Council's need to:
- Engage with the relevant stakeholder over a service or policy change and identify the level of involvement required in proportion to the impact.
  - Involve residents in designing services to meet changing needs.
  - Improve the range of information available to residents and the methods we use.
  - Only consult if the results will be influential.
  - Conduct meaningful engagement that will reduce disruptive legal challenge.

**Contact for more Information:** Liz Reeves - Head of Customer Services and ICT (01884 234371 / lreeves@middevon.gov.uk)

**Background Papers:** CWB report 24.3.2015

**Circulation of the Report:** Leadership team, Cllr Colin Slade.

Service	Consultation 2015-2017
Waste	<ul style="list-style-type: none"> <li>• Town and Parish consultation on street sweeping, footway cleansing, litter bins and dog bins</li> <li>• Devon wide consultation on street cleaning</li> <li>• Trial on new recycling service and implementation of chargeable garden waste service</li> </ul>
Street Scene	<ul style="list-style-type: none"> <li>• Consultation on parking order charges 2016</li> </ul>
Housing Benefits	<ul style="list-style-type: none"> <li>• Devon wide consultation on proposed changes to Council Tax Reduction Scheme</li> <li>• Welfare Support, including landlord forums, engagement with voluntary sector groups</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Tenant Involvement Activities – housing have been shortlisted for an award for this work, which includes:-             <ul style="list-style-type: none"> <li>- Increased use of social media to engage with tenants</li> <li>- tenants together scrutiny group</li> <li>- “getting to know you” forms</li> <li>- Provision of an annual report</li> <li>- Action plan for future events/activities</li> </ul> </li> </ul>
Parks	<ul style="list-style-type: none"> <li>• Consultations completed on Newcombes Meadow play area refurbishment and Amory Park</li> <li>• Consultation with the town and parish councils in relation to grass cutting, public toilets and other buildings</li> </ul>
Customer Services  September 2015 – March 2016	<ul style="list-style-type: none"> <li>• Crediton office closure March 2016             <ul style="list-style-type: none"> <li>- Meetings and written updates with the Town and Parish Councils, updates in WIS</li> <li>- Public information leaflets</li> <li>- Work was carried out with all services to ensure customers were informed of changes to service provision</li> </ul> </li> </ul>
Development Control and Forward planning	<ul style="list-style-type: none"> <li>• During 2016, the Statement of Community Consultation setting out how we consult with the community on planning matters was reviewed, consulted upon and updated</li> <li>• A range of public consultations have been run in relation to the Local Plan Review and other planning policy related matters: the master-planning of NW Cullompton urban extension, the production of Supplementary Planning Documents and the design guide for Tiverton Eastern Urban Extension</li> </ul>



	<ul style="list-style-type: none"> <li>• The Planning Service also consult on planning applications in accordance with the Statement of Community consultation: publicise all planning applications by means of a site notice posted on or near the proposal site, notify in writing the occupiers of properties that share a boundary site with the application site (further neighbour notifications may be sent according to the officer's assessment) and all applications are advertised weekly in the local press and on our website. The public have opportunity to attend and speak at planning committee.</li> <li>• Town and Parish Councils are a statutory consultee on planning applications and are able to attend and address any meeting of Planning Committee.</li> </ul>
Leisure	<ul style="list-style-type: none"> <li>• Customer engagement groups at all sites, promoting opportunity for customers to give feedback from their peers, and act as a sounding board for new leisure initiatives</li> <li>• Liaison with local GPs to relaunch the Active Start scheme</li> <li>• Liaison with disability access specialists regarding facility access and car parking at Lords Meadow</li> <li>• Customer survey for Christmas and bank holiday opening hours</li> <li>• Liaised with Community PDG and elected Members regarding pricing strategy, developments and investments. Such as; <ul style="list-style-type: none"> <li>- Rebranding of leisure literature to simplify information and pricing</li> <li>- Launching new leisure website to improve accessibility and information</li> </ul> </li> </ul>
Public Health	<ul style="list-style-type: none"> <li>• Licensing consult with Town and Parish Councils on a range of issues, in 2016 consultation on the re-adoption of the Local Government (Miscellaneous Provisions) Act 1976 was carried out. Consultation with Town, Parish, general public and industry sector was also carried out on adoption of fees and charges for Hackney Carriage and Private Hire (HC &amp; PH) in 2015</li> <li>• Licensing consult on applications with the community on a daily basis in a variety of ways, such as site notices and on our website, plus direct consultation with other responsible statutory authorities.</li> <li>• Environmental Health consulted with a number of statutory bodies in respect of applications received for permitted installations under Environmental Permitting requirements</li> </ul>

**Community Engagement Action Plan**

Action	Timescale	Responsible Officer
Ensure surveys are carried out each year as detailed in Business Plans.	2017-18	Service Managers
Ensure Customer Services are aware of all consultations and can assist as appropriate ie with completion, encouraging take up, signposting etc.	2017-18	Service Managers
Engage equality groups / voluntary sector appropriately in Council consultations on all major projects or changes to service delivery.	2017-18	Service Managers
Build relationships with the business sector <ul style="list-style-type: none"> <li>Facilitate Mid Devon Business Forum</li> <li>Strategic Employers Programme</li> <li>Co-ordinate a Business Rates Consultative Group</li> </ul>	Bi – monthly on-going Feb 2017	Economic Dev Manager  Director of Finance
Promote dialogue with Town and Parish Councils <ul style="list-style-type: none"> <li>Review parish charter</li> <li>Provide two meetings at Phoenix House</li> </ul>	monthly on-going  2017-18	Member Services
Widely publicise consultations and community engagement activity. <ul style="list-style-type: none"> <li>Use a variety of communication channels e.g. Facebook, Newscentre, Twitter, to publicise current consultations</li> <li>Use WIS to inform members of consultations</li> <li>Use Gov.delivery to send newsletters and updates on service changes.</li> </ul>	on-going 2017-18	Service Managers  Communications Officer  Service Managers  Web contributors
Provide feedback after all consultations, update the website, use a “you said we did” model.  Use social media and Gov.delivery to publicise the outcome of consultations.	on –going 2017-18	Service Managers  Communications Officer Web contributors
Implement Gov.delivery to engage with a wider audience over the website, and enabling citizens to choose the information they receive.	project started April 2017	Head of Customer Services

## **BRIEFING NOTE FOR SCRUTINY COMMITTEE**

### **TIVERTON PANNIER MARKET**

The Scrutiny committee have requested an update on Tiverton Pannier Market. This paper outlines some of the work undertaken since the verbal update given on 18<sup>th</sup> July 2016.

