

Public Document Pack

Mid Devon District Council

Cabinet

**Thursday, 17 October 2019 at 6.00 pm
Exe Room, Phoenix House, Tiverton**

**Next ordinary meeting
Thursday, 21 November 2019 at 6.00 pm**

Those attending are advised that this meeting will be recorded

Membership

Cllr R M Deed
Cllr L D Taylor
Cllr G Barnell
Cllr S J Clist
Cllr D J Knowles
Cllr A White
Cllr Mrs N Woollatt

A G E N D A

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

1. **Apologies**
To receive any apologies for absence.
2. **Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.
3. **Declarations of Interest under the Code of Conduct**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
4. **Minutes of the Previous Meeting (Pages 7 - 12)**
Members to consider whether to approve the minutes as a correct record of the meeting held on 19 September 2019.
5. **Motion 558 (Councillor J M Downes - 29 July 2019)**
To consider the following Motion referred by Council to the Cabinet:

That this council should lobby government to bring forward a revised council tax scheme that seeks to encourage a system linked to

emissions. The scheme should be able to vary council tax to overtly incentivise the construction of properties that can demonstrate high levels of sustainability and energy efficiency, while acting as a penalty for those that don't. Methods to encourage investment in retrofitting to existing properties should also be explored, given the largest proportion of housing emissions will come from existing housing stock rather than new build.

Please note: Having considered the above Motion the Cabinet are asked to consider whether this Motion should either be supported or rejected. This decision will be referred back to full Council on 6 November 2019.

6. **Cabinet Member for Environment and Climate Change.**

Arising from discussions at its recent meeting the Environment Policy Development Group made the following recommendation: that the Cabinet Member for Environment's title be changed to Cabinet Member for Environment and Climate Change.

As the Leader already has the authority to appoint and determine the role and responsibilities of each Cabinet Member, the Cabinet are requested to formally acknowledge the change in title.

7. **Review of the Housing Service Harassment Policy (Pages 13 - 32)**

Arising from a report of the Group Manager for Housing reviewing the Housing Service's Harassment Policy, the Homes Policy Development Group has recommended that the changes identified in the tracked changed Harassment Policy be approved.

8. **Council Tenancy Rent Debit Frequency (Pages 33 - 40)**

Arising from a report of the Group Manager for Housing reviewing the weeks over which rent was charged on a yearly basis, the Homes Policy Development Group has recommended that Council tenants be charged rent over 52 weeks each year and not 48 as currently charged.

9. **Review of the Housing Service Hoarding Policy (Pages 41 - 52)**

Arising from a report of the Group Manager for Housing reviewing the Housing Service's Hoarding Policy, the Homes Policy Development Group has recommended that the tracked changes in the revised Hoarding Policy be approved.

10. **Review of the Housing Service Pets and Animals Policy (Pages 53 - 72)**

Arising from a report of the Group Manager for Housing reviewing the Housing Service's policy in relation to pets and animals, the Homes Policy Development Group has recommended that the revised changes to the Pets and Animals Policy be approved.

11. **Overpayments for Car Parking**
On 22 August 2019, as part of their consideration of the Car Parking Working Group report, the Cabinet had made a recommendation that: "The Economy PDG be requested to consider the issue of overpayments for car parking and what should happen to the additional income."
- The Economy PDG at its meeting on 26 September discussed the matter and made the following recommendation "that any small monies overpaid from car parking are retained and utilised within the overarching car park budget"
12. **Cost Recovery & Commercialisation in Growth, Economy & Delivery (Pages 73 - 78)**
Arising from a report of the Head of Planning Economy and Regeneration presenting the steps necessary to introduce cost recovery into the Growth, Economy and Delivery Service, and providing an update with regard to potential next steps for further commercialisation within the service, the Economy PDG has made the following recommendation:
- a) The bill of charges for economic development related advice with regard to the planning process laid out in Section 2.0 be approved.
 - b) Officers be tasked with seeking LGA funding to help investigate opportunities within the service for further commercialisation including the potential to develop a commercial arm for the delivery of some discretionary services.
13. **Heart of the South West Joint Committee Governance Update (Pages 79 - 88)**
To consider a report of the Chief Executive providing an update for the Constituent Authorities on the Joint Committee's governance arrangements and budgetary position for 2019/20.
14. **Draft 2020/21 General Fund and Capital Budgets (Pages 89 - 116)**
To consider a report of the Deputy Chief Executive outlining the initial draft 2020/21 Budget and options available in order for the Council to set a balanced budget and to agree a future strategy for further budget reductions for 2021/22 onwards.
15. **Medium Term Financial Plan (Pages 117 - 132)**
To consider a report of the Deputy Chief Executive (S151) outlining an updated Medium Term Financial Plan (MTFP) which takes account of the Council's key strategies.
16. **Treasury Management Strategy and Mid Year Review (Pages 133 - 140)**
To consider a report of the Deputy Chief Executive (S151) informing the

Cabinet of the treasury performance during the first six months of 2019/20 and requesting agreement on the ongoing deposit strategy for the remainder of 2019/20 also to review compliance with Treasury and Prudential Limits for 2019/20.

17. **Financial Monitoring**

To receive a verbal report from the Cabinet Member for Finance presenting a financial update in respect of the income and expenditure so far in the year.

18. **Performance and Risk** *(Pages 141 - 178)*

To consider a report of the Director of Corporate Affairs and Business Transformation providing Members with an update on the performance against the Corporate Plan and local service targets.

19. **Annual report of Complaints, Comments and Compliments** *(Pages 179 - 188)*

To consider a report of the Group Manager for Business Transformation and Customer Engagement outlining the annual report on complaints, comments and compliments received as part of our 1.6 million plus contacts with customers in 2018/19.

20. **Lords Meadow Leisure Centre - Filter Project** *(Pages 189 - 198)*

To consider a report of the Group Manager for Property and Commercial Assets reviewing the results of the tender exercise for essential maintenance work at Lords Meadow Leisure Centre (LMLC) and requesting the Cabinet to award the JCT Intermediate Building Contract with Contractors Design 2016 to two contractors.

21. **Cabinet Member Decision/s**

Members are asked to NOTE the following decisions made by Cabinet Members:

a) Cabinet Member for Planning and Economic Regeneration:

Review of Market Tolls - the current Schedule of Tolls for Tiverton Pannier Market remains unchanged in year 2019/20 at the level set for the year 2018/19.

REASON FOR DECISION - Market Tolls, as set out in the Schedule of Tolls, are reviewed on an annual basis. No increases in tolls are proposed for the next financial year.

b) Cabinet Member for Finance

To give Crediton, Cullompton, Tiverton free car parking for three Saturdays in December leading up to Christmas (7th, 14th 21st) plus a fourth day coinciding with the town's Christmas light switch-on event. (Saturday 23rd November Crediton, Saturday 30th November

Cullompton and Saturday 30th November Tiverton)

Long stay car parks:

Multi-Storey Car Park, Tiverton

Station Road Car Park, Cullompton

High Street Crediton (St Saviour's Way)

Free parking will apply all day; from 00:00 to 23:59 on the dates listed above (subject to car park opening hours).

REASON FOR DECISION:

To boost footfall and enhance trade in the market towns in the run up to Christmas and support local Christmas programs.

This decision directly supports the achievement of the Corporate Plan objective of Economy and improving and regenerating our town centers. Free parking for the Saturday's in the run up to Christmas with the aim of increasing footfall, dwell time and spend in our town centers. This will benefit local traders by supporting businesses in the town centers.

22. Notification of Key Decisions *(Pages 199 - 212)*

To note the contents of the Forward Plan.

Stephen Walford

Chief Executive

Wednesday, 9 October 2019

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 Sally Gabriel on:

Tel: 01884 234229

E-Mail: sgabriel@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **CABINET** held on 19 September 2019 at 6.00 pm

Present

Councillors

R M Deed (Leader)
L D Taylor, G Barnell, S J Clist,
D J Knowles, A White and Mrs N Woollatt

Also Present

Councillor(s)

Mrs C P Daw, R J Dolley, R Evans, Mrs S Griggs and
F W Letch

Also Present

Officer(s):

Stephen Walford (Chief Executive), Andrew Jarrett (Deputy Chief Executive (S151)), Kathryn Tebbey (Group Manager for Legal Services and Monitoring Officer), Tristan Peat (Forward Planning Team Leader) and Sally Gabriel (Member Services Manager)

47. **APOLOGIES**

There were no apologies.

48. **PUBLIC QUESTION TIME**

Elizabeth Pole, speaking as Chair of Tiverton and Honiton Labour and referring to Item 7 (Tiverton Regeneration Project – Tender Outcome) stated:

This week we have concluded, based on our reading of an article in the Parliamentary Review, that Pannier Market and Town Centre masterplan is to be delivered by the Council's 3 Rivers Development company in the absence of private investment.

Can Cabinet please confirm this is the case?

With over £2.5 million of risk to the taxpayer tied up in the 3 Rivers balance sheet, could Cabinet please confirm that the company's Business Plan, or at minimum the financial case for each of the Company's investments, be made open to public scrutiny?

The Pannier Market project represents the first of 18 proposed 3 Rivers developments for the town centre. Would Cabinet confirm how adding these new investments, starting with the Pannier Market at £1.5 million, sits with the "Very High Risk" rating of the Council's own Scrutiny Committee and the concerns of auditor Grant Thornton in the Council's accounts?

Could Cabinet please provide details of who exactly is receiving the £130,000 of salary and pensions from 3 Rivers in the 2018-19 corporate accounts, and why any of the Directors – who are elected councillors, former councillors or council employees – are receiving the £75,000 of Directors' remuneration in the same accounts?

Could we also please see the details of the specific business case for the £56,000 / year subsidy to be paid by the taxpayer towards the Pannier Market project?

The Labour Party is very much in favour of public investment and urban regeneration, but is also in favour of public scrutiny and transparency.

The Labour Party is concerned that there is a lack of transparency in the rationale and operation of 3 Rivers. Can the Cabinet please explain and publish fuller business plans and cases and accounts of 3 Rivers?

The Chairman indicated that a written response would be provided.

49. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (00-04-24)

Members were reminded of the need to declare any interests when appropriate

50. MINUTES OF THE PREVIOUS MEETING (00-04-33)

The minutes of the previous meeting were approved as a correct record and signed by the Chairman.

51. REGULATION OF INVESTIGATORY POWERS (00-05-04)

Arising from a report of the Director of Corporate Affairs and Business Transformation, the Community Policy Development Group had made the following recommendations: that

- (1) the Cabinet be requested to approve the reviewed Regulation of Investigatory Powers revised policy including the new annex on social media/internet research.
- (2) officers draft a policy on covert surveillance for non-RIPA cases to be submitted for approval and;
- (3) the contents of the report be noted.

The Cabinet Member for the Working Environment and Support Services outlined the contents of the report stating that the PDG had also considered a draft annex to the RIPA policy to provide guidance on the monitoring of information online such as social media posts, training would be given to officers on the monitoring of information online. It was also proposed that officers draft a policy on covert surveillance for non-RIPA cases to be submitted for approval. She was also able to report that the Council had not used its powers under RIPA since March 2014.

RESOLVED that the recommendation of the Policy Development Group be approved.

(Proposed by the Chairman)

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

52. **PLAYING PITCH STRATEGY (00-07-50)**

The Cabinet had before it a * report of the Head of Planning, Economy and Regeneration seeking approval for officers to prepare a Playing Pitch Strategy for Mid Devon, using external consultants support where necessary.

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report stating that a new strategy was required for Mid Devon which was consistent with Sport England guidance. A Playing Fields Strategy had been published in 2010 and an Open Space and Play Area Strategy published in 2014; there was now a need for updated evidence and information specifically on the supply of and demand for playing pitches across the Mid Devon District to meet the sporting needs of local communities. The new strategy would become part of an evidence base which would be used to inform future strategic plan-making for the district and help shape masterplanning for the Culm Garden Village. It was proposed that the project team would include an external consultant and that the project management would be provided by officers also that the Council had sought to reduce the cost of preparing the strategy by carrying out as much of the initial data gathering as possible in house. Throughout the process the work would be overseen by the project steering group.

The Forward Planning Team Leader explained the amount of work that was required to form the strategy and the work that was proposed to take place in house. Recent engagement had taken place with the Football Association to progress a local football facilities plan for Mid Devon which would assist with the strategy and be used to guide investment decisions.

Consideration was given to:

- The cost of the proposed work would depend on the amount of work required by the consultant
- Whether the remit of sports proposed for inclusion in the strategy could be expanded to include other sports
- The involvement of clubs affected by the proposed relief road in Cullompton to be given additional support
- The funding would come from ear marked reserves held for plan making and the strategy would inform the early stage of the next Local Plan Review
- The amount of officer time required to aid the consultant

RESOLVED that the preparation of a Playing Pitch Strategy for Mid Devon and the use of an external consultant support to help the preparation of the strategy be approved.

(Proposed by Cllr G Barnell and seconded by Cllr D J Knowles)

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

53. **TIVERTON TOWN CENTRE REGENERATION PROJECT - TENDER OUTCOME (00-24-31)**

The Cabinet had before it a *report of the Group Manager for Corporate Property and Commercial Assets requesting the Cabinet to review the results of the Tiverton Town Regeneration tender and requesting it to reward the contract.

The Chairman informed the meeting that it had become clear in recent days that the members of the Cabinet required more detail with regard to the overarching aims of the proposed works and the financial considerations which would underpin them, there was a need for the Cabinet to be comfortable with the information and proposal prior to proceeding with a decision. There was no intention to look at the tender process and there would be no discussions with any of the bidders.

It was therefore

RESOLVED that the item be deferred to allow for further discussions to take place.

(Proposed by the Chairman)

Note: *Report previously circulated, copy attached to minutes

54. **CAR PARKING WORKING GROUP REPORT - CALL IN (00-25-44)**

Following the meeting on 22 August, the Chairman of the Scrutiny Committee had called in the following decision of the Cabinet

a) the proposed new tariffs for each of the council owned car parks in Mid Devon be approved as detailed in the annexe to the Working Group report apart from overnight charges from 1800 - 0800 which are to revert to being free of charge, with the exception of Tiverton Multi Storey and Phoenix House car parks (which will remain 24 hour charging).

For the following reasons:

- The decision is illogical
- The decision diminishes legitimate income
- The decision goes against the balanced recommendation of the Car Parking Working Group

The Scrutiny Committee at its meeting on 2 September 2019 resolved that the Cabinet be requested to reconsider the decision to abolish night time car parking charges.

The Cabinet had before it the relevant *report and a copy of the minute from the Scrutiny Committee on 2 September 2019. The Chairman stated that there was a need to reconsider the recommendations of the working group and the Economy Policy Development Group in light of the discussions held at the Scrutiny Committee.

He reflected on the initial decision by the Cabinet at its meeting on 22 August 2019, where the Cabinet had agreed with the new tariffs for each of the Council owned car

parks but did consider in the majority of council owned car parks that overnight charging should cease, with the effect of reducing the Council's income from car parking by £28k a year. He felt that, given the Council's substantial in year budget deficit coupled with the recent decision to agree significant capital investment in the MSCP, that it would be inappropriate to forgo this sum. He considered the requirement that a Council cannot use net income from car parking charges to support revenue expenditure across the Council, even with any increased income no breach of legislation would take place. Capital expenditure had already been proposed for the car parks which would extinguish any net income gained over the period. He felt that the recommendation of the working group to purchase a permit for overnight parking for £100 per year which was less than 30p per night, offered good value.

Consideration was given to:

- The original decision which some felt was reasonable and sound seeing that there had been a recommendation to increase tariffs during the day time
- The need for any net income to be used to maintain and/or make improvements to Council owned car parks
- The costs of running the car parks and the amount of income received per annum
- Parking in William Street car park
- Free overnight parking would alleviate on street parking problems
- The views of the Scrutiny Committee
- The need to encourage the purchase of permits by better advertising

It was therefore **RESOLVED** that:

- a) The proposed new tariffs for each of the Council owned car parks in Mid Devon be approved as per the annexe in the Working Group Report
- b) Overnight parking permits be amended to offer greater value for money for residents and that the annual one-off charge be set at £100. Also approved is an option to pay by monthly direct debit at £10 per month, with a one-month cancellation period.

(Proposed by the Chairman)

Note: *Report and minute previously circulated, copy attached to minutes.

55. **FINANCIAL MONITORING (00-41-28)**

The Deputy Chief Executive (S151) informed the meeting of the Chancellors statement on 4 September 2019 which had outlined a delay in the long term funding settlement for a year, there was no news on business rates, the new homes bonus or the fair funding review. There was good news with regard to homelessness work funding and it was very likely that the district authorities would be able to maintain the increased flexibility on council tax increases.

With regard to financial monitoring, the projected overspend was currently £378K, the key items to note were that planning fees were down £325K, car parking income was down £15K but that income from trade waste was up £40K. Most of the budgets

were trending close to proposed budgets; the HRA remained unaltered with an underspend of £166K which had come from project underspends and a delay in filling staff vacancies.

56. **NOTIFICATION OF KEY DECISIONS (00-44-37)**

The Cabinet had before it, and **NOTED**, its rolling plan * for October 2019 containing future key decisions.

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

(The meeting ended at 6.45 pm)

CHAIRMAN

HOMES POLICY DEVELOPMENT GROUP 1 OCTOBER 2019

REVIEW OF HOUSING SERVICE HARASSMENT POLICY

Cabinet Member(s): Councillor Simon Clist
Responsible Officer: Mrs Claire Fry, Group Manager for Housing Services

Reason for Report: The Housing Service Harassment Policy requires review

RECOMMENDATION: That the Policy Development Group considers the proposed changes as set out in the tracked policy and that it makes recommendation to the Cabinet that the changes be adopted.

Financial Implications: There is a budget set aside within the Housing Revenue Account for managing Anti-social Behaviour (ASB) including harassment. The cost of legal action can sometimes be high but the Council is required to be pro-active to eliminate discrimination and harassment.

Legal Implications: The Housing Service is required to have policy and procedures in place relating to the prevention and management of racial and other forms of harassment. This policy was previously adopted to complement the revised draft ASB policy and procedures.

Risk Assessment: Failure to promote good relations between people belonging to different groups and to address complaints of harassment could lead to problems escalating. This could lead to victims experiencing distress and to the Council being exposed to reputational risk.

Equality Impact Assessment: The Council has statutory obligations to promote good relations between people belonging to different sections of society and to tackling racial and other forms of harassment. The Housing Service can ensure a consistent approach which is tailored to meet the needs of the people concerned by ensuring that there is an agreed policy and that staff implement it when responding to issues involving harassment.

Relationship to Corporate Plan: The Council must run the Housing Service efficiently and effectively in accordance with relevant legislation and also with the provisions of the regulatory framework.

Impact on Climate Change: The housing service has actively invested in energy efficiency; extensive use of solar PV and air source heat pumps already exists. The ongoing circa £170M 30 year maintenance programme has a significant focus on ensuring energy efficiency. Where sustainable options are available they are utilised; however, it is acknowledged that where there is a significant cost differential that plays heavily in the choices made.

We recognise that the provision of sustainable communities is important. As part of our commitment to meeting the provisions of the Tenant Involvement and Empowerment Standard within the Regulatory Framework for Social Housing, the Council offers a menu of involvement, which provides opportunities for tenants to get involved in service delivery. Tenants scrutinise the work of the Service and are also

involved in the development of our newsletter which is published periodically. We use this and social media to promote sustainability and therefore publish information relating to a variety of topics including fuel efficiency, recycling and healthy living.

Officers sometimes have to respond to emergencies such as those arising from serious incidents of anti-social behaviour (ASB). In such cases, safeguarding concerns will take priority in order to minimise risk and it is accepted that the ability to manage such issues effectively may have an environmental impact which would not occur if work can be planned in advance and managed in a more co-ordinated way.

1.0 Introduction/Background

- 1.1 The Council is committed to ensuring good governance of the Housing Service and having an effective policy framework. The policy sets out how Officers will respond to and manage complaints of harassment in order to ensure a consistent approach.
- 1.2 Regulatory requirements relating to the management of ASB are contained within the Neighbourhood and Community Standard. In accordance with the provisions of this Standard, the Council is required to work in partnership with other agencies to prevent and tackle ASB in the neighbourhoods where we have a responsibility to provide neighbourhood services.
- 1.3 There is also a specific expectation that the Council should publish a policy on how we will work with relevant partners to prevent and tackle ASB in areas where we have a responsibility to provide neighbourhood services. The Council is required to have a published policy relating to ASB in accordance with the provisions of the Anti-social Behaviour Act 2003.
- 1.4 The Harassment Policy is a companion document to the Anti-social Behaviour policy and procedures and supports our commitments to:
 - eliminate unlawful discrimination and harassment;
 - promote good relations between people of different racial groups;
 - maximise the reporting of incidents that are racially motivated;
 - support complainant's and their families;
 - and take action against perpetrators
- 1.5 The Council has a Single Equality Scheme which sets out how we are working to implement the equality duties that are set out in the Equality Act 2010. This legislation describes nine protected characteristics:
 - Age
 - Disability (including people with learning disabilities, people with a mental illness)
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race, including nationality, national or ethnic origin
 - Religion or belief
 - Sex

- Sexual orientation

- 1.6 The Council has a duty to promote equality and to eradicate discrimination in relation to these nine protected characteristics outlined in the Equality Act 2010.
- 1.7 Tenants Together (TT), the tenancy scrutiny group, had the review of the Harassment Policy on the agenda for its meeting on 8 August 2019. A verbal update on amendments suggested by the Group will be given at the meeting of the PDG.
- 1.8 Various support agencies were also consulted on the review of the Harassment Policy. The Manager at the Churches Housing Action Team (CHAT) confirmed that she and the Tenancy Support Senior Advisor had looked at the draft policy and had no comments.
- 1.9 The Co-ordinator of the Devon Mediation Service (DMS) wrote back in response to the consultation and said that a lot of the clients with whom the service works claim that they are being harassed. They noted that this was a very subjective issue and that although clients may believe that they are being harassed, it can often be very difficult for the mediator to work out whether or not this is actually so.
- 1.10 They expressed the view that there may be cases where the client perceives that they are experiencing harassment where mediation can be used.
- 1.11 Officers have liaised with colleagues in the Legal Service during the review of the Harassment Policy. In response to the issue raised by DMS, following further discussions, it has been agreed that mediation should not be recommended as an option in this particular policy.
- 1.12 The Housing Service has a separate policy on Anti-Social Behaviour (ASB) which contains a commitment to promote mediation at an early stage especially in cases where there is a clash of lifestyle, and encouraging neighbours to work together to find solutions. In accordance with this policy, Officers will complete a risk assessment matrix to enable them to work out who is vulnerable, for both complainants and perpetrators, where applicable. There are four categories with level one being used in cases which are high risk. The ASB policy states that this category will apply where there is a serious risk to the complainant and so will include race/hate crime, threats or use of violence.
- 1.13 Level two is used where a medium risk has been assessed, that is, where there is no immediate risk to the complainant.
- 1.14 Cases categorised as being in level three include ball games which result in damage to property, issues arising from a clash of lifestyles and neighbour disputes. The ASB policy states that most incidents judged to be low to no risk which are deemed to be in this category will be recorded only. It states that mediation will be offered but otherwise, there will be no further action.

- 1.15 In cases where there has been an anonymous complaint, the policy specifies that these will be recorded for information only.
- 1.16 Officers concluded that most cases where harassment is an issue will fall into category one and that, under the circumstances, mediation would not be appropriate given the serious nature of the complaint. That said, as demonstrated, the separate ASB policy states the commitment of the Housing Service to the promotion of mediation and our Officers will continue to suggest it as one of the options open to those who report low level nuisance, where appropriate.

2.0 Overview of policy

- 2.1 The existing policy has been in use since adoption in 2015. Following a review, only a limited number of amendments are being suggested. These changes have been included on the policy document at Appendix 1 and are shown as tracked changes for ease of reference.
- 2.2 Members will note that a number of other references have been included as amendments. In particular, the revised policy includes further reference to the relevant provisions of the regulatory framework which apply in relation to the prevention and management of ASB.
- 2.3 A more detailed reference to the Council's own Single Equality Scheme has been included in an attempt to demonstrate a "more joined up" approach.
- 2.4 Information on related documents has been updated to make it more relevant.
- 2.5 The policy has been updated to take account of the Stalking Protection Act 2019. This new legislation created a new civil Stalking Protection Order to protect members of the public from risks associated with stalking. The Police apply for these Orders which can be used to impose restrictions and requirements on perpetrators. If they are breached, there is a criminal penalty. The role of the Housing Service will be to work in partnership with the Police and other agencies, as appropriate, in order to minimise risk.
- 2.6 An amendment has been suggested which reflects the structural changes within the Neighbourhood Teams. Until the end of September 2018, the Neighbourhood Teams were generic, meaning that each officer had responsibility for all aspects of housing management on a geographical patch. The Housing Service implemented a restructure in October 2018 which resulted in specialist teams being responsible for different areas of work. It is the responsibility of Neighbourhood Officers in the Estates Team to manage ASB issues which arise on our estates and this includes taking action to manage and resolve any harassment issues, as required.
- 2.7 Since the policy was first adopted in 2015, our standard terms of tenancy have been reviewed and the revised policy includes reference to the new clauses.
- 2.8 Members will note that in accordance with the conditions of tenancy, tenants, members of their households and visitors must not harass our staff or our

contractors, in their homes, in the vicinity of their homes or anywhere else, including in our office. This reflects the importance given to maintaining the health and safety of our Officers. Reference to relevant clauses within the tenancy agreement demonstrates the strong commitment of the Housing Service to this.

- 2.9 It has been suggested that the next review of the policy should take place in ten years and this amendment has been suggested as a tracked change in the updated draft of the policy. However, it should be noted that the policy will be reviewed earlier if there are any relevant legislative or regulatory changes or recommendations relating to good practice change.

3.0 RECOMMENDATION

- 3.1 Members are asked to consider the amendments and to agree the adoption of the revised policy. In the meantime, the policy will be reviewed and revised to reflect any legislative requirements and/ or other guidance or good practice.

Contact for more Information: Mrs Claire Fry, Group Manager for Housing, 01884 234920, cfry@middevon.gov.uk

Circulation of the Report: Councillor Simon Clist, Cabinet Member for Housing, Leadership Team

List of Background Papers:

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Mid Devon District Council

Harassment Policy

Policy Number: HSG v~~20.5~~

~~June~~October 201~~9~~5

Version Control Sheet

Title: Harassment Policy

Purpose: To ensure that the Housing Service manages harassment in accordance with legislative and regulatory requirements, and good practice.

Owner: Housing Services Group
Manager for Housing Services
cfry@middevon.gov.uk
Telephone number 01884 234920

Date: ~~June~~October

201~~59~~ *Version*

Number: v~~20~~-5

Status: ~~Review~~New

Policy

Review Frequency: **Every 410 years or sooner if required and in accordance with changes in good practice and legislation**

Next review date: ~~June~~October ~~202~~9~~19~~

Consultation **This document was sent out for consultation to the following:**

Cabinet Member
Staff
Tenants Together
The Police
~~The East & Mid Devon Community Safety Partnership~~
Devon Mediation
CHAT (Churches Housing Action Team)
CAB (Citizen's Advice Bureau)
Age UK
~~Management~~Leade
rship Team
~~PDG Decent & Affordable Homes~~ Policy Development Group

Document History

This document obtained the following approvals.

