

Regulatory Services Service Plan 2012/13

Council Service Delivery Ethos

**Our Priorities
and Goals
2011-2015**



**Melton
Borough
Council**

People

Supporting the most vulnerable in the Borough

1. Support people and businesses through the economic downturn.
2. Improving the well-being of vulnerable people.
3. Reduce re-offending and the impact of offending on the community.
4. Encourage people to take an active role in their communities.

Places

Improving the places within the Borough

5. Meet the Economic needs of Borough.
6. Maximise the potential of Melton Mowbray Town centre.
7. Improve quality of life for people living in the most disadvantaged neighbourhoods.
8. Increasing public confidence & pride in neighbourhoods
9. Help provide a stock of housing accommodation that meets the needs of the community.

A well run Council

Good services that are value for money

10. To provide high performing services that are efficient and meet customers' needs.

Our Values

- Resilience
- Customer Care
- Performance
- Respect
- Flexibility

SECTION

1

Description of Service

APPLICATIONS AND ADVICE

- **Development Control:** processing of planning applications (including the securing of improved outcomes and developer contributions to infrastructure), planning enforcement (including s106), high hedges legislation, giving of advice to prospective developers about the need for permission, the factors affecting whether permission will be granted and planning law and procedures.
- **Building Control:** checking plans for compliance with the Building Regulations, inspection of works on site, advice and assistance to developers. Dangerous Structures. Street naming and numbering. SAP Certificates for Energy Rating.
- **Conservation:** grant assistance, specialist advice regarding works to historic buildings, specialist advice for input into Development Control service, conservation policy development, Council funded projects.
- **Licensing:** provision of the Licensing Act 2003; miscellaneous licensing (caravan sites, scrap metal dealers, animal welfare etc); hackney carriage and private hire.
- **Emergency Planning/Civil Contingencies:** ensuring that the Council is in a state of preparedness to respond to the extraordinary events that may affect either the community and its own functions.
- **Land Charges:** The maintenance of the Local Land Charges Register and the provision of a local search and enquiry service to the public.

ENVIRONMENTAL PROTECTION AND SAFETY

- **Environmental Health:** inspection of commercial premises for food and health & safety related issues; investigation of nuisance and other pollution matters; dog warden and animal licensing services; rented housing complaints and provision of renovation and disabled facilities grants to the private sector.
- **Waste Management:** collection of household waste and recyclables from domestic properties; collection of green waste for composting; cleansing of streets highways and all 'relevant land'; management of abandoned vehicles, fly-tipped waste and graffiti.
- **Enforcement:** Investigation and enforcement of breaches of planning and licensing legislation together with associated hearings, appeals and Court proceedings
- **Corporate Health and Safety:** provision and maintenance of a health and safety culture in which opportunities for accidents and occupational ill health are eliminated by the effective management of health, safety and welfare.

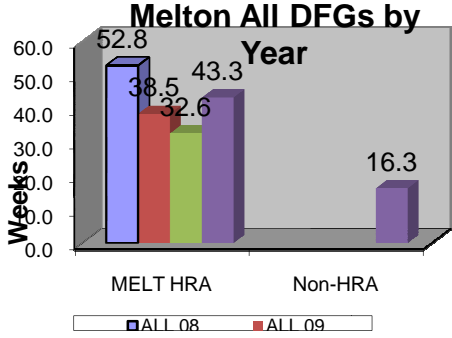
SECTION

2

Recent Achievements

Service Area/ Project	Corporate plan area	Values	Outcomes
<i>Name of project/service area or initiative</i>	<i>Named priorities under People, Places and/or well-run council</i>	<i>Link to the values</i>	<i>Specific outcomes delivered – indicators, physical projects, financial investment/saving etc</i>
DEVELOPMENT CONTROL			
<p>Performance and Efficiency</p> <ul style="list-style-type: none"> Maintained levels of performance at target levels. <p>Outcomes</p> <ul style="list-style-type: none"> It is estimated that approximately 30% of planning applications are the subject of improvements to design, layout and/or content as a result of negotiations carried out through the planning process. Each of these 'add value' to the development, in terms of the quality of the outcome (the final form of the development) and its impact on the surrounding environment and meeting planning objectives. The approval of a supermarket included measures to ensure local employment opportunities in priority neighbourhoods. Appeal record – improved success rate at appeal indicates sound decision making. Only 41% of appeals have been upheld (59% success rate) including success at Public Inquiry for significant residential development in the open countryside. Costs: One application for costs has been made against the Council this financial year, the application was refused by the Inspector and the Council not considered to have behaved 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p> <p>PLACES Improve quality of life for people living in the most disadvantaged neighbourhoods</p> <p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Performance Customer care</p> <p>Performance Customer care</p> <p>Performance</p> <p>Performance</p>	<p>Performance levels meeting and exceeding 'turn around' times</p> <p>Improved designs and contributions from developments; a positive approach to development enabling positive schemes to go ahead.</p> <p>A local labour agreement to ensure job opportunities are made available to the communities where they are needed most.</p> <p>Reliable and effective decision making and directing development to the correct locations.</p> <p>Reliable and effective decision making</p>