The Pannier Market and the town centre are very much linked in terms of their performance, the market forming an important part of the economy of the town centre.

#### **Main changes in staff since last update.**

- Rachel Jenman, Town Centre Manager left at beginning of August 2016
- Change in the Town Centre Manager. Alan Ottey now doing Town Centre Manager and Market Manager (50% of time to each).
- Zoe Lentell seconded to post of Market Manager to cover for Alan Ottey's involvement in Town Centre Management i.e. 50% of her time.

#### **Main changes since last update – Pannier Market.**

- KPI's regularly kept for market days. These include footfall, stall usage, weather, trading conditions and events.
- Monthly traders meetings held
- Inside of market hall brightened up with flags, bunting etc.
- Attends Town Centre Business Forum meetings and creation of links with town centre businesses.
- Organised a series of events to attract footfall. These have been varied in type and each one evaluated to establish success and for lessons learned. Also allowed traders to organise their own events. Examples are:
  1. Celebration of Queen's 90<sup>th</sup> birthday.

2. 'Chinon' choir (from twin town)
3. Various initiatives during 'Love Your Local Market' fortnight including making a large cake.
4. Craft workshops, balloon modelling etc.
5. Part of town's sculpture trail.
6. Feast of St James.
7. 50 years since winning football world cup.
8. Tiverton Town Band on several occasions.
9. Petting Farm.
10. Magic and circus skills.
11. Regular bouncy castle and various groups and organisations such as the operatic society etc. performing extracts from their shows.
12. Reindeer and Santa at Christmas.

There have been other small entertainers and musicians coming in when they have been available and a local artist giving demonstrations during the market.

- Although there has been a loss of over 8 regular traders (expected) there have been well over 10 new traders and usage on a Friday and Saturday towards the end of 2016 the market was nearly full.
- Managed to keep lock-ups fully occupied, even when traders leave due to lack of trade. There is now a short waiting list for the lock-ups.
- New traders attracted with new lines giving a wider selection for the customer. Examples are a butcher, artists and home made crafts, dress and bag maker, children's clothing and toys, beauty products, jewellery etc.
- Promotional work, especially on social media, has increased.

- Successfully organised 6 'Electric Night' markets (May to September and December). Won at the 'Devon Life Awards' the Best Food Event 2016.
- Completed a 10 year Strategy and Action Plan which was discussed at Economy PDG on 19.1.17 and recommended for adoption by cabinet.
- Completed a full Health and Safety assessment and completed new and updated old policies.
- Worked with PETROC on a number of initiatives i.e. Prince's Trust and employment sessions on the market industry.
- Full evaluation of budget and necessary amendments made and highlighted.
- Carried out free training sessions for traders in promotion and social media.
- Introduction of monthly maintenance inspection of market and area, and defects reported.
- Work closely with community groups and engaging with them. These include local performing groups and organisations, Allies, volunteers from Tiverton Museum, Prince's trust etc.
- Currently fully reviewing and updating what few policies there are and introducing new markets policies to ensure that all aspects are covered and are legally compliant. This is still being carried out and should be completed shortly. This includes the traders' terms and conditions, health and safety policies etc.
- Regular support to traders with assistance in social media, merchandising etc.
- Worked with the Town Centre Forum on the Christmas switch-on and market stayed open till 8pm. All traders stopped (except one).

This proved a very successful night with the market being the centre of most of the entertainment.

- Worked with other groups in the town, i.e. Portas, in events i.e. 'Feast of St James'.
- Market created its own logo and now used in advertising etc.
- The completion of a market website should be ready to go live by the end of May.
- Introduction of recycling to the market traders and reduction of trade waste.
- The cycle racks have been installed.
- Developed a programme of events for the year.

### **Future Plans**

Much of the current work is around trader recruitment, appearance and attracting footfall (not just to the market, as the town suffers the same problem). All policies and procedures are being updated or introduced where lacking i.e. balance of goods policy.

The main issues to be followed up on are:

- Continual monitoring of the KPI's so any patterns can be identified and established which will help the development of the market.
- Carry out actions within the Strategy and Action Plan document.
- Improve the appearance of the market by working with the Estates Department on redecoration and maintenance.
- Continue to highlight and keep the market involved in the evolving Tiverton Master Plan as a lead in the regeneration of the town centre.
- Build on the relationship established with PETROC and other educational institutions.
- Ensure the market is promoted through the different media channels i.e. social, leaflets etc. Produce a poster which can be distributed to Tiverton District and Town Councillors to ensure coverage across the town.

- Keep up to date with current trends both in markets and retail nationally to enable response to the changing customer base.
- Develop proper business plans for the development of the market showing the benefits and return on investment that could be gained by making some alterations.
- Develop the lock-ups as good 'start up' units for new business and provide business support to these new businesses or traders who wish to expand and develop.
- Work will be done to ensure the market works efficiently and reduces expenditure by exploring all aspects of its running and income.
- Implement a new series of 'Electric Nights' with each one having a different theme. By evaluation it will help develop these nights and keep them an attraction and show case for the market. (Held 1<sup>st</sup> Saturday in May, June, July, August, September and December.)
- Implement the event programme for the year. Be part of the international 'Markets Fortnight' promotion.

The above outlines the work that has been carried out and the intended work to be done in the future. The Strategy must be treated as a live document and subject to regular scrutiny and evaluation so it is able to react to changes in both the economic and customer/social arenas. If these are not responded to in this rapidly changing retail/business areas, then the market's future is at risk. The market is important to the town and its economy and it does have potential to become an attraction to the town. It needs to create footfall which will also attract traders and its potential attractiveness, both visually and socially, will also lead to a good reputation.

However, it is likely to take several years to turn the current deficit into a surplus, so there is a lot that has to be done, together with strong, sustained leadership before this can be achieved.

Alan Ottey      Town Centre and Market Manager      Jan 2017

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## SCRUTINY COMMITTEE 13 FEBRUARY 2017:

### PERFORMANCE AND RISK FOR 2016-17

**Cabinet Member** Cllr Margaret Squires  
**Responsible Officer** Director of Corporate Affairs & Business Transformation,  
Jill May

**Reason for Report:** To provide Members with an update on performance against the corporate plan and local service targets for 2016-17 as well as providing an update on the key business risks.