Title	Date	Version Approved
Cabinet Member	14/5/15	
Tenants Together	14/5/15	
Police	6/5/15	
East & Mid Devon Community Safety Partnership	8/5/15	
Leadership <u>Management</u> Team	2/6/15 <u>17/09/19</u>	
PDG Decent & Affordable Homes PDG	16/6/15 <u>01/10/19</u>	

Harassment Policy

Cabinet	2/7/15	
Full Council	15/7/15	0.5

1. Introduction

The Anti-Social Behaviour Act 2003 placed a duty on all social landlords to prepare and publish policies and procedures relating to anti-social behaviour (ASB) and harassment and to ensure that they are available for inspection to any person who asks ~~for sight of them to read them~~. When preparing and reviewing policies and procedures, the social landlord must take account of guidance issued by the government and by the ~~r~~Regulator of ~~s~~Social ~~h~~Housing, ~~currently the Homes and Communities Agency (HCA) which operates the Regulatory Framework for Social Housing.~~ The Neighbourhood and Community Standard states that Registered Providers of social housing including the Council shall work in partnership with other agencies to prevent and tackle ASB in the neighbourhoods where they have homes. Landlords are ~~also~~ expected to provide strong leadership, commitment and accountability on preventing and tackling ASB. In addition, they must demonstrate prompt, appropriate and decisive action is taken to deal with any ASB before it escalates.

Our corporate ASB policy states that Mid Devon experiences low levels of crime ~~and but~~ that ~~anti-social behaviour~~ ASB can blight people's lives, destroy families and ruin communities if not dealt with effectively.

Our corporate Single Equality Scheme refers to section 149 of the Equality Act 2010 which imposes a duty on "public authorities", including the Council, which states that they must have due regard to the need to eliminate discrimination, harassment, victimization and any other conduct which is prohibited by or under the Act, when exercising our public functions.

2. Scope

Mid Devon District Council's (MDDC) Housing Service is committed to the development of sustainable communities. These will be safe and welcoming places. This policy sets out our principles for addressing and tackling harassment and hate crimes caused by Council tenants, members of their household or visitors to their property; and also for dealing with any such issues experienced by them. This policy should be read in conjunction with the related documents below.

3. Related Documents

- ~~a. Office of the Deputy Prime Minister: Anti-social Behaviour: Policy and Procedure, Code of Guidance~~
- ~~a. Anti-social Behaviour, Crime & Policing Act 2014~~
- ~~b. The Stalking Protection Act 2019~~
- ~~c. Equality Act 2010~~
- ~~d. Neighbourhood and Community Standard~~
- ~~e. Single Equality Scheme Codes of Practice and Technical Guidance~~
- ~~f. ASB Policy~~
- ~~b.g. ASB Procedures~~
- ~~e.h. Allocations Policy~~
- ~~d.i. Devon Home Choice Scheme~~
- ~~e.i. Tenancy Agreements~~

4. Definitions

The following definitions apply to this policy:

- **Hate crime** is any incident, ~~which constitutes a criminal offence,~~ which is perceived by the victim or any other person as being motivated by prejudice or hate based on their diversity. This may include age, race, religion or belief, gender or gender identity, disability, pregnancy, marital status and sexual orientation.
- **Racist incident** is any incident which is perceived to be racist by the victim or by any other person.
- **Harassment** is conduct directed at, or towards an individual by another which causes a victim to fear that violence may be used against them or another person or causes the victim to feel afraid, alarmed or distressed.

Harassment is a personalised form of anti-social behaviour, specifically aimed at a particular individual. Harassment may take a variety of forms and includes:

- **Verbal abuse** – where threatening, abusive, or insulting words or behaviour are used within the sight or hearing of a person, with the intention of

harassing, alarming or distressing. This can include nuisance telephone calls or the distribution of inflammatory material.

- **Physical Abuse** – this is defined as a common assault and occurs where the perpetrator uses a degree of force, whether intentional or through carelessness, to the body of another person, without lawful excuse. Physical attacks range from common assault to manslaughter and murder.
- **Damage to Property** – this covers a wide range of behaviour. It may include graffiti, damage to property, and the dumping of rubbish and other material in gardens. It also covers the mis-use of letter boxes or the daubing/defacing of doors/windows using paint or any other sticky substance.
- **Stalking** - persistent and unwanted attention that makes a person feel pestered and harassed. It includes behaviour which happens on at least two occasions or more and which is directed at, or towards a person by another person. It is likely to cause the victim to feel alarmed or distressed, or to fear that violence might be used against them.

Some forms of harassment may precede a hate crime which is motivated by prejudice or hatred based on race, sexuality, disability, mental health, gender identity or religion. There are specific incidents/behaviours under the broader headings of hate crime and harassment, these include:

- Racist incidents, sexual harassment, homophobic incidents, harassment against people on the basis of disability, harassment against people on the basis of mental health, religious harassment and other forms of harassment based on perceived differences; therefore, asylum seekers and refugees or economic immigrants with immigration status classed as A8 nationals, Gypsies and the travelling community and the elderly may all be victims of hate crime and/or harassment.

5. Investigations

- 5.1 We have a statutory duty to eliminate unlawful discrimination and to promote equality of opportunity and good race relations. Harassment and hate crime is unacceptable and should not be tolerated and we encourage anyone experiencing this type of behaviour to report this to us. We will record and investigate any incidents reported to us.
- 5.2 When a complaint is received we will assess the type of ASB being complained about in order to decide what sort of response is needed. Harassment and hate crimes will be given high priority. We will also assess the risk to the person making the complaint.
- 5.3 In accordance with the provisions of our ASB policy, ~~We~~ we aim to respond to harassment and hate crimes within one working day. This will apply where there is a serious risk to the complainant; for example, where there is race/hate crime, threats or use of violence.
- 5.4 Anonymous complaints: generally, these will be recorded for information only. This is because it is unlikely that we would be able to gather all the evidence needed as part of the investigation. In the event of serious allegations, where there are safeguarding or other such issues of concern, we will involve other partners in order

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to take appropriate action.

- 5.5** We use our electronic housing management system as an incident management tool and this enables us to be consistent. All incidents reported will be recorded and monitored on this system. We will take all reports of ASB seriously and investigate

impartially.

5.6 The Housing Service has patch officers who work in Neighbourhood teams ~~and who they~~ are responsible for ~~housing estate~~ management issues in a defined geographical area. They will be responsible for dealing with any ASB which occurs in the area for which they are responsible (their patch).

5.7 When gathering evidence, we will work with ~~Environmental Health~~ appropriate professionals in connection with the use of noise monitoring equipment, exchange information with other agencies such as the Police and collect evidence from other potential witnesses, including neighbours. In serious cases, we would look to use professional witnesses especially where potential witnesses were fearful of reprisals and intimidation and not willing to give evidence in court proceedings.

6. Reporting incidents

6.1 ASB can be reported in a variety of ways. The Council's Customer First team will receive complaints on 01884 255255 or by email at customerfirst@middevon.gov.uk. Alternatively, tenants and others can contact the appropriate Neighbourhood ~~team~~ Officer directly using the same telephone number or by email on htenancy@middevon.gov.uk.

6.2 We will also accept complaints made ~~in by written correspondence~~ ~~correspondence letter~~, or by ~~a personal visits~~ to our offices, or made through a third party such as a local Councillor. Reports in person will be seen by the Neighbourhood Officer responsible for that patch or ~~a colleague the Housing Duty Officer~~.

6.3 Every attempt will be made to contact a victim of harassment or hate crime within one working day ~~in order to minimise the risk to the victim, in accordance with our ASB policy~~. We understand how important it is to keep victims informed about what we are doing to resolve the issues that they have reported and we will be as open and transparent as we can be taking into account the need to maintain tenant confidentiality and data protection.

6.4 We recognise that people experiencing harassment or hate crime may sometimes be reluctant to contact the police or us directly to report incidents. Also, sometimes it may be that victims may not necessarily identify an incident as being hate crime related. All staff are trained to understand and identify hate crime and harassment and will investigate any complaints involving issues of this nature in a sensitive way.

7. Contact with the victim

7.1 We will develop an action plan immediately prior to investigating the incident. If there is evidence to support the need for further action, we will amend the action plan in agreement with the victim setting out how we will proceed. We will also agree a level of support and contact ~~with the victim~~ as the case progresses. This is to ensure that victims know what action and support they can expect from us and what will be required from them, this will include for example, keeping diary sheets and keeping in touch with us.

7.2 When a victim reports an incident of harassment or hate crime they will be given

advice and assistance as a matter of priority by staff. However, where re-housing or legal action is required, supplementary evidence may be requested before further action can be pursued. The victim may not wish for any contact with the perpetrator and this will be respected.

- 7.3 Our tenancy agreements specifically prohibit harassment of any kind. Where a tenant, a member of their household or a visitor to their home, perpetrates racial or other hate based harassment, we will consider action for breach of their tenancy. We will work in partnership with local agencies including the police to pursue legal action which may include starting possession proceedings, obtaining injunctions ~~or the~~ issue of acceptable behaviour contracts. ~~This will depend on the nature~~ and seriousness of the incident.

8. Supporting victims and witnesses

- 8.1 We involve the victims in decision-making regarding the investigation and the management of cases involving hate crime and harassment. The starting point for all investigations is to acknowledge the accounts of victims, witnesses or other persons reporting the incident and to agree a course of action.
- 8.2 It is recognised that hate crime and harassment can have an enormous impact on victims, their family, friends and witnesses. We will work closely with the victim throughout all stages of the procedure, to ensure that they are aware of actions being taken.
- 8.3 Victims and their families will be supported to remain in their homes safely. However, if the evidence available shows that it would be unsafe for them to do so, we will work in partnership to relocate the victim and their family. This will be dealt with in accordance within the provisions of the Housing Services Allocations Policy and the Devon Home Choice Scheme.
- 8.4 Where appropriate we will also arrange:
- Referrals to witness support and other support agencies, as appropriate
 - Crime prevention advice
 - Safety and security improvements
 - Liaison with schools and other relevant agencies, where necessary.
- 8.5 ~~Any damage to property (including graffiti) We will aim to make good any damage to property which has arisen as a result of harassment will be treated as an emergency repair with a target for completion of within~~ one working day. This will include offensive graffiti. Such repairs will be categorised as being emergency repairs.
- 8.6 We will report all racial incidents to the Plymouth & Devon Race Equality Council. ~~within one working day.~~
- 8.7 We will make every effort to protect and support witnesses. This may include meeting them at court if proceedings are started and ensuring that they feel safe whilst the hearing progresses.

9. Multi agency approach

9.1 We are committed to working in partnership with other agencies, as appropriate, to resolve the issues. This will include the Police and the Community Safety Partnership. The Housing Service has a separate Anti-social behaviour policy and procedure and this policy complements these.

9.2 Neighbourhood Officers and other relevant staff will work closely with our partner agencies (for example, the Police, Social Services, local non-statutory agencies) to support the victims of hate crime and harassment and to ensure a consistent response to perpetrators. Our Legal Service provides advice and support to the Neighbourhood team and will seek a legal remedy using relevant Housing legislation if it is agreed that this is an option. The police will be the lead agency on dealing with criminal offences, including hate crime and harassment.

10. Signposting and supporting alleged perpetrators

10.1 We understand that there are many factors which can cause people to act in an anti-social or disruptive way and these may include drug and alcohol use, mental health issues and depression. Other issues such as poor education and job prospects, debt and poor health can also contribute to the way people behave.

10.2 We may direct perpetrators to Drug and Alcohol Misuse Support, mental health teams and advocacy groups but this is not a definitive list. The support options available will vary depending on locally available type of the services locally and we will follow up referrals where data protection allows us to. By directing perpetrators to additional services, we may be able to prevent further ASB and/or harassment and in some cases, to help the individual.

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10.3 We recognise the need to support tenants who may have difficulty in managing their tenancy. Where we are considering legal action, we will take reasonable steps to ensure we are not discriminating against the alleged perpetrator due to a disability protected characteristic in accordance with the Equality Act 2010.

10.4 We are committed to preventing unnecessary evictions. If a tenant is considered vulnerable then we must take extra care to ensure that seeking possession is a proportionate means of achieving a legitimate aim. The Neighbourhood Officer should consider whether the tenant needs any extra help or support to resolve the situation or to find alternative accommodation. This may include, but is not limited to:

- Alternative methods of communication, for example explaining the situation on the phone as well as by letter or using a translation service
- Contacting any support workers
- Offering advice or signposting to advice agencies
- Allowing extra time for the perpetrator to put the situation right
- Ensuring that the perpetrator is being supported to change their behaviour

11. Management moves and transfers

- 11.1** In severe cases, for example where physical violence has been experienced, we may consider whether a voluntary move on management grounds would be appropriate (for anyone considered to be at high risk). This will be dealt with in

accordance with the Housing Services Allocation Policy and Devon Home Choice Scheme.

- 11.2 In line with our information-sharing agreements, we will share any complaints of ~~anti-social behaviour~~ ASB with local authority partners, which may result in applications to alternative accommodation ~~transfer applications~~ being suspended.

12. Prevention

- 12.1 We are committed to the prevention of harassment and hate crime incidents. This is necessary to make our neighbourhoods safer places. However, by preventing homelessness and avoiding potential costly and lengthy court cases, we can also deliver added value and cost effectiveness. We will ensure that tenants are made aware of their responsibilities as a tenant with regards to preventing harassment and hate crime incidents.

13. Confidentiality and Data Protection

- 13.1 Maintaining strict confidentiality is central to our handling of reports of harassment and hate crime. We will not usually exchange any information without the consent of the people involved unless there are suspected safeguarding issues. In cases like this, we would refer to the relevant information sharing protocols. This is in accordance with the provisions of the Crime and Disorder Act 1998, which allows personal data to be exchanged in order to prevent or to detect crime.
- 13.2 No contact will be made with the perpetrator unless the victim has given us consent to do so. If contact has been agreed, the victim must be informed of our intention to make contact before doing so on every occasion. All other information would be handled in accordance with current data protection legislation.

14. Legal action

- 14.1 We will decide what enforcement action is most appropriate on a case by case basis and the decision will be taken in accordance with the provisions of the Housing Service's ASB policy.
- 14.2 The ASB, Crime and Policing Act 2014 provides additional tools and powers to exclude a person from a home in cases where there is the use or threatened use of violence or risk of harm. We will work closely with the Police and also with our own Legal Service to provide additional evidence to support any legal action. Where appropriate, we will work in partnership with other agencies to enable a joint approach when seeking a legal remedy, for example when obtaining civil injunctions, criminal behaviour orders or Absolute ground for possession.

15. Staff awareness/training

- 15.1 It is recognised that the Housing Service may be a victim's first point of contact regarding harassment or hate crime of any kind; with this in mind, we will work to ensure that Officers have the skills and knowledge to effectively manage reports of harassment or hate crime and to recognise signs suggesting that a victim may be suffering.

16. Health and safety

- 16.1 Officers will follow the Housing Services Lone Working Procedures at all times when managing reports of harassment or hate crime. They will also consider the health and safety of all parties involved in any one case and the wider community.

~~16.2 Tenants, their households or visitors must not harass, intimidate, verbally abuse, physically abuse, use violence or threaten to use violence towards our staff, contractors or agents, in accordance with the terms of the Council standard tenancy agreements. We have robust procedures in place to maintain the health and safety of our Officers and we will notify the Police, as appropriate, and if the victim wishes, if we feel that any of our staff are being affected by harassment or hate crime arising from their work.~~

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- 16.2 Our tenancy agreement contains a clause relating to harassment. In accordance with this, tenants must not harass or threaten to harass on any grounds which may interfere with the peace and comfort of anyone living, visiting or working in the neighbourhood. This includes other tenants and our employees and contractors. The clause also prohibits harassment which may be perpetrated at our offices. Tenants must also take steps to prevent any members of their households and visitors, from behaving in this way as it is not allowed; neither is inciting others to harass or to threaten to harass anyone else.

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17. Appeals & Complaints

- 17.1 If anyone wishes to appeal a decision made as part of the ongoing management of a harassment or hate crime case, in the first instance, they should make their concerns known to the Neighbourhood team and another manager will review the case to ensure that action has been taken in accordance with the appropriate policies and procedures.
- 17.2 Any complaints relating to the general management of a harassment or hate crime incident by the Neighbourhood teams, which may include concerns about a general failure to address ASB issues reported, will be responded to in accordance with the Council's corporate Compliments, Complaints and Feedback Policy.

18. References

This policy takes into account legislation listed in the Housing Service's ASB policy.

19. Equality and Diversity

- 19.1 The Housing Service will tailor its services to meet the diverse needs of individuals. The aim will be to foster good relations with people when providing services to eliminate discrimination and to promote opportunity of equality. All action taken by us will be in accordance with the requirements of current legislation.

20. Review

20.1 This Policy has been written in line with current relevant legislation. ~~The policy will be reviewed and revised to reflect any legislation requirements and/or other guidance or good practice. The next review of this Policy is due June 2019.~~

Harassment Policy

and every four years thereafter. This policy will be reviewed and revised to reflect any legislative requirements and/or other guidance or good practice. The next scheduled review of this policy is due in October 2029 and every 10 years thereafter.

HOMES POLICY DEVELOPMENT GROUP 1 OCTOBER 2019

COUNCIL TENANCY RENT DEBIT FREQUENCY

Cabinet Member(s): Councillor Simon Clist, Cabinet Member for Housing
Responsible Officer: Mrs Claire Fry, Group Manager for Housing Services

Reason for Report: To review the weeks over which rent is charged on a yearly basis.

RECOMMENDATION: That the Policy Development Group recommends to the Cabinet that Council tenants be charged rent over 52 weeks each year and not 48 as currently.

Financial Implications: Council housing management and maintenance is funded through the Housing Revenue Account (HRA). The HRA is ring fenced and subject to specific financial controls. Rent collected from tenants provides the main income into the HRA.

In February 2019, the Government announced that the existing arrangement to reduce the level of rent by 1% over a 4 year period would end. Under the new settlement, social housing rents will rise by the Consumer Price Index (CPI), which measures inflation, with an additional 1% on top for 5 years from 2020.

Legal Implications: Registered providers of social housing, such as the Council, are subject to the provisions of the regulatory framework operated by the Regulator for Social Housing. The framework consists of a number of standards which each contain specific expectations and required outcomes.

There are legislative and regulatory requirements to consult tenants about any changes to the way in which homes are managed arising from the Housing Act 1985 and the regulatory framework.

The regulator launched a consultation in May 2019 relating to a new five-year Rent Standard. This followed a Direction to the Regulator which was published by the Government on 26 February 2019 and which stated that the regulator should set a new Rent Standard to apply from 1 April 2020. The new standard will apply to all social landlords including local authorities with retained stock and housing associations. The required outcome will be that these providers of social housing must comply with the provisions of the revised Standard and also with the Policy Statement on rents which was issued by the Government alongside the Direction to the Regulator.

Specific expectations included in the version of the Rent Standard which was consulted on relate to the 2020 limit for rents, the rules on social rents, the rules on affordable rents, and movement between the different types of rent.

Risk Assessment: Rent collected from Council tenants is the main income into the Housing Revenue Account. A large number of tenants are in receipt of benefits and the increasing pace of welfare reform has the potential to impact revenue. This is on the basis that more tenants of working age are now being moved onto Universal

Credit which is paid in arrears directly to the claimant. These payments include housing costs and therefore those who may have been used to receiving Housing Benefit as a rebate to their rent account may struggle to adjust to the need to make their own payments of rent out of a limited income.

Equality Impact Assessment: There is a suite of housing related policies. The use of these helps to ensure that service delivery is consistent and fair. There is a regulatory requirement for registered providers of social housing to tailor their service to meet the needs of the tenants and the Housing Service requests diversity data from tenants to enable compliance to be monitored.

Relationship to Corporate Plan: Homes are a priority for the Council and this includes ensuring that those homes in our ownership are managed efficiently and effectively.

Impact on Climate Change: The housing service has actively invested in energy efficiency; extensive use of solar PV and air source heat pumps already exists. This also has an impact in terms of reducing fuel costs for those whose homes have been improved. The ongoing circa £170M 30 year maintenance programme has a significant focus on ensuring energy efficiency. Where sustainable options are available they are utilised; however, it is acknowledged that where there is a significant cost differential that plays heavily in the choices made.

We recognise that the provision of sustainable communities is important. As part of our commitment to meeting the provisions of the Tenant Involvement and Empowerment Standard within the Regulatory Framework for Social Housing, the Council offers a menu of involvement which provides opportunities for tenants to get involved in service delivery. Tenants scrutinise the work of the Service and are also involved in the development of our newsletter which is published periodically. We use this and social media to promote sustainability and therefore publish information relating to a variety of topics including fuel efficiency, recycling and healthy living.

Generally, home and other visits can be scheduled to minimise the impact upon the environment as much as possible. Attendance at Exeter County Court in connection with hearings where a Stay of Execution relating to an eviction has been requested will be arranged at short notice thereby meaning that Officers cannot arrange other visits to coincide with the journey to and from the Court.

1.0 Introduction/Background

- 1.1 Currently, the Housing Service collects dwelling and garage rent over 48 weeks during each year. In the past, there have been two “rent free” weeks over the festive holiday period at the end of December and two more at the end of the financial year.
- 1.2 Rent weeks begin on a Monday and this means that every seven years there will be an extra week in the year. 2019/20 is one of these years. Previously, in these 53 week years, there was an additional “rent free” week at the end of March; however, this year, following consultation with tenants, the rent free weeks were changed so that they were distributed more evenly throughout the year to weeks 9, 22, 39, 40 and 53.

1.3 The tenancy agreement currently in use by the Housing Service contains a clause which states that tenants must pay their rent weekly in advance on every Monday. Another condition of tenancy makes tenants responsible for paying their rent on time.

1.4 The tenancy agreement also makes it clear that tenants must not carry a debt in relation to rent or other charges at any time.

2.0 The Annual Rent Debit

2.1 The “rent free” weeks were previously seen as a time when tenants in arrears could reduce their rent debts.

2.2 In actual fact, the term “rent free” is a misnomer. The annual rent for a property is divided by 48 instead of by 52 or 53 and this has the effect of making the tenant pay more on those weeks in which rent is charged than they would if it was spread evenly across all the weeks in the year. As an example, the rent for a property could be £5,000 each year. When rent is charged over 48 weeks, a total of £104.17 per week would be due. However, if the rent were to be charged over 52 weeks, this reduces the total due each week by £8.02 to £96.15.

3.0 Welfare Reform

3.1 Universal Credit (UC) is now being rolled out in the District. This benefit has been introduced to consolidate many other entitlements and replaces the following benefits:

- Child Tax Credit
- Housing Benefit
- Income Support
- Income based Job Seekers Allowance (JSA)
- Income related Employment and Support Allowance (ESA)
- Working Tax Credit

3.2 Although the Government has put the managed migration of all those of working age in receipt of benefits onto UC on hold, those reporting changes in circumstances to the Department of Work & Pensions (DWP) are being switched over to it when their claims are updated.

3.3 UC is paid in 12 monthly instalments based on a 52 week year. It is paid in arrears. The aim is to help people to cope better with the transition into work. Housing costs are included in the payments of Universal Credit and tenants are expected to pay their rent themselves. Council tenants in receipt of housing benefit have their payments rebated to their rent accounts and do not pay or transfer these payments directly to the Council. Therefore, when the change is made, it can be difficult for some people on low incomes and those who are vulnerable to manage their finances. This is because they may not have had any previous experience of having to make payments of rent themselves.

- 3.4 It should also be noted that many tenants who have never had a relationship with the DWP could be affected by the changes. This is due to the fact that they have been receiving Child Tax Credits in the past. As they switch onto UC, there could be a delay in them receiving their benefits. The Housing Service has many tenants with children who will have to adapt to the new welfare regime. Many of these people may never have had to claim Housing Benefit and may have been able to keep their rent accounts up to date in the past. However, they could experience difficulty doing so during the transition to UC, and this could have an impact upon the revenue stream of the Housing Service. It also has the potential to impact resources because more interventions will be required.
- 3.5 The restructure implemented last year put in place a specialist team with responsibility for income collection. The Neighbourhood Officers in the team are alerted by the DWP, which administers UC, when a tenant makes a claim. This is because there is an online portal and the DWP asks for verification of rent costs, if a claimant has said that they are a tenant of the Council. Once the team becomes aware that someone is switching onto UC, the Neighbourhood Officer responsible for managing the rent account will endeavour to work intensively with the tenant to ensure that they understand their responsibilities; and to signpost or refer them to other agencies which can help if they are experiencing financial distress.
- 3.6 The number of tenants in receipt of UC is increasing rapidly. On 1 April 2019, there were 259 current tenants in receipt of UC. By the end of June 2019 (week 13), this had increased to 318 and by the end of July (week 18, ending 4 August 2019), the number of tenants receiving UC was 353.
- 3.7 The total arrears owed by current tenants at the end of July (week 18, ending 4 August 2019) was £131,280.15 and this debt can be attributed to 508 tenants.
- 3.8 195 of these tenants who had arrears of rent were in receipt of UC.
- 3.9 The total debt owed at the end of that week by this cohort was £68,714.01. The average debt owed by these tenants in receipt of UC was £352.38 and the level of debt ranged from £0.59 to £2,274.45.
- 3.10 Therefore, it can be demonstrated that proportionately, those current tenants in receipt of UC at the end of the week in question owed more than those who were not:
- 52.3% of the total debt outstanding in respect of current tenancies is the responsibility of tenants in receipt of UC.
 - 38.4% of current tenants in arrears were in receipt of UC
- 3.11 If a tenant is vulnerable and meets the criteria specified by the DWP, the Housing Service can request direct payments of rent using the Alternative Payments Arrangements Scheme (APA scheme); in addition, Officers can request direct payments in respect of arrears in some cases, but the amount which can be paid will depend upon what other debts the claimant may have which are also being collected using this method. It should be noted that

there are some very strict criteria relating to the payment of APAs and that the DWP will refuse some requests if these criteria are not met.

4.0 Rent Free Weeks

- 4.1 The “rent free” weeks were implemented for administrative reasons before rent collection was automated. The Housing Service used rent collectors then but we now offer other methods of rent payment. For example, tenants can pay their rent by Direct Debit on a weekly, fortnightly or monthly basis and we also offer telephone payments which can be made out of hours. There is also a payment kiosk at Phoenix House and tenants can pay their rent locally at a Post Office.
- 4.2 The implementation of a 52 week rent year would mean that there would still be one rent free week every 7 years. Those in receipt of UC receive 12 payments in respect of housing costs. There is a possibility that a discretionary payment of Housing Benefit may be available to cover the 53rd week should rent be charged for that. However, the next 53 week rent year will be in 7 years and the structure of the welfare system may have changed considerably by then. Potentially, this type of support may no longer be available at that point. For this reason, the recommendation is to move to a 52 week rent year during all years regardless of how many Mondays each has in it.

5.0 The Benefits of Implementing a 52 Week Rent Year

- 5.1 The rent accounts of those in receipt of UC need to be managed more carefully to ensure that those tenants pay the right amount throughout the year. Whilst they will receive rent due for the annual amount within 12 equal payments, if they do not pay an additional sum each week on top of what they are paid in respect of housing costs, their rent accounts will go into arrears.
- 5.2 Therefore, every month, those in receipt of UC must use monies accounted for within the personal element of their UC payments to make up the shortfall; they cannot wait until the rent free weeks to reduce their debts otherwise their accounts will go into arrears by a considerable sum.
- 5.3 By switching to a 52 week rent year, the Council would be giving assistance to those who are experiencing difficulty paying their rent. They would not be expected to pay so much each week, which should make budgeting easier. In turn, this should have a positive impact upon the level of rent debt, and also reduce levels of stress and anxiety for those who are finding it hard to pay on time. The main rationale for the change is to allow those in receipt of UC to spread the cost of their rent throughout the year and to ensure that their rent accounts are kept up to date as much as possible.
- 5.4 There is also a need to ensure that a rent payment culture is embedded in all aspects of service delivery. There is a tension between having weeks which are called “rent free” in an era where Officers are trying to encourage tenants to establish a payment habit and to keep their accounts up to date. By setting the expectation of a payment for every week of the year, it would minimise the situation where a tenant could claim that they had been under the impression

that they were not required to pay rent because there had been a rent free week, or that their debt will be cleared because they intend to use the rent free weeks as an opportunity to make additional payments.