<p>unreasonably. The Council has also successfully recovered substantial costs in a major case. Judicial Review challenges have been successfully defended and the resultant costs recovered.</p> <p>Direct Contributions to Council Priorities and objectives</p> <p><u>9. Help provide a stock of housing accommodation that meets the needs of the community, including the need for affordable housing</u></p> <ul style="list-style-type: none"> • Securing 40% affordable housing contributions and a 100% affordable scheme in Somerby. • Ensuring a mix of house types and sizes within new developments: rejection of applications which do not address identified housing needs or do not provide adequate affordable housing. Successfully pursuing such arguments through the appeal process. <p><u>5. Meeting the Economic Needs of the Borough</u></p> <ul style="list-style-type: none"> • Approving rural employment development in Nether Broughton • Approving supermarket development which included local employment <p><u>6. Maximise the potential of Melton Mowbray Town centre</u></p> <ul style="list-style-type: none"> • Secured shop front improvements in the Town Centre • Approving supermarket development which will attract shoppers to the town centre (from other centres and out of town locations)included links to the Town Centre 	<p>PLACES Help provide a stock of housing accommodation that meets the needs of the community</p> <p>PLACES Meeting the Economic Needs of the Borough</p> <p>PLACES Maximise the potential of Melton Mowbray Town centre</p>	<p><i>Performance</i></p> <p><i>Performance</i></p> <p><i>Performance</i></p>	<p><i>Securing affordable housing and ensuring that new housing meets local patterns of need.</i></p> <p><i>Securing economic development in rural and urban settings.</i></p> <p><i>Physical improvements to the historic fabric of the town centre a significant new attraction to visit the town and town centre</i></p>
<p>CONSERVATION</p>			
<ul style="list-style-type: none"> • PSiCA grant awarded to 40 properties in the town centre • Conservation Area Appraisals and Management Plans extended to 38 Conservation Areas 	<p>PLACES Maximise the potential of Melton Mowbray Town centre</p> <p>PLACES Increasing public confidence & pride in neighbourhoods</p>	<p><i>Performance</i></p> <p><i>Performance Resilience</i></p>	<p><i>Physical improvements to the historic fabric of the town centre a significant new attraction to visit the town and town centre</i></p> <p><i>Creating a robust framework to make decisions in Conservation Areas and steps to improve them.</i></p>

BUILDING CONTROL												
<ul style="list-style-type: none"> Maintained performance levels Continued technical knowledge – Amendments to the Approved Documents and associated legislation Fully implement the domestic energy rating service for existing and new build dwellings Provided up-to-date information on the website 89% of sites visited/contacted within 90 days of last visit - this means that 89% of sites are checked for compliance whether or not there has been a specific requirement (i.e a 'key stage' to check). This is a form of pro active monitoring and enforcement 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p><i>Customer care</i></p> <p><i>Performance</i></p>	<p><i>Performance levels meeting and exceeding 'turn around' times</i></p>									
ENVIRONMENTAL HEALTH												
<p>Housing</p> <ul style="list-style-type: none"> We were the only District Council in Leicestershire who were successful with a bid of £195k from the Department of Health for energy measures. The result has been Warm Homes Grants to install central heating in eligible properties without heating or with very old inefficient systems throughout the Borough. <p>Continued benchmarking of Disabled Facilities Grants had demonstrated a great improvement in completion times particularly for level access showers and stairlifts. This is as a result of new ways of working for both MBC and LCC.</p>  <table border="1"> <caption>Melton All DFGs by Year</caption> <thead> <tr> <th>Category</th> <th>ALL 08 (Weeks)</th> <th>ALL 09 (Weeks)</th> </tr> </thead> <tbody> <tr> <td>MELT HRA</td> <td>52.8</td> <td>38.5</td> </tr> <tr> <td>Non-HRA</td> <td>32.6</td> <td>43.3</td> </tr> </tbody> </table>	Category	ALL 08 (Weeks)	ALL 09 (Weeks)	MELT HRA	52.8	38.5	Non-HRA	32.6	43.3	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p> <p>PLACES Help provide a stock of housing accommodation that meets the needs of the community</p>	<p><i>Customer care</i></p> <p><i>Performance</i></p>	<p>Ensure that those needing adaptations to their homes receive the appropriate assistance in a timely fashion.</p>
Category	ALL 08 (Weeks)	ALL 09 (Weeks)										
MELT HRA	52.8	38.5										
Non-HRA	32.6	43.3										
<p>Food Successful prosecution for food hygiene offences.</p> <p>Achievement of a 95% broadly compliant score as a result of a range of interventions and enforcement</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers'</p>	<p><i>Performance</i></p>	<p><i>Ensuring that food safety arrangements are promoted and properly understood. Prevent food safety issues from affecting public health.</i></p>									

<p>actions as appropriate to the circumstances, and the publicity surrounding them</p> <ul style="list-style-type: none"> • A Hygiene Emergency Prohibition Notice served on a farmshop secured a Hygiene Emergency Prohibition order from the Magistrates Court. The order was obtained for use of complex equipment for raw and cooked food and is one of the first in the Country. • Two condemnations orders have been granted by the Magistrates court following seizure and condemnation notices on a public house and a farm shop after food found that was unsuitable for human consumption. • 1 Simple caution , for a takeaway premises that had poor hygiene conditions and did not comply with a Hygiene Improvement Notice • Successful food hygiene inspection program • Continue to work with Leicestershire Environmental Health Best practice groups in all areas to provide consistency through the authorities 	<p>needs</p>		
<p>Health & Safety</p> <ul style="list-style-type: none"> • Project Working with new guidance on reducing manual handling risks in the carpet retail sector, to ensure that the relevant premises in the Borough are up to the standard • Continue to respond to all accidents and investigate as necessary • 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Customer care</p>	<p>Ensuring a safe working environment for all staff and contractors.</p>
<p>Pollution</p> <ul style="list-style-type: none"> • The annual air quality return to DEFRA was accepted. The levels of pollution within the Borough remain within statutory guidelines • Environmental Health has again met the authorities statutory duties in respect of Pollution Prevention Control Permits. 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Performance</p>	<p>Preventing nuisance and adverse living conditions for residents.</p>
<p>Dog Warden</p> <ul style="list-style-type: none"> • The contracted out Dog Warden service has been a success. They achieved their performance indicator - dogs were collected within 2 hours of receiving the call. The reduced service did not result in any issues. 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Customer care Performance</p>	<p>Repositioning the service to accrue savings whilst meeting statutory requirements.</p>
<p>ENFORCEMENT</p>			