**RECOMMENDATION:** That the Committee 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 1-5 provide Members with details of performance against the Corporate Plan and local service targets for the 2016-17 financial year.
- 1.2 When benchmarking information is available it is included.
- 1.3 Appendix 6 shows the higher impact risks from the Corporate Risk Register. This includes Operational and Health & Safety risks where the score meets the criteria for inclusion. See 3.0 below.
- 1.4 Appendix 7 shows the risk matrix for the Council.
- 1.5 All appendices are produced from the Corporate Service Performance And Risk Management system (SPAR).

## 2.0 Performance

### Environment Portfolio - Appendix 1

- 2.1 The **Residual household waste per household (measured in Kilograms and % of household waste reused, recycled and composted)** are both above target. November figures are not yet available from Devon County Council.
- 2.2 There aren't any figures for the month of November 2016 for chargeable **garden waste** scheme yet. This is to allow for renewals in the month to be completed.
- 2.3 Most of the PIs are above target with only 1 showing below target: **% of missed collections reported per quarter (refuse and organic)**; which is only marginally under target.

### Homes Portfolio - Appendix 2

- 2.4 The PI for **Rent Arrears as a Proportion of Annual Rent Debit** is on target and has consistently been in the upper quartile when compared with the New HousingMark National Club benchmarking group.
- 2.5 The PI for the **Average Days to Re-let** time has risen slightly above the target of 16 days; this has been due to the heavy workload experienced for major voids, which has had a knock on effect on the standard voids and therefore the re-let days
- 2.6 Housing tenancy PI's have improved overall from the previous quarter, with only one, **Rent Arrears as a Proportion of Annual Rent Debit**, being slightly under target.

### Economy Portfolio - Appendix 3

- 2.7 In this first year for the Economy PDG we are continuing to consider what measures best reflect the Corporate Plan targets but existing metrics are included in Appendix 1.
- 2.8 For **empty shops**, counted at the start of the quarter Q3, there has been little movement over the current year. The UK average in April 16 was 10.1%.
- 2.9 The **funding to support economic projects** reflects MDDC's share of the Exeter & Heart of Devon business support funding (£53,092) and the Devon Enabling Fund (£3,750).

### Community Portfolio - Appendix 4

- 2.10 **Compliance with food safety law** is on target which means that 90% of premises were again rated 3 or above under the Food Hygiene Rating Scheme.

- 2.11 The **number of users** of the Leisure centres is above target but the PIs for member numbers and **attrition** rates are below target apart from for Junior Members which was well above target.
- 2.12 The use of **social media** continues to increase.
- 2.13 **Compliance with food safety law** is above target which means that 91% of premises were again rated 3 or above under the Food Hygiene Rating Scheme.

#### Corporate - Appendix 5

- 2.14 The **days lost due to sickness** have been lower than target and 2015/16 all year which is encouraging.
- 2.15 The **Response to FOI requests** remains on target compared to being 'well below target' for 2015/16 which was due to a vacancy.
- 2.16 The **Planning Performance Planning Guarantee determine within 26 weeks** has been on target for Q2 and Q3 at 100% but unfortunately in Q1 was only 93% so on a cumulative basis appears under target all year.

### **3.0 Risk**

- 3.1 The Corporate risk register is reviewed by Management Team (MT) and updated, risk reports to committees include risks with a total score of 15 or more and all those with an impact score of 5. (Appendix 6)
- 3.2 Appendix 7 shows the risk matrix for MDDC for this quarter. If risks are not scored they are included in the matrix at their inherent score which will be higher than their current score would be.

### **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:** Catherine Yandle Audit Team Leader ext 4975

**Circulation of the Report:** Management Team and Cabinet Member

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## Corporate Plan PI Report Environment

Monthly report for 2016-2017  
 Arranged by Aims  
 Filtered by Aim: Priorities Environment  
 For MDDC - Services

## Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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\* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Environment																		
Priorities: Environment																		
Aims: Increase recycling and reduce the amount of waste																		
Performance Indicators																		
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Residual household waste per household (measured in Kilograms)</u>	225.63 (2/4)	424.08	421.00			95.36			185.36	213.96						213.96 (7/12)	Stuart Noyce	(April - October) As recycling continues to perform well residual waste continues to decline. (SN)
<u>% of Household Waste Reuse, Recycled and Composted</u>	52.2% (2/4)	50.6%	52.0%			55.9%			56.2%	55.8%						55.8% (7/12)	Stuart Noyce	(October) Recycling continues to perform well. Rate will reduce over Q3 and 4 which is normal with reduction in garden waste (SN)
<u>Net annual cost of waste service per household</u>		£60.88	£58.17	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	Andrew Jarrett, Stuart Noyce	
<u>Number of Households on Chargeable Garden Waste</u>	0 (2/4)	7,021	10,000			8,431			8,533	8,615						8,615 (7/12)	Stuart Noyce	(November) Information supplied a month in arrears. This allows renewals to be completed. (SN)
<u>% of missed collections reported (refuse and organic waste)</u>	0.02% (2/4)	0.02%	0.03%			0.03%			0.03%	0.03%	0.03%					0.03% (8/12)	Stuart Noyce	(October) On target (SN)
<u>% of Missed Collections logged (recycling)</u>	0.08% (2/4)	0.12%	0.03%			0.04%			0.04%	0.03%	0.03%					0.03% (8/12)	Stuart Noyce	(November) above target for month (SN)

## Aims: Reduce our carbon footprint

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**Corporate Plan PI Report Environment****Priorities: Environment****Aims: Reduce our carbon footprint****Performance Indicators**

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>To improve energy efficiency and continue to reduce consumption by 0.5% post degree day adjustment</u>		3.4%	0.5%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	Andrew Busby	

**Aims: Protect the natural environment****Performance Indicators**

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	6 (2/4)	5				2			3	0	0					0 (8/12)	Stuart Noyce	

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## Corporate Plan PI Report Homes

Monthly report for 2016-2017  
 Arranged by Aims  
 Filtered by Aim: Priorities Homes  
 For MDDC - Services

## Key to Performance Status:

Performance Indicators:

No Data

Well below  
target

Below target

On target

Above target

Well above  
target

\* Indicates that an entity is linked to the Aim by its parent Service

## Corporate Plan PI Report Homes

## Priorities: Homes

## Aims: Build more council houses

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<b>Build Council Houses</b>		14	30	n/a	n/a	0	n/a	n/a	0	n/a	n/a		n/a	n/a		0 (2/4)	Nick Sanderson	(Quarter 2) 4 Houses to be built in Birchen Lane by the end of February 2017, and the remainder of 30 to be built by the end of August 2017. (NS)