- 5.5 In addition, the change would simplify matters for both tenants and other partners. For example, the courts do not currently take the “rent free” weeks into account when making orders. Instead, they will order a tenant to pay current rent plus an amount throughout the year. This can make it difficult if someone is on full or partial housing benefit, in particular, because it means that they are still expected to pay the total amount due during the “rent free” weeks. The amount needed to cover the total due can sometimes be too much for them as they do not receive housing benefit over those weeks. This then means that they breach the court order, through no fault of their own.
- 5.6 The change to a 52 week rent year would make it easier to explain the amount due to a tenant. This would apply especially in cases where someone wishes to negotiate an arrangement or where a Court Order has been made which sets out what needs to be paid to reduce any arrears of rent in instalments.
- 5.7 Furthermore, the move away from rent free weeks is likely to make it easier to benchmark performance relating to income collection because a diminishing number of social landlords now offer “rent free” weeks.

6.0 Consultation

- 6.1 The Tenants Together Group (TT) discussed the proposal at length at the meeting on 8 August 2019.
- 6.2 It was noted that some of those with a fixed income, such as pensioners, appreciate the opportunity afforded by the rent free weeks over the festive period. It was noted that some tenants may see this as a rent payment holiday which comes at a time when there can be a lot of additional expenditure. It was noted that financial pressures can have a detrimental impact upon those with bad health, and, in particular, those with mental health issues. In addition, it was noted that those experiencing ill health could find the festive period difficult anyway and may experience additional stress caused by the need to continue making rent payments.
- 6.3 The group therefore suggested that consideration is given to retaining two rent free weeks over the festive period. However, such a suggestion would still have the potential to cause confusion for those in receipt of UC and, at worst, to place them in increased financial hardship. This would be as a result of the need to make additional payments during the rest of the year to ensure that their rent accounts were kept up to date at all times.
- 6.4 If a tenant is in receipt of UC, the DWP pays housing costs and the tenant is expected to pay these to the landlord irrespective of the time of year or whether there is a rent free week. Officers are used to tailoring the service to meet the needs of the individual and to taking the needs of those experiencing ill health into account.

- 6.5 Members of the TT also asked if the Housing Service could consider offering two schemes in respect of the rent debit, one which gave tenants an opportunity to pay their rent over 48 weeks, and another which allowed them to pay over 52 weeks.
- 6.6 The electronic integrated housing management system currently used by the Housing Service cannot be configured to provide two different schemes of debit. However, following the move to a 52 week rent year, if this is agreed, tenants could still agree an arrangement with Officers which would enable them to have breaks in payment. For example, payments could be increased during the first 11 months of the year to ensure that there was enough credit on the rent account to cover the rent due for the last 4 weeks of each year. This would reflect the arrangements currently in place regarding Council Tax payments.
- 6.7 There is a risk that managing tenants with differing arrangements relating to rent payments could be problematic. Potentially, it could divert resources away from work designed to manage increasing arrears. It could also cause confusion because the tenancy agreement states that tenants should pay their rent weekly in advance. Any arrangement designed to build up a credit would necessitate different advice being given.
- 6.8 In accordance with the Housing Act 1985, the Housing Service must consult tenants on any changes of this nature and therefore letters would be sent to all tenants to notify them about the plans to implement a 52 week rent debit.
- 6.9 It should be noted that the Housing Service received no feedback on the proposal to move the fifth “rent free” week to the end of May, earlier this year.
- 7.0 **Equalities Impact Assessment**
- 7.1 Before any such a change was agreed, an equality impact assessment would be undertaken. It is likely that there could be some negative impacts upon certain groups of tenants, in particular, those who are elderly, disabled in some way, and those whose first language is not English.
- 7.2 However, the Neighbourhood Officers in the Income team are the main point of contact for tenants and would be available to assist those who had any questions or concerns. The two Community Housing Support Officers who work alongside these Officers would be able to identify those tenants who may not be able to comprehend the implication of the changes. They could target support to ensure that there is a greater understanding. This may involve spending more time explaining the transition to the new way of charging rent but the expected benefits would justify the additional work required.
- 8.0 **Recommendation**
- 8.1 Members are asked to agree that Council tenants should be charged rent over 52 weeks each year, and not 48, as currently, with effect from April 2020. This is on the basis that all tenants will be consulted by letter about the forthcoming change during November 2019.

Contact for more Information: Mrs Claire Fry, Group Manager for Housing Services, Tel: 01884 234920, email: cfry@middevon.gov.uk

Circulation of the Report: Cabinet Member for Housing, Leadership Team

List of Background Papers: None

HOMES POLICY DEVELOPMENT GROUP 1 OCTOBER 2019

REVIEW OF HOUSING SERVICE HOARDING POLICY

Cabinet Member(s): Councillor Simon Clist
Responsible Officer: Mrs Claire Fry, Group Manager for Housing Services

Reason for Report: The Housing Service Hoarding Policy requires review by virtue of time bar.

RECOMMENDATION: That the Policy Development Group considers the proposed changes as set out in the tracked policy and that it makes a recommendation to the Cabinet that the changes be adopted.

Financial Implications: Housing management officers are sometimes required to manage cases involving properties that are either cluttered or which are being used to hoard large amounts of possessions, including animals. This can lead to damage to the property. This may also result in rodent or insect infestations, blocked drains and other problems that may also affect neighbouring properties. Rechargeable repairs costs can be inflated if there is damage which can prove at times difficult to recover.

Legal Implications: The Council's tenancy agreement contains clauses relating to hoarding. In particular, it states that tenants must keep their homes clean and tidy and must not allow excessive build up of belongings which could cause a health and safety or fire risk to the tenant, anyone else or to the property. It also states that tenants must ensure that they are able to evacuate the property in the event of a fire or other emergency situation.

Risk Assessment: [start text here and continue without indenting] Hoarding may have serious implications which impact upon health and safety and for this reason the risk it poses is regularly reviewed as part of the risk management framework. Failure to provide housing management staff with policies to use in the course of their day to day activities could result in a less consistent and effective service.

Equality Impact Assessment: The Housing Service recognises that hoarding is classified as a mental health disorder. The Housing Service can ensure a consistent approach which is tailored to meet the needs of the people concerned by ensuring that there is an agreed policy and that staff implement it when responding to issues involving hoarding.

Relationship to Corporate Plan: The Council must run the Housing Service efficiently and effectively in accordance with the provisions of the regulatory framework.

Impact on Climate Change: The housing service has actively invested in energy efficiency; extensive use of solar PV and air source heat pumps already exists. The ongoing circa £170M 30 year maintenance programme has a significant focus on ensuring energy efficiency. Where sustainable options are available they are utilised; however, it is acknowledged that where there is a significant cost differential that plays heavily in the choices made.

We recognise that the provision of sustainable communities is important. As part of our commitment to meeting the provisions of the Tenant Involvement and Empowerment Standard within the Regulatory Framework for Social Housing, the Council offers a menu of involvement, which provides opportunities for tenants to get involved in service delivery. Tenants scrutinise the work of the Service and are also involved in the development of our newsletter which is published periodically. We use this and social media to promote sustainability and therefore publish information relating to a variety of topics including fuel efficiency, recycling and healthy living.

Officers sometimes have to respond to emergencies such as those associated with those arising from serious incidents of anti-social behaviour. In such cases, safeguarding concerns will take priority in order to minimise risk and it is accepted that the ability to manage such issues effectively may have an environmental impact which would not occur if work can be planned in advance and managed in a more co-ordinated way.

1.0 Introduction/Background

- 1.1 The Council is committed to improving the Housing Service and having an effective Hoarding Policy enables staff to refer to guidance which can be followed when responding to issues which arise when properties are cluttered; or when these properties are being used to hoard large amounts of possessions, including animals.
- 1.2 Hoarding is often described as when someone is unable to dispose of excess or unused things to the point where their belongings are clogging up their living space. Preventive measures must be put in place to reduce health and safety risks to the tenant and others as well to reduce neglect and wilful damage to the property.
- 1.3 This policy identifies the approach of the Housing Service to identifying and dealing with issues of hoarding and clutter in Council properties.
- 1.4 The Tenants Together Group (TT), the Tenant Scrutiny Group, had the review of the Hoarding Policy on the agenda for its meeting on 8 August 2019. The Group asked for more time in which to feedback comments. A verbal update on amendments suggested by the Group will therefore be given at the meeting of the PDG.
- 1.5 Various support agencies were also consulted on the review of the Hoarding Policy and the only response received was from the Manager at the Churches Housing Action Team (CHAT) who confirmed that she and the Tenancy Support Senior Advisor had looked at the draft policy and had no comments.

2.0 Overview of Policy

- 2.1 The existing policy has been in use since it was adopted in 2015. Following a review, it has been agreed that it is fit for purpose and therefore only minor amendments are being suggested. These changes have been included on the policy document contained within Appendix 1 and are shown as tracked changes for ease of reference.

- 2.2 Members will note that the majority of changes to the policy which are being proposed relate to style or grammar. The only major change being proposed is insertion of a reference to the Vulnerability Policy adopted for use by the Housing Service. This policy was adopted in 2017 and sets out the approach of the Housing Service to those who may not be able to look after their home and who may be in need of additional support.
- 2.3 It is recognised that hoarding/clutter can become a significant health and safety risk to the tenant, their household and any visitors to their property or neighbouring properties, which cannot be ignored.
- 2.4 Hoarding/clutter can generate complaints of anti-social behaviour such as untidy gardens, unpleasant odours from the property and infestation of vermin. These will be dealt with in line with the Housing Services Anti-social behaviour policy.
- 2.5 The policy acknowledges that it is common that when any issues of hoarding are brought to the landlord's attention, it is likely to be severe, resulting in breaches of the tenancy agreement. Staff will work with the tenant to reduce issues raised and address any health and safety concerns or breaches of the tenancy agreement.
- 2.6 Reference is made to the tenancy agreement, highlighting that tenants are responsible for the behaviour of their household and that they are required to comply with the terms and conditions.
- 2.7 The policy raises awareness of the Housing Services Recharge Policy which makes reference to any costs incurred due to neglect or wilful damage, stating that they will be recharged to the tenant.
- 2.8 Staff will carry out tenancy home checks, in the first instance, unannounced. These visits will identify any issues with hoarding/clutter at the property or if access routes for emergency services have been jeopardised.
- 2.9 Although animal hoarding is more uncommon, any cases will be brought to the attention of the RSPCA and any other relevant agencies, for further advice and assistance, to ensure that the welfare of any animals have been met.
- 2.10 It is recognised that there may be many reasons why a property has either become cluttered or why large volumes of items have been hoarded at the property. These may include mental health issues or be due to bereavement or shock. Therefore, Officers will work in partnership with other agencies to reduce any issues raised and to ultimately improve the quality of life for the tenant and their household.
- 2.11 In extreme cases, it may be necessary for the Housing Service to take tenancy enforcement action. Officers will use a variety of the tools and powers available to them to address any tenancy breaches, to fulfil any legal obligations or to take action where it has been identified that there is a health and safety risk which could have a detrimental effect on the tenant, members of their household and visitors or the property.

- 2.12 It has been suggested that the next review of the policy should take place in ten years and this amendment has been suggested as a tracked change in the updated draft of the policy.

3.0 RECOMMENDATION

- 3.1 Members are asked to consider the content and the proposed changes; and to agree a recommendation relating to the adoption of the revised policy to the Cabinet. In the meantime, the policy will be reviewed and revised to reflect any legislative requirements and/ or other guidance or good practice.

Contact for more Information: Mrs Claire Fry, Group Manager for Housing, 01884 234920, cfry@middevon.gov.uk

Circulation of the Report: Councillor Simon Clist, Cabinet Member for Housing, Leadership Team

List of Background Papers: None

Mid Devon District Council

Hoarding Policy

| Policy Number: HSG v20.4

| ~~June-October 2019~~**5**

Version Control Sheet

Title: Hoarding Policy

Purpose: This policy statement outlines Mid Devon District Council's (MDDC), Housing Service approach to identifying and dealing with issues of hoarding in Council properties.

Owner: **Group Manager for Housing Services**
cfry@middevon.gov.uk
Telephone number 01884 234920

Date: ~~June~~October

201~~5~~9 Version

Number: ~~2~~ v2.10-4

Status: ~~Review~~ New-

Policy

Review Frequency: Every ~~10~~4 years or sooner if required and in accordance with changes in good practice and legislation

Next review date: ~~June~~October 20292019

Consultation This document was sent out for consultation to the following:

Cabinet Member
Staff
Tenants Together (formerly Scrutiny Improvement Group)
~~Management~~Leadership Team
~~PDG Decent & Affordable Homes~~ Policy Development Group

Document History

This document obtained the following approvals.

Title	Date	Version Approved
Cabinet Member	3 September	
Tenants Together	8 August 20199/4/15	
Management Leadership Team	17 September	
PDG Decent & Affordable Homes PDG	1 October	
Cabinet	2/7/15	
Full Council	15/7/15	0-4

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1. Introduction

This policy statement outlines Mid Devon District Council's (MDDC), Housing Service approach to identifying and dealing with issues of hoarding and clutter in Council properties.

It recognises that hoarding is often described as when someone is unable to dispose of excess or unused things to the point where their belongings are clogging up their living space.

Whilst, people who clutter are ~~more often~~ seen as ~~someone people~~ who lets possessions ~~to pile up in their property~~, hoarding is now recognised as a mental health disorder. However, preventive measures must be put in place to reduce public health and safety risks to the tenant and others as well as to reduce neglect and ~~willful~~ damage to the property. Where necessary, the Housing Service will take enforcement action ~~in connection regarding with~~ any breaches of the tenancy agreement, taking the vulnerability of the tenant into account.

2. Scope

This policy sets out how the Housing Service will respond to dealing with issues that arise when properties are cluttered or are being used to hoard ~~large~~ amounts of possessions including animals.

This policy covers the following points and should be read in conjunction with the related documents as stated below:

- Tenancy management
- Health and Safety issues
- Tenancy home checks
- Animal hoarding
- Partnership working
- Tenancy enforcement

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3. Related Documents

- a. Anti-social Behaviour Policy
- b. Decant Policy
- c. Recharge Policy
- d. Tenancy Agreement
- e. Vulnerability Policy
- d.f. Pets and animals Policy

4. Tenancy Management

- 4.1 The Building and Housing Services ~~s~~ haves operational staff who ~~that~~ visit tenants and their households at home. Staff are required to identify any issues that arise when properties are cluttered or are being used to hoard ~~large~~ amounts of possessions or animals and report them to the relevant Neighbourhood Officer.

- 4.2 ~~In extreme cases, piles of clutter can become a~~ public health and safety risk and

Hoarding Policy

can result in trips, slips and falls. If the home is difficult to clean, living conditions can be unhygienic and can lead to rodent or insect infestations, blocked drains and other problems that may also affect neighbouring properties. Staff will identify any risks to

the tenant, their household, visitors or neighbouring properties and to take appropriate action in accordance with the severity of the risk.

4.34.2 Issues with hoarding/clutter can generate complaints of anti-social behaviour and these will be dealt with in line with the Housing Services, Anti-social Behaviour Policy and Procedures. Complaints may include those relating to untidy gardens, unwelcoming-unpleasant odours from the property or infestation of vermin.

4.44.3 Housing staff are aware that there will be times where a property may be cluttered and messy. ~~This may be due to a whole host of reasons, including being and that this may be due to~~ a lifestyle choice or lack of education. Hoarding issues are thought to be more related to mental health issues. Concerns should be directed back to the Neighbourhood Officer when discovered.

4.54.4 The Housing Service is likely to become aware of hoarding/clutter issues:-

- During routine planned maintenance works ~~due to~~ scheduled for the property (gas services or property upgrades)
- When complaints of anti-social behaviour are received; for example, those concerning the presence of vermin or clutter in outside spaces
- When reports of welfare concerns from family members or neighbours are received.

4.64.5 It is common that once any issues of hoarding have come to the landlord's attention, the situation is likely to ~~be severe resulting present in~~ breaches of the tenancy agreement. Neighbourhood Officers will raise awareness of any breaches with the tenant and will take appropriate action.

4.74.6 When an issue has been identified the Neighbourhood Officer will regularly visit the property and will put together an action plan to work with the tenant to reduce the hoarding issues and to address any public health and safety concerns. We understand that it may be a slow process into ~~reducing~~ rubbish and clutter from the property. However, action must take place at a pace that reflects the risk posed.

4.84.7 Tenants are responsible for the behaviour of members of their household and are required to comply with the terms and conditions of the tenancy agreement.

5. Health & Safety

5.1 Hoarders can accumulate volumes of rubbish or clutter leading to unsafe and unhygienic conditions to the property which can ~~impose~~ a significant public health and safety risk.

5.2 It is generally not seen as good practice to completely clear the rubbish or clutter away from the property. This is due to the fact that it is unlikely to solve the problem. In addition, the clutter may often build up again. The Housing Service will work with the tenant to resolve the issue but will not offer extra storage space as this is only a quick fix, costly and does not address the problem. ~~However, as a~~ As a landlord, we have a legal responsibility to ensure that our properties are safe to live in. If there is a detrimental health or safety risk, then any rubbish or clutter will be cleared to comply with legislative requirements.

~~5.3 In extreme cases of hoarding where a serious health and safety issue has been identified or where there is damage to the property, then it may be necessary for us to decant the tenant and their household to allow access to the accommodation. This will be dealt with in line with the Housing Services' Decant Policy. Any costs incurred due to neglect or wilful damage will be recharged to the tenant.~~

6. Tenancy Home Checks

6.1 Neighbourhood Officers will carry out tenancy home checks on all properties. During these visits they will identify if there is an issue with hoarding at the property or if access routes for emergency services are blocked. When such issues have been identified, the Officer will work with the tenant and involve relevant agencies to address the problem.

7. Animal hoarding

7.1 Animal hoarding is more uncommon. It is considered a problem if the owner:

- is not able to provide basic needs for the animals, such as food, shelter and veterinary care
- is allowing their animals to live in poor conditions – for example, overcrowding or severe lack of hygiene
- is not aware that the animals are having a negative effect on their personal health or the health of family members

7.2 The person hoarding will often not understand they are neglecting the animals and putting their own health and that of others at risk. They often have an emotional attachment to their pets, making it extremely difficult to give up any animals during treatment.

7.3 Where cases of animal hoarding have been identified, the Housing Service will involve ~~the RSPCA and other partner~~ agencies, as appropriate, for further advice and assistance to ensure that any welfare concerns are addressed.

8. Partnership working

8.1 It is recognised that it may be necessary to involve a range of agencies to play a part in trying to reduce hoarding issues and ultimately to improve the quality of life for the tenant and their household.

8.2 The Housing Service will work with a range of agencies; ~~including such as~~ social services, community mental health teams, the Fire Service, ~~Environmental Service~~ Public Health professionals and family members.

9. Tenancy enforcement

9.1 ~~There is~~ are a variety of tools and powers that can be used to address tenancy breaches. However, it is understood that there are no "one-size fits all" solutions. The Housing Service will liaise with experienced practitioners to achieve the best result in a given case taking into account our duty to equality and the fostering of

relationships. Tenancy enforcement can include legal action to recover the property or a legal injunction to the tenant to comply with the tenancy conditions. Normally a graded approach will be taken before such enforcement action is taken but occasionally it may be necessary to proceed directly to urgent tenancy enforcement action particularly where the hoarding is causing substantial health and safety risks including risks of fire.

9.29.1 Where there is a problem with gaining access to the property to fulfil our legal obligations or where it has been identified that there is a health and safety risk which could have a detrimental effect on others, we will take the necessary legal steps to obtain an injunction. Any costs incurred in doing this will be recharged to the tenant.

9.39.2 The tenant will also be recharged for any damage to the property caused by neglect or ~~wilful~~ damage. This will be dealt with in line with the Housing Services' Recharge Policy.

10. Equality and Diversity

10.1 The Housing Service will tailor its services to meet the diverse needs of individuals. The aim will be to foster good relations with people when providing services to eliminate discrimination and to promote opportunity of equality. All action taken by us will be in accordance with the requirements of current legislation.

11. Review

This Policy has been written in line with good practice and current relevant legislation. ~~Unless there are any changes to such legislation beforehand, the next review of this Policy is due June 2019 and every four years thereafter. This policy will be reviewed and revised to reflect any legislative requirements and/ or other guidance or good practice. The next scheduled review of this policy is due in October 2029 and every 10 years thereafter.~~

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HOMES POLICY DEVELOPMENT GROUP 1 OCTOBER 2019

REVIEW OF HOUSING SERVICE PETS AND ANIMALS POLICY

Cabinet Member(s): Councillor Simon Clist
Responsible Officer: Mrs Claire Fry, Group Manager for Housing

Reason for Report: The Housing Service policy relating to pets and animals requires review

RECOMMENDATION: That the Homes PDG recommends to the Cabinet that those changes agreed following a review of the policy relating to pets and animals are adopted

Financial Implications: Housing management officers are required to manage nuisance cases involving animals and this can include cases where pets have caused damage to property. Void costs can be inflated if there is such damage and also where tenants have inserted cat flaps or similar into security doors or doors which have been double glazed.

Legal Implications: The Council's tenancy agreement contains clauses relating to animals and pets which state that tenants should seek permission for most pets and should ensure that they do not cause nuisance or annoyance to neighbours, or cause any damage to the property. Intentional breeding is also prohibited. The policy takes account of relevant legislation and animal welfare issues.

Risk Assessment: Failure to have in place an agreed policy could result in tenants keeping pets and animals which are unsuitable and which could impact the welfare of those pets, the tenant, their household and neighbouring tenants and properties. There is also a risk that a pet or animal could experience ill health or that the property could be damaged if that pet or animal is not properly cared for.

Equality Impact Assessment: Failure to provide housing management staff with policies to use in the course of their day to day activities could result in a less consistent and effective service. The policy includes reference to support dogs and makes provision for these to be kept in properties in cases where under usual circumstances this would not be allowed. The Housing Service reserves the right to seek evidence to support the request and to ensure that the property type is suitable for keeping a dog.

Relationship to Corporate Plan: The Council must run the Housing Service efficiently and effectively in accordance with the provisions of the regulatory framework.

Impact on Climate Change: The housing service has actively invested in energy efficiency; extensive use of solar PV and air source heat pumps already exists. The ongoing circa £170M 30 year maintenance programme has a significant focus on ensuring energy efficiency. Where sustainable options are available they are utilised; however, it is acknowledged that where there is a significant cost differential that plays heavily in the choices made.

We recognise that the provision of sustainable communities is important. As part of our commitment to meeting the provisions of the Tenant Involvement and Empowerment Standard within the Regulatory Framework for Social Housing, the Council offers a menu of involvement, which provides opportunities for tenants to get involved in service delivery. Tenants scrutinise the work of the Service and are also involved in the development of our newsletter which is published periodically. We use this and social media to promote sustainability and therefore publish information relating to a variety of topics including fuel efficiency, recycling and healthy living.

Officers sometimes have to respond to emergencies such as those associated those arising from serious incidents of anti-social behaviour. In such cases, safeguarding concerns will take priority in order to minimise risk and it is accepted that the ability to manage such issues effectively may have an environmental impact which would not occur if work can be planned in advance and managed in a more co-ordinated way.

1.0 Introduction/Background

- 1.1 The Council is committed to improving the Housing Service and having an effective policy to provide a framework which sets out how Officers will respond to and manage queries, permissions and complaints relating to pets and animals from tenants and their neighbours is important to ensure a consistent approach.
- 1.2 The pets and animals policy was originally adopted at the meeting of the Decent and Affordable Homes Policy Development Group on 4 October 2011 and then reviewed in June 2015.
- 1.3 Tenants Together (TT), the tenancy scrutiny group, had the review of the Pets and Animals Policy on the agenda for its meeting on 8 August 2019. The Group asked for more time in which to consider their feedback. A verbal update on amendments suggested by the Group will therefore be given at the meeting of the PDG.
- 1.4 Various support agencies were also consulted on the review of the Pets and Animals Policy and the only response received was from the Manager at the Churches Housing Action Team (CHAT) who confirmed that she and the Tenancy Support Senior Advisor had looked at the draft policy and had no comments.

2 Overview of Policy

- 2.1 The existing policy has been in use since it was adopted in 2015. Following a review, it has been agreed that it is fit for purpose and therefore only a limited number of amendments are being suggested. These changes have been included on the policy document contained within Appendix 1 and are shown as tracked changes for ease of reference.
- 2.2 Members will note that the majority of changes to the existing policy which are being proposed relate to style or grammar.

- 2.3 However, several additional references have been inserted. The first relates to the responsibilities regarding the microchipping of dogs. The second additional reference is to the Anti-social, Crime and Policing Act 2014 which extended criminal liability under section 3 of the Dangerous Dogs Act 1991 for owning or being in charge of a dog that is dangerously out of control. It now includes private places.
- 2.4 In addition, the clauses relating to intentional breeding of pets and animals in section 11 have been reinforced with reference to the tenancy agreement. Hopefully, this will provide greater clarity on the position of the Housing Service to intentional breeding. Tenants are not allowed to breed any animals at their homes or to sell any bred there.
- 2.5 When the existing policy was amended in 2015, a number of changes were made to ensure that it reflected good practice relating to pet and animal ownership.
- 2.6 The existing policy places emphasis on the need to make tenants aware of their responsibilities, and this includes giving them a copy of the pets and animals policy when permission has been granted.
- 2.7 The existing policy explains in great detail the factors which will be taken into consideration before a decision is made on whether or not to allow a tenant to keep a pet or animal at their home. In accordance with section 6 of the policy, the type of property lived in together will be taken into account, as well as the garden size, the availability of local open space and the breed, size, number and temperament of the pets or animals which the tenant is seeking permission to keep. The Neighbourhood Officer will also give consideration to the number of existing pets.
- 2.8 Generally, a tenant will not be allowed to keep a cat or a dog at a property which does not have direct access to outside. This is on the grounds of animal welfare and also to avoid causing nuisance or annoyance to neighbours. Furthermore, the Housing Service is unlikely to grant permission for a tenant to have more than two dogs or two cats at a property, or one of each. Permission to keep a registered support dog may be granted in some circumstances to enable a tenant to keep one in a property which would not usually be deemed to be suitable for keeping dogs.
- 2.9 An amendment to the existing policy has been proposed which relates to the action to be taken in cases where it is found that a tenant is keeping a pet or animal without permission. The amended policy, if agreed, would allow the Housing Service to seek vacant possession of the property should a tenant continue to keep a pet or animal without our permission. It should be noted that such action would only be proposed if attempts to work with the tenant to re-home the pet or animal had failed.
- 2.10 It should be noted that the existing policy raises awareness of other policies that tenants have to adhere to including the Housing Service Recharge policy and the Improvements to Council Properties policy. Damage caused to a property by a pet or animal will be recharged in accordance with the former;

and permission for improvements to accommodate pets and animals must be sought in accordance with the latter.

2.11 The existing policy contains other relevant clauses which provide clarity for Officers and for tenants, alike:

- Burial grounds and visiting pet graves at former properties
- The fitting of cat flaps
- House cats and dogs
- Pet sitting

2.12 It has been suggested that the next review of the policy should take place in ten years and this amendment has been suggested as a tracked change in the updated draft of the policy. In the meantime, the policy will be reviewed and revised to reflect any legislative requirements and/ or other guidance or good practice.