<p>- The single, multi disciplinary Enforcement Team (an amalgamation of the licensing and planning duties) have responded to the additional pressures and have managed to maintain service levels across the board.</p> <ul style="list-style-type: none"> • 6 Parish Councils have taken up the challenge of carrying out limited aspects of planning enforcement investigations within their Parish area and the training of those Parish Council's has been carried out and completed. The training has been generally well received, although there has been a lack of uptake by the Parishes. This is understood to be the first and only such partnership venture in the country. • The standard of taxi vehicles has been improved over the period. This has been borne out by the results of the on the spot checks that were carried in 2011 and 2012. There was a substantial increase in the number of vehicles that met the required standard, with reductions in the number of vehicles with minor faults and those being suspended • The Enforcement Team has been fundamental to the setting up of a forum for all businesses and partners involved in the provision of evening and late night business and entertainment to discuss issues of public safety, control and anti-social behaviour. 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p> <p>PEOPLE Encourage people to take an active role in their communities.</p>	<p><i>Resilience</i></p> <p><i>Flexibility Performance</i></p> <p><i>Performance</i></p> <p><i>Respect Flexibility</i></p>	<p>Providing a more joined up service to customers across a range of regulatory regimes</p> <p>A workforce more capable of adapting to fluctuations in workload.</p> <p>More efficient ways of working; reduction in 'failure demand'.</p> <p><i>Ensuring a safe and improving quality of taxi service in the Borough</i></p>
<p>CORPORATE HEALTH & SAFETY</p>			
<p>Revised Health and Safety Policy incorporating partnership working</p> <p>Audit of Corporate Health and Safety function – service rated 'Good ' (the highest rating)</p> <p>Rejuvenated Safety Committee within MBC</p> <p>Development of working practices on high risk aspects of work – fire, asbestos and legionella.</p> <p>Continued delivery of H&S training within MBC</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p><i>Resilience</i></p> <p><i>Performance</i></p> <p><i>Customer care</i></p> <p><i>Customer care</i></p>	<p><i>Provision and maintenance of a health and safety culture in which opportunities for accidents and occupational ill health are eliminated by the effective management of health, safety and welfare.</i></p>

WASTE MANAGEMENT			
<p>Negotiated a reduction in the annual Integrated Waste Management service costs by A) switching to an operationally cheaper collection of mixed recyclable materials in a wheeled bin and B) by providing the statutory collection of garden waste through a Biffa run and managed Garden Waste club, essentially self funding and no longer as part of the alternative weekly collections that the council provides. The alternate wheeled bin weekly services now alternating between refuse and mixed recyclables in wheeled bins on a weekly basis.</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Performance Customer care</p>	<p><i>The new waste collection services have been introduced to achieve savings in the annual charge as well as address customer demand to be able to recycle more materials and to be able to do so easily. The new mixed recycling collection now using a wheeled bin is expected to meet that demand. The Garden waste service has become an opt-in subscription based service managed and run by Biffa.</i></p>
<p>Support the new service with the design and production of literature , leaflets , stickers , fridge magnets , vehicle side advertising and various web based information</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Customer care</p>	<p><i>MBC waste officers together with Biffa municipal designed and produced a range of information leaflets, stickers etc which were provided to residents as part of a new service information pack. In addition refuse collection vehicles had side panel advertising installed and the Melton.gov web site was updated to reflect the changes</i></p>
<p>Continued to improve as well as consolidate the recycling bring sites to ensure only the most cost effective and high quality facilities remain</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Performance</p>	<p><i>The high level of kerbside recycling collection service has reduced the need for the high number of mini recycling centres throughout the Borough a programme that sees only the most used and productive has consolidated the service</i></p>
<p>Supported a 'love where you live'</p>	<p>PEOPLE</p>	<p>Respect</p>	<p><i>This is an initiative</i></p>

<p>campaign with the Melton times leading this project</p>	<p>Encourage people to take an active role in their communities.</p>	<p>Customer care Flexibility</p>	<p><i>that the Melton Times was leading. It involved facilitating local communities to help themselves by suggesting, planning, contributing and delivering local initiatives and improvements that are a direct benefit and address a need to those involved</i></p>
<p>Successfully lead a council green waste OJEU composting tender and let the contract.</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Resilience Flexibility Performance</p>	<p><i>The garden waste collected by the council is diverted from landfill and taken to 'on farm' composting. The contract for this work has been re let through an EU procurement process . The tender for up to 4 years of trading was awarded to a local farmer in Sproxton</i></p>
<p>Continued to promote the depositing of WEEE waste (Waste of electrical and electronic equipment) small items into special banks at key Melton Town recycling points. This is bringing in extra income</p> <p>In 2011 Large Electrical items (fridges/tv's etc) that were collected through the bulky waste service or fly tipped, are now sent for either reuse or recycling.</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Customer care Flexibility Performance</p>	<p><i>The collection a small broken or unwanted electrical items is carried out in various ways under a statutory obligation- the WEEE directive. MBC have working arrangements with a number of organisations able and authorised to do this Envirocom based in Grantham and Valpak a national waste regulation compliance organisation</i></p>
<p>Further enhance collection points for Batteries adding some village stores and post offices</p>	<p>PEOPLE Encourage people to take an active role in their communities.</p>	<p>Customer care Flexibility Performance</p>	<p><i>Providing recycling facilities outside of Melton Mowbray in smaller villages encourages a feeling of inclusiveness and community . Facilitating participation in</i></p>

<p>Successfully managed a waste minimisation and participation campaign.</p> <p>Continue to ensure the limited cleansing resources were focussed on sites and areas with the greatest need.</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p> <p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Customer care</p> <p>Flexibility</p> <p>Performance</p> <p>Customer care</p> <p>Flexibility</p> <p>Performance</p>	<p><i>Borough initiatives demonstrates a desire for equity and assists with fostering sustainable communities.</i></p> <p><i>This included the production of Waste minimisation literature and support for waste reduction and recycling participation initiatives – 2 officers were employed who focussed on the PNA's and assisted with C&N pride week work .</i></p> <p><i>The careful prioritisation of the limited cleansing service is designed to target known problem areas as well as the most frequented and used pedestrian and vehicular streets, roads and open spaces.</i></p>
<p>EMERGENCY MANAGEMENT</p>			
<p>Integrated the WOW Partnership into the wider Leicestershire Resilience Partnership</p>	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Resilience</p> <p>Flexibility</p> <p>Performance</p>	<p><i>Measures in place to provide a comprehensive emergency response provision</i></p>
<p>Participated in the successful management of major incidents:</p> <ul style="list-style-type: none"> • Widespread disorder (August 2012) • Operation Horizon (Feb 2012) • Olympic Torch Relay (April 2012) 	<p>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</p>	<p>Performance</p>	<p><i>Successful management and recovery from major incidents and threats</i></p>

SECTION

The Next Steps**3**

During 2012/13 the following short-term actions are to be completed:

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
Name of project, initiative, service area	<i>Named priorities under People, Places and/or well-run council</i>	<i>Link to the values</i>	<i>Specific outcomes targeted – indicators, physical projects, financial investment/saving etc</i>
REGULATORY SERVICES (ALL SERVICE AREAS)			
Improve the detail and information on the website	<i>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer Care</i>	<i>Greater access to information and knowledge for small businesses and other customers</i>
Implement measures identified in Equalities Impact Assessments to improve accessibility to services	<i>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer care</i>	<i>Improve access to services for groups with specific disadvantages</i>
Improve integration with Customer Services to facilitate greater number of enquiries responded to at first point of contact	<i>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer Care</i>	<i>Improve quantity and quality of information and advice provided</i>
Make better use of the capabilities of IT systems	<i>A WELL-RUN COUNCIL To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer care</i>	<i>Improve efficiency of processing service requests and applications</i>
Develop the staff and resource structure to respond better to service requirements	<i>Greater access to information and knowledge for small businesses and other customers</i>	<i>Customer Care</i>	<i>Improve ability to cope with fluctuations and priorities in workload</i>

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
DEVELOPMENT CONTROL			
Maintain levels of Performance against PI measures	<i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs	<i>Performance</i>	<i>Meeting efficiency and customer's service level expectations</i>
Review of statutory requirements to enable streamlining/efficiencies	<i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs	<i>Customer care</i>	<i>Meeting efficiency and customer's service level expectations.</i>
Investigate implementation of post-decision information pack	<i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs	<i>Customer care</i>	<i>Providing a more comprehensive service and reducing breaches of planning control. Promoting Building Control services.</i>
BUILDING CONTROL			
Maintain performance levels	<i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs	<i>Performance</i>	<i>Meeting efficiency and customer's service level expectations</i>
Maintain and expand domestic energy rating service for existing and new build dwellings and a new service for conversions.		<i>Customer care</i>	<i>Provide a new 'offer' of the services delivered and a new income stream for the Council</i>
Investigate a more joined up approach to service delivery with Planning and Environmental Health		<i>Flexibility Performance Customer care</i>	<i>Providing a better more joined up service</i>
Encourage more online application submissions		<i>Customer care</i>	<i>Meeting efficiency and customer's service level expectations</i>
Explore other income streams such as Code for Sustainable Homes, Fire Risk Assessments		<i>Flexibility</i>	<i>Provide a new 'offer' of the services delivered and a new income stream.</i>
Improve promotion and marketing of Building Control		<i>Flexibility Resilience</i>	<i>Ensure service levels can be maintained by supplementing service offer and income stream.</i>

Regulatory Services Service Plan 2012/13

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
CONSERVATION			
Compete Conservation Area Appraisals/Management Plans for all Conservation Areas	<i>PLACES</i> <i>Increasing public confidence & pride in neighbourhoods</i>	<i>Performance</i> <i>Customer care</i>	<i>Ensure strong guidance is available to guide new development on Conservation Areas</i>
Undertake negotiations to extend PSiCA into Year 6 and continue to target town centre properties.	<i>PLACES</i> <i>Maximise the potential of Melton Mowbray Town centre</i>	<i>Performance</i> <i>Customer care</i>	<i>Secure further capability for further improvements in the Conservation Area and Town Centre.</i>
Start joined up review of TPO's	<i>A WELL-RUN COUNCIL</i> <i>To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer care</i>	<i>Provide a more reliable base for tree conservation issues</i>
LICENSING			
Review of policies and strategies	<i>A WELL-RUN COUNCIL</i> <i>To provide high performing services that are efficient and meet customers' needs</i>	<i>Performance</i> <i>Customer care</i> <i>Resilience</i>	<i>Meeting efficiency and customer's service level expectations</i>
Develop strategy for enabling HC and PH Drivers to access Disability and Equality Awareness Training	<i>PEOPLE</i> <i>Improving the well-being of vulnerable people</i> <i>A WELL-RUN COUNCIL</i> <i>To provide high performing services that are efficient and meet customers' needs</i>	<i>Customer care</i> <i>Resilience</i> <i>Customer care</i>	<i>To ensure that the HC and PH service is accessible to all</i>
Secure by-laws for HC Implementation of new legislation	<i>A WELL-RUN COUNCIL</i> <i>To provide high performing services that are efficient and meet customers' needs</i>	<i>Resilience</i> <i>Performance</i> <i>Customer care</i>	<i>To improve HC and PH service Meeting efficiency and customer's service level expectations</i>
Investigate utilising information sharing	<i>A WELL-RUN COUNCIL</i> <i>To provide high performing services that are efficient and meet customers' needs</i>	<i>Resilience</i> <i>Customer care</i>	<i>Meeting efficiency and customer's service level expectations</i>

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
ENVIRONMENTAL HEALTH			
<p>Target poor performers those with a food hygiene rating scheme of 0,1, or 2 with a range of interventions, 3 x per year</p> <p>Develop QR code on Rating scheme certificate to enable easy public access to compare businesses in the Borough.</p> <p>Continue to undertake Food hygiene inspections in line with the FSA requirements</p> <p>Undertake a review and sampling programme of Private Water supplies</p> <p>Complete focused Health and Safety projects in association with Leicestershire authorities</p> <p>Continue Benchmarking of the Disabled Facilities Grants (DFG) service to ensure continued improvement</p> <p><i>Better Business for all</i> Leicestershire & Leicester Enterprise Partnership, pilot scheme with LBRO</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p>PLACES Help provide a stock of housing accommodation that meets the needs of the community</p> <p> </p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>	<p><i>Customer care</i></p> <p> </p> <p><i>Customer care</i></p> <p> </p> <p><i>Performance</i></p> <p> </p> <p><i>Performance</i></p> <p> </p> <p><i>Flexibility</i></p> <p> </p> <p><i>Performance</i></p> <p> </p> <p><i>Customer care</i> <i>Respect</i></p>	<p><i>Give greater knowledge to the general public to make an informed choice and provide a better service</i></p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p><i>Ensure that the integrated service is improved and streamlined for the end user</i></p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p><i>Better Business for all; A local partnership between business and Regulatory services. Access for businesses to gain regulatory support and information.</i></p>
ENFORCEMENT			
<p>That all taxi drivers employed within the Borough will have undertaken Disability Discrimination Act training as necessary.</p> <p>Continued Shared Services with other Enforcing Authorities on cross boundary enforcement operations, specifically with Charnwood Borough Council, North West Leicestershire</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>	<p><i>Customer care</i></p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p><i>Flexibility and resilience</i></p>	<p><i>Give greater knowledge to the general public to make an informed choice and provide a better service</i></p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p>