## Aims: Facilitate the housing growth that Mid devon needs, including affordable housing

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<b>Number of affordable homes delivered (gross)</b>	14 (2/4)	27	80	n/a	n/a	16	n/a	n/a	3	n/a	n/a		n/a	n/a		3 (2/4)	Angela Haigh	(Quarter 1 - 2) Quarter two saw the addition of three new shared ownership properties. (NS)
<b>Deliver 15 homes per year by bringing Empty Houses into use</b>	4 (2/4)	8	15	0	1	2	3	5	5	5	10					10 (8/12)	Simon Newcombe, Tanya Wenham	(November) On target (TW)

## Aims: Other

## Corporate Plan PI Report Homes

## Priorities: Homes

## Aims: Other

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Local Plan Review</u>	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	Jenny Clifford	
<u>Number of Successful Homelessness Prevention Cases</u>	154 (2/4)	295	No Target - for information only	n/a	n/a	70	n/a	n/a	136	n/a	n/a		n/a	n/a		136 (2/4)	Angela Haigh	
<u>% Decent Council Homes</u>	99.5% (8/12)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%					100.0% (8/12)	Angela Haigh, Nick Sanderson	(November) On target (SB)
<u>% Properties With a Valid Gas Safety Certificate</u>	100.0% (8/12)	99.9%	100.0%	99.9%	99.8%	99.9%	99.9%	99.8%	100.0%	99.7%	100.0%					100.0% (8/12)	Angela Haigh	(November) The expired property is a long term No Access issue. The property is considered abandoned. MDDC to seek possession for non-payment of rent. (WD)
<u>Rent Collected as a Proportion of Rent Owed</u>	98.8% (8/12)	99.7%	100.0%	95.5%	96.8%	97.3%	97.8%	99.8%	99.6%	99.7%	99.7%					99.7% (8/12)	Angela Haigh	(November) Performance is outside target but it is almost there and is better than it was over the same period last year. (CF)
<u>Rent Arrears as a</u>	1.1% (8/12)	0.7%	1.0%	0.9%	1.0%	1.0%	1.1%	0.1%	1.0%	1.0%	1.0%					1.0% (8/12)	Angela Haigh	

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Corporate Plan PI Report Homes																		
Priorities: Homes																		
Aims: Other																		
Performance Indicators																		
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Proportion of Annual Rent Debit</u>																		
<u>Dwelling rent lost due to voids</u>	0.68% (8/12)	0.75%	no target - for information only	0.7%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.1%					0.1% (8/12)	Angela Haigh	
<u>Average Days to Re-Let Local Authority Housing</u>	15.8days (8/12)	16.3days	16.0days	21.9days	16.8days	17.2days	16.8days	16.3days	15.6days	12.4days	16.4days					16.4days (8/12)	Claire Fry, Nick Sanderson	

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## Corporate Plan PI Report Economy

Monthly report for 2016-2017  
 Arranged by Aims  
 Filtered by Aim: Priorities Economy  
 For MDDC - Services

## Key to Performance Status:

Performance Indicators:

No Data

Well below  
target

Below target

On target

Above target

Well above  
target

\*  
 indicates that an entity is linked to the Aim by its parent Service

## Corporate Plan PI Report Economy

## Priorities: Economy

## Aims: Attract new businesses to the District

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Number of business rate accounts</u>		2,872		2,860	2,863	2,868	2,864	2,870	2,880	2,880	2,889					2,889 (8/12)	John Chumbley	

## Aims: Focus on business retention and growth of existing businesses

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
Number of Apprentices at MDDC		13	9			14			13	14						14 (7/12)	Jill May	(June) Government target proposed is 2.3% of FTEs (SK)

## Aims: Improve and regenerate our town centres

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Increase in Car Parking Vends</u>	n/a	n/a				129,488			159,929	53,786	52,876	55,112				55,112 (9/12)	Andrew Jarrett	
<u>Tiverton Town Centre Masterplan</u>	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	Jenny Clifford	
<u>The Number of Empty Shops (TIVERTON)</u>	16 (3/4)	16	18	n/a	n/a	18	n/a	n/a	17	n/a	n/a	18	n/a	n/a		18 (3/4)	John Bodley-Scott	(Quarter 3) 18 out of 248 making an overall vacancy rate of 7.3% (JB)
<u>The Number of Empty Shops (CREDITON)</u>	6 (3/4)	7	8	n/a	n/a	9	n/a	n/a	7	n/a	n/a	8	n/a	n/a		8 (3/4)	John Bodley-Scott	(Quarter 3) 8 out of 117 properties (6.8%) (JB)
<u>The Number of Empty Shops (CULLOMPTON)</u>	7 (3/4)	8	8	n/a	n/a	10	n/a	n/a	10	n/a	n/a	10	n/a	n/a		10 (3/4)	John Bodley-Scott	(Quarter 3) 10 out of 86 properties (11.6%) (JB)

## Aims: Other

## Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Local Plan</u>	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		n/a	Jenny	

**Corporate Plan PI Report Economy****Priorities: Economy****Aims: Other****Performance Indicators**

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes
<b><u>Review</u></b>																	Clifford	
<b><u>Funding awarded to support economic projects</u></b>	n/a	n/a	No target - for information only	n/a	n/a	£53,092	n/a	n/a	£56,842	n/a	n/a	£56,842	n/a	n/a		£56,842 (3/4)	None	

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## Corporate Plan PI Report Community

Monthly report for 2016-2017  
 Arranged by Aims  
 Filtered by Aim: Priorities Community  
 For MDDC - Services

## Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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\* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Community																			
Priorities: Community																			
Aims: Promote physical activity, health and wellbeing																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Note	
<b>Total number of users is at least 900,000</b>	608,740 (3/4)	824,612	900,000	79,389	157,532	236,901	314,077	383,003	463,739	545,267	631,504	690,620				690,620 (9/12)	Jill May	(Dec 5911	
<b>Operational Recovery Rate</b>	83.76% (2/4)	85.15%	88%			84%			84%							84% (6/12)	Lee Chester		
<b>Adult Zest Members</b>	n/a	n/a	3,800	3,612	3,546	3,607	3,460	3,459	3,418	3,350	3,269	3,248				3,248 (9/12)	Lee Chester	(Dec Direc Debi cvsc evlc Imlc	
<b>Junior Zest Members</b>	n/a	n/a	2,450	2,495	2,460	2,444	2,349	2,301	2,344	2,357	2,340	2,326				2,326 (9/12)	Lee Chester	(Dec cvsc evlc Imlc (LC)	
<b>Attrition Adult Members</b>	n/a	n/a	4.50%	4.48%	4.88%	6.01%	6.59%	4.94%	9.31%	6.90%	5.83%	4.52%				4.52% (9/12)	Lee Chester		
<b>Attrition Junior Members</b>	n/a	n/a	5.00%	4.05%	3.41%	4.58%	4.43%	4.13%	4.74%	4.41%	2.95%	3.31%				3.31% (9/12)	Lee Chester	(Dec cvsc evlc Imlc (LC)	
<b>Introduce Trimtrails across the District</b>	n/a	n/a	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Jill May, Simon Newcombe		
Aims: Other																			
Performance Indicators																			
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head of Service / Manager	Officer Notes	
<b>Number of social media communications MDDC send out</b>	n/a	n/a	For information only	117	115	67	86	87	95	190	342	293				293 (9/12)	Liz Reeves	(December) No. of Facebook Posts Pub = 153	
<b>Number of web hits per month</b>	0 (3/4)	0	For information only	9,196	9,261	9,523	9,389	15,986	26,856	26,432	26,296	22,671				22,671 (9/12)	Liz Reeves	No. of Tweets Tweet 140 (MA)	
<b>Local Plan Review</b>	n/a	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Jenny Clifford		
<b>Compliance with food safety law</b>	n/a	n/a	90%	90%	91%	91%	90%	91%	91%	90%	90%	90%				90% (9/12)	Simon Newcombe		

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## Corporate Plan PI Report Corporate

Monthly report for 2016-2017

Arranged by Aims

Filtered by Aim: Priorities Delivering a Well-Managed Council

For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data

Well below  
target

Below target

On target

Above target

Well above  
target\*  
indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Corporate																	
Priorities: Delivering a Well-Managed Council																	
Aims: Put customers first																	
Performance Indicators																	
Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Head Serv Man:
% of complaints resolved w/in timescales (10 days - 12 weeks)	100% (2/4)	93%	90%			94%			89%	100%	95%					95% (8/12)	Liz Reev
Number of Complaints	39 (2/4)	95	For information only	55	26	25	16	30	27	26	20					20 (8/12)	Liz Reev
Planning Applications: over 13 weeks old	36 (3/4)	40	45	n/a	n/a	37	n/a	n/a	39	n/a	n/a	33	n/a	n/a		33 (3/4)	Jenn Cliffc
New Performance Planning Guarantee determine within 26 weeks	96% (3/4)	97%	100%	n/a	n/a	93%	n/a	n/a	97%	n/a	n/a	98%	n/a	n/a		98% (3/4)	Jenn Cliffc
Response to FOI Requests (within 20 working days)	90% (2/4)	87%	90%	95%	100%	96%	98%	91%	100%	92%	90%					90% (8/12)	Liz Reev
Working Days Lost Due to Sickness Absence	5.71days (3/4)	8.12days	8.00days			1.71days			3.73days	4.50days	5.17days	5.83days				5.83days (9/12)	Jill M
% total NNDR collected - monthly	80.59% (9/12)	99.10%	99.20%	12.42%	19.96%	33.96%	42.37%	49.64%	61.48%	71.40%	76.81%	84.78%				84.78% (9/12)	John Chur

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## Risk Report Appendix 6

Report for 2016-2017

Filtered by Flag: Include: \* CRR 5+ / 15+

For MDDC - Services

Not Including Risk Child Projects records or Mitigating Action records

*Key to Performance Status:*

Risks: No Data (0+) High (15+) Medium (5+) Low (1+)

### Risk Report Appendix 6

**Risk: Asbestos** Health risks associated with Asbestos products such as lagging, ceiling/wall tiles, fire control.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Street Scene Services**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Stuart Noyce**

**Review Note:** Risks largely restricted to trained/professional EH or PSH officers therefore overall status remains low

**Risk: Asbestos** Health risks associated with Asbestos products such as lagging, ceiling/wall tiles, fire control.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Housing Services**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Nick Sanderson**

**Review Note:** Risks largely restricted to trained/professional EH or PSH officers therefore overall status remains low

## Risk Report Appendix 6

**Risk: Breaches in HR Legislation** Failure to keep Council policies up to date, that complement the appropriate legislation

Failure to develop staff knowledge and competence regarding legislation/changes

**Effects (Impact/Severity):** - The Council could face poor reports from assurance bodies

- Failure to meet statutory duties could result in paying penalties, stretching already thin financial resources

- Failure to comply with legislation could lead to legal challenge against individuals or the Council as a whole

- Future legislation changes, their impact on services and the cost of implementing changes to policies, procedures and service delivery

**Causes (Likelihood):**

**Service: Human Resources**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Jill May**

**Review Note:** The council employs four Chartered Ins of Personnel and Development (CIPD) staff who undertake regular employment law updates. All policies are reviewed on an three year programme which has slipped lately due to pressure of work (reorganisations, consultations and redundancies) however we always prioritise legislative change. Therefore whilst this is a huge risk it is a risk which is managed.

**Risk: Council Finances - Banking Arrangements** Problems with banks and online services may affect ability to access funds when we need to send or receive / process payments on a timely basis

**Effects (Impact/Severity):** Unable to promptly pay suppliers or treasury commitments

**Causes (Likelihood):** ICT systems down at Council or Bank so impossible to review cash position or make urgent payments

**Service: Financial Services**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Andrew Jarrett**

**Review Note:** We use a well established, mainstream bank headquartered in the UK and so it is very unlikely that our banking arrangements will fail for as much as a single day.

**Risk: Council Finances - Investments** Failure to invest in the Council's funds in an efficient and effective manner may cause potential of a loss of monies invested

**Effects (Impact/Severity):** • Could result in cash flow loss of up to £3M

**Causes (Likelihood):** • Future banking collapses

**Service: Financial Services**

**Current Status: No Data**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Andrew Jarrett**

**Review Note:** Cabinet have recently agreed to invest in CCLA

## Risk Report Appendix 6

**Risk: Council Finances - Treasury Management** Failure to comply with the CIPFA Code of Practice on Treasury Management /local authority accounting would be a breach in statutory duty

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Financial Services**

**Current Status: No Data**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Andrew Jarrett**

**Review Note:** Strategy is approved by Cabinet annually. 2015 Audit found no issue with this

**Risk: Disability** If you have a disabled employee - whether a new appointment or a change in the status of an existing member of staff - you should carry out a Risk Assessment to ensure that their health and safety needs are catered for. Some of the things you should consider in terms of the individual's needs are:

- access to toilet facilities
- access to the kitchen or other refreshment facilities
- safe evacuation in the event of fire
- comfort and ease in carrying out his or her work

**Effects (Impact/Severity):** Low (2) - A potential employee may be unable to take up a position if the council is unable to meet their specific requirements or prevent an existing employee from returning after absence.