3 **RECOMMENDATION**

3.1 Members are asked to consider the amendments and to agree the adoption of the revised policy.

Contact for more Information: Mrs Claire Fry, Group Manager for Housing, 01884 234920, cfry@middevon.gov.uk

Circulation of the Report: Councillor Simon Clist, Cabinet Member for Housing, Leadership Team

List of Background Papers:

Mid Devon District Council

Pets and Animals Policy

Policy Number: HSG v~~54~~.5

October~~June~~ 201~~9~~5

Version Control Sheet

Title: Pets and Animals Policy

Purpose: To review the Pets and Animals Policy in accordance with good practice in animal welfare and to ensure that amendments are incorporated into the revised Tenancy Agreement.

Owner: **Housing Services Group
Manager for Housing Services
cfry@middevon.gov.uk
Telephone number 01884 234920**

Date: ~~June~~~~October~~

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201~~9~~~~5~~ Version Number:

~~v54.5~~ Status: Review of

Policy

Review Frequency: **Every 410 years or sooner if required and in accordance with changes in good practice and legislation**

Next review date: ~~June~~~~October~~ 20~~19~~~~29~~

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Consultation **This document was sent out for consultation to the following:**

Cabinet Member

Staff

Tenants Together (~~formerly Scrutiny Improvement Group~~)

~~Management Leadership~~ Team

~~PDG Decent & Affordable Homes~~ Policy Development Group

Document History

This document obtained the following approvals.

Title	Date	Version Approved
Cabinet Member	3 September	
Tenants Together	8 September	
Leadership Management Team	201912/3/15	
PDG Decent & Affordable Homes <u>Policy</u>	1 October	
Cabinet	N/A	

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1. Introduction

This policy statement outlines Mid Devon District Council's (MDDC) Housing Service approach to the keeping of pets and animals by its tenants and their households. The Housing Service recognises the benefits that responsible pet ownership can bring. However, controls must be in place to prevent irresponsible pet and animal ownership which can cause suffering to animals and a nuisance to neighbours.

2. Scope

This policy explains how the Housing Service will respond to and manage queries, permissions and complaints relating to pets and animals from tenants and their neighbours. This policy covers the following points and should be read in conjunction with the related documents as stated below:

- Responsible pet and animal ownership as defined under the Animal Welfare Act 2006
- Permission requests, type of pets and animals allowed and refused
- Complaints about pet and animal nuisance
- Breeding or running of a pet or animal related business from the property
- Abandoned and unattended pets and animals at the property
- Burial grounds for pets and animals

3. Related Documents

- a. Anti-social Behaviour Policy
- b. Improvement to Council Properties Policy
- c. Recharge Policy
- d. Tenancy Agreement

4. Definitions

The following definitions apply to this policy:

- "Dangerous Dogs" are pets covered by the Dangerous Dogs Act 1991 ([and any subsequent amendments](#)) and include Pit Bull Terrier, Japanese Tosa, Dogo Argentino or a Fila Brazilliero without a Certificate of Exception and Cross breeds of these dogs. Dogs of other breeds can be considered as dangerous dogs if they have ever attacked a person in public.
- "Dangerous Animals" are pets or animals covered by the Dangerous Wild Animal Act [1976](#) ~~1997~~ and include crocodiles, big cats, wolves, certain venomous snakes and poisonous spiders as well as various breeds of monkeys.
- "Pet" is defined as a pet animal (such as a cat or dog).
- "Animal" is defined as [an](#) ~~domestic~~ animal which depends on a human for food, water and shelter.

Pets and Animals Policy

- House cat or dog is defined as a pet that does not go outdoors.

7.5. Responsible pet and animal ownership

- 5.1** Tenants are responsible for the welfare of any pet or animal at their home whether they belong to them, their household or visiting their home. Welfare is governed by law, as defined under the Animal Welfare Act 2006. They must comply with any legislation concerning the keeping and control of their pets or animals.
- 5.2** Owners of pets and animals have a duty of care, which makes it an offence for the person responsible to “not take such steps as are reasonable in all circumstances to ensure that the needs of a pet or animal for which they are responsible ~~for~~ are met to the extent required by good practice”. They must make sure that any pet or animal they own or care for has a suitable environment with room to exercise, is kept securely where they cannot escape, is provided with a suitable diet and fresh water and given the ability to display normal behaviour patterns. Any pet or animal also needs to be protected from pain, suffering, injury and disease.

8.6. Permission

- 6.1** Pets are generally allowed in Council properties however, tenants must obtain written permission from the Housing Service if they want to keep a pet or animal unless it is a registered support dog, ~~or small fish, or a small domestic caged animal or bird~~. The Housing Service will not unreasonably withhold permission, however, checks will be carried out in the first instance to ensure that there are no tenancy issues to warrant refusal. Permission to construct any type of animal home, for example ponds or aviaries must be sought in line with the Housing Services Improvements to Council Properties Policy, Recharge Policy and by obtaining planning permission, if required.
- 6.2** The following criteria will be considered before we grant or deny permission: the type of property lived in and facilities available, size of garden and whether there is open space nearby and the breed, size, number and temperament of the pet(s) or animal(s) the tenant is looking to keep and any pets or animals they may already have. In all cases where permission for a pet or animal is granted, it will be on the condition that the tenant looks after it properly and in line with the Tenancy Agreement and Pets and Animals Policy.
- 6.3** Prospective tenants who already have pets or animals will need to obtain permission to keep them before they sign their Tenancy Agreement with us. Any pets or animals that are refused will not be allowed to move into the property with the tenant.
- 6.4** When a pet or animal dies, the tenant will be required to seek written permission from the Housing Service to replace that pet or animal. Permission will not be granted if the property is not suitable. Tenants will have “grandfather rights” to enable them to retain existing pets in such circumstances until such time their pet or animal passes away.
- 6.5** Where the Housing Service gives permission to keep a pet or animal, they will write to the tenant outlining the conditions attached to the permission and will give them a

6.86.6 Permission is conditional on the tenant making sure that their pet or animal does not; stray or roam, damage anybody's property including their own home, injure, annoy or frighten anybody else, breed in the property, become dangerous or cause nuisance or annoyance to anyone living in the locality of the tenant's home, for example. making too much noise.

6.96.7 Permission is also conditional on the tenant making arrangements for the animal's care if they go away overnight, or for longer, and providing the Housing Service with details of an emergency contact. They have to ensure that litter trays are cleaned regularly and pet faeces are cleared frequently from the house and/or garden and no smell is caused by the pets or animals. Where applicable hutches/cages/aviaries/ponds are to be frequently cleaned and pets or animals are to be kept under control at all times, including when visitors such as officers of the Council, contractors and postal workers come to their home.

6.106.8 Permission will only be granted to keep the pets or animals specified by the Housing Service at the tenant's current address. The tenant must ask for permission if they move to another property.

6.116.9 Additional conditions may be imposed where appropriate; these will not be imposed unreasonably and will be detailed in writing in the permission letter. Conditions may also be imposed after permission has been granted if they are necessary to deal with any issues that have arisen. The tenant will be advised of any additional conditions and the reasons for imposing them in writing.

6.126.10 The Housing Service reserve the right to withdraw permission or request any pet or animal to be removed from the property if they do not keep them in line with this policy or the Tenancy Agreement.

Consent may also be withdrawn if we consider the number of pets or animals at the property should be restricted (for example due to nuisance behaviour), or where there is evidence of neglect or mistreatment or it has been brought to our attention.

7.0 Types of pets and animals allowed

7.1 Tenants may be given permission for a number of different pets or animals. There are examples listed below, however, this is not an exhaustive list.

7.2 Cats and Dogs

We will normally only consider giving permission for one dog and one cat (or two of one type) per household. Tenants who currently have more than two pets (with permission) will be allowed to keep them until such time as the pets leave the household.

In accordance with the Control of Dogs Order 1992 every dog, while in a public place, must wear a collar with the name and address of the owner inscribed on the collar or a badge attached to it. There are some exceptions and more information

about this can be found in the Control of Dogs Order 1992. ~~The Council strongly encourages tenants to have their pets microchipped where appropriate. This will be a legal requirement from 6 April 2016.~~ It is a legal requirement that dogs must be microchipped by the age of 8 weeks. This is to ensure that they can be identified. It is the responsibility of the keeper of the dog to ensure that the dog is registered with a database compliant with the regulations. The keeper must also keep the database updated following any change of address.

Tenants must not allow dogs to enter children's play areas, keep cats or dogs on balconies or in communal walkways or allow visitors with pets to visit properties without direct access to a garden, for example flats. The exception to this is where the dog is a registered support dog. They must exercise dogs on a lead if on communal areas of housing land and pick up any faeces immediately.

The fitting of dog or cat flaps will be at the discretion of the Housing Service. Permission will not be granted if this is a fire safety door for a communal entrance door to a block of flats due to health & safety concerns. A written request will be required from the tenant in the first instance. Any permission granted will be in accordance with the Housing Services Improvements to Council Properties Policy and Recharge Policy.

7.3 Support dogs

Permission to keep a registered support dog should be granted where a tenant requests it and the dog has been provided by a recognised agency, such as Guide Dogs for the Blind. The Housing Service may require evidence from the relevant agency to support the application and be satisfied that the property type is suitable for keeping a dog. In some circumstances a tenant may be given permission to keep a support dog in a property which would not usually be suitable for keeping dogs.

7.4 Small Caged Mammals

Small caged mammals include: mice, rats, hamsters, guinea pigs, chipmunks, chinchillas, ferrets and rabbits. In the case of small caged mammals, tenants must limit them to manageable numbers agreed by housing management staff. Tenants must also make sure they are suitable for their living conditions. In the case of rabbits, guinea pigs and ferrets, tenants should keep them outside the main property (house). They can be kept in outhouses or sheds but they must have access to outside space and have a secure exercise run with fresh water which is away from prolonged direct sunlight and where they are safe from predators.

7.5 Caged Birds

Tenants can keep small caged birds in the property provided their cage is large enough for the bird to spread its wings fully in any direction and that it has enough space to perch. Ideally tenants should also let the bird exercise outside the cage, provided it cannot escape and any excrement is cleaned up.

7.6 **Aviary Birds and Pigeons**

Requests for aviaries in individual gardens on an individual basis will be considered, taking into account the likelihood of nuisance to neighbours (for example, morning noise or the potential

to attract rodents). Tenants are not permitted to keep pigeons unless they are a member of the Royal Pigeon Racing Association. Tenants who are members of this association will still need to apply for permission before keeping pigeons and provide the relevant paperwork.

7.7 Reptiles and Spiders

Tenants are not encouraged to keep these types of animals in a property as they need specialised care and living conditions. If a tenant wishes to keep a reptile or spider, they must provide a suitable and secure environment and request permission from us as usual.

7.8 Chickens

Permission may be granted to keep chickens on an individual basis. We will limit the number of chickens kept and this will be at the discretion of the Housing Service taking into account the size of property and neighbouring properties. Tenants are requested to keep chicken feed in an enclosed container. Permission will be reviewed if complaints are received that cannot be resolved.

7.9 Fish

Tenants are allowed to keep small fish in tanks without our permission. Larger fish, (for example sting rays) in tanks will require permission from us. However, where fish tanks are stored upstairs or in first floor flats and above, tenants will be required to have contents insurance in case of flooding.

8. Refusal

8.1 The Housing Service may refuse a tenant permission to have a pet or animal if it has ever caused injury to a person, or if it is dangerous in any other way. This includes all animals prescribed under the Dangerous Wild Animals Act 1976. This also includes a dog which has been found to be dangerously out of control in a public or a private place under Section 3 Dangerous Dogs Act 1991, as amended by the Anti-social Behaviour, Crime and Policing Act 2014.

8.2 If the pet the tenant wants to keep is of a type to which Section 1 of the Dangerous Dogs Act 1991 applies, including dogs placed on Index of Exempt Dogs, their request will be refused. This list is subject to change by legislation.

8.3 Permission to keep some types of domestic animals, for example cockerels or livestock such as sheep, goats, pigs, cattle, horses or ducks will not be granted.

8.4 Permission will be refused if the tenant or another household member has any convictions for, or past history of abandonment, cruelty, neglect or mistreatment of animals, or convictions for any offences under the Dangerous Dogs Act 1991, or has been disqualified from keeping animals or a particular type of animal due to a conviction. This also includes where a tenant or a member of their household has

previously abandoned a pet or animal when they moved out of a Council property.

8.78.5 Permission will be refused when the tenant or member of the household has previously had any tenancy enforcement action taken against them in relation to their previous ownership of pets or animals in a Council property. The Housing Service may consider giving permission to keep pets with additional conditions placed on the tenant in exceptional circumstances.

8.88.6 A request to keep a pet or animal in a property type which is unsuitable will be refused, for example a dog or a cat should not be kept in a flat unless that property has direct access to its own garden.

8.10 Although the Housing Service understands there are many benefits that pet ownership can bring, permission for house cats or dogs will be refused.

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8.118.7 Where it is found that a tenant is keeping a pet or animal without our permission, we will in the first instance send a warning letter to the tenant. This letter will ask for the tenant to confirm what pets or animals they are keeping and whether it is a temporary or permanent arrangement. Where appropriate, ~~we may grant permission. If it is not appropriate to grant permission for some or all of the pets or animals,~~ we will give the tenant 28 days in which to find suitable alternative accommodation for them.

Ultimately, if the tenant continues to keep a pet or animal without our permission they are in breach of their Tenancy Agreement. The Housing Service will take relevant legal action ~~where necessary to remove that animal from the~~ to seek vacant possession of the property. The tenant will be liable for any resulting legal costs. In all cases, where the Housing Service refuses permission to keep a pet or animal, the Housing Service will explain the reasons fully to the tenant in writing.

8.128.8 Permission will not be granted to keep pets or animals which require a structure to be placed in a communal area to home them, for example- aviaries, hutches and ponds.

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9. Pet sitting

9.1 Tenants will need our permission before looking after someone else's pet or animal. The normal rules as stated under point 6 for granting permission will also apply for pet sitting. Where permission is granted, it will be for a limited period of 28 days and you will need to seek permission for any future pet sitting arrangements. Where an animal's health or safety could be affected due to an unforeseen event out of office hours, tenants can take on the temporary responsibility of looking after that pet or animal but must let us know as soon as is reasonably practicable.

10. Complaints

10.1 Tenants must not allow their pets or animals to become a public health or noise nuisance or to annoy or frighten other people. Some problems generally regarded as low level nuisance can make residents lives and in some cases, the animal's life a misery if they persist. We will handle complaints about nuisance pets or animals in

10.410.2 A range of behaviours can cause nuisance to neighbours. Examples of these are listed below, this is not an exhaustive list but includes: roaming and unattended animals, fouling in communal areas and in owners' gardens and this not being cleared immediately, excessive noise, unpleasant odours from pets, aggressive animals, feeding and/or harbouring stray animals or excessive feeding of wild birds such as pigeons. In most cases the Housing Service will aim to resolve the situation informally. When this can't be achieved they will use the powers and tools available to them to take further action.

11. Breeding or running a pet related business from home

- 11.1** Tenants are not permitted to run an "animal hostel" (including cattery, kennels, other boarding or breeding business) from our properties including outhouses or garages. If a tenant makes an application to run a pet-related business from home, this needs to be put in writing. The Council must also give regard to the policy on pets and animals, in particular whether the type of property is suitable.
- 11.2** Permission will not be granted to run a business or any activity which involves selling animals or any business which is likely to create a nuisance due to the number of animals being taken to a property. Tenants must avoid letting their pets or animals breed. Our tenancy agreement specifically prohibits tenants from intentional breeding of any pet or animal at their home and the sale of any pet or animal for profit.

12. Abandoned and unattended pets and animals

- 12.1** Tenants are not allowed to abandon any pets or animals that belong to their household or leave unattended for a period that will result in the owner being unable to meet its welfare needs. If the tenant plans to be away from their home (such as a holiday or overnight), they must make reasonable arrangements for the care of their pets and animals. It is the tenant's responsibility to rehome their pet or animal responsibly if they are no longer able to care for it.
- 12.2** If a tenant moves out of the property, abandons or is evicted and leaves a pet or animal behind, the Housing Service will take action as with other items left in the property. The pet or animal will be removed from the property. Any costs incurred by the Council in dealing with the animal(s) left behind will be recharged to the tenant. In cases of abandonment or neglect, the Housing Service will make every attempt to contact the tenant or named emergency contact. Where this fails or where an animal's health is at risk, we will contact local animal sanctuaries for assistance.

13. Burial grounds

- 13.1** Tenants are not permitted to bury a deceased pet or animal in their garden or in communal areas. It is recommended that tenants wishing to bury their pet or animal use a reputable animal cemetery to either bury their pet or animal or scatter their ashes. Tenants are advised to contact their local veterinary service for further details. Those tenants who have moved away from a property where they may have

previously buried their pet or animal or scattered their ashes are not permitted to

trespass the land of their former home. This is to respect the privacy of the tenant living at the property.

14. References

- Dangerous Dogs Act 1991
- Control of Dogs Order 1992
- Dangerous Wild Animal Act 1976⁹⁷
- Animal Welfare Act 2006

15. Equality and Diversity

- 15.1 The Housing Service will tailor their services to meet the diverse needs of individuals. They will foster good relations with people when providing their services to eliminate discrimination and promote opportunity of equality.

16. Review

This Policy has been written in line with good practice on animal welfare and current relevant legislation. ~~Unless there are any changes to such legislation beforehand, the next review of this Policy is due June 2019 and every four years thereafter. This policy will be reviewed and revised to reflect any legislative requirements and/ or other guidance or good practice. The next scheduled review of this policy is due in October 2029 and every 10 years thereafter.~~

ECONOMY PDG
26TH SEPTEMBER 2019

REPORT OF THE HEAD OF PLANNING, ECONOMY AND REGENERATION

COST-RECOVERY AND COMMERCIALISATION IN GROWTH, ECONOMY AND DELIVERY

Cabinet Member(s): Cllr Graeme Barnell

Responsible Officer: Mrs Jenny Clifford, Head of Planning, Economy and Regeneration

Reason for Report: To present to members steps to introduce cost recovery into the Growth, Economy and Delivery service, and to update members with regard to potential next steps with regard to further commercialisation within the service.

RECOMMENDATION:

1. **That Members recommend to Cabinet to approve the bill of charges for economic development related advice with regard to the planning process laid out in Section 2.0**
2. **That Members authorise officers to seek LGA funding to help investigate opportunities within the service for further commercialisation including the potential to develop a commercial arm for the delivery of some discretionary services.**

Financial Implications: In recognition that it is increasingly difficult to find public sector funding for discretionary services, the Economic Development Team is working towards a more commercial approach to service delivery. This report sets out potential measures to introduce cost recovery fees for certain discretionary services provided by the Economic Development team within the financial year 2019-20. It also raises the potential opportunity for exploring further income generation through the creation in the future of a commercial arm either from within the service, or across the organisation.

Legal Implications: Charging fees on a cost-recovery basis is within the legal remit of the Council as set out in Part 8, Section 93 of the Local Government Act 2003. However, if the Council wishes to explore developing income generating schemes that go further than cost recovery it would need to consider setting up a commercial arm which is able to trade on its behalf.

Risk Assessment: It is difficult to predict with any accuracy the number of economic development planning advice enquiries that the team may receive in the coming years. Therefore there is a risk that returns may be lower than anticipated. There is also a risk that a fee may deter applicants from seeking pre-application advice. It should also be noted that as levels of local authority funding diminish there is a risk that discretionary services supported by the Economic Development team may have to be discontinued, if there is no cost recovery in place.

Local authorities are limited to raising money on a cost recovery basis. Should the Council wish to set up a new company to raise income such a decision would include

consideration of risk as part of that decision making process. The risks associated with this would need to be subject to a detailed risk assessment as part of business planning.

Equality Impact Assessment: No equality impacts are foreseen.

Impact on Climate Change: None anticipated

Relationship to Corporate Plan: The Economic Development team helps to deliver the Council's objectives for the Economy:

- Bringing new businesses into the district
- Business development and growth
- Improving and regenerating our town centres
- Growing the tourism sector

1.0 Introduction

- 1.1 The Economy PDG at its March 2019 meeting previously considered cost recovery opportunities. These included recouping costs with regard to general economic development activities, business support and input in the planning process. It also considered commercialisation opportunities over and above costs recovery which would require the setting up of a commercial arm which is able to trade on its behalf.
- 1.2 The Group recognised the importance of looking at becoming more financially sustainable but were concerned that charging for business support services could be a disincentive, particular for fledging companies. The Group also wished to better understand how other authorities were grappling with these financial challenges.
- 1.3 Since the Economy PDG previously considered this item officers have been undertaking more research. Of all the above opportunities relating to cost recovery, the area which officers consider could be introduced most simply and quickly and has the necessary mechanisms in place is the input of the service into the planning process. This relates to both pre-application enquiries and economic development input into Planning Performance Agreements.
- 1.4 Discussions with other local authorities have identified that there are no directly relevant nearby examples of charging for some of the areas previously considered. However other opportunities may exist than those previously considered. More work is required to better understand these opportunities and current barriers to implementation along with gaining a clearer indication on how best to introduce more commercialisation opportunities without providing a disincentive to businesses. This additional work is explained later in the report.
- 1.5 This report therefore makes proposals on elements of cost recovery that could potentially be actioned now and acknowledges the need for further consideration of other commercialisation opportunities.

2.0 Cost-recovery for Planning Advice

- 2.1 The areas that seem most appropriate for cost recovery currently are planning performance agreements and specific economic development advice related to pre-application enquiries. These are explored in more detail in the following paragraphs.

Planning Performance Agreements (PPAs)

- 2.2 A PPA is an agreement between the local authority and the applicant that lays out agreed timescales, actions and the required resources for processing their application. They give greater certainty to both the applicant and the local authority that technical issues will be addressed in a timely manner and the application will be processed to an agreed timetable. PPAs give a much firmer basis for charging the appropriate fees for the work undertaken in processing and assessing major applications, and are therefore more likely to approach full cost-recovery for the services provided. The Development Management Service is already using a PPA approach for applications on major development sites. The Development Management Service currently has a target of £20,000 per year from PPAs. Although it is difficult to know in advance how many major applications will require Economic Development input as this fluctuates from year to year we envisage that additional income from this could be around £4,000 per annum.
- 2.3 In line with planning fees, there is an exemption for charging pre-application advice for commercial developments less than 200m², which would exclude all minor applications. The proposed fee structure is laid out below. Fees for pre-application advice are aligned with those already levied by the Planning, Regeneration and Economy Service for heritage / conservation advice.

Pre-application Advice

- 2.4 The Economic Development team currently gives advice in connection with pre-application enquiries. It is proposed that this time could be charged in a similar manner to those levied in the Development Management service for Listed Building / Heritage advice. This would include pre-application advice on employment, and commercial site applications, meetings and site visits with clients, and production of a summative report. Fees would be levied as part of pre-application fees administered by the planning service to reflect officer time involved.

Proposed Fee Structure

		Proposed Fee Structure	
Planning pre-application advice	Pre-application advice on planning applications concerning employment / commercial property by the Economic Development team.	(in addition to normal planning services fees)	
		In principle advice no visit	£90
		Detailed advice and visit	£180
		Additional advice /	£60

		visit	
Planning Performance Agreements	PPA advice on planning applications concerning employment / commercial property by the Economic Development Team	Relevant hourly rate for the member of staff (on a cost recovery basis)	

3.0 Further Commercialisation Opportunities

Benchmarking

- 3.1 The GED team recently carried out a benchmarking exercise by emailing out a short questionnaire to all authorities involved in the 'Better Business for All' commercialisation project nationally, backed up with additional desktop research. Many authorities now charge for non-statutory advice on regulatory services (Environmental Health and Trading Standards).¹ However due largely to government funding for business support activities, business advice is still offered free of charge.² However some authorities have externalised some or all of their economic development function through stand-alone development agencies which can take a more commercialised approach to business support or manage grant-funded business support programmes (Torbay Development Agency, North Devon +).
- 3.2 A Local Government Association survey in 2017 showed the huge variety of commercial activities being undertaken by local councils up and down the country. These ranged from commercialisation of conventional council services to totally unrelated commercial activities including running film studios and airports. The most common commercial activities related to economic development and regeneration involve investment in or development of commercial property, and the subsequent rental of the commercial space created. Linked to this and with more of an economic development focus is creating managed workspace, as a business hub, innovation centre or incubation space.
- 3.3 Such commercial activity is often conducted through specially created trading arms set up as commercial companies or not-for-profit social enterprises. Local examples include the Torbay Development Agency (TDA) and Cornwall Development Company (CDC), where business support services are linked to more extensive property and asset management services. There are also independent Business Support Agencies such as West Devon Business Information Point (BIP) (Okehampton) and Somerset Business Agency CIC (Langport) who create income by:
- Applying for Government and EU funding to deliver business support programmes
 - Tendering for Government and EU-funded business support service contracts

¹ see Hampshire County Council

<https://www.hants.gov.uk/business/tradingstandards/businessadvice/chargingbusinessadvice>

² see Crannock Chase District Council

<https://www.cannockchasedc.gov.uk/business/economic-development/open-business-business-support>

- Business consultancy

- 3.4 As an example, the Torbay Development Agency (TDA), was set up in 2007 by Torbay Council to externalise its property and economic development services. It was established as a social enterprise wholly owned and controlled by the Council so that any net surpluses are reinvested to assist economic regeneration in Torbay. Building on its strong relationships with the public sector, it now works across the south west and has a turnover of over £7 million, mainly through its asset management and property services. It offers a range of services including:
- Business Support Services – runs the Growth Hub contracts and manages a number of business centres
 - Property development and asset management
 - Regeneration projects, housing and commercial property development
 - Lease of commercial space
 - Property Services
 - Property management (Torbay housing stock and schools)
 - Cleaning services under the name 'Complete Facilities Management Services Ltd.'
 - Civil Engineering Works
 - Investment Fund Management
- 3.5 The Economic Development team is already looking at a project to develop incubation space. It has identified a number of potential sites, and is discussing with partners options for applying for last round of ERDF funding. Careful consideration would need to be given to the investment potential of these projects, with clear business cases and robust analysis of return on investment.
- 3.6 It is considered that there is potential for commercial land and property investments to benefit economic development within the district and provide a financial return for the Council. This is not entered into more detail in this report as this is unlikely to provide any returns in the immediate term; however the team are actively working on proposals for consideration.
- 3.7 To explore commercialisation further, the Economic Development team will be applying under **the LGA's Productivity Expert Programme** for support from a Local Economic Growth Advisor to advise on opportunities for commercialisation within the service. There may be potential to develop a wider commercial trading arm for the Council which could incorporate a number of different service areas throughout the authority. Further analysis would be needed across the Council to better understand the scope for such a corporate trading arm as opposed to the benefits of setting up individual trading companies for discrete services areas.

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Circulation of the Report: Cllr Graeme Barnell

List of Background Papers:

Mid Devon District Council Planning Service, CIPFA 2018

CABINET 17 OCTOBER 2019

HOTSW JOINT COMMITTEE GOVERNANCE REVIEW REPORT

Cabinet Member: Leader, Cllr Bob Deed

Author: Stephen Walford, Chief Executive

Contact Details: swalford@middevon.gov.uk

1. Summary

- 1.1.** This report provides an update for the Constituent Authorities on the Joint Committee's governance arrangements and budgetary position for 2019/20. The report contains recommendations for amendments to the Committee's Arrangements document following the governance review.

2. Recommendations

- 2.1.** That Cabinet recommends the following to Full Council:

- To approve the amendments (shown in red) to the Committee's list of functions in the Arrangements document – Appendix A attached.
- To recommend the approval of Somerset County Council as the administering authority for the Joint Committee.
- To note the updated budget position for 2019/20.