Regulatory Services Service Plan 2012/13

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
<p>District Council Leicestershire Police Constabulary</p> <p>To provide an online taxi satisfaction survey for members of the public with a view to better taxis</p> <p>Confirmation and adoption of Hackney Carriage Bye-laws to strengthen the Council's enforcement powers in respect of the licensing of vehicles</p> <p>To seek to increase the number Parish Councils participating in the planning enforcement investigations partnership.</p>		<p><i>Customer care</i></p> <p><i>Resilience</i></p> <p><i>Flexibility</i></p>	
CORPORATE HEALTH AND SAFETY			
<p>To continue to improve Health and Safety and compliance with statutory legislation and good practice, especially with new partners and focusing on high risk areas of fire, asbestos and legionella</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>	<p><i>Performance, customer care</i></p>	<p><i>A safe working environment with arrangements keeping pace with new working environments and ways of working</i></p>

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
WASTE MANAGEMENT			
<p>Introduce Trade waste recycling to over 400 Melton Town centre businesses</p> <p>Trade waste, additional outcome target – will allow us to sign up to WRAP’s (Waste Resources Action Plan) Business Recycling and Waste Services Commitment, demonstrating to our customers, willingness to provide a consistent service which meets their needs, and encourages customers to come forward with their ideas and play an active role in managing their waste better.</p> <p>Seek ACORN (Environmental) accreditation for good environmental performance for the councils waste management service.</p> <p>Deliver an ‘Eat well, waste less’ campaign with a focus on the Priority Neighbourhood Area’s- having received project funding following a successful bid.</p> <p>Explore alternative battery collection initiatives</p> <p>Recycle street sweepings (detritus/leaves/grit etc) diverting up to 900 tonnes from landfill a year. Increase the Boroughs recycling rate.</p> <p>Investigate methods of</p>	<p>PLACES Maximise the potential of Melton Mowbray Town centre</p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers’ needs</p> <p>PLACES Increasing public confidence & pride in neighbourhoods</p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers’ needs</p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers’ needs</p> <p>PLACES Increasing public confidence & pride in neighbourhoods & A</p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers’ needs</p> <p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers’ needs</p> <p><i>A WELL-RUN COUNCIL</i></p>	<p><i>Performance</i></p> <p><i>Resilience</i></p> <p><i>Customer Care</i></p>	<p><i>To increase the vitality of the businesses and assist with the economic bouncy of the Town centre and Borough</i></p> <p><i>Achieving a one star ACORN (as a starting point) accreditation for the councils waste management section will help ensure good environmental practises are built in and considered at all times and types of service delivery</i></p> <p><i>To reduce food waste and generally encourage good housekeeping and best domestic waste practises.</i></p> <p><i>The new waste services have omitted batteries from its kerbside collections. To counter this a number of alternate collection facilities will be explored to help ‘fill the gap’.</i></p> <p><i>To divert product from landfill which in turn will increase recycling rates and also increase income</i></p> <p><i>There are a number of difficult to</i></p>

Action	Links to corporate plan. (People, Places and/or well-run council)	Values	Outcome targets
<p>facilitating recycling for difficult to reach recycling groups i.e. flat dwellers New service awareness raising , Various ongoing information dissemination and customer</p>	<p>To provide high performing services that are efficient and meet customers' needs</p>		<p><i>reach groups in regards to recycling . Flat dwellers and those with lifestyles & cultural backgrounds for which recycling is new or not considered important are to be targeted and encouraged to cooperate and participate</i></p>
<p>Run a home composting campaign supported by Leicestershire County Council providing subsidized units of various types. For example compost, water butts, and 'Joannas' – containers which are able to compost food and meat products.</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>		<p><i>Meeting efficiency and customer's service level expectations The promotion of customer available alternate ways of garden waste management To suggest self help methods of garden waste management for those not wishing to subscribe to the Biffa Garden waste club</i></p>
<p>Undertake a give and take 'Paint' day to assist residents with surplus paint .</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>		<p><i>The council will provide a prearranged day that will allow residents with surplus and unwanted paint to have them collected for either reuse where possible or safe disposal</i></p>
<p>Review internal recycling and waste – raise awareness of recycling, add to employee induction, compost bin at Parkside? etc. Target outcome – reduce residual waste, increase recycling, lead by example.</p>	<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>		<p><i>A WELL-RUN COUNCIL</i> To provide high performing services that are efficient and meet customers' needs</p>