**Causes (Likelihood):** Very Low (1) – Currently no disabled employees work within ICT. Provisions are in place including a lift, disabled toilets and an accessible refreshment area. The individual needs of any disabled officers would have to be determined on an individual basis.

**Service: I C T**

**Current Status: High (15)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 3 - Medium**

**Head of Service: Alan Keates**

**Review Note:** Cannot be fully aware as others may have hidden disabilities.

**Risk: Document Retention** If documents fail to be retained for the statutory period then we may face financial penalties

**Effects (Impact/Severity):** • The Council may be disadvantaged in taking or defending legal action if prime documents are not retained;  
• Performance statistics cannot be verified;  
• The external auditor may not be able to verify the Council's final accounts and subsidy may be lost.  
• Mismanagement of burial records

**Causes (Likelihood):** • "Data debris" cluttering system and storage space

**Service: Customer First**

**Current Status: No Data**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Liz Reeves**

**Review Note:**

## Risk Report Appendix 6

**Risk: Electrical testing** Failure to carry out periodic electrical testing could result in the risk of electrocution or fire.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Housing Services**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Nick Sanderson**

**Review Note:** Every Council property is tested, in line with best practice.

**Risk: Failure to comply with card security standards** As an organisation we need to comply with the requirements of TrustWave to be authorised as card payment processors.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Customer First**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Liz Reeves**

**Review Note:**

**Risk: Fire and Explosion** Risks associated with storage of combustible materials, fuels and flammable substances and sources of ignition, as well as emergency procedures (existence, display and knowledge of), accessibility (or obstruction) of emergency exits and walkways to. Also, risks associated with use of fire extinguishers, having correct type in location, in date and trained operatives on site.

**Effects (Impact/Severity):** Very High (5) – Although the risk is low, a fire in the server or storage room could potentially cause loss of life, have serious financial implications and severely impact the councils ability to provide services due to loss of IT infrastructure.

**Causes (Likelihood):** Very Low (1) – The likelihood of a fire within ICT is extremely low. No quantities of combustible materials are stored within the work area. There is easy access to the emergency exit and all staff have received fire awareness training.

**Service: I C T**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Liz Reeves**

**Review Note:**

**Risk: H&S RA - Recycling Depot Operatives** Risk assessment for role - Highest Risk scored - Vehicle Movements inside Depot

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Street Scene Services**

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service: Stuart Noyce**

**Review Note:** No incidents or further mitigating actions added.

## Risk Report Appendix 6

**Risk: H&S RA - Refuse Driver/Loader** Risk Assessment for Role - Highest risk from role RA. - Risk of RTA from severe weather conditions

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Street Scene Services**

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service: Stuart Noyce**

**Review Note:** Annual review - No incidents or further mitigating actions added.

**Risk: H&S RA - Street Cleansing Operative** Risk assessment for role - highest risk from role - Risk of RTA from severe weather conditions

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Street Scene Services**

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service: Stuart Noyce**

**Review Note:** Risk with control measures added

**Risk: Homelessness** Insufficient resources to support an increased homeless population could result in failure to meet statutory duty to provide advice and assistance to anyone who is homeless.

**Effects (Impact/Severity):** • Dissatisfied customers and increase in complaints

- An investigation by DCLG
- Legal costs

**Causes (Likelihood):** • Social and economic factors like the recession and mortgage repossessions increase the number of homeless.

**Service: Housing Services**

**Current Status: High (16)**

**Current Risk Severity: 4 - High**

**Current Risk Likelihood: 4 - High**

**Head of Service: Nick Sanderson**

**Review Note:**

**Risk: Impact of Welfare Reform and other emerging National Housing Policy** Changes to benefits available to tenants could impact upon their ability to pay.  
Other initiatives could impact upon our ability to deliver our 30 year Business Plan.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Housing Services**

**Current Status: High (15)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 3 - Medium**

**Head of Service: Nick Sanderson**

**Review Note:**

## Risk Report Appendix 6

**Risk: Inadequate gas appliance maintenance and certification** Failure to maintain service of our gas appliances on an annual basis could result in death and prosecution

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Housing Services**

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service: Nick Sanderson**

**Review Note:** Legislation requires Landlords to ensure that annual gas safety checks are carried out in properties with any fixed gas appliances regardless of ownership. Within the Councils domestic housing stock this is done in line with the current standards and best practice, and is monitored by the Gas and Database Administrator.

**Risk: Information Security** Inadequate Information Security could lead to breaches of confidential information, damaged or corrupted data and ultimately Denial of Service. If the council fails to have an effective information strategy in place.

Risk of monetary penalties and fines, and legal action by affected parties

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: I C T**

**Current Status: High (15)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 3 - Medium**

**Head of Service: Liz Reeves**

**Review Note:** this should be reviewed 6 monthly, corporate risk is high. Constant checks are in place and firewall etc. but risk of cyber attack constant

**Risk: Legionella** Legionella

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Leisure Services**

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service: Jill May**

**Review Note:**

## Risk Report Appendix 6

**Risk: Lone Working** Risks associated with working alone (eg on site visits, call-outs, evening, weekend and emergency work and working from home).

**Effects (Impact/Severity):** Medium (3) – Particularly relates to changing the backup tapes at the St Andrews Site. Potentially, an officer may suffer an injury or accident without support and may not be able to call for assistance.

**Causes (Likelihood):** Low (2) – Limited lone working is restricted to site visits of other council buildings. Officers working off site place information in the whiteboard as to their whereabouts.

**Service:** I C T

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service:** Liz Reeves

**Review Note:** Lone worker policy refers to checking on staff absent for overdue periods.

**Risk: Noise** Risk of hearing damage and headaches from high noise levels above 85 decibels and nuisance noise eg Printers, fans.