3. Reasons for recommendations

- 3.1** In recent months the Joint Committee has reviewed and updated its governance arrangements in the light of experience since its establishment in early 2018 and in response to changing Government policy and local circumstances. Some changes are required to the Committee's Arrangements document as a result, and these need to be formally agreed by the Constituent Authorities. It is essential that the Joint Committee remains: fit for purpose, represents a sustainable way of working into the future; and delivers value for the resources committed to it by the Constituent Authorities.

4. Background

4.1 Review of the role and functions of the Joint Committee

- 4.1.1** The Constituent Authorities have previously agreed one addition to the list of delegated functions by giving the Joint Committee the function of agreeing the local authorities' input into the development of the HotSW Local Industrial Strategy (LIS).

- 4.1.2** In addition to the above policy development, the need to review the governance arrangements arose from:

- Changes in Government policy away from large devolution 'deals' to a more targeted dialogue on key themes of relevance to the

local authorities and partners, eg, housing. The Joint Committee's influencing role has become increasingly important as recognised by Ministers, local MPs and Government officials. The ambition remains to draw down additional functions, powers and funding from Government.

- The evolution of the Joint Committee's role from agreeing policy (the HotSW Productivity Strategy) to overseeing delivery of the Strategy alongside the LEP.
- The developing relationships with other key local partnerships to ensure that there are appropriate reporting lines, ie, HotSW LEP Joint Scrutiny Committee, Peninsula Transport Board, Great South West, HotSW Local Transport Board.

4.1.3 Accordingly, the Committee has refined its focus into the following areas:

- Strategic policy development
- Influencing Government / key agencies to achieve direct intervention, support, funding and powers
- Designing and delivering strategic HotSW responses to 'Government offers'
- Designing and delivering public sector reform where this will deliver improved productivity, eg in health and education
- Delivering at scale – (beyond what individual councils can achieve)
- Oversight of the Delivery Plan – working with the HotSW LEP to ensure delivery of the HotSW Productivity Strategy.

It is not proposed at this stage to request the delegation of further functions from the Constituent Authorities to the Joint Committee.

These refinements to the focus of the Committee have been reflected in amendments to the list of functions contained in the Joint Committee's 'Arrangements' document – see Appendix A attached.

4.1.4 The subject matter focus for the Joint Committee will fall into the following areas of the Delivery Plan:

- Housing – securing a commitment from Government to work with HotSW partners on accelerating housing delivery including potential bid(s) for strategic housing deal(s) designed, submitted and agreed resulting in additional investment into HotSW
- Agreed HotSW LIS which meets our transformational objectives
- Successful engagement plan with MPs / Ministers
- Successful operational phase of the Brexit work in collaboration with Government
- Preparation for / response to offers of public sector reform to improve productivity
- Agreement and submission of Coastal Communities proposal to Government seeking additional Government support for our coastal communities

- Development of the JC's investment framework required to deliver the Productivity Strategy within a new national funding environment.
- Enable the partners to prepare for and respond to opportunities arising from the Comprehensive Spending Review and the Shared Prosperity Fund.

4.2 Joint Committee Political Arrangements

4.2.1 The Committee has agreed to change its meeting arrangements to achieve a better balance between formal decision-making meetings (fewer) and more opportunities for informal engagement and challenge sessions.

In addition, two informal engagement sessions will be arranged per annum to engage relevant Portfolio Holders and Directors on Joint Committee business.

4.3 Joint Committee Management Support Arrangements

4.3.1 Comprehensive management support arrangements have been in place to support the partnership (and latterly the Joint Committee) since 2015. These have been recently reviewed and refined. To minimise direct support costs impacting on the Committee's budget, most of the officer resource is provided by the Constituent Authorities on an 'in-kind' voluntary basis. In addition, Somerset County Council was appointed as the Administering Authority to the Joint Committee to support and run the Joint Committee and its meetings. SCC has been paid for undertaking this role from the Joint Committee budget. Other direct budget contributions towards the Committee support costs have been allocated to refund those Constituent Authorities who have provided officer resources for project management capacity and administrative support to the Brexit Resilience and Opportunities Group.

4.3.2 The diagram in Appendix B shows the revised management support arrangements of the Joint Committee.

The revised arrangements provide for:

- A CEx Executive Group to lead the work of the Joint Committee and to include theme leads from the Delivery Plan. The membership of this Group is set out in Appendix B.
- Use of existing Devon and Somerset Chief Executives' and Leaders' meetings to support the work of the Committee;
- 1 x joint meeting per annum of the Devon and Somerset Chief Executives.
- Better alignment of the Joint Committee's support arrangements with the LEP.
- A Policy and Technical Officer Group of senior policy officers to focus on: delivery of the Delivery Plan; monitoring progress/measuring performance; and drafting responses to national policy changes.

- A dedicated and resourced programme management function, (funded from the Joint Committee's budget) to manage Joint Committee business on behalf of the CEx Executive Group and in addition to the Administering Authority role. This arrangement was initially agreed for 6 months (April to Oct 2019) pending a review of the work load.

4.4 Appointment of Administering Authority

- 4.4.1** At the time of the establishment of the Joint Committee, the Constituent Authorities agreed to appoint Somerset County Council as the Administering Authority for the Joint Committee for a two-year period from 22 January 2018. With this appointment coming to an end early in the new year the HotSW Chief Executives' Executive Group has considered an appointment for the next two year period (as required by the Joint Committee's 'Arrangements' document).

The detail of the Administering Authority role is set out in the Joint Committee's Arrangements document but in summary it includes:

- Running the Joint Committee business and meetings;
- Administering the Joint Committee's budget;

Responsibility for the Committee's communications and engagement plan including maintaining the Joint Committee's website.

- 4.4.2** The view of the HotSW Chief Executives' Executive Group is that Somerset County Council has done an excellent job of supporting the Committee and their recommendation is to reappoint the County Council to the Administering Authority role for a further two year period from 23 January 2020 to 22 January 2022.

The Joint Committee have agreed a budget allocation of £20,000 to the Council appointed as the Administering Authority.

4.5 Joint Committee Budget Position

- 4.5.1** The Joint Committee remains completely reliant on the Constituent Authorities for its budget and there are no obvious sources of additional funding to support running costs or delivery of its work programme.

The Joint Committee budget as at the end of March 2019 was as follows:

Constituent Authorities	Contributions – 18/19 £	Expenditure – 18/19 £
County Council x2	10,500	40,000 – Administering Authority costs (including staffing, venue hire, publicity costs) 16,346 – Brexit admin support costs 9750 – Housing audit
Unitaries x 2	4,000	
Districts / National Park Authorities x 15	1,400	
Underspend carried forward from	66838	
Devolution Budget		

		5000 – Housing conference 8759 – Transport consultancy 660 – Portfolio-holder event costs
Total	116,838	80513 36,325 (carry forward to 2019/20)

4.5.2 The Joint Committee budget covers the costs of running the Committee and the work programme. Contribution levels for each council tier are based on population levels. The Committee agreed earlier this year that a larger annual budget was likely to be required to fund work programme priorities in future years and approved ‘in principle’ to seek the agreement of the Constituent Authorities to double the 2018/19 core contributions as a one-year arrangement so giving maximum contributions in 2019/20 of:

County Council - £21,000

Unitary Council - £8,000

District Council / National Park Authorities – £2,800

For 2019/20 the Constituent Authorities have been invoiced for 50% of the amounts stated above. A second invoice was to be sent to each Constituent Authority for the other 50% in the autumn if the budget proved to be insufficient to fund the work required in 2019/20 and only if fully costed work programme proposals were available to justify the request.

The overall budget position for 2019/20 is detailed in the table in 4.5.3. There are no plans to invoice the Constituent Authorities for the second budget contribution for 2019/ 20 because of the need to take stock of the direction of the Committee’s work programme following the recent elections and delays in progressing discussions with Government as a result of Brexit.

As it stands the contributions collected from the Constituent Authorities (£48,600) together with the underspend carried forward from 2018/19 (£36,326) totalling £84,926 is sufficient to cover the planned and anticipated costs for 2019/20 of £60k. A key unknown aspect of the work programme is the preparations for Brexit and the budget impacts of any work which the Committee may wish to commission. This will be kept under review in the coming months as the position becomes clearer.

4.5.3

Income	£ (,000)
Constituent Authority contributions	48,600 - committed 48,600 – in principle
2018/19 underspend	36,326
<u>Total</u>	133.5 (of which 48.6k is in principle)

Expenditure	£ ,000
Administering Authority Programme Office	20 – committed (for the year) 10 – committed (April to Sept) (Oct to March 2020 tbc but estimated at £10k)
Brexit Resilience and Opportunities Group – officer support costs	10 – in principle (April to Sept) (Oct onwards tbc but estimated at up to £10k)
Housing Task Force	Tbc
Growth Corridor Work	Tbc
MP/ Ministerial engagement	Tbc
Brexit work programme	Tbc
Coastal Communities proposal	Tbc
<u>Total</u>	£60k (including anticipated commitments detailed above)

- 4.5.4** Further discussions are planned as to how to establish a financially stable Joint Committee budget for future years as a pre-requisite to preparing a budget proposal for 2020/21 for submission to the Constituent Authorities.

5. Equalities Implications

- 5.1** There are no equalities implications associated with the recommendations.

6. Other Implications

- 6.1** Legal:
The review of the role and functions of the Joint Committee have taken account of the legal framework within which the Joint Committee operates.
- 6.2** Financial:
As stated in the report.
- 6.3** HR
As stated in the report.
- 6.4** Risk
The key risk to the Constituent Authorities is a Committee without a clear role and functions and with unsustainable support arrangements which threaten the security and operation of the model. If the Committee cannot be sustained into the future then the momentum

already achieved with Government will be at risk and the opportunity to realise additional funds, powers and responsibilities from Government for the benefit of the HotSW will be severely compromised. This in turn would compromise the ability to deliver the Productivity Strategy.

6.5 Climate Change

The work of the Joint Committee is increasingly focused on delivering the productivity strategy and emerging Local Industrial Strategy that has clean growth at its core. Working collaboratively with Government through the Joint Committee will improve all Constituent Authorities' ability to deliver carbon reductions while growing the economy and raising productivity.

7. Background papers

7.1 Link below to the HotSW Joint Committee Arrangements document as agreed by all of the Constituent Authorities



Annex A Heart of the
South West Joint Con

Link below to the HotSW Joint Committee Inter-Authority Agreement as agreed by all of the Constituent Authorities



Annex A Heart of the
South West Joint Con

APPENDIX A – EXTRACT FROM THE JOINT COMMITTEE’S ARRANGEMENTS DOCUMENT

2. Joint Committee Functions:

2.1 The only delegated functions of the Joint Committee relate to:

- (a) the approval of the HotSW Productivity Strategy; and
- (b) the development and endorsement of the HotSW Local Industrial Strategy (LIS) (noting that final approval of the HotSW LIS rests with the HotSW Local Enterprise Partnership (LEP) and the Government.

All other matters referred to in 2.3 below are ‘referred’ matters where the Joint Committee will make recommendations to the Constituent Authority or Authorities for decision. Additional delegated or referred functions may be proposed for the Joint Committee in the future by the Joint Committee or any of the Constituent Authorities but shall only be agreed if approved by all of the Constituent Authorities.

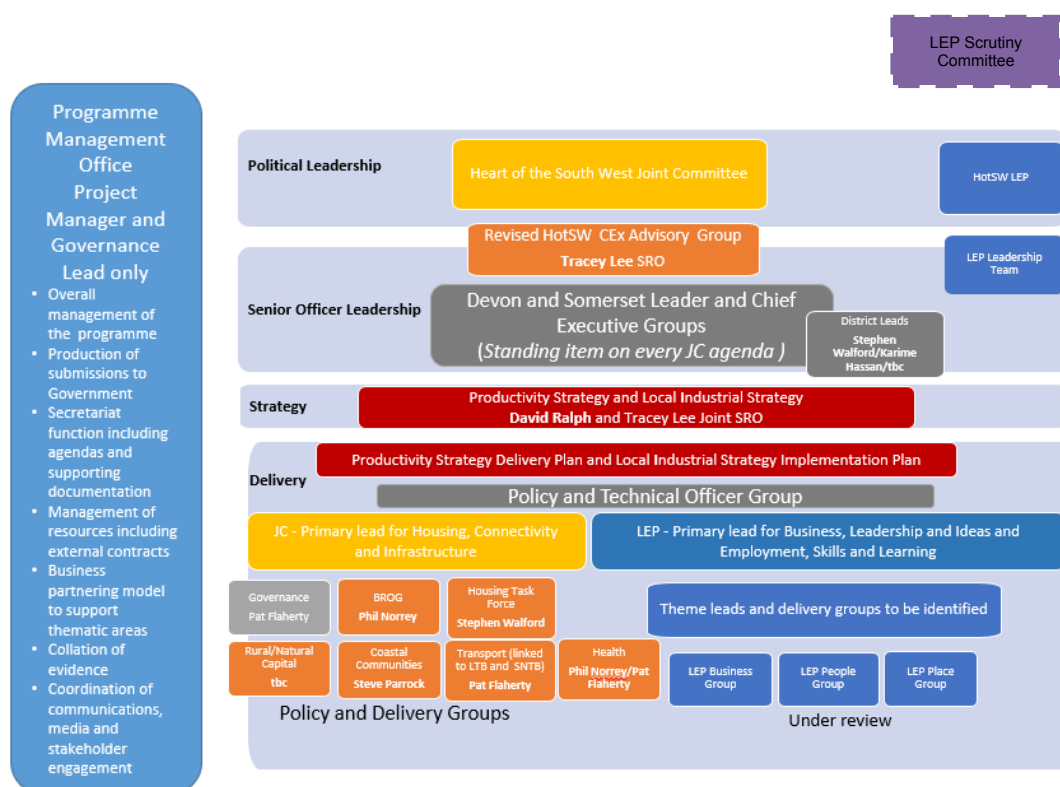
2.2 The principle of subsidiarity will apply to the relationship between the Joint Committee, the Constituent Authorities and local Sub-Regional Partnerships with decisions being made at the most local and appropriate level on all matters to do with the delivery of the Productivity Strategy and in relation to the other functions of the Joint Committee.

2.3 The Joint Committee shall:

- (a) Develop and agree the HotSW Productivity Plan in collaboration with the LEP.
- (b) Maintain oversight of the HotSW Delivery Plan = working alongside and in collaboration with the LEP using each other’s strengths and roles to ensure delivery of the HotSW Productivity Strategy.
- (c) Continue discussions /negotiations with the Government and Government agencies to achieve direct intervention, support, funding and powers to the benefit of the HotSW and assist with the delivery of the Productivity Plan and the LIS, working with the LEP.
- (d) Continue discussions / negotiations with the Government / relevant agencies to secure delivery of the Government’s strategic infrastructure commitments, eg, strategic road and rail transport improvements.
- (e) Design and deliver the strategic HotSW response to ‘Government’ offers and respond to Government calls for evidence if appropriate.
- (f) Design and deliver public sector reform where this will deliver improved productivity to the HotSW, eg health, education.
- (g) Deliver at scale (beyond what individual councils can achieve).
- (h) Work with the LEP to identify and deliver adjustments to the LEP’s democratic accountability and to assist the organisation to comply with the revised (November 2016) LEP Assurance Framework. This includes endorsing the LEP’s assurance framework on behalf of the Constituent Authorities as and when required. However, this is subject to the Framework being formally approved by the LEP’s Administering Authority.
- (i) Ensure that adequate resources (including staff and funding) are allocated by the Constituent Authorities to enable the objectives in (a) to (e) above to be delivered.

APPENDIX B

HotSW Joint Committee Support Structure



Chief Executives' Executive Group Membership and Roles

Theme/Role	Lead	Body
HotSW Leaders SRO	Tracey Lee	JC (PCC)
Productivity Strategy SRO	Tracey Lee/David Ralph	JC (PCC)/LEP
LIS SRO	David Ralph/Tracey Lee	LEP/JC (PCC)
BROG	Phil Norrey	JC (DCC)
Governance lead	Pat Flaherty	JC (SCC)
Housing lead	Stephen Walford	JC (MDDC)
Transport lead	Pat Flaherty	JC (SCC)
Coastal Communities lead	Steve Parrock	JC (TC)
District Council Leads X 3	Stephen Walford (Devon - Rural) Karime Hassan (Devon - City/Urban) Stuart Brown (Somerset)	JC (MDDC/ECC/MDC)
Rural/Natural Capital lead	Kevin Bishop	JC (DNP)
Health theme	Via Phil Norrey and Pat Flaherty in the short term	JC (DCC/SCC)

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CABINET
17 OCTOBER 2019

DRAFT 2020/21 GENERAL FUND AND CAPITAL BUDGETS

Cabinet Member Cllr Alex White
Responsible Officer Andrew Jarrett, Deputy Chief Executive (S151)

Reason for the report: To consider the initial draft 2020/21 Budget and options available in order for the Council to set a balanced budget and agree a future strategy for further budget reductions for 2021/22 onwards.

RECOMMENDATION: To consider the draft budget proposals for 2020/21 and start to plan for additional savings as identified in the Medium Term Financial Plan.

Relationship to the Corporate Plan: To deliver our Corporate Plan's priorities within existing financial resources.

Financial Implications: The current budget for the General Fund shows a deficit of £346k. In addition we have predicted a funding deficit of £1.376m on our General Fund by 2023/24. This highlights the need to take steps to plan for further reductions to our ongoing expenditure levels.

Legal Implications: None directly arising from this report, although there is a legal obligation to balance the budget. There are legal implications arising from any future consequential decisions to change service provision, but these would be assessed at the time.

Risk Assessment: In order to comply with the requirement to set a balanced budget, management must ensure that the proposed savings are robust and achievable. We must also ensure that the assumptions we have used are realistic and prudent. Failure to set a robust deliverable budget puts the Council at risk of not being able to meet its commitments and casts doubt on its "going concern" and VFM status.

Equality Impact Assessment: There are no Equalities Impact implications relating to the content of this report.

Climate Change Assessment: The allocation of resources will impact upon the Council's ability to implement/fund new activities linked to climate change, as the MTFP sets the broad budgetary framework for the Council over the coming years.

1.0 Introduction

- 1.1 As 2019/20 was the fourth and final year of a four year fixed funding settlement, we awaited with some trepidation the outcome of the Fair Funding Review and Business Rates reset, which was due to be published in September of this year. Due to the pressures of Brexit, the Government has been unable to complete this piece of work and have instead, regrettably, confirmed that they will issue a

one-year settlement. This has therefore resulted in the Fair Funding Review etc. being postponed for a year.

1.2 This has had an inevitable impact on our ability to forecast for future years. We expect the Review to alter our funding but we have little indication of what this might involve. The areas we are particularly concerned with are:

- Business Rates baseline reset – how much of our growth are we likely to lose?
- When will we move to 100% Business Rates growth retention? In the Budget 2016, this was to be in place “before the end of Parliament”.
- What will 100% Retention mean in terms of losing other funding streams such as RSDG and what additional responsibilities will we have?
- New Homes Bonus – the mechanics of this will change and we may lose additional years’ (we lost 2 years payments in 2018/19). We expect more of the Bonus to be redirected to the Better Care Fund to help Upper Tier authorities cope with the pressures of Social Care.
- Will we lose funding in relation to our rurality (RSDG)?
- Will we be tasked with administering additional reliefs/services?

1.2 It is worth reflecting that our budgets are affected in a number of ways:

- a) The funding received from Central Government.
- b) Devon County Council (DCC) and other public bodies’ budgets are being reduced centrally and hence this pressure is passed on to us in areas we work collaboratively.
- c) The increasing pressure on social care budgets has a “knock-on” effect to the level of funding that is available to lower-tier authorities.
- d) Government departments such as Ministry of Housing, Communities and Local Government, Department of Work and Pensions also have lower budgets and reduced grants.
- e) Changes in customer demand/expectations in the context of the local/national economy.

1.3 Although the priority is to balance next year’s budget, strategic decisions will need to be made to accommodate reduced or changes to funding going forward.

1.4 Based on nine years of public sector austerity many services can no longer continue to reduce cost and still be expected to deliver “business as usual”. It is important to remember that some services are statutory and in some cases must breakeven, i.e. we cannot generate a profit. This restricts where savings/cuts can be imposed and section 8 below provides more details.

1.5 The proposed savings embodied in the draft budget will need to be agreed by Members, as every proposed saving that is rejected will need to be matched by a suggestion of where a similar saving could be made. Members will be aware that the budget is an evolving process. We have already made a range of assumptions relating to: pay awards, inflation, fees/charges, demand for services, property increases, etc. More information may well change/alter our assumptions in the months leading up to February, when the budget has to be finalised. So the current budget gap of £346k will be revised over the next few

months, but it is based on the most current information, in conjunction with professional guidance, that is available.

- 1.6 The Council continues to look at opportunities to reduce operational costs without immediately reducing service levels. However it remains a real possibility moving forward that some difficult decisions will have to be made relating to what the Council can and can't afford to deliver/support in the future.

2.0 The Draft 2020/21 Budget

- 2.1 The initial aggregation of all service budgets (which also includes assumptions surrounding predictions of interest receipts, contributions to our capital programme, transfers from/to reserves and Council Tax levels) currently indicates a General Fund budget gap of £346k (Appendix 1).
- 2.2 At this point it is worth summarising how we have arrived at this deficit. The table shown below shows the main budget variances affecting the 2020/21 draft budget.

Table 1 – Reconciliation of Major 2020/21 Budget Variances

Variances	Amount £k
<i>External items outside of our control</i>	
Estimated reduced formula grant settlement	126
Inflationary increases (excl HRA shown below)	43
Decrease in Housing Benefit Grant and CTRS Admin Grant	20
Pay award and pension increases	262
Pension lump sum increase	8
<i>Subtotal</i>	459
<i>Other changes</i>	
Reversal of 19/20 one-off pressures and EMR use	226
Transfer to EMR – Vehicle contract fund	150
Vehicle contract – funding from EMR	(549)
Fleet Contract pressure – funded from EMR	122
Increase in Leisure charges (inflationary)	(84)
Minimum Revenue Provision increase	477
Net recharge to HRA (after inflationary increases etc.)	(48)
Reduction in Planning income	150
Increase in New Homes Bonus	(102)
Increase in New Homes Bonus transferred to EMR	102
Increase in Business Rates income	(477)
Increase in Council Tax income – (assuming £5 Band D)	(112)
Interest payments increase	296
Additional interest income	(182)
Car Park income increase	(190)
Crediton masterplan - funded from EMR	62
Crediton masterplan – draw from EMR	(62)
Boundary commission one-off cost	15
Standby contract increase in relation to homelessness	10
Maintenance costs re IT and software	19
Leisure – essential maintenance – funded from EMR	347
Leisure – transfer from EMR	(347)

Property – essential maint (various areas) – funded from EMRs	210
Property – transfer from EMR	(210)
Leisure salaries - reduction in post and flat time budget	(95)
Reduction on housing benefit overpayment recovery	50
Salaries movements	42
Computer software AIM and ACR upgrade - finance	20
Increase in bad debt provision - homelessness	10
Asset management - external contractors	10
Shop rents - Fore Street - reduction in income	10
Service charge vacant units - Market Walk	20
Other minor adjustments - net	-3
Draft budget gap for 2020/21	346

2.3 In compiling the 2020/21 draft budget we have also examined budget performance during 2019/20 and then made any relevant budget corrections for staffing changes, levels of income, changes in legislation, increases in inflation, etc.

2.4 Due to the need to get budget information to all of the PDG and Cabinet meetings during October and November there are still a few key issues that have not been resolved or are still to be fully evaluated. These issues may either improve or worsen the summary budget position currently reported and can be summarised as follows.

- Performance of the Devon Business Rates Pool
- Ongoing impact of new Homelessness legislation from 01/04/18
- Ongoing impact of full rollout of Universal Credit from 01/04/18
- Autumn Statement announcement in November 2019
- Provisional Finance Settlement in December
- Ongoing service reviews (including changes to fees/charges)

3.0 The Past

3.1 Just to remind Members of the financial journey the Council has been on since the austerity programme in 2010/11, here is a list of some of the challenges that have been presented to MDDC in balancing budgets during recent years.

- Net loss of £4.2m in Formula Grant
- Loss of funding for Housing Benefit admin and Regional Housing Pot removed circa £0.6m
- Council Tax freezes accepted for a number of years
- Costs associated with Local Plan
- Tax and pension related pressures including:
 - Pay award
 - Increased pension back-funding costs
 - Government mandated auto-enrolment to the Pension Scheme
 - National Insurance change
- Apprentice Levy of £50k introduced (currently c£58k)

3.1 The following lists just some of the actions taken by MDDC to mitigate these funding reductions.

- Significant efficiency agenda has led to service reductions amounting to over £2m
- Increased income has been generated by a number of services
 - Waste shared savings agreement with DCC
 - Garden Waste Scheme
 - Improved recycling scheme
- Increased commercialisation
 - £200k profit from Market Walk and Fore Street properties
- Business Rates Devon Pool participation
- Profit from the Special Purpose Vehicle returned to the General Fund, along with a margin on interest received
- Increasing CCLA holding to £5m
- Colocation with Department for Work & Pensions (DWP)
- Revised Car Parking Strategy in 2016/17
- Rationalising MDDC property estate, including depots, parks, toilets and car parks
- Joint working with North Devon DC as part of the Building Control Partnership
- DCC Transfer Station located at Carlu Close

4.0 The Future

- 4.1 A lot of work has already been undertaken in order to deliver a draft budget gap of £346k. We now are set with two tasks: firstly, to deliver a balanced General Fund budget by February 2020 in order to formally set the Council Tax and secondly, and of equal importance, begin to plan how our future spending plans can be financed. The work with town and parish councils will continue.

5.0 Capital Programme

- 5.1 In addition to this revenue funding pressure, is our ongoing commitment to future capital programmes, not helped by the current low levels of capital receipts. Even greater pressure may be placed on future programmes if additional borrowing was made to fund new Council Houses, Depots, Sport Centre enhancements, Town Centre enhancement works, vehicle replacements, etc.
- 5.2 The draft Capital Programme for 2020/21 is attached at Appendix 3. Excluding the new commitments to fund town centre regeneration or further commercial/land acquisitions, the size of our current and future capital programmes remains very small, due to the reductions in funding and level of sale receipts and now only includes material projects that are essential maintenance, or asset replacement or income generating/cost reducing.

6.0 The Autumn PDGs and Cabinet meetings

- 6.1 The first round of draft budget meetings will allow discussions with Members, Senior Management, Group Managers and Finance Officers in order to review the proposed draft 2020/21 budget. This will include scrutinising and challenging the initial position (and confirming acceptance of all proposed savings put forward) and discussing any other budget areas that Members would like to see additional savings from.

- 6.2 Before the next round of PDGs and Cabinet in January the Council will receive formal confirmation regarding its; Formula Grant other emerging legislative changes, more information regarding the 2019/20 budget performance etc. At this point if any of the initial assumptions/estimates significantly worsen, then we will need to bring further savings options forward for consideration.

7.0 Public Consultation

- 7.1 Earlier years' consultations have consistently highlighted the three most valued services:

- REFUSE COLLECTION & RECYCLING - First
- PARKS, OPEN SPACES & PLAY AREAS - Second
- ENVIRONMENTAL HEALTH - Third

The three services valued the lowest comprised:

- COMMUNITY GRANTS - First
- PUBLIC CONVENIENCES - Equal second
- COMMUNITY SAFETY - Equal second

- 7.2 Working together with the Communications team the Group Manager for Financial Services is preparing a budget consultation survey which is due out this winter. The survey will provide valuable feedback to inform our future spending plans and ensure that we continue to provide services that are value for money to residents.