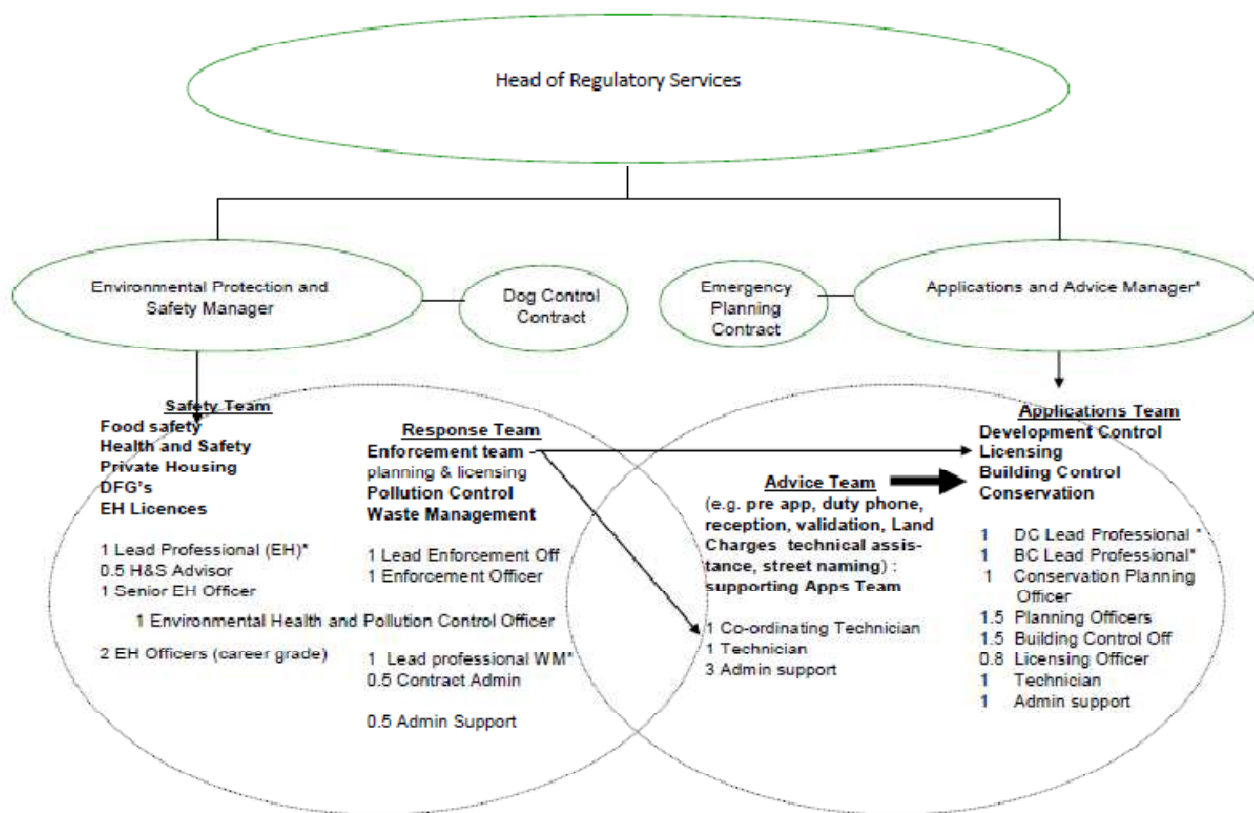
SECTION

4

Resource Utilisation

Resources to support this Service Plan are available through the Council's Budget Book

<Q:\11 Finance\Financial Provisions Management\Financial Publications\2012-13\Budget Book 2012 2013.pdf>



SECTION

5

Risk Management

Corporate Risks are managed through the corporate risk register, however, service risk are identified within respective service plans.

Risks have always been dealt with and risk management is not a new responsibility but simply the formalisation of what is good working practices. A number of key risks for the Service have been identified that could affect the Council's ability to achieve its objectives, perform its duties or meet the expectations of its stakeholders.

These risks capture those previously managed through the Council's Risk management Team and include those identified in the Priority Action Plans.

The table below sets out the key risks and the action being taken to manage them.

Risk No.	Description	RATING March 2012	Target Risk rating	Mitigation
1	Growth and fluctuations in 'core businesses' prevent key staff from dedicating resource to improvement initiatives	C3	D1	Experience shows adequate progress on improvement initiatives. and permanent measures. Reopen 'frozen' posts in DC and BC if workload recovers
3	Loss of key staff resource	F3	F2	Reduced by down turn in economy; recent staff development measures have incentivised staff retention : No new actions
9	Workload fluctuations not accommodated by resource levels	C3	D3	Closely monitor workload trends and respond swiftly to fluctuations
12	Increased competency require to maintain Env Health effectiveness	E3	E3	Maintain training opportunities through appraisals and 1-2-1 discussions
15	Failure to develop a culture supportive of health & safety is necessary to achieve adequate controls over risks.	D3	F4	Ensuring a systematic approach to identification of risks and the allocation of resources to control them. Supporting quality initiatives aimed at continuous improvement. Escalate via senior management to ensure necessary buy in
16	Health & Safety failure resulting in accidents and employee injuries and financial losses	E2	F1	Recognising that accidents, ill health & incidents result from failings in management control are not necessarily the fault of individual employees. Recognising the development of a culture supportive of health & safety is necessary to achieve adequate controls over risks.
18	Admin support : ability of Admin support team to maintain processing capacity and vulnerability of team to absence and fluctuations in workload.	C3	E4	Continuous review of roles and responsibilities and development of supervisor to be able to re-assign staff to shifting priorities. Development of technical/professional staff to be able to assist with admin work when required. Development of stand by staff to be invited to cover/supplement at difficult times
26	Corporate Risk 26: Effective business contingency planning which meets regulatory requirements.	F3	F2	BCP requires updating – measures arranged and commenced.
46	Corporate Risk 46: Costs at appeal arising from unreasonable behaviour at planning appeals, i.e inability to defend reasons for refusal due to absence of supporting evidence.	B2	D2	Recent record has improved including successfully resisting claims for costs. However, new make up and reduced experience of the Committee may increase the propensity for costs claims Measures to reduce risk were refreshed in June 2010.

RISK RATING (2012)

Likelihood	A				
	B			46	
	C		1, 9, 18		
	D		15		
	E		12	16	
	F		3,26		
		IV	III	II	I
	Impact				

SECTION

6

Performance Management

In order to be able to measure the progress that is being made in providing better quality services and real value for money a number of performance indicators have been established and targets set for the service:

The Service has included a number of performance Indicators that will inform how well the service is performing. (Please see inserts).

Contextual indicators

Contextual indicators describe the background against which the service is delivered.

Output indicators

Output indicators assess the performance of the service.

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SERVICE	SERVICE AREA	SERVICE STANDARD NUMBER	SERVICE STANDARDS	CORPORATE PLAN THEME	CORPORATE PLAN PROMISE	FREQUENCY (Monthly, Quarterly etc)	TARGET	TOLERANCE	ACTION LEVEL	2011/12 Outcomes
Regulatory	Building Control	1	We will visit the same day of your request for an inspection if requested before 10am, or within 24 hours otherwise	A Well-run Council	10	Monthly	90%	5%	If red for 4 months consecutively - action to be taken in 4th month	100
Regulatory	Building Control	2	Applications will be acknowledged within 48 hours and plans will be checked and a decision made within 8 weeks.	A Well-run Council	10	Monthly	90%	5%	If red for 4 months consecutively - action to be taken in 4th month	96
Regulatory	Building Control	3	We will register new addresses and notify Royal Mail of their registration within 2 weeks of your application.	A Well-run Council	10	Quarterly	90%	5%	If red for 12 months - review service standard	53
Regulatory	Building Control	4	We will attend to a report of a dangerous structure posing an imminent hazard within 4 hours of notification.	A Well-run Council	10	Monthly	100%	5%	If red for 12 months - review service standard	100
1100100Regulatory	Development Control	1	We will determine 80% of applications within 8 weeks of (valid) receipt.	A Well-run Council	10	Quarterly	80%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter	71
Regulatory	Development Control	2	We will respond to your enquiry within 10 days, or advise you if it is likely to take longer.	A Well-run Council	10	Monthly	80%	5%	If red for 4 months consecutively - action to be taken in 4th month	67