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service:** Street Scene Services

**Current Status: Medium (5)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 1 - Very Low**

**Head of Service:** Stuart Noyce

**Review Note:** No change

**Risk: Pannier market general risk assessment** General risk assessment for the market's day to day operation

**Effects (Impact/Severity):** Score of 5 as there appears to be a movement in the structure causing the glass doors to bow

**Causes (Likelihood):** Unclear structural survey required

**Service:** Pannier Market

**Current Status: High (16)**

**Current Risk Severity: 4 - High**

**Current Risk Likelihood: 4 - High**

**Head of Service:** Zoë Lentell

**Review Note:** A door gave in on Fri 23 December 2016 but no injuries were sustained.

**Risk: Pool Inflatable** Pool Activities

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service:** Leisure Services

**Current Status: Medium (10)**

**Current Risk Severity: 5 - Very High**

**Current Risk Likelihood: 2 - Low**

**Head of Service:** Jill May

**Review Note:**

## Risk Report Appendix 6

### **Risk: School Swimming Sessions** School Swimming Sessions

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status: Medium  
(10)**
**Current Risk Severity: 5 - Very  
High**
**Current Risk Likelihood: 2 -  
Low**

Head of Service: Jill May

Review Note:

### **Risk: Swimming Lessons** Swimming Lessons

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status: Medium  
(10)**
**Current Risk Severity: 5 - Very  
High**
**Current Risk Likelihood: 2 -  
Low**

Head of Service: Jill May

Review Note:

### **Risk: Swimming Pool** Swimming pool & spectator walkway

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status: Medium  
(10)**
**Current Risk Severity: 5 - Very  
High**
**Current Risk Likelihood: 2 -  
Low**

Head of Service: Jill May

Review Note:

### **Risk: Vehicles, Transport, Driving** Risk of collisions with other moving or stationary vehicles, cycles and/or pedestrians.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

**Current Status: Medium  
(5)**
**Current Risk Severity: 5 - Very  
High**
**Current Risk Likelihood: 1 - Very  
Low**

Head of Service: Stuart Noyce

Review Note: No change



## Risk Report Appendix 6

**Risk: Widespread fire in block of flats** Failure to carry out adequate fire risk assessments on our multiple occupancy properties, could result in widespread fire and death

**Effects (Impact/Severity):**

**Causes (Likelihood):**

**Service: Housing Services**

**Current Status: Medium  
(10)**

**Current Risk Severity: 5 - Very  
High**

**Current Risk Likelihood: 2 -  
Low**

**Head of Service: Nick Sanderson**

**Review Note:**

**Printed by: Catherine Yandle**

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**Print Date: 12 January 2017 15:29**

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# Risk Matrix

Report  
For MDDC - Services  
Current settings

<b>Risk Likelihood</b>	<b>5 - Very High</b>	<b>No Risks</b>	<b>No Risks</b>	<b>No Risks</b>	<b>No Risks</b>	<b>No Risks</b>
	<b>4 - High</b>	<b>No Risks</b>	<b>1 Risk</b>	<b>2 Risks</b>	<b>2 Risks</b>	<b>1 Risk</b>
	<b>3 - Medium</b>	<b>No Risks</b>	<b>4 Risks</b>	<b>9 Risks</b>	<b>12 Risks</b>	<b>4 Risks</b>
	<b>2 - Low</b>	<b>2 Risks</b>	<b>12 Risks</b>	<b>34 Risks</b>	<b>13 Risks</b>	<b>10 Risks</b>
	<b>1 - Very Low</b>	<b>7 Risks</b>	<b>11 Risks</b>	<b>11 Risks</b>	<b>18 Risks</b>	<b>13 Risks</b>
		<b>1 - Very Low</b>	<b>2 - Low</b>	<b>3 - Medium</b>	<b>4 - High</b>	<b>5 - Very High</b>
		<b>Risk Severity</b>				

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**SCRUTINY COMMITTEE  
13 FEBRUARY 2017:**

**AGENDA ITEM:**

## **DRAFT WHISTLEBLOWING POLICY 2017**

**Cabinet Member** Cllr Margaret Squires  
**Responsible Officer** Director of Corporate Affairs & Business Transformation,  
Jill May

**Reason for Report:** To present the Committee with the Draft Whistleblowing Policy.

**RECOMMENDATION:** That the Committee reviews the draft policy and feeds back any comments.

**Relationship to Corporate Plan:** This policy supports good governance arrangements enabling confidence in delivery of the Corporate Plan.

**Financial Implications:** None identified

**Legal Implications:** Any legal requirements are embedded in the policy; no new or additional implications arise.

**Risk Assessment:** Without this Policy MDDC is at increased risk of not detecting fraud, corruption or financial irregularities, which could result in loss to the Council or damage its reputation.

### **1.0 Introduction**

- 1.1 At the last Scrutiny Committee meeting on 16 January, when the six monthly whistleblowing update was given, it was agreed that this Committee would have the opportunity to review the draft policy and make comments before it went to Audit Committee for approval on 21 March 2017.
- 1.2 The Audit Team Leader has done a comprehensive re-write of the policy which hopefully reflects concerns raised at various committee meetings.
- 1.3 This policy was last approved at Audit committee on 2 December 2014.
- 1.4 While the intent and legislation have not changed since the policy was last approved it is hoped that it is now more user friendly and that outside sources of advice and support are more clearly signposted.

### **2.0 Conclusion and Recommendation**

- 2.1 That the Committee makes any suggestions for improvements it feels are appropriate for consideration before the policy goes to Audit Committee for approval on 21 March 2017.

**Contact for more Information:** Catherine Yandle, Audit Team Leader ext 4975

**Circulation of the Report:** Management Team and Cabinet Member

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# Draft Whistle-blowing Policy 2017



## 1.0 WHAT IS A WHISTLEBLOWER

- 1.1 You are a “whistleblower” if you’re a worker and you report certain types of wrongdoing. This will usually be something you’ve seen at work - though not always.
- 1.2 The wrongdoing you disclose must be “in the public interest”. This means it must affect others e.g. the general public. So if you believe, for example, that there is a breach of your contract of employment which only affects you this would be unlikely to meet this test.
- 1.3 For matters arising directly from employment and/or working practices of the Council, report these under MDDC’s Grievance Policy.  
<http://mddcsp10/policies-strategies/Policies/Human%20Resources/Grievance%20policy%20v4%20-%20November%202016.docx>
- 1.4 As a whistleblower you’re protected by law - you shouldn’t be treated unfairly or lose your job because you “blow the whistle”.
- 1.5 You can raise your concern at any time about an incident that happened in the past, is happening now or which you believe will happen in the near future.