- 7.3 The survey will be circulated to all parish clerks, publicised in the local media and featured on our corporate website. It will also be published on social media. It is anticipated the survey will be open for a period of 6 weeks and once the results are analysed will form part of our budget setting process.

8.0 Statutory, Discretionary Services and the Level of Service Provision

- 8.1 Whilst the Council has a legal obligation to perform some activities, others are at the discretion of the elected members, subject to funding. Although some undertakings are clearly statutory and others clearly discretionary, there are some service areas that have elements of both.

- 8.2 The main *discretionary* services of the Council comprise:

- Business development (although a corporate priority)
- Community development (includes community group grants)
- Leisure facilities
- Parks and open spaces (identified as important to the public at 6.1)
- Shops and industrial units

What can we do to balance the budget?

- 8.3 An activity's net cost could be changed by one or more of these factors:

- a) Changing the frequency of service provision
- b) Changing the quality, instead of a “Platinum service” we may be forced to offer a “Silver service”
- c) Increasing fees or start charging for a service
- d) Reducing the overheads
- e) Stopping the activity entirely
- f) Different models of service delivery (including partnership)

8.4 Over the last five or six years the Authority has concentrated its efforts in maintaining frontline service levels across all sectors by reducing overheads and raising income. It is now clear that following those budgetary cuts some service areas are struggling to deliver their service plans, within their existing budgets. Indeed in a few cases external reviews have necessitated increasing the resources in a particular service area to meet our legal obligations.

What options are available if something is *statutory*?

8.5 Although we cannot stop the function, we may be able to approach it differently in terms of frequency or quality.

8.6 Some of our income streams are influenced by external market forces and in setting prices we have to be mindful of the going market rate. Aside from Council tax, the main income streams are:

- Building control fees
- Burial fees
- Car park charges
- Industrial unit rent
- Leisure centre fees
- Licence fees
- Market tolls
- Shop rents
- Planning fees
- Trade waste fees
- Garden waste

8.7 Any multi million pound business employing staff and utilising assets needs teams to support them and our frontline services are no different.

8.8 The key components, some statutory, others essential, include:

- Audit
- Accountancy
- Customer First
- Procurement (Buying goods and services)
- Human resources (Includes health and safety)
- IT
- Legal services
- Property services

8.9 For example our waste service has to have vehicles and depots to operate from, both of which need to be maintained. The staff need to be managed, to be paid, and legislation provides for health and safety considerations. Depots

and buildings such as Phoenix House are fixed costs, although even here we have created savings by renting out some space. The “back office” activities are therefore intrinsically linked to the “frontline” and savings from both areas have continued to be made.

9.0 Conclusion

- 9.1 The feedback from all of the PDGs and Scrutiny will be reported to the January Cabinet for consideration in order to set a balanced 2020/21 budget and agree a forward plan. Group Managers will be working with Leadership Team and elected members in order to determine ways in which savings of c£1.4m can be achieved over the next four years, based on the priorities identified in the Corporate Plan. Having identified possible savings, there will need to be careful consideration of their potential impact, probable lead times for delivery of that saving and any associated disengagement costs or possible ‘spend to save’ implications that would arise.

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Circulation of the Report: Leadership Team
Elected Members
Group Managers

GENERAL FUND REVENUE ACCOUNT DRAFT BUDGET SUMMARY 2020/21

	2019/2020 Proposed Budget	Movement	2020/2021 Proposed Budget
Notes	£	£	£
Cabinet	4,864,030	74,200	4,938,230
Community	3,526,058	(82,253)	3,443,805
Economy	(466,080)	(76,010)	(542,090)
Environment	2,735,050	222,740	2,957,790
Homes	1,169,080	36,940	1,206,020
TOTAL NET DIRECT COST OF SERVICES	11,828,138	175,617	12,003,755
Net recharge to HRA	(1,571,110)	(10,760)	(1,581,870)
Provision for the financing of capital spending	333,280	476,481	809,761
NET COST OF SERVICES	10,590,308	641,338	11,231,646
PWLB Bank Loan Interest Payable			
Finance Lease Interest Payable	44,420	-	44,420
Interest from Funding provided for HRA	(49,000)	-	(49,000)
Interest Receivable / Payable on Other Activities	167,580	295,604	463,184
Interest Received on Investments	(442,540)	(181,600)	(624,140)
Transfers into Earmarked Reserves	2,267,363	252,397	2,519,760
Transfers from Earmarked Reserves	(2,146,050)	514,000	(1,632,050)
Proposed Contribution from New Homes Bonus Reserve	(253,350)	253,350	-
TOTAL BUDGETED EXPENDITURE	10,178,731	1,775,089	11,953,820
Funded by: -			
Revenue Support Grant	-	-	-
Rural Services Delivery Grant	(466,695)	92,180	(374,515)
New Homes Bonus	(1,243,503)	(102,397)	(1,345,900)
BR Levy Re-distribution	(33,408)	33,408	-
Retained Business Rates	(3,213,597)	19,817	(3,193,780)
Business Rates Deficit	778,906	(1,178,906)	(400,000)
Business Rates Pooling Dividend	(100,000)	(50,000)	(150,000)
CTS Funding Parishes	-	-	-
Collection Fund Surplus	(71,330)	-	(71,330)
Council Tax (28,596.50 x £203.84)	(5,829,104)	(243,377)	(6,072,481)
TOTAL FUNDING	(10,178,731)	(1,429,275)	(11,608,006)
REQUIREMENT TO BALANCE THE BUDGET	-	345,814	345,814

Current Assumptions: -

1. Council Tax has been increased by £5 (the higher of £5 or 2%) from £203.84 to £208.84 with an increased property growth of 286.
2. 2020/21 Salary budgets include an assumed increase of 2% across all spinal scale points.
3. All earmarked reserves have been reviewed and adjustment made based upon existing need.
4. All income flows have been reviewed and adjusted for changes in demand and unit price.
5. Investment income has been based upon the existing lending criteria now in force.
6. Support services have been calculated in accordance with the annual process.
7. Car parking fees are based upon 2017/18 fees and vends.
8. New Homes Bonus receipts based on existing legislation changes.
9. BR Retained - The movement between the two years reflects 100% retention to 50% retention of growth
10. BR Deficit - 18/19 Significant increase in appeals provision resulted in a 19/20 Deficit. 19/20s growth although not reflected in year, results in a surplus in 20/21.

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2020-21 BUDGETS
TRANSFERS INTO EARMARKED RESERVES

APPENDIX 2

SERVICE	EARMARKED RESERVE		MAINT 20/21 BUDGET	PLANT 20/21 BUDGET	EQUIPMENT 20/21 BUDGET	VEHICLES 20/21 BUDGET	OTHER 20/21	NEW HOMES BONUS	
CP540	EQ686	PAYING CAR PARKS (MACHINE REPLACEMENT SINKING FUND)			3,000				
EQ754	EQ754	PHOENIX PRINTERS EQUIP SFUND			2,200				
ES100	EQ766	CEMETERIES	25,000						
ES450	EQ767	PARKS & OPEN SPACES	25,000						
GM960	EQ760	GROUNDS MAINTENANCE - PLANT		14,360					
LD201	EQ720	ELECTION COSTS - DISTRICT					20,000		
LD300	EQ721	DEMOCRATIC REP & MANAGEMENT					5,000		
PR810	EQ728	STATUTORY DEVELOPMENT PLAN					100,000		
PS880	EQ765	BUS STATION	5,000						
PS990	EQ685	FORE STREET MAINT S.FUND	5,000						
PS992	EQ685	MARKET WALK MAINT S.FUND	20,000						
RS140	EQ837	LEISURE SINKING FUND			75,000				
WS725	EQ761	KERBSIDE RECYCLING		20,000					
WS725	EQ763	RECYCLING MAINT SINKING FUND (DEPOT FLOOR)	2,700						
WS650	EQ839	WASTE PRESSURE WASHER			2,500				
IT500	EQ755	ICT EQUIPMENT SINKING FUND			189,500				
IE435	EQ653	NEW HOMES BONUS GRANT						1,345,900	
VARIOUS	EQ837	PROPERTY MAINTENANCE	100,000						
VARIOUS	EQ756	FLEET CONTRACT FUND				559,600			
TOTAL			182,700	34,360	272,200	559,600	125,000	1,345,900	2,519,760
2019/20			182,700	34,360	272,200	409,600	125,000	1,243,500	2,267,360
MOVEMENT			-	-	-	150,000	-	102,400	252,400

TRANSFERS FROM EARMARKED RESERVES

SERVICE	RESERVE		UTILISE NHB	OTHER	
EQ638	EQ638	DEV CONT LINEAR PARK		(4,170)	
EQ640	EQ640	W52 POPHAM CLOSE COMM FUND		(1,950)	
EQ641	EQ641	W67 MOORHAYES COM DEV FUND		(1,630)	
EQ642	EQ642	W69 FAYRECROFT WILLAND EX WEST		(4,620)	
EQ643	EQ643	W70 DEVELOPERS CONTRIBUTION		(6,650)	
EQ644	EQ644	DEV CONT WINSWOOD CREDITON		(3,080)	
ES733	EQ652	PUBLIC HEALTH		(52,090)	
PR225	EQ824	GARDEN VILLAGE PROJECT (PR225)		(55,360)	
PR400	EQ653	BUSINESS DEVELOPMENT	(45,000)		
PR400	EQ653	BUSINESS DEVELOPMENT	(100,000)		
IT400	EQ653	ICT EQUIPMENT SINKING FUND	(189,500)		
PR810	EQ728	STATUTORY DEVELOPMENT PLAN (PR810)		(61,890)	
VARIOUS	EQ756	VEHICLE LEASE		(549,110)	
RS100	EQ837	PROPERTY MAINTENANCE		(347,000)	
PS992/PS995	EQ838	GENERAL FUND SHOPS		(100,000)	
VARIOUS	EQ653	NHB TO FUND ADDITIONAL PROJECTS FLAGGED IN CAPITAL - DEEMED REVENUE IN NATURE	(110,000)		
TOTAL			(444,500)	(1,187,550)	(1,632,050)

2019/20

(587,850) (1,811,550) (2,399,400)

MOVEMENT

143,350 624,000 767,350

Estates Management

Leisure - all sites

Reception infrastructure review - all sites	120
All Leisure Etarmis - Security Wipe - (linked to security project).	30

Total Leisure	150
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Other MDDC Buildings

Pannier Market

Paving - Permanent Solution	150
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Phoenix House

Etarmis - Security Wipe - (linked to security project).	50
Boiler replacement & controls	90

General Car parks

MSCP Capital Project - Phase 2	589
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MDDC Depot sites

Carlu Close - Water containment for Waste Transfer Station	80
Land acquisition for operational needs	400

MDDC Shops/industrial Units

Market Walk - Flat roof replacement	30
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Public Conveniences

West Exe South - Remodelling - additional parking spaces	90
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Other Projects

Fire dampeners - Corporate sites	40
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Total Other	1,519
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HIF Schemes

Cullompton Town Centre Relief Road (HIF) bid	3,705
Tiverton EUE A361 Junction Phase 2 (HIF (bid)	250

Total HIF Schemes	3,955
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Affordable Housing Projects

Grants to housing associations to provide houses (covered by Commuted Sums)	17
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Total Afford Housing	17
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Private Sector Housing Grants

Disabled Facilities Grants–P/Sector	572
Wessex Reinvestment Trust Grants Scheme	75

Total PSH Grants	647
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TOTAL GF PROJECTS	6,288
	0

Other General Fund Development Projects

Other projected 3 Rivers Borrowing	13,757
3 Rivers scheme - Orchard House, Halberton	67
3 Rivers Scheme - Riverside Development (rear of Town Hall) Tiverton	1,442
Waddeton Park, Post Hill, Tiverton	4,615

TOTAL GF OTHER DEVELOPMENT PROJECTS	19,881
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GRAND TOTAL GF PROJECTS	26,169
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HRA Projects

Existing Housing Stock

Major repairs to Housing Stock	2,260
Renewable Energy Fund	150
Home Adaptations - Disabled Facilities	300

* Housing Development Schemes

HRA regeneration scheme 1	2,000
Affordable Housing/ Purchase of ex RTB	500
* Proposed Council House Building / Other schemes subject to full appraisal	
Depot rationalisation	1,000

Total HRA Projects	6,210
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HRA ICT Projects

Mobile working Hardware	25
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Total HRA ICT Projects	25
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GRAND TOTAL HRA PROJECTS	6,235
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0

GRAND TOTAL GF + HRA Projects	32,404
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0

MDDC Funding Summary

General Fund

	2020/21
EXISTING FUNDS	£k
Capital Grants Unapplied Reserve	664
Capital Receipts Reserve	70
NHB Funding	1,157
Other Earmarked Reserves	42
HIF Funding	2,401
Subtotal	4,334
NEW FUNDS	
PWLB Borrowing	21,835
Subtotal	21,835
Total General Fund Funding	26,169

Housing Revenue Account

	2020/21
EXISTING FUNDS	£k
Capital Receipts Reserve	1,861
NHB Funding	21
HRA Housing Maintenance Fund	1,846
Other Housing Earmarked Reserves	2,482
Subtotal	6,210
NEW FUNDS	
Revenue Contributions	25
Subtotal	25
Total Housing Revenue Account Funding	6,235

TOTAL FUNDING	32,404
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PDG SERVICE UNIT MOVEMENTS

APPENDIX 4

GENERAL FUND SUMMARY		Budget Net Direct Cost	Current Budgeted Net Direct Cost	Movement	+/- %
		2019/20	2020/21		
	Cabinet				
SCM01	Leadership Team	485,280	487,810	2,530	0.5%
SCM02	Corporate Functions	83,810	85,530	1,720	2.1%
SCM03	Corporate Fees/Charges	217,990	226,720	8,730	4.0%
SCM06	Pension Backfunding	909,440	919,310	9,870	1.1%
SFP01	Accountancy Services	411,470	432,050	20,580	5.0%
SFP02	Internal Audit	92,100	92,100	0	0.0%
SFP03	Procurement	111,400	119,850	8,450	7.6%
SFP04	Purchase Ledger	46,990	46,650	(340)	-0.7%
SFP05	Sales Ledger	45,360	45,540	180	0.4%
SHR01	Human Resources	329,580	349,070	19,490	5.9%
SHR02	Mddc Staff Training	33,040	33,750	710	2.1%
SHR03	Payroll	56,300	48,550	(7,750)	-13.8%
SHR04	Learning And Development	46,170	52,580	6,410	13.9%
SIT01	It Gazetteer Management	70,580	72,040	1,460	2.1%
SIT03	It Information Technology	902,030	888,870	(13,160)	-1.5%
SLD01	Electoral Registration	197,020	202,250	5,230	2.7%
SLD02	Democratic Rep And Management	477,680	482,470	4,790	1.0%
SLD04	Legal Services	347,790	353,090	5,300	1.5%
		4,864,030	4,938,230	74,200	1.5%
	Community PDG				
SCD01	Community Development	87,500	77,650	(9,850)	-11.3%
SCS20	Customer Services Admin	110,360	77,680	(32,680)	-29.6%
SCS22	Customer First	660,150	702,265	42,115	6.4%
SES01	Emergency Planning	8,280	7,500	(780)	-9.4%
SES04	Public Health	4,090	3,990	(100)	-2.4%
SES11	Pool Cara	-	2,830	2,830	N/A
SES16	Es Staff Units/Recharges	760,700	782,280	21,580	2.8%
SES17	Community Safety	6,350	6,220	(130)	-2.0%
SES18	Food Safety	(21,140)	(21,070)	70	-0.3%
SES21	Licensing	(3,250)	12,920	16,170	-497.5%
SES22	Pest Control	5,000	5,000	0	0.0%
SES23	Pollution Reduction	(720)	(650)	70	-9.7%
SPR01	Building Regulations	3,400	(8,720)	(12,120)	-356.5%
SPR02	Enforcement	105,820	108,900	3,080	2.9%
SPR03	Development Control	330,710	346,300	15,590	4.7%
SPR04	Local Land Charges	(20,530)	(20,040)	490	-2.4%
SPR09	Forward Planning	252,520	237,940	(14,580)	-5.8%
SPR11	Regional Planning	116,000	99,390	(16,610)	-14.3%
SRB01	Collection Of Council Tax	294,730	314,070	19,340	6.6%
SRB02	Collection Of Business Rates	(102,250)	(103,370)	(1,120)	1.1%
SRB03	Housing Benefit Admin & Fraud	177,740	199,680	21,940	12.3%
SRB04	Housing Benefit Subsidy	(45,000)	5,000	50,000	-111.1%
SRB06	Debt Recovery	105,180	106,620	1,440	1.4%
SRS01	Recreation And Sport	690,418	501,420	(188,998)	-27.4%
		3,526,058	3,443,805	(82,253)	-2.3%
	Economy PDG				
SCD02	Economic Development - Markets	50,180	39,820	(10,360)	-20.6%
SCP01	Parking Services	(531,710)	(690,290)	(158,580)	29.8%
SES03	Community Safety - C.C.T.V.	2,310	6,010	3,700	160.2%
SPR06	Economic Development	444,000	433,500	(10,500)	-2.4%
SPS12	GF Properties Shops / Flats	(430,860)	(331,130)	99,730	-23.1%
		(466,080)	(542,090)	(76,010)	16.3%

GENERAL FUND SUMMARY		Budget Net Direct Cost	Current Budgeted Net Direct Cost	Movement	+/- %
		2019/20	2020/21		
	<u>Environment PDG</u>				
SES02	Cemeteries	(86,540)	(85,670)	870	-1.0%
SES05	Open Spaces	91,800	128,930	37,130	40.4%
SGM01	Grounds Maintenance	633,740	619,760	(13,980)	-2.2%
SPS01	Asset Management	30,000	40,000	10,000	33.3%
SPS03	Flood Defence And Land Drain	26,430	26,430	0	0.0%
SPS04	Street Naming & Numbering	7,560	7,730	170	2.2%
SPS07	Public Transport	(13,220)	(13,190)	30	-0.2%
SPS11	Public Conveniences	61,800	60,710	(1,090)	-1.8%
SWS01	Street Cleansing	483,130	502,010	18,880	3.9%
SWS02	Waste Collection	369,210	425,780	56,570	15.3%
SWS03	Recycling	824,550	863,020	38,470	4.7%
SWS04	Waste Management	306,590	382,280	75,690	24.7%
		2,735,050	2,957,790	222,740	8.1%
	<u>Homes PDG</u>				
SES15	Private Sector Housing Grants	(6,070)	(7,640)	(1,570)	25.9%
SHG03	Homelessness Accommodation	212,630	242,710	30,080	14.1%
SPS05	Administration Buildings	257,790	238,200	(19,590)	-7.6%
SPS06	Mddc Depots	38,040	38,190	150	0.4%
SPS08	Office Building Cleaning	65,980	61,980	(4,000)	-6.1%
SPS09	Property Services Staff Unit	600,710	632,580	31,870	5.3%
		1,169,080	1,206,020	36,940	3.2%
	GRAND TOTAL	11,828,138	12,003,755	175,617	1.48%

Summary of PDG

Service Unit	2018/19 Actual	2019/20 Budget	2020/21 Budget	Movement
SCM01 Leadership Team	504,097	485,280	487,810	2,530
SCM02 Corporate Functions	76,796	83,810	85,530	1,720
SCM03 Corporate Fees	239,282	217,990	226,720	8,730
SCM06 Pension Backfunding	1,340,967	909,440	919,310	9,870
SFP01 Accountancy Services	404,278	411,470	432,050	20,580
SFP02 Internal Audit	87,247	92,100	92,100	0
SFP03 Procurement	83,822	111,400	119,850	8,450
SFP04 Purchase Ledger	50,547	46,990	46,650	-340
SFP05 Sales Ledger	43,748	45,360	45,540	180
SHR01 Human Resources	318,453	329,580	349,070	19,490
SHR02 Mddc Staff Training	27,632	33,040	33,750	710
SHR03 Payroll	58,881	56,300	48,550	-7,750
SHR04 Learning And Development	49,685	46,170	52,580	6,410
SIT01 It Gazetteer Management	70,315	70,580	72,040	1,460
SIT03 It Information Technology	881,091	902,030	888,870	-13,160
SLD01 Electoral Registration	136,504	197,020	202,250	5,230
SLD02 Democratic Rep And Management	467,504	477,680	482,470	4,790
SLD04 Legal Services	280,518	347,790	353,090	5,300
	5,121,367	4,864,030	4,938,230	74,200

CABINET PDG 2020/21 Service Unit Budgets

SCM01 Leadership Team

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	492,628	483,260	485,790	2,530
3000	Transport	2,453	3,010	3,010	0
4000	Cost Of Goods And Services	16,030	6,010	6,010	0
7000	Income	(7,015)	(7,000)	(7,000)	0
	Sum:	504,097	485,280	487,810	2,530

Cost Centre	Cost Centre Name	2020/21 Budget
CM100	Leadership Team	487,810
	Sum:	487,810

Major cost increases

No movement to report

Major cost decreases and changes in income

No movement to report

SCM02 Corporate Functions

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	83,883	83,210	84,830	1,620
3000	Transport	258	100	200	100
4000	Cost Of Goods And Services	757	500	500	0
7000	Income	(8,103)	0	0	0
	Sum:	76,796	83,810	85,530	1,720

Cost Centre	Cost Centre Name	2020/21 Budget
CM210	Performance, Governance & Data	85,530
CM220	Brexit	0
	Sum:	85,530

Major cost increases

No movement to report

Major cost decreases and changes in income

No movement to report

SCM03 Corporate Fees

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	45,493	69,200	56,820	(12,380)
4000	Cost Of Goods And Services	173,386	148,790	169,900	21,110
7000	Income	20,403	0	0	0
	Sum:	239,282	217,990	226,720	8,730

Cost Centre	Cost Centre Name	2020/21 Budget
CM300	Corporate Fees	218,030
CM340	Unison	8,690
	Sum:	226,720

Major cost increases

Primarily relates to an increase in the external audit fees

Major cost decreases and changes in income

Apportionment of Apprenticeship Levy across the Council

SCM06 Pension Backfunding

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	1,339,912	908,040	917,910	9,870
4000	Cost Of Goods And Services	1,055	1,400	1,400	0
	Sum:	1,340,967	909,440	919,310	9,870

Cost Centre	Cost Centre Name	2020/21 Budget
CM600	Pension Backfunding	919,310
	Sum:	919,310

Major cost increases

No movement to report

Major cost decreases and changes in income

No movement to report

SFP01 Accountancy Services

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	363,671	363,590	364,240	650
3000	Transport	798	800	700	(100)
4000	Cost Of Goods And Services	40,313	47,080	67,710	20,630
7000	Income	(505)	0	(600)	(600)
	Sum:	404,278	411,470	432,050	20,580

Cost Centre	Cost Centre Name	2020/21 Budget
FP100	Accountancy Services	432,050
	Sum:	432,050

Major cost increases

Increase in software budget (£20k) for the upgrade of AIM (access income management system) is **fully funded** from the ICT replacement sinking fund.

Major cost decreases and changes in income

No movement to report

SFP02 Internal Audit

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
4000	Cost Of Goods And Services	87,247	92,100	92,100	0
	Sum:	87,247	92,100	92,100	0

Cost Centre	Cost Centre Name	2020/21 Budget
FP200	Internal Audit	92,100
	Sum:	92,100

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

SFP03 Procurement

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	83,014	106,510	114,960	8,450
3000	Transport	639	400	400	0
4000	Cost Of Goods And Services	5,029	4,490	4,490	0
7000	Income	(4,859)	0	0	0
	Sum:	83,822	111,400	119,850	8,450

Cost Centre	Cost Centre Name	2020/21 Budget
FP300	Procurement	119,850
	Sum:	119,850

Major cost increases

Salaries - Increase in SCP and Apprentice rate

Major cost decreases and changes in income

No movement to report.

SFP04 Purchase Ledger

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	47,535	43,750	43,940	190
3000	Transport	25	40	40	0
4000	Cost Of Goods And Services	2,988	3,200	2,670	(530)
	Sum:	50,547	46,990	46,650	(340)

Cost Centre	Cost Centre Name	2020/21 Budget
FP400	Purchase Ledger	46,650
	Sum:	46,650

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

SFP05 Sales Ledger

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	42,240	43,750	43,940	190
3000	Transport	25	40	30	(10)
4000	Cost Of Goods And Services	1,484	1,570	1,570	0
	Sum:	43,748	45,360	45,540	180

Cost Centre	Cost Centre Name	2020/21 Budget
FP500	Sales Ledger	45,540
	Sum:	45,540

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

SHR01 Human Resources

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	260,363	294,990	316,610	21,620
3000	Transport	2,723	2,120	2,970	850
4000	Cost Of Goods And Services	55,367	32,470	29,490	(2,980)
	Sum:	318,453	329,580	349,070	19,490

Cost Centre	Cost Centre Name	2020/21 Budget
HR100	Human Resources	314,420
HR500	Health & Wellbeing	0
HR600	Health & Safety Officer	34,650
	Sum:	349,070

Major cost increases

Salaries - Inflation & approved restructure has increased salary base - partially off-set by salary savings within Payroll.

Major cost decreases and changes in income

No movement to report.

SHR02 Mddc Staff Training

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	28,081	33,040	33,750	710
4000	Cost Of Goods And Services	76	0	0	0
7000	Income	(525)	0	0	0
	Sum:	27,632	33,040	33,750	710

Cost Centre	Cost Centre Name	2020/21 Budget
HR200	Staff Development Training	33,750
	Sum:	33,750

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

SHR03 Payroll

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	58,470	56,100	48,350	(7,750)
4000	Cost Of Goods And Services	411	200	200	0
	Sum:	58,881	56,300	48,550	(7,750)

Cost Centre	Cost Centre Name	2020/21 Budget
HR300	Payroll	48,550
	Sum:	48,550

Major cost increases

Salaries - Approved restructure has resulted in a salary decrease.

Major cost decreases and changes in income

No movement to report.

SHR04 Learning And Development

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	38,496	34,600	41,010	6,410
3000	Transport	448	380	380	0
4000	Cost Of Goods And Services	10,741	11,190	11,190	0

	Sum:	49,685	46,170	52,580	6,410
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Cost Centre	Cost Centre Name	2020/21 Budget
HR400	Learning & Development	52,580
	Sum:	52,580

Major cost increases

Salaries - Approved restructure has resulted in salary increase.

Major cost decreases and changes in income

No movement to report.

SIT01 It Gazetteer Management

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	67,546	66,490	67,830	1,340
3000	Transport	31	50	50	0
4000	Cost Of Goods And Services	4,241	4,040	4,160	120
7000	Income	(1,503)	0	0	0
	Sum:	70,315	70,580	72,040	1,460

Cost Centre	Cost Centre Name	2020/21 Budget
IT100	Gazetteer Management	72,040
	Sum:	72,040

Major cost increases

No major movement to report.

Major cost decreases and changes in income

No major movement to report.

SIT03 It Information Technology

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	501,837	483,710	496,800	13,090
3000	Transport	639	970	970	0
4000	Cost Of Goods And Services	378,619	417,350	391,700	(25,650)
7000	Income	(4)	0	(600)	(600)
	Sum:	881,091	902,030	888,870	(13,160)

Cost Centre	Cost Centre Name	2020/21 Budget
IT300	Central Telephones	31,000
IT400	I.T. Network & Hardware	74,000
IT500	I.T. Software Support & Maint.	235,430
IT600	I.T. Staff Unit	309,440
IT700	Cyber Security	32,300
IT800	Phoenix House Printing	16,300
IT900	Digital Services	190,400
	Sum:	888,870

Major cost increases

Employees - salary inflation and movement in SCP.

Software - Idox support fees, increase budget for enterprise element £11k.

Support and maintenance for new contact centre £8k.

Major cost decreases and changes in income

Software - Client access licence which was a perpetual licence purchased in 19-20, so budget can be removed in 20-21 (£45k).