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Regulatory	Development Control	3	We will arrange respond to you or arrange an appointment with you in 10 days of your request and subsequently respond within 28 days.	A Well-run Council	10				If red for 4 months consecutively - action to be taken in 4th month	NA
Regulatory	Development Control	4	We will acknowledge your objection within 3 days. We will advise you of the decision and how your objection was considered.	A Well-run Council	10	Monthly	80%	5%	If red for 4 months consecutively - action to be taken in 4th month	97
Regulatory	Development Control	5	We will invite you to Committee meetings where applications are being debated with at least 1 week's notice.	People	4	Monthly	80%	5%	If red for 4 months consecutively - action to be taken in 4th month	100
Regulatory	Environmental Health	1	We will inspect food handling premises within 4 weeks of the appropriate anniversary of the last inspection	A Well-run Council	10	Monthly	90%	5%	No longer a Food standard Agency target therefore need to remove in 2012	93
Regulatory	Environmental Health	2	We will register your premises within 7 days of receiving notification.	A Well-run Council	10	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month	100
Regulatory	Environmental Health	3	We will investigate a food hygiene complaint within 2 hours of receipt of a report.	A Well-run Council	10	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month	100
Regulatory	Environmental Health	4	We will attend to the reporting of a found stray dog within 2 hours of it being reported.	A Well-run Council	10	Quarterly	100%	5%	If red for 2 months consecutively - action to be taken in 4th month	100

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Regulatory	Environmental Health	5	We will respond to your complaint to agree how to address the problem within 3 days of receipt.	A Well-run Council	10				If red for 4 months consecutively - action to be taken in 4th month	100
Regulatory	Environmental Health	6	We will process applications for improvement grants within 4 months of receipt of the complete application.	Places	9	Monthly	100%	5%		
Regulatory	Enforcement	1	We will acknowledge receipt of your report within 3 days of its receipt.	A Well-run Council	10	Quarterly	100%	5%	If red for 1 quarter consecutively - action to be taken in next quarter	100
Regulatory	Enforcement	2	We will explain the results of our investigation and our intended course of action within 8 weeks of your complaint. If this is not possible, we will explain why and estimate when we will be able to let you know	A Well-run Council	10	Monthly	90%	5%	Review red 4 months, however In 2012 review if this is a gold plated standard.	100
Regulatory	Enforcement	3	We will explain the results of our investigation and our intended course of action within 8 weeks of your complaint. If this is not possible, we will explain why and estimate when we will be able to let you know	A Well-run Council	10	Quarterly	70%	5%	If red for 2 quarters consecutively - action to be taken in 7th month	85
Regulatory	Enforcement	3	We will acknowledge receipt of your report within 3 days of its receipt.	A Well-run Council	10	Annually	100%	0%	in 2012 need to determine whether needed if 1 above (line 19) addressing matter	93
Regulatory	Waste management & recycling	1	We will empty missed bins within 24 working hours of them being reported to us.	Places	8	Quarterly	100%	5%	If red for 2 quarters consecutively - action to be taken in 7th month	100
Regulatory	Waste management & recycling	2	We will supply a replacement bin/box(es) within 10 working days of receiving your request.	Places	8	Quarterly	100%	5%	If red for 2 quarters consecutively - action to be taken in 7th month	

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Regulatory	Waste management & recycling	3	We will give at least 1 month's notice of changes to collections dates (e.g. bank holidays)	Places	8	Annually	100%	0%	We would seek to rectify in the next financial year	100
Regulatory	Waste management & recycling	4	We will respond to complaints about unacceptable refuse collections within 10 days	A Well-run Council	10	Monthly	90%	5%	If red for 2 consecutive quarters - action to be taken in 7th month	
Regulatory	Licensing	1	We will issue your licence within 28 days of receipt	A Well-run Council	10	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter	95
Regulatory	Licensing	2	We will set up a Hearing into your application within 28 days of receipt and hold it within 42 days	People	4	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter	100
Regulatory	Licensing	3	We will issue your licence within 2 days of receiving all the necessary information (application and satisfactory returns from CRB and DVLA checks)	A Well-run Council	10	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter	85



The Service adopts a 'balanced scorecard' approach to Performance Management which makes use of the above data collection to indicate overall performance, track progress and highlight under-performing areas. This is in recognition that some quantitative measures in themselves have limited values as indicators of performance in terms of service delivery, service quality and outcomes.

Regulatory Services - Environmental Protection & Safety: : Balanced performance 2011/12

Dimensions	Key issues		Periods - end of Q1				end of Q2		end of Q3			end of Q4		
			Meeting 1	2	3	4	5	6	7	8	9	10	11	12
Delivery	Resources		2	2	2	2	2	2	2	2	2	2	2	2
Cost	Budget		2	2	2	2	2	2	2	2	2	2	2	2
Quality	Indicators	10.1	2	2	2	2	2	2	2	2	2	2	2	2
		10.2	2	2	2	2	2	2	2	2	2	2	2	2
Delivery	To Customer		2	2	2	2	2	2	2	2	2	2	2	2
	Staff issues		2	2	2	2	2	2	2	2	2	2	2	2
Quality	Indicators	1.1												
		1.2												
		2.1												
		2.2												
		3.1												
		3.2												
		4.1												
		4.2												
Delivery	To Customer		2	2	3	3	2	2	3	3	2	2	2	2
	Staff issues		2	2	2	2	2	3	2	2	2	2	2	2
Quality	Indicators	5.1												
		5.2												
		6.1												
		6.2												
		7.1												
		7.2	3	3	3	3	3	3	3	3	3	3	2	2
		8.1												
		8.2												
		9.1												
		9.2												