## 2.0 WHO IS PROTECTED BY LAW

- 2.1 You’re protected if you’re:
  - an employee, such as a police officer, NHS employee, office worker, factory worker
  - a trainee, such as a student nurse
  - an agency worker
  - independent contractors
- 2.2 Volunteers are not covered.
- 2.3 Get independent advice if you’re not sure you’re protected e.g. from Citizens’ Advice. (<http://www.adviceguide.org.uk/>)

## 3.0 WHAT KIND OF CONCERNS ARE COVERED?

- 3.1 The Public Interest Disclosure Act 1998 specifies “Qualifying Disclosures” as follows:

# Draft Whistle-blowing Policy 2017



- a criminal offence, e.g. fraud
- someone's health and safety is in danger
- risk or actual damage to the environment
- a miscarriage of justice
- the company is breaking the law, e.g. doesn't have the right insurance
- you believe someone is covering up wrongdoing

3.2 A qualifying disclosure to the commission will be a 'protected' disclosure provided the worker makes the disclosure in good faith.

3.3 The above list is not exhaustive, you may not be certain that there is "wrongdoing" because it is not mentioned in the above list. MDDC does not expect you to be able to prove malpractice. That is the Council's responsibility. But if in doubt, please raise it.

## 4.0 COMPLAINTS THAT DON'T COUNT AS WHISTLE BLOWING

4.1 Personal grievances (e.g. bullying, harassment) aren't covered by whistleblowing law, unless your particular case is in the public interest.

4.2 Report these under MDDC's Dignity at Work Policy. <http://mddcsp10/policies-strategies/Policies/Human%20Resources/Dignity%20at%20Work/Dignity%20at%20Work%20Policy.docx>

4.3 Contact the Advisory, Conciliation and Arbitration Service (ACAS) [Home | Acas](#) for help and advice on resolving a workplace dispute.

## 5.0 WHO CAN I RAISE A CONCERN WITH?

5.1 This will often depend on the nature of the allegation and how serious it is. Normally you should raise any issues with your immediate line manager. If however, you feel that the matter cannot be resolved by talking to your line manager you can speak to your Group Manager or Team Leader.

5.2 If you do not feel able to contact any of these people you can talk to any one of the Council's designated Whistle-blowing Advisers who are responsible for making sure that an enquiry is made into all concerns raised. These are:

Catherine Yandle, Audit Team Leader, ext 4975  
 Suzanne Kingdom, Auditor, ext 4236  
 Nicky Chandler, Auditor, ext 4237

5.3 MDDC recognises that you may wish to seek advice and be represented by your Trade Union when using this policy (staff not belonging to the Trade Union may be represented by a work colleague). MDDC acknowledges and



# Draft Whistle-blowing Policy 2017



endorses the role Trade Union officers can play in helping to identify concerns and alert management of these.

- 5.4 There are other options if you don't want to report your concern to your employer, e.g. you can get legal advice from a lawyer, or tell a prescribed person or body.
- 5.5 The prescribed person or body for MDDC is our external auditors:

Grant Thornton UK LLP  
Hartwell House  
55-61 Victoria Street  
Bristol  
BS1 6FT

Or the Comptroller and Auditor General:

The Comptroller and Auditor General  
National Audit Office  
157-197 Buckingham Palace Road  
London  
SW1W 9SP

- 5.6 For complaints about Members please refer to the Monitoring Officer, the same protections will apply.

## **6.0 WILL MY IDENTITY BE KEPT CONFIDENTIAL?**

- 6.1 It is in MDDC's interest that concerns are raised so we can put them right and we will protect workers who voice concerns, this includes protecting the confidentiality of the worker.
- 6.2 You can tell MDDC or a prescribed person anonymously but they may not be able to take the claim further if you haven't provided all the information they need.
- 6.3 You can give your name but request confidentiality - the person or body you tell should make every effort to protect your identity.
- 6.4 If you report your concern to the media, in most cases you'll lose your whistleblowing law rights.
- 6.5 You should be aware that if a concern leads to an investigation you will be asked to provide information and your identity may have to be disclosed. If this is the case, you will be informed in advance and the Council will make

# Draft Whistle-blowing Policy 2017



sure that you are given support and protection. MDDC will work to ensure that only those involved in the investigation are aware of your identity.

- 6.6 All documentation relating to the concern raised will be kept confidential and in a secure place.

## **7.0 WHAT IS THE PROCEDURE FOR INVESTIGATING A CONCERN?**

- 7.1 MDDC or the prescribed person will listen to your concern and decide if any action is needed. You may be asked for further information.
- 7.2 You must say straight away if you don't want anyone else to know it was you who raised the concern.
- 7.3 You won't have a say in how your concern is dealt with.
- 7.4 The first decision to make is whether the matter needs to be investigated at all. This does not mean that your concern will be brushed aside, simply that there may be a simple explanation. For example, your line manager (or the person you have raised the concern with) may know that the practice is legal or authorised.
- 7.5 If the decision is taken to proceed with an investigation, this will then be carried out in accordance with the Council's Investigation procedures.
- 7.6 MDDC or the prescribed person can keep you informed about the action they've taken, but they can't give you much detail if they have to keep the confidence of other people.
- 7.7 A prescribed person can't help you with your relationship with MDDC.

## **8.0 WILL I BE PROTECTED FROM VICTIMISATION?**

- 8.1 As long as the person making the disclosure reasonably believes the disclosure is "in the public interest" they are protected by law.
- 8.2 You can take a case to an employment tribunal if you've been treated unfairly because you've blown the whistle.
- 8.3 You can get further information from ACAS, Citizens' Advice, the whistleblowing charity Public Concern at Work or your trade union.
- 8.4 You must raise any claim of unfair dismissal within 3 months of your employment ending.

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### **9.0 WHAT WILL HAPPEN IF MY CONCERN IS NOT UPHELD?**

- 9.1 You may raise a genuine concern that is not upheld by an investigation. In such circumstances you will be thanked for raising your concerns. No action will be brought against you. You will continue to be protected against victimisation.

### **10.0 WHAT HAPPENS IF A MALICIOUS ALLEGATION IS MADE?**

- 10.1 If the Council believes that you made an allegation frivolously, maliciously or for personal gain you will face disciplinary action.

### **11.0 RESPONSIBILITY FOR THIS POLICY**

- 11.1 The Audit Team Leader has overall responsibility for the maintenance and operation of this Policy. The Policy will be reviewed and updated to ensure that it is both up to date and working as intended.
- 11.2 A confidential record of disclosure and its outcomes will be kept for a period of 5 years from the date all action was concluded on the matter. Reports will be made to the Scrutiny Committee on a half yearly basis to inform them of the number of instances of Whistle-blowing and which category they fall into. However, no personal details will be listed to ensure that confidentiality is not jeopardised.

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