SLD01A Election Costs

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	4,861	0	0	0
2000	Premises	0	0	0	0
4000	Cost Of Goods And Services	12,015	0	0	0
7000	Income	(9,592)	0	0	0
	Sum:	7,284	0	0	0

Cost Centre	Cost Centre Name	2020/21 Budget
LD200	Election Costs - Parishes	0
LD201	Election Costs - District	0
LD202	Election Costs - General	0
LD203	Election Costs - European	0
LD204	Election Costs - County	0
LD206	Police Com Election	0
	Sum:	0

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

SLD01 Electoral Registration

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	108,053	108,370	110,990	2,620
3000	Transport	231	300	300	0
4000	Cost Of Goods And Services	67,088	105,350	115,960	10,610
7000	Income	(38,868)	(17,000)	(25,000)	(8,000)
	Sum:	136,504	197,020	202,250	5,230

Cost Centre	Cost Centre Name	2020/21 Budget
LD100	Electoral Registration	202,250
	Sum:	202,250

Major cost increases

Electoral boundary works - £30k budget in 2019/20 increasing to £45k in 2020/21.

Major cost decreases and changes in income

Electoral registration funding increase of £8k.

SLD02 Democratic Rep And Managemen

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	122,971	122,510	123,840	1,330
2000	Premises	150	200	0	(200)
3000	Transport	14,021	17,100	17,100	0
4000	Cost Of Goods And Services	331,902	337,870	342,030	4,160
7000	Income	(1,540)	0	(500)	(500)
	Sum:	467,504	477,680	482,470	4,790

Cost Centre	Cost Centre Name	2020/21 Budget
LD300	Democratic Rep & Management	360,210
LD400	Committee Services	122,260
	Sum:	482,470

Major cost increases

No major movement to report.

Major cost decreases and changes in income

No major movement to report.

SLD04 Legal Services

Group	Description	2018/19 Actuals	2019/20 Budget	2020/21 Budget	Movement
1000	Employees	297,318	264,100	324,220	60,120
3000	Transport	144	300	300	0
4000	Cost Of Goods And Services	15,155	110,590	47,770	(62,820)
7000	Income	(32,098)	(27,200)	(19,200)	8,000
	Sum:	280,518	347,790	353,090	5,300

Cost Centre	Cost Centre Name	2020/21 Budget
LD600	Legal Services	353,090
	Sum:	353,090

Major cost increases

No movement to report.

Major cost decreases and changes in income

No movement to report.

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CABINET
17 OCTOBER 2019

MEDIUM TERM FINANCIAL PLAN – GENERAL FUND (GF) AND CAPITAL PROGRAMME

Cabinet Member Cllr Alex White
Responsible Officer Andrew Jarrett – Deputy Chief Executive (S151)

Reason for Report: To produce an updated Medium Term Financial Plan (MTFP) which takes account of the Council's key strategies (i.e. The Corporate Plan, Business Plans, Treasury Management Plan, Asset Management Plan, Work Force Plan and Capital Strategy) and demonstrates it has the financial resources to deliver the Corporate Plan. This models potential changes in funding levels, new initiatives, unavoidable costs and proposed service savings.

RECOMMENDATION: Members note the updated MTFP and endorse the proposals outlined in paragraph 8.2.

Relationship to Corporate Plan: The Medium Term Financial Plan (MTFP) sets out the financial resources available to deliver the Council's ongoing Corporate Plan pledges/objectives.

Financial Implications: By undertaking an annual review of the MTFP the Council can ensure that its Corporate Plan pledges/objectives are affordable.

Legal Implications: None directly arising from this report, although there is a legal obligation to balance the budget. There are legal implications arising from any future consequential decisions to change service provision, but these would be assessed at the time.

Risk Assessment: The MTFP makes a number of financial assumptions based on a sensible/prudent approach, taking account of the most up to date professional advice that is available. However, many of these assumptions are open to challenge and due to this fact Appendix 1, included within this report, shows the financial effect on key items in the plan if assumptions were to change (this is referred to as sensitivity analysis).

Equality Impact Assessment: It is considered that the impact of this report on equality related issues will be nil.

Climate Change Assessment: The allocation of resources will impact upon the Council's ability to implement/fund new activities linked to climate change, as the MTFP sets the broad budgetary framework for the Council over the coming years.

1.0 Introduction & Purpose of the Medium Term Financial Plan

- 1.1 The main purpose of the MTFP is to show how the Council will strategically manage its finances over the next 4 financial years, in order to support the delivery of the pledges/objectives detailed in the new Corporate Plan, which is currently being worked on.
- 1.2 The MTFP links the financial requirements, constraints and objectives included in all the key planning documents of the Council (i.e. Asset Management Plan,

Treasury Management Strategy, Work Force Plan, and Business Plans) which culminate in the Corporate Plan.

- 1.3 The MTFP has been a key corporate requirement for a number of years and is an essential part of the budget setting process. It provides a financial model which forecasts the cost of providing Council services over a rolling 5 year period (4 years forward plus current year), together with an estimate of the financial resources that will be available. This model provides an early warning mechanism if there is a significant budget gap between estimated costs and available resources.
- 1.4 The MTFP helps strategically plan the budget setting process, but of equal importance, gives Management and Members an overview of future budget gaps so strategic decisions can be made over levels of future spending, Council Tax levels, policies for fees/charges, asset investment or disposal etc.
- 1.5 In addition to considering the General Fund financial position, the MTFP also reviews the affordability of the Council's capital programme over the same 4 year period. Again it predicts required capital projects (in the main focusing on essential asset replacement and health & safety items) matched against potential capital receipts and grant funding. This plan focuses on known capital commitments. However, at some point in the future we may well have to consider new items which will be subject to formal prioritisation (including spend to save capability).
- 1.6 In addition to these two key areas of Council expenditure we also prepare an MTFP for our Housing Revenue Account. This shows a four year programme, based on costs and income streams for our properties from April 2020 onwards.

2.0 Framework for the Medium Term Financial Plan

- 2.1 The starting base for the MTFP is the 2019/20 approved budget, which is then adjusted for any supplementary estimates approved by the Council or any significant budget variances identified in the monthly budget monitoring report to the Cabinet.
- 2.2 This base then has to be adjusted for unavoidable costs, such as, pay increases, inflation, service pressures associated with new legislation, a growing property base or improving performance etc. The MTFP will also consider forecasts for investment receipts and fee/charges levels.
- 2.3 Finally the MTFP considers and makes assumptions regarding future levels of Council Tax (including the potential growth in Tax base) and the likely level of future Central Government funding.
- 2.4 The MTFP models an overall aggregated position for the Council based on a range of assumptions. This then predicts an overall budget position, which can highlight a potential budget gap and then propose remedial action which can be taken to resolve it. Clearly, these assumptions can be challenged and will vary due to changes in the local, national and international economic position. As a consequence, Appendix 1 illustrates possible risks within the plan and the potential financial sensitivity to changes in the assumptions.

- 2.5 The development of a 5 year financial model is based on a number of assumptions and perceived risks. These become more difficult to predict the further into the future you consider. In general terms a prudent/reasonable approach has been taken regarding forecasts, professional accounting guidance has been followed and external technical opinion has been sought where necessary.
- 2.6 The following underlying caveats have been adopted as a base assumption during the life of the MTFP:
- Each year the Council will target a balanced revenue budget without the use of reserve balances.
 - We will attempt to ensure that the General Fund Balance does not fall below our current minimum agreed level (25% of net expenditure = £2.5m in 2019/20).
 - Resources will be directed to high priority services and hence away from low priority services. With the exception of spend to save projects on lower priority services that can either cut future costs or increase revenue to enable cross subsidisation of higher priority services.
 - Council Tax increases will be kept within Government set guidelines. In reality this now gives the Council very little scope to significantly increase Council Tax levels as the current nationally prescribed referendum rate is likely to be a maximum of 2% or £5 for the 2020/21 financial year (3% or £5 in 2019/20). This plan assumes that the current rate will remain unaltered throughout the five year cycle.
 - Further efficiency/procurement savings will be secured and then factored into future spending plans.
 - We will continue to explore new commercial opportunities (as a 'business as usual' model is clearly no longer deliverable).
 - Prudential borrowing will only be made during the life of the MTFP after the production of a fully costed business case with a reasonable payback period.
- 2.7 With regard to the Capital Programme, the Council will continue to prioritise schemes, for instance to generate income; to meet corporate objectives and to enhance its asset base. The draft capital programme will also be reviewed/challenged by the Capital Strategy Asset Group (CSAG). In addition we will also look to dispose of surplus assets in order to maximise capital receipts and reduce ongoing revenue maintenance costs associated with holding the asset. Careful consideration will also need to be used to ensure we achieve the maximum market value when disposing of assets.

3.0 Current status and strategy for the Medium Term Financial Plan

- 3.1 The Medium Term Financial Plan (MTFP) has been developed to provide a financial framework within which the Council can deliver the pledges/objectives in the Corporate Plan. This strategy focuses on the forward financial issues/pressures facing the General Fund and Capital Programme.

- 3.2 Due to the need to provide budget information to all of the PDG and Cabinet meetings during October and November there are still some issues that have not been resolved or are still to be fully evaluated. These issues may either improve or worsen the summary budget position currently reported and can be summarised as follows:
- Triennial Pension Fund valuation implications
 - Continuing impact of rollout of Universal Credit
 - Autumn Statement announcement in November 2019
 - Impact of the Provisional Settlement in December
 - Ongoing service reviews (including changes to fees/charges)
 - Changes to New Homes Bonus allocations/mechanics
- 3.3 Without the results of the Fair Funding Review being forthcoming in 2019/20, we are only expecting to receive a one year settlement for 2020/21. This clearly makes forecasting for future years very difficult. We have previously been advised that not only would Revenue Support Grant (RSG) be reduced to nil in 2019/20 we may have to pay some monies back to Central Government, namely **negative** RSG. So far this requirement has been removed and due to the inequity of this we are hopeful that this will not re-emerge. We have therefore not included negative RSG in our assumptions.
- 3.4 The MTFP shows the strong inter-relation between the General Fund and delivering a sustainable capital programme. The MTFP model predicts an estimated cumulative shortfall on the General Fund budget of £1.376m (made up of the cumulative amounts required to balance the budget each year). Without any action the General Fund reserve of £2.483m would become unacceptably low at £1.107m. We are also forecasting an outturn deficit for 2019/20 which will put further pressure on this balance. The budget gap in 2020/21 is forecast to be £346k, which increases to £1.376m in 2023/24. These predictions have included amounts to fund our future capital programme and future proposed savings and cost movements.
- 3.5 Members will appreciate that some of the proposed savings will require political support and therefore if some suggestions are deemed to be unacceptable then other savings will need to be proposed.
- 3.6 At this point it is still worth stressing that against a backdrop of an aggregate cut in Central Government Grant of approximately £5.3m between 2010/11 and 2019/20, the Council continues to deliver a wide range of well performing services.

4.0 Summary of the Medium Term Financial Plan

- 4.1 Table 1, shown below, gives a summary position for the MTFP, over the next 4 years. This shows an overall deficit totalling £1.376m over the life of the plan. This is clearly a growing challenge based upon a number of assumptions, caveats, decisions and is now made even harder by the volume of related risks that the Government has transferred to councils with the changes to Council Tax Benefit and Business Rate localisation. As well as cuts direct to the

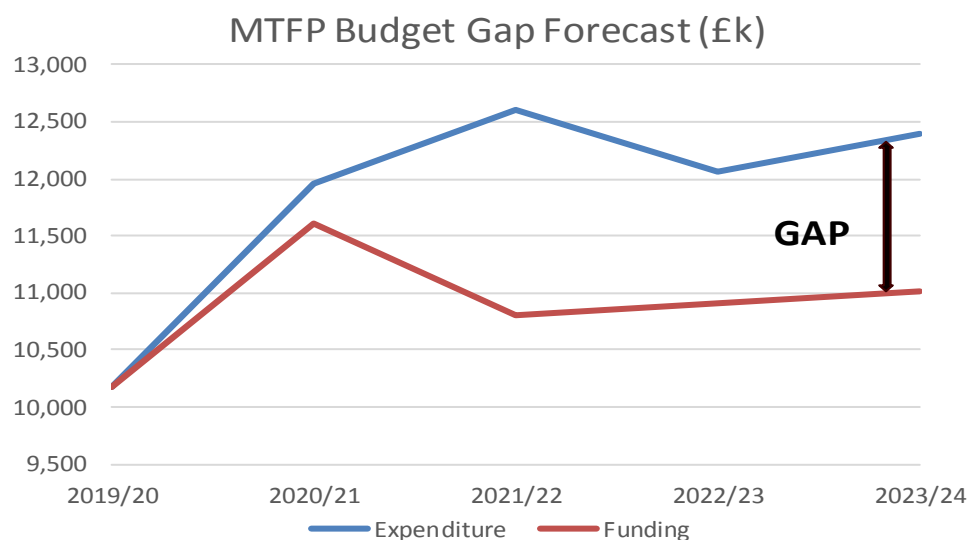
Council's budget from Central Government we have and will continue to suffer indirectly from cuts to Devon County Council's budget and from other public sector bodies such as the Department of Work and Pensions.

- 4.2 Clearly, any major variations in these assumptions would require a fundamental review of the Council's MTFP and would be reported back to Cabinet and the wider Membership as soon as practical, coupled with proposed courses of action that could be implemented.
- 4.3 Table 1 shown below gives an overall summary of the Council's General Fund MTFP position (which includes a wide range of assumptions that have been realistically decided upon based on external advice and the most up to date information available to us).

Table 1 – MTFP General Fund Summary

	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/2024 £
Net Service Costs	10,297,692	10,454,170	10,867,346	10,345,586	10,484,305
Net Interest Costs	-279,540	-165,536	-107,848	-14,514	-12,514
Provision for Repayment of Borrowing	292,620	777,480	852,080	851,360	1,110,770
CTRS Grants	0	0	0	0	0
Earmarked Reserves - New Homes Bonus	1,243,500	1,345,900	801,530	650,000	500,000
Earmarked Reserves - Other	-1,375,540	-458,190	181,610	237,710	311,630
General Reserves	0	0	0	0	0
Total Budget Requirement	10,178,732	11,953,824	12,594,718	12,070,142	12,394,191
Funded By:					
Retained Business Rates	-3,213,601	-2,793,785	-3,235,052	-3,281,129	-3,333,053
Business Rates prior year surplus/deficit	778,906	-400,000	0	0	0
Pooling Dividend	-100,000	-150,000	-150,000	-150,000	-150,000
Revenue Support Grant	0	0	0	0	0
Rural Services Delivery Grant	-466,695	-374,510	-374,510	-374,510	-374,510
BR Levy Surplus Grant	-33,408	0	0	0	0
New Homes Bonus	-1,243,500	-1,345,900	-801,530	-650,000	-500,000
Council Tax-MDDC	-5,829,104	-6,031,815	-6,237,984	-6,447,676	-6,660,934
Council Tax prior year surplus/deficit	-71,330	-112,000	0	0	0
Total Funding	10,178,732	11,608,010	10,799,076	10,903,315	11,018,497
Gap – Increase/In-year	0	345,813	1,449,829	-628,815	208,867
Gap – Cumulative	0	345,814	1,795,642	1,166,827	1,375,694

Budget Gap forecast 2020/21 to 2023/24



4.4 The table and graph above show that our projected Budget Gap is £346k in 2020/21 and rises to an estimated £1.368m by 2022/23. The future budget gap of £1.376m is equivalent to 11% of the projected budget requirement in 2023/24. Due to the cumulative nature of this plan, if we balance our revenue spend to our available funding, each subsequent year will only then need to find the difference. We do however, have additional one-off maintenance spend in 2021/22 which is currently unfunded which makes a spike in our budget gap for that year.

4.5 The Council has a legal requirement to set a balance budget and needs to ensure its overall costs are affordable i.e. they can be funded through income and planned use of reserves. Members therefore need to take the necessary decisions and actions to manage net spending within affordable limits.

4.6 A key point is that if no remedial action is taken to reduce our overall level of spend our General Fund Balance would be critically low during 2021/22. So clearly “business as usual” is an unsustainable option.

5.0 Capital Overview

5.1 There is no revenue contribution to the capital programme. As in previous years, the New Homes Bonus is earmarked for funding elements of the capital programme.

5.2 Table 2 below, shows the capital funding position during the life of the MTFP. A more detailed analysis of the overall schemes and potential funding is attached as Appendix 2.

5.3 The capital programme includes ‘rolling’ items already highlighted in the current year capital programme (i.e. Affordable Housing/Private Sector Housing Grants, the Major Repairs Account and the 30 year modernisation programme). The available receipts are based on a prudent basis, with no major asset sales (other than right to buy sales) factored into the model. If additional receipts are generated we could revisit our capital prioritisation list and bring forward new

schemes into the programme or decrease the contribution from New Homes Bonus or begin to repay any outstanding borrowing.

Table 2 – MTFP Capital Programme

	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Total Capital Requirement (GF)	6,288	10,657	14,765	1,317
Total Capital Requirement (Other GF Projects)	19,881	28,133	27,785	25,500
Total Capital Requirement (GF)	26,169	38,790	42,550	26,817
Total Capital Requirement (HRA)	6,235	5,610	6,310	3,310
Total Capital Requirement (HRA)	6,235	5,610	6,310	3,310
Total Capital Requirement	32,404	44,400	48,860	30,127
Funded by:				
General Fund				
Existing Funds				
Capital Grants Unapplied Reserve	664	594	723	728
Capital Receipts Reserve	70	70	70	69
New Homes Bonus Reserve	1,157	913	442	477
Other Earmarked Reserves	42	192	123	43
HIF Funding	2,401	7,507	7,916	0
Total from Existing Funds (GF)	4,334	9,276	9,274	1,317
New Funds				
PWLB Borrowing	21,835	29,514	33,276	25,500
Total from New Funds (GF)	21,835	29,514	33,276	25,500
Total Funding (GF)	26,169	38,790	42,550	26,817
Housing Revenue Account				
Existing Funds				
Capital Receipts Reserve	1,861	1,711	2,161	707
New Homes Bonus Reserve	21	21	21	21
Housing Maintenance Fund EMR	1,846	1,296	1,546	0
Other Housing Reserves (MRA, Renewable Energy etc.)	2,482	2,582	2,582	2,582
Total from Existing Funds (HRA)	6,210	5,610	6,310	3,310
New Funds				
Revenue Contributions	25	0	0	0
Total from New Funds (HRA)	25	0	0	0
Total from New Funds (HRA)	6,235	5,610	6,310	3,310
Total Capital Funding	32,404	44,400	48,860	30,127

6.0 Balances and Reserves

- 6.1 The Council started 2019/20 with an available General Fund Balance (GFB) of £2.482m (marginally below the 25% Net Expenditure balance of £2.544m) and on that basis it is imperative that we look to match on-going spending plans to our available in-year resources.
- 6.2 A Council holds a GFB for a number of reasons, firstly to deal with any short term cash flow or funding issues, secondly to provide a contingency for exceptional one-off acts (i.e. flooding, fire, terrorism, business rate failure etc.) and thirdly to provide a buffer for known circumstances whose final effect is unknown (i.e. changes in legislation or major funding changes). Clearly, the more uncertainty that exists, the higher the balance required to mitigate this risk. This level of minimum reserves is assessed annually to ensure it is adequate.

7.0 Risk, Opportunities and Uncertainty

- 7.1 Ongoing risks and uncertainty for the budget at this stage include:
- 7.1.1 **Local Government Finance Settlement (LGFS)** – following the Autumn Statement in November, we await the Provisional Settlement in December. 2020/21 which will be a one-year settlement. The previous 4-year offer gave us some certainty over the level of grants and we are mindful that while we await the Fair Funding Review, there will be further risks. We are also aware that the Settlement may bring further changes which will affect 2020/21 budget setting.
- 7.1.2 **New Homes Bonus (NHB)** – The calculation of NHB was changed in the 2017/18 Finance Settlement and a “top-slice” of 0.4% of growth was introduced alongside the reduction from 6 years to 5 years. The allocation was reduced to 4 years in 2018/19 and we anticipate further changes. These may be to the number of years’ allocations, the percentage growth “top-slice”, the percentage split between the upper and lower tier authority or a combination of these variables. This creates significant risk to the projects and capital spend that we support through this funding.
- 7.1.3 **Council Tax** – The MTFP is based on the assumption of a £5 increase on a Band D property each year. This may of course not be possible due to Central Government restrictions and we are only likely to know this on an annual basis as the Settlement is announced.
- 7.1.4 **Council Tax Base** – The provisional estimates will be completed at the end of October and these will be added to the forecast as soon as they can be verified.
- 7.1.5 **Capital Programme** – options for the Capital Programme are being compiled. Any spending proposals could contain further revenue budget implications such as borrowing costs.
- 7.1.6 **100% Business Rates Retention** – In the Autumn Statement 2015 the Government confirmed its intention to allow local authorities to keep 100% of business rates income by 2020. Since that time, we made a successful bid alongside our Pool authorities to be a 100% Pilot Authority for 2018/19. Unfortunately, this was for one-year only and we have reverted to losing 50% of our Business Rates growth to Central Government. The current Brexit

deliberations have delayed the progress to 100% retention and we await the Fair funding Review and the Business Rates Reset to give us clarity about the way forward.

7.2 Other Uncertainties:

- Growth of property and commercial base – stepped cost impact but additional revenue based on current Government incentives (payment by results of delivery).
- Government funding – RSDG removal, Possible negative RSG, Fairer Funding Review, Business Rates uncertainty (including rebasing).
- Changes to Housing Benefit Admin Grant etc.
- Further cuts to Welfare system and impact of the roll-out of Universal Credit Scheme
- Risk of spend to save projects and commercial investments – will projected savings and incomes materialise?
- Changes to DCC funding provision of specific services that could have a knock-on effect to Mid Devon (e.g. Grounds Maintenance contributions, support for recycling activities and changes to municipal tips).
- Any upfront revenue costs associated with the Eastern Urban Extension / new properties in Cullompton/Garden Village
- Changes to the referendum limits
- “Spend to save” costs associated with the business and digital transformation project and ongoing savings delivered in subsequent years
- Inflows and outflows of monies in respect of substantial property transactions
- New commercial opportunities and regeneration programmes
- Potential future partnership working with other authorities
- Possible impact of BREXIT on the economy including changes in interest rates, inflation etc.

7.3 All of the above items highlight once again just how difficult it is to forecast ahead with any degree of accuracy. Nevertheless the MTFP helps us examine the likely trends to assist in setting realistic capital and revenue budgets going forward.

8.0 Approach to closing the Budget Gap

8.1 Many of the issues, assumptions and sensitivity of items included within the MTFP are complex, often inter-related and will undoubtedly be subject to variation and ultimately fundamental review depending on the levels of future

Formula Grant reductions. However, strategic decisions have been ongoing to reduce our current and future operational costs.

8.2 We are mindful that the level of uncertainty in funding and external pressures e.g. from Homelessness legislation and Universal Credit as just two examples, makes forecasting difficult and with it a need to highlight risks and the need to push for further efficiencies within services. The MTFP shows an overall funding gap of £1.4m up to 2023/24 with a spike in 2021/22 of £1.795m. In order to reduce this deficit the Council will strive to constantly manage its costs and revenues by:

- A continued reduction of service and employee costs – which may incur short term upfront costs
- Ensure fees/charges are revisited regularly and that we are charging for all items possible
- Continue and expand partnership working where practical
- Investigation of a number of spend to save projects
- Review our current and future property asset requirements
- Maximise procurement efficiencies
- Explore new commercial opportunities
- Examine different ways of delivering services to reduce costs
- Continued benchmarking and learning from best practice
- Consideration of growing the commercial property base to align delivery with Government funding priorities

8.4 The above plans will require all service areas to play an active role in securing future savings and we will also continue to consult with all of our major stakeholders, especially the tax payers, to ensure all future budgetary decisions accord with their priorities.

9.0 The Corporate Plan

9.1 Clearly there is a very strong link between finance and corporate/service performance. By integrating the MTFP, the Work Force Plan and the Corporate Plan the Council can demonstrate how it will afford to deliver its key objectives. This will also shape the ongoing priorities of the Council, as with finite resources it will need to decide on what its key priorities are.

10.0 On-going Delivery of a MTFP

10.1 The MTFP will continue to be updated on an annual basis. This will ensure that it will be a live document, subject to amendment and review by Leadership Team and Members and will provide a clear guide prior to commencing the annual budget setting process in future years.

11.0 Conclusion

11.1 Like all Councils, Mid Devon is facing an ongoing and very challenging financial future, but with a clearly shaped Corporate Plan which will need to be aligned

to available financial resources (which will include a regularly updated Work Force Plan) the District will be well placed to continue delivering a wide spectrum of cost effective services that are valued by its residents.

- 11.2 It should also be noted that Management will continue to play a pro-active role in both reducing ongoing service costs and exploring new possibilities to raise additional income.
- 11.3 Having a realistic financial plan for the next 4 years will enable the Council to ensure it is allocating its limited financial resources to its key priorities. Our current Corporate Plan sets out our goals/objectives over a four year period and must clearly be matched by the financial resources that are available. The Government's move from a relatively fixed core funding system to more of a '*payment by results*' process has introduced a lot more uncertainty and volatility for the future of our funding streams, which makes medium term financial planning an even more challenging process.
- 11.4 Like any strategic plan, the MTFP has been compiled based upon all available information at a fixed point in time. Clearly, as time moves on assumptions will change, Central Government will set new targets, bring in new legislation and adjust funding levels. We are aware that the Fair Funding Review may bring significant changes in our core funding including a Baseline reset or partial reset in Business Rates. Residents expectations will change, Member priorities will alter and therefore any plans must be flexible enough to cope with major changes. As we are still in a period of major financial uncertainty it is imperative that reserve levels are held at a prudent level and that Members are provided with regular updates on the financial impact of any variation to what has been previously assumed.

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Circulation of the Report: Leadership Team
Elected Members
Group Managers

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Key Assumptions used in Medium Term Financial Plan

A number of assumptions have been made in formulating the strategy. Clearly some of these are harder to predict than others and in addition the magnitude of the “error” of prediction may be greater in certain specific areas. Detailed below are the main assumptions made and importantly an analysis of the sensitivity to variance.

Formula Grant

We have used the indicative forecast figures provided each year by the Ministry of Housing, Communities and Local Government. We await the Provisional Settlement in December and the Final Settlement in the following February for the definitive figures to use in our final budget calculations. These invariably change from the previous year’s future forecasts.

The 2016/17 settlement showed the elimination of the Revenue Support Grant received from Central Government by 2019/20.

Inflation

Future inflation is of course an unknown quantity. The level of inflation assumed in this plan is moderate and it could come to pass that the actual inflation figures are higher, having a significant impact on our medium terms projections.

The Pay inflation also includes an increase in respect of the Apprenticeship Levy and pension contributions. 2019/20 was the last year of the triennial valuation of the Pension Fund. We will not receive the new triennial valuation data until late in this financial year so we have set a prudent increase of 1% in the meantime.

Investment Return

The model assumes that interest rates will initially remain static and then could possibly decrease with the implementation of Brexit. If there is an agreed deal for Brexit then growth could recover quickly. This has been confirmed by looking at a broad spectrum of advice from a number of treasury specialists. Inflation is currently hovering around the Bank of England’s target of 2%.

Council Tax Income

We have also assumed a relatively small growth in properties throughout the life of the MTFP. Clearly if any major residential building projects are agreed/advanced over the next 2-3 years they will then be factored into future MTFP (but it should be noted that extra housing also affects the Council’s cost base too).