Regulatory Services – Applications and Advice : Balanced performance 2011/12

Dimensions	Key issues	Periods - Meeting 1	end of Q1			end of Q2			end of Q3			end of Q4			
			2	3	4	5	6	7	8	9	10	11	12		
Delivery	Resources		3	3	3	3	3	3	3	3	3	3	2		
Cost	Budget		4	4	4	4	4	4	4	4	4	3	3		
Quality	Indicators	10.1	2	2	3	4	4	3	3	3	2	2	2		
		10.2	2	2	3	3	3	3	2	2	2	2	2		
Delivery	To Customer		2	2	2	2	2	2	2	2	2	2	2		
	Staff issues		2	2	2	2	2	2	2	2	2	2	2		
Quality	Indicators	1.1													
		1.2													
		2.1													
		2.2													
		3.1													
		3.2													
		4.1													
		4.2													
Delivery	To Customer		2	2	2	3	3	3	2	2	2	2	2		
	Staff issues		2	2	2	3	3	3	2	2	2	2	2		
Quality	Indicators	5.1													
		5.2													
		6.1													
		6.2													
		7.1													
		7.2													
		8.1													
		8.2													
		9.1	2	2	2	2	2	2	2	2	2	2	2	2	
		9.2													

RAGB rating		
Red - below target - action		Key in: 4
Amber - slightly below - watch it!		Key in: 3
Green - on target		Key in: 2
Blue - above target, review		Key in: 1

Performance indicators are reviewed on an annual basis to ensure they provide adequate insight into all areas of the Services' performance. A series of refinements are proposed for 2012/13 as follows (green text represents amendments):

SERVICE AREA	SERVICE STANDARD NUMBER	SERVICE STANDARDS	FREQUENCY (Monthly, Quarterly etc)	TARGET	TOLERANCE	ACTION LEVEL
Building Control	1	Sites will be visited on the same day of the inspection request if the request is made prior to 10am, or within 24 hours if the call is made after 10am.	Monthly	90%	5%	If red for 4 months consecutively - action to be taken in 4th month
Building Control	2	Applications will be acknowledged within 48 hours.	Monthly	90%	5%	If red for 4 months consecutively - action to be taken in 4th month
Building Control	3	Plans will be checked and a decision made within 8 weeks of receipt of the full plans.	Monthly	90%	5%	If red for 4 months consecutively - action to be taken in 4th month
Building Control	4	We will attend to a report of a dangerous structure posing an imminent hazard within 2 hours of notification.	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month

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Building Control	5	A completion certificate will be issued within 1 week of a completion inspection.	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month
Building Control	6	All telephone and email messages will be responded to within 24 hours.	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month
Development Control	1	We will determine 60% of major applications within 13 weeks of (valid) receipt.	Quarterly	60%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter
Development Control	2	We will determine 65% of minor applications within 8 weeks of (valid) receipt.	Quarterly	65%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter
Development Control	3	We will determine 80% of other applications within 8 weeks of (valid) receipt.	Quarterly	80%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter
Development Control	4	On major pre-application applications we will respond to you or arrange an appointment with you in 10 days of your request and subsequently respond within 28 days.	Monthly	80%	5%	If red for 4 months consecutively - action to be taken in 4th month
Development Control	5	On all other general pre-application advice we will respond to you or arrange an appointment with you in 10 days of your request and subsequently respond within 28 days.	Monthly	80%	5%	If red for 4 months consecutively - action to be taken in 4th month
Development Control	6	We will deal with dead and dying tree enquiries within 5 days	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month

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Environmental Health	1	A premise with a poor hygiene risk rating (0,1,2) will receive an intervention from EH three times per year	Quarterly	100%	5%	Action taken after 2 quarters at red
Environmental Health	2	We will visit your premises within 28 days of receiving the registration	Monthly	100%	5%	Action taken after 2 months at red
Environmental Health	3	We will initiate food complaints within 2 hours of a member of the food team receiving them.	Monthly	100%	5%	Action taken after 2 months at red
Environmental Health	4	A found stray dog should be collected by our contractor within 2 hours of it being reported to them.	Quarterly	100%	5%	Action taken after 2 months at red
Environmental Health	5	We will respond to your complaint to agree how to address the problem within 3 days of receipt.	Monthly	100%	5%	If red for 4 months consecutively - action to be taken in 4th month
Environmental Health	6	We will process applications for improvement grants within 4 weeks of receipt of the complete application.	Quarterly	100%	5%	If red for 1 quarter consecutively - action to be taken in next quarter
Enforcement	1	We will acknowledge receipt of your report within 3 days of its receipt.	Monthly	90%	5%	Review red 4 months, however In 2012 review if this is a gold plated standard.
Enforcement	2	We will explain the results of our investigation and our intended course of action within 8 weeks of your complaint. If this is not possible, we will explain why and estimate when we will be able to let you know	Quarterly	70%	5%	If red for 2 quarters consecutively - action to be taken in 7th month
Waste management & recycling	1	We will empty missed bins within 24 working hours of them being reported to us.	Quarterly	100%	5%	If red for 2 quarters consecutively - action to be taken in 7th month
Waste management & recycling	2	We will supply a replacement bin/box(es) within 10 working days of receiving your request.	Quarterly	100%	5%	If red for 2 quarters consecutively - action to be taken in 7th

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Waste management & recycling	3	We will give at least 1 month's notice of changes to collections dates (e.g. bank holidays)	Annually	100%	0%	month We would seek to rectify in the next financial year
Waste management & recycling	4	We will respond to complaints about unacceptable refuse collections within 10 days	Monthly	90%	5%	If red for 2 quarters consecutively - action to be taken in 7th month
Licensing	1	Licensing Act 2003 - Unopposed applications - We will issue the licence within 2 working days of the expiry period for representations.	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter
Licensing	2	Licensing Act 2003 - Opposed applications - We will set up a Hearing into the application within 28 days of receipt and hold it within a further 20 working days. We will issue the determination of the application within 2 working days of the decision.	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter
Licensing	3	HC and PH/other licensing - We will issue your licence within 5 working days of receiving all the necessary information (application and satisfactory returns from CRB and DVLA checks, inspections, etc).	Quarterly	100%	5%	If red for 2 consecutive quarters - action to be taken in 2nd quarter