Sensitivity Analysis

As previously mentioned, many of the assumptions could be subject to challenge and may well alter during the life of the MTFP. Therefore, it is important to show the magnitude (or sensitivity) in financial terms of minor alterations to assumptions made. A change in the inflation factors causes the following movements:

	2020/21	Change by 1.0%	Change by 5.0%
	£'000	£'000	£'000
Staffing	13,117	131.17	655.9
NDR on Council Properties	678	6.78	33.9
Gas	72	0.72	3.6
Electricity	280	2.8	14
Water	121	1.21	6.05
Members Allowances	302	3.02	15.1
Insurance	178	1.78	8.9
Fuel	372	3.72	18.6

Risk

All of the assumptions made in the MTFP have been examined for risk and estimates of expenditure and income have been made on a prudent/most likely occurrence. This has been based on previous experience, evidence in the current financial year, consultation with specialist advisers and taking account of all known market factors at the time of finalising the plan.

	Estimated Capital Programme 2020/21 £k	Estimated Capital Programme 2021/22 £k	Estimated Capital Programme 2022/23 £k	Estimated Capital Programme 2023/24 £k	Total £k
Estates Management					
Leisure - Site Specific					
Lords Meadow Leisure Centre					
Dance Studio space challenge		220			220
Passenger lift upgrade		30			30
Exe Valley Leisure Centre					
Hanovia UV unit		35			35
Tennis court dome / multi purpose area			150		150
ATP replacement				250	250
Boilers and CHP		90			90
Mansafe roof harness point access				40	40
Fitness Studio equipment				214	214
Culm Valley sports centre					
Reception and managers office extension		90			90
Remodelling dance studio		150			150
External doors		50			50
ATP replacement			250		250
Leisure - Other					
Reception infrastructure review - all sites	120				120
All Leisure Etarmis - Security Wipe - (linked to security project).	30				30
Total Leisure	150	665	400	504	1,719
Other MDDC Buildings					
Pannier Market					
Paving - Permanent Solution	150				150
Phoenix House					
Cooling options AHU				150	150
Etarmis - Security Wipe - (linked to security project).	50				50
Mansafe roof harness point access				60	60
Automatic doors		80			80
Boiler replacement & controls	90				90
General Car parks					
MSCP Capital Project - Phase 2	589				589
MDDC Depot sites					
Carlu Close - Water containment for Waste Transfer Station	80				80
Carlu Close - Fuel tank			75		75
Industrial Estate- Kings Mill		100	100		200
Hard surfacing - Kings Mill		50			50
Land acquisition for operational needs	400				400
Depot Design and Build		250	3,500		3,750
MDDC Shops/industrial Units					
Market Walk - Flat roof replacement	30	30			60
Market walk - Phase 2 of landscaping improvements			55		55
Play Areas					
Open Space infrastructure		50	50		100
Public Conveniences					
West Exe South - Remodelling - additional parking spaces	90				90
Other Projects					
Fire dampeners - Corporate sites	40				40
MDDC CCTV Review & replacement		50			50
Total Other	1,519	610	3,780	210	6,119
HIFSchemes					
Cullompton Town Centre Relief Road (HIF) bid	3,705	3,938	6,707	0	14,350
Tiverton EUE A361 Junction Phase 2 (HIF (bid)	250	4,700	3,200	0	8,150
Total HIF Schemes	3,955	8,638	9,907	0	22,500
ICT Projects					
Final phase of Desktop estate replacement/refresh		50			50
Hardware replacement of Network Core Switch which provides all voice and data connectivity for PH and remote sites.			80		80
Replacement Access Database - Property Services		100			100
Total ICT	0	150	80	0	230
Affordable Housing Projects					
Grants to housing associations to provide houses (covered by Commuted Sums)	17	17	17	17	68
Total Afford Housing	17	17	17	17	68
Private Sector Housing Grants					
Disabled Facilities Grants–P/Sector	572	577	581	586	2,316
Wessex Reinvestment Trust Grants Scheme	75				75
Total PSH Grants	647	577	581	586	2,391
TOTAL GF PROJECTS					
	0	0	0	0	0
Other General Fund Development Projects					
Other projected 3 Rivers Borrowing	13,757	22,950	24,950	25,500	87,157
3 Rivers scheme - Orchard House, Halberton	67				67
3 Rivers Scheme - Riverside Development (rear of Town Hall) Tiverton	1,442	308			1,750
Waddeton Park, Post Hill, Tiverton	4,615	4,875	2,835		12,325
TOTAL GF OTHER DEVELOPMENT PROJECTS	19,881	28,133	27,785	25,500	101,299
GRAND TOTAL GF PROJECTS	26,169	38,790	42,550	26,817	134,326

HRA Projects

Existing Housing Stock

Major repairs to Housing Stock	2,260	2,260	2,260	2,260	9,040
Renewable Energy Fund	150	250	250	250	900
Home Adaptations - Disabled Facilities	300	300	300	300	1,200

* Housing Development Schemes

HRA regeneration scheme 1	2,000				2,000
HRA regeneration scheme 2		1,500			1,500
HRA regeneration scheme 3			3,000		3,000
Westexe- Garages Block -Redevelopment		800			800
Affordable Housing/ Purchase of ex RTB	500	500	500	500	2,000
* Proposed Council House Building / Other schemes subject to full appraisal					
Depot rationalisation	1,000				1,000

Total HRA Projects	6,210	5,610	6,310	3,310	21,440
					0
Total HRA ICT Projects	25	0	0	0	25
					0
GRAND TOTAL HRA PROJECTS	6,235	5,610	6,310	3,310	21,465
	0	0	0	0	0
					0
GRAND TOTAL GF + HRA Projects	32,404	44,400	48,860	30,127	155,791
	0	0	0	0	0

MDDC Funding Summary

General Fund

EXISTING FUNDS	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	Total £k
Capital Grants Unapplied Reserve	664	594	723	728	2,709
Capital Receipts Reserve	70	70	70	69	279
NHB Funding	1,157	913	442	477	2,989
Other Earmarked Reserves	42	192	123	43	400
HIF Funding	2,401	7,507	7,916	0	17,824
Subtotal	4,334	9,276	9,274	1,317	24,201
NEW FUNDS					
PWLB Borrowing	21,835	29,514	33,276	25,500	110,125
Subtotal	21,835	29,514	33,276	25,500	110,125
Total General Fund Funding	26,169	38,790	42,550	26,817	134,326
Housing Revenue Account					
EXISTING FUNDS	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	Total £k
Capital Receipts Reserve	1,861	1,711	2,161	707	6,440
NHB Funding	21	21	21	21	84
HRA Housing Maintenance Fund	1,846	1,296	1,546	0	4,688
Other Housing Earmarked Reserves	2,482	2,582	2,582	2,582	10,228
Subtotal	6,210	5,610	6,310	3,310	21,440
NEW FUNDS					
Revenue Contributions	25	0	0	0	25
Subtotal	25	0	0	0	25
Total Housing Revenue Account Funding	6,235	5,610	6,310	3,310	21,465
TOTAL FUNDING	32,404	44,400	48,860	30,127	155,791

Cabinet
17 October 2019

Treasury Management Strategy Mid-Year Review Report 2019/20

Cabinet Member: Councillor Alex White
Responsible Officer: Andrew Jarrett, Deputy Chief Executive (S151).

Reason for Report: To inform the Cabinet of the treasury performance during the first six months of 2019/20 and agree the ongoing deposit strategy for the remainder of 2019/20 and a review of compliance with Treasury and Prudential Limits for 2019/20 (Appendix 1).

Recommendation(s):

1. That Cabinet recommends to Council that a continuation of the current policy outlined at paragraphs 6.0 - 6.5 be agreed.
2. That Cabinet recommends that Council approval the changes to the Capital Financing Requirement, Operation Boundaries and Authorised Limits for the next 3 years at paragraphs 4.3 - 4.5.

Relationship to Corporate Plan: Maximising investment return whilst minimising risk of credit default enables the Council to finance the delivery of its Corporate Plan objectives.

Financial Implications: Good financial management and administration underpins the entire strategy. The Council's Treasury Management Strategy should attempt to maximise investment return commensurate with minimum risk to the principal sums invested.

Legal Implications: The Council is under a statutory duty to "have regard" to the 2011 CIPFA Treasury Management Code of Practice. The Council's own Financial Regulations include requirements as to the reporting of treasury management information.

Risk Assessment: The Council considers deposit security as the paramount function in any treasury dealings or activities. It should be noted that any investment decisions will always be subject to a degree of risk. However, in complying with an agreed Treasury Management Strategy, these risks would be kept to a minimum acceptable level.

Equality Impact Assessment: It is considered that the impact of this report on equality related issues will be nil.

Climate Change Assessment: No implications relating this report.

1.0 Introduction

- 1.1 CIPFA's Code of Practice for Treasury Management recommends the annual setting of a Treasury Management Strategy and best practice dictates a half yearly update of treasury performance. This report will not only update

Members on the treasury performance over the first six months of 2019/20, but will also seek approval for the ongoing deposit strategy.

2.0 Treasury Performance 01/04/19 to 30/09/19

2.1 The table below shows the Council's overall treasury management position for the first six months of 2019/20.

Treasury Position	Average Interest	Total Interest as at 30/9/19	Forecast Year end position
Temporary Investments and Deposits	0.75%	£124k	£196k
CCLA dividends	4.19%	£103k	£210k
Commerical activities / Non-financial investments	4.50%	£91k	£209k
Total		£318k	£615k

2.2 The General Fund 2019/20 budget for temporary investment and non-treasury activities is £443k and for the Housing Revenue Account is £83k.

2.2 This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. However, so far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing, (first week in September), the whole political situation in the UK over Brexit is highly fluid and could change radically by the day. The vote in the Commons on 3 September lead to a delay in the date for Brexit to 31 January 2020. There is also the likelihood of a general election. In such circumstances, any interest rate forecasts are subject to material change as the situation evolves. At present, if the UK does achieve an agreed deal on Brexit soon, including some additional clarification wording on the Irish border backstop, then it is possible that growth could recover quickly. The Monetary Policy Committee (MPC) could then need to address the issue of whether to raise Bank Rate when there is very little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation.

2.3 On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could falter and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Base Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by way of tax cuts and / or expenditure on infrastructure projects, to boost the economy. However, infrastructure projects generally take a long time to plan and to start up, and so to feed through into impacting the economy; tax cuts would be much quicker in impacting the level of consumption in the economy.

2.4 Interest rate forecasts:

2.4.1 The Council's treasury advisor, Link Asset Services (formerly Capita Asset Services), has provided the following forecast:

Link Asset Services Interest Rate View											
	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	1.20	1.30	1.50	1.60	1.70	1.70	1.80	1.90	2.00	2.00	2.10
10yr PWLB Rate	1.50	1.60	1.80	1.90	2.00	2.00	2.10	2.20	2.30	2.30	2.40
25yr PWLB Rate	2.10	2.30	2.40	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00
50yr PWLB Rate	2.00	2.20	2.30	2.40	2.50	2.60	2.60	2.70	2.80	2.90	2.90

3.0 Current Portfolio Position

3.1 The Council's treasury portfolio position as at 30 September 2019 was made up of short-term investments/deposits to the value of £30.28m. These investments comprised:

£ 27.50m in fixed term investments
£ 2.78m in Natwest bank call accounts

Property Fund comprises of:

£ 5.00m with CCLA commercial property fund

Detailed list of deposits/short term investments:

Institution	Principal: (£)	Rate:	Start Date:	Maturity Date:
Cornwall Council	2,000,000	0.65%	05/07/2019	07/10/2019
Goldman Sachs	2,000,000	1.22%	15/10/2018	15/10/2019
Leeds BS	2,000,000	0.71%	14/08/2019	15/11/2019
Coventry	1,500,000	0.92%	22/05/2019	22/11/2019
Coventry	1,500,000	0.92%	03/06/2019	03/12/2019
Lloyds	2,000,000	1.05%	28/03/2019	30/12/2019
Lloyds	2,000,000	1.05%	01/04/2019	02/01/2020
Barclays	1,000,000	0.74%	02/07/2019	02/01/2020
Yorkshire Building Society	1,500,000	0.75%	17/07/2019	17/01/2020
Lloyds	1,000,000	1.05%	25/04/2019	27/01/2020
Goldman Sachs	2,000,000	0.99%	26/04/2019	27/01/2020
Coventry	2,000,000	0.98%	01/05/2019	03/02/2020
Leeds BS	1,500,000	0.79%	02/09/2019	02/03/2020
Goldman Sachs	1,000,000	0.94%	17/09/2019	17/03/2020
Santander	1,500,000	0.83%	01/10/2019	01/04/2020
Close Brothers	1,000,000	1.10%	04/09/2019	02/09/2020
Santander	2,000,000	0.94%	17/09/2019	17/09/2020

- 3.2 **Property Fund:** The Council currently has £5m deposited with the CCLA (Churches, Charities and Local Authorities) commercial property fund. Dividends are paid quarterly; first two quarters, dividends of 4.50% were earned.
- 3.3 The Council received an average return of 0.75% on investments during the first six months. The return on investments for the first half of the year has remained stable due to the Bank of England continuing to hold the base rate at 0.75%. The expectation for the second half of the year has some uncertainty given the concerns over the impact of Brexit.
- 3.4 During 2018/19 an average rate of investment return of 0.77% was earned at the mid-year point.

4.0 Borrowing Requirements

- 4.1 The Council has no short term borrowing but has existing PWLB loans of £39.83m at the end of September 2019, in addition to £0.28m in finance leases.
- 4.2 The Council did not undertake any new borrowing during 2018/19. There has also been no new borrowing during 2019/20, however there is £0.50m assumed to be borrowed during the remainder of 2019/20 to deliver the capital programme.
- 4.3 The Council approved the 3 Rivers Developments Limited business plan in February 2019 which details loans the Council can make to the company. In order to finance the capital loans the Council is able to borrow from PWLB. The latest 2019/20 loans forecast could be up to £9.29m.
- 4.4 The Treasury Management Strategy Statement (TMSS), for 2019/20 was approved by this Cabinet on 7 February 2019. The underlying TMSS approved previously requires revision in the light of the 3 Rivers Developments Limited business plan and the revised deliverable Capital Programme for 2019/20.
- 4.5 The proposed changes are set out in the following 3 tables below for the next 3 financial years:

Prudential Indicator 2019/20 £000	Original Estimate	Revised Prudential Indicator Estimate
Authorised Limit	77,000	72,000
Operational Boundary	68,000	63,000
Capital Financing Requirement	64,120	59,721

Prudential Indicator 2020/21 £000	Original Estimate	Revised Prudential Indicator Estimate
Authorised Limit	89,000	96,000
Operational Boundary	80,000	87,000
Capital Financing Requirement	75,510	83,508

Prudential Indicator 2021/22 £000	Original Estimate	Revised Prudential Indicator Estimate
Authorised Limit	98,000	108,000
Operational Boundary	89,000	99,000
Capital Financing Requirement	85,233	96,868

5.0 Annual Investment Strategy

- 5.1 Any fixed term investments in the market place (except Debt Management Office [DMO]) are restricted to a maximum term of two years (previously one year). The Council's substantial commitments (particularly the monthly precepts to Devon County Council, the Police and Fire Authority) constrain the term of investments. The Cabinet of 7 February 2019 resolved to diversify the investment portfolio to include non-UK banks with a minimum Sovereign Fitch rating of AAA (highest possible rating).
- 5.2 The Council will continue to have regard to the MHCLG's Guidance on Local Government Investments ("the Guidance") issued in April 2018 (3rd Edition) and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectorial Guidance Notes ("the CIPFA Treasury Management Code").

6.0 Lending Criteria and Counterparty Limits

- 6.1 The current policy allows the lending of funds to be deposited with major UK banks and building societies with an investment period no longer than two years and where the counterparty is required to meet the following ratings requirements: Banks (Fitch F1, F1+) and for building societies based upon a minimum Fitch rating of F1 and an asset base level of at least £1bn. The maximum lending limit to any group counterparty is £5m. The policy includes investments with CCLA property fund and money market funds with a limit of £2m on this option. Note that delegation was provided to the s151 officer and Finance Portfolio Holder in 2011/12 to make reactive decisions when market conditions changed due to volatility in rating changes when our own bankers, Natwest, were downgraded, along with other part nationalised banks. We do not invest any term deposits with the Royal Bank of Scotland Group and only have our call accounts with them.

- 6.2 Officers would recommend a continuation of the existing policy for investments with banks and building societies, property funds and money market funds.
- 6.3 In addition to these fixed term deposits, the Council also uses an instant access liquidity account with the National Westminster Bank (the Council's banker) to sweep any small surplus funds which cannot be placed by our brokers. Again, this account will be subject to the same £5m maximum deposit level.
- 6.4 The Council will also continue to lend to:
- Local Authorities, Police, Fire & Rescue, Parish Councils etc and other Public Bodies
 - UK Government (including gilts, Treasury Bills and the DMADF)
 - Other Bodies.
- 6.5 The investments that can be made to the organisations stated in paragraph 6.4, will not be constrained to a maximum deposit of £5m due to their lower level of risk. However, other bodies have a monetary limit of £3m.

7.0 Future Outlook

- 7.1 The first half of 2019/20 has seen UK economic growth fall as Brexit uncertainty took its toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. This mirrored investor confidence around the world which is now expecting a significant downturn or possibly even a recession in some developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit.
- 7.2 As for inflation itself, CPI has been hovering around the Bank of England's target of 2% during 2019, (July 2.1%), and is likely to shift only a little upwards over the rest of 2019/20. It does not therefore pose any immediate concern to the MPC at the current time.
- 7.3 In the political arena, if there is a general election soon, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

8.0 Conclusion

- 8.1 The first half year performance looks encouraging but as Members will be very well aware, there is considerable financial uncertainty both nationally and internationally which may have a negative impact on our yields.

Contact for more information: Andrew Jarrett – 01884 234242 (ajarrett@middevon.gov.uk) and Gemma Cawsey (gcawsey@middevon.gov.uk)

	20/18/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Upper Limit for Total Principal Sums Invested for over 365 days ¹	0%	18%	18%

Note 1 Our policy states has changed for 19/20 to allow investments for 2 years.

Maturity structure of existing borrowing (£m)	Actual	Lower Limit	Upper Limit
Under 12 months	5.77%	0.00%	50.00%
12 months and within 24 months	5.75%	0.00%	50.00%
24 months and 5 years	16.97%	0.00%	50.00%
5 years and within 10 years	28.07%	0.00%	75.00%
10 years and above	43.44%	0.00%	100.00%

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CABINET

17 OCTOBER 2019:

PERFORMANCE AND RISK REPORT

Cabinet Member Cllr Bob Deed
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 2019-20 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.

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.

Equality Impact Assessment: No equality issues identified for this report.

Impact on Climate Change: No impacts identified for this report.

1.0 Introduction

- 1.1 Appendices 1-5 provide Members with details of performance against the Corporate Plan and local service targets for the 2019-20 financial year. The Committee is invited to suggest measures they would like to see included in the future for consideration.
- 1.2 Appendix 6 shows the higher impact risks from the Corporate Risk Register. See 3.0 below.
- 1.3 Appendix 7 shows the risk matrix for the Council.
- 1.4 All appendices are produced from the Corporate Service Performance And Risk Management system (SPAR).
- 1.5 When benchmarking information is available it is included.

2.0 Performance

Environment Portfolio - Appendix 1

- 2.1 Regarding the Corporate Plan Aim: **Increase recycling and reduce the amount of waste: % of household waste reused, recycled and composted**; all the waste KPIs on Appendix 1 are better than target. These are yet to be verified by DCC however.
- 2.2 Regarding the Corporate Plan Aim: **Reduce our carbon footprint**: The proposal from Exeter University for the benchmarking of MDDC's Carbon Footprint, along with the other Devon districts, as at 2018/19 was received w/c 2 September and is being considered by management.

Homes Portfolio - Appendix 2

- 2.3 Regarding the Corporate Plan Aim: **Build more council houses**: Palmerston Park is now due for handover of all 26 units at the end of September.
- 2.4 Regarding the Corporate Plan Aim: **Facilitate the housing growth that Mid Devon needs, including affordable housing: Bringing Empty homes into use** has already exceeded the annual target. **Number of affordable homes delivered** was below target as at 30 June, this is reported quarterly.
- 2.5 Regarding the Corporate Plan Aim: **Planning and enhancing the built environment: Performance Planning Guarantee determined within 26 weeks** was just below target at 99% but all 4 speed and quality measures were well above the required target as at 30 June. These too are all reported quarterly.
- 2.6 Regarding the Corporate Plan Aim: **Other**: all measures are either on or above target except for **Average days to re-let** which was just outside the target of 14 days.
- 2.7 Housing performance remains in the top quartile compared with HouseMark.

Economy Portfolio - Appendix 3

- 2.8 An Economic Development Service Update which covers specific projects is a separate item on this agenda.
- 2.9 Regarding the Corporate Plan Aim: **Focus on business retention and growth of existing businesses**: we record **Businesses assisted**; they have to be assisted for a minimum of an hour to be included in this figure.
- 2.10 The GED team is working proactively to bring forward strategic developments and overcome obstacles to development. The team is currently in discussions with all allocated employment site land owners.

- 2.11 Regarding the Corporate Plan Aim: **Improve and regenerate our town centres with the aim of increasing footfall, dwell-time and spend in our town centres:** for **Empty Shops**, the vacancy rates in Tiverton and Cridton are better than this time last year. It should be noticed that the vacancy count is done at the start of each quarter hence the figures for “September” are populated already. The destination website is under construction at present.
- 2.12 Local Plan update: A post hearing advice note was received from the Inspector on 23rd May 2019. In response officers prepared and submitted a draft housing land supply update. The Inspector then invited hearing participants to comment upon it and the Council to make a further submission in response to those comments. We await clarification from the Inspector on how he wishes to proceed to the next stage. A report on the proposed main modifications will be considered at a future meeting of Cabinet and Council prior to a further stage of public consultation. We await guidance from the Inspector after which we will be in a clearer position over timescale going forward.

Community Portfolio - Appendix 4

- 2.13 **Regarding the Corporate Plan Aim: Promote physical activity, health and wellbeing:** The play area in Palmerston Park will be closed to allow contractors to carry out a make-over of the community space. Mid Devon District Council is investing around £25,000 to fund the improvements, with the money coming from developer contributions.
- 2.14 **Other:** MDDC has applied for £1.2 million of Government funding to support the regeneration of Cullompton’s historic town centre. The Council submitted the bid to Historic England for a share of the High Streets Heritage Action Zone, under the Government’s High Streets Programme. MDDC has successfully passed the first stage and will now need to submit a full programme design by January 2020 in discussion with Historic England
- 2.15 MDDC’s website was upgraded from 1 July we are now addressing our other websites for accessibility i.e. Culm Garden Village, NMD Building Control and Leisure. Advice is being given to Town and Parishes regarding their websites.

Corporate - Appendix 5

- 2.16 **Working days lost due to sickness** is currently slightly better than target but we are approaching the months when short-term sickness absences tend to increase. The revised sickness policy is in draft at present.
- 2.17 The **Response to FOI requests** have been 100% on time since April 2019. The new FOI information has been added as requested, with some information about the prior year for comparison. The extra FOI information did not start being published on the website until July 2018 when the new Cabinet FOI guidance was published.
- 2.18 Premier Inn is still on target for completion. Our retail units at Market Walk: The occupancy rate has now fallen back below 100% but Heads of Terms are

nearly completed for 2 shops (4 units) and Londis is working with the Council re another.

- 2.19 The **% total Council Tax collected** and **% total NNDR collected** are both well above target.

3.0 Risk

- 3.1 The Corporate risk register is regularly reviewed by Group Managers' Team (GMT) and Leadership Team (LT) and updated as required.
- 3.2 Risk reports to committees include strategic risks with a current score of 10 or more in accordance with the Risk and Opportunity Management Strategy. (Appendix 6)
- 3.3 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.
- 3.4 Operational risk assessments are job specific and flow through to safe systems of work. These risks go to the Health and Safety Committee biannually with escalation to committees where serious concerns are raised.

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.

Contact for more Information: Catherine Yandle Group Manager for Performance, Governance and Data Security ext 4975

Circulation of the Report: Leadership Team and Cabinet Member

Corporate Plan PI Report Environment

Monthly report for 2019-2020
 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

* 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)	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	Group Manager	Officer Notes
<u>Residual household waste per household (measured in Kilograms) (figures have to be verified by DCC)</u>	119.90 (4/12)	365.00	27.49	57.07	85.01	114.63									Stuart Noyce	
<u>% of Household Waste Reused, Recycled and Composted (figures have to be verified by DCC)</u>	56.15% (4/12)	54.00%	55.78%	56.45%	56.21%	55.71%									Stuart Noyce	
<u>Net annual cost of waste service per household</u>		£45.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Stuart Noyce	
<u>Number of Households on Chargeable Garden Waste</u>	9,953 (4/12)	10,000	9,921	10,102	10,109	10,195									Stuart Noyce	
<u>% of missed collections reported (refuse and organic waste)</u>	0.03% (4/12)	0.03%	0.01%	0.01%	0.01%	0.01%									Stuart Noyce	
<u>% of Missed Collections logged (recycling)</u>	0.01% (4/12)	0.03%	0.02%	0.02%	0.02%	0.02%									Stuart Noyce	

Aims: Protect the natural environment

Corporate Plan PI Report Environment																	
Priorities: Environment																	
Aims: Protect the natural environment																	
Performance Indicators																	
Title	Prev Year (Period)	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	Group Manager	Officer Notes	
<u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u>	8 (4/12)		2	4	6	8									Stuart Noyce		

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Print Date: 06 September 2019 13:08

Corporate Plan PI Report Homes

Monthly report for 2019-2020
 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
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* 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	Group Manager	Officer Notes	
<u>Build Council Houses</u>	2 (5/12)		26	0	0	0	0	0								Angela Haigh	(August) Revised completion date agreed with Homes England (CY)	
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	Group Manager	Officer Notes	
<u>Number of affordable homes delivered (gross)</u>	18 (1/4)		100	n/a	n/a	22	n/a	n/a		n/a	n/a		n/a	n/a		Angela Haigh		
<u>Deliver homes by bringing Empty Houses into use</u>	56 (5/12)		72	17	33	42	55	72								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	Group Manager	Officer Notes	
<u>% Decent Council Homes</u>	99.9% (5/12)		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%								Angela Haigh		
<u>% Properties With a Valid Gas Safety Certificate</u>	99.91% (5/12)		100.00%	99.78%	99.82%	99.91%	99.91%	99.96%								Angela Haigh		
<u>Rent Collected as a Proportion of Rent Owed</u>	99.26% (5/12)		97.00%	91.55%	99.90%	97.66%	100.93%	99.30%								Angela Haigh		
<u>Current Tenant Arrears as a Proportion of Annual Rent Debit</u>	1.32% (5/12)		2.50%	1.10%	0.87%	1.11%	1.09%	0.91%								Angela Haigh		
<u>Dwelling rent lost due to voids</u>	0.57% (5/12)		0.70%	0.50%	0.50%	0.48%	0.48%	0.52%								Angela Haigh		
<u>Average Days to Re-Let Local Authority Housing</u>	15.7days (5/12)		14.0days	14.0days	14.5days	14.6days	13.7days	14.6days								Angela Haigh		

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Corporate Plan PI Report Economy

Monthly report for 2019-2020
 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
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* 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	Group Manager	Officer Notes		
Number of business rate accounts	3,049 (5/12)		3,150	3,104	3,112	3,123	3,137	3,149								Andrew Jarrett, Fiona Wilkinson			
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	Group Manager	Officer Notes		
Businesses assisted	122 (5/12)		250	10	28	50	61	69								Adrian Welsh	(August) 9 New Enquires & 8 Businesses Assisted (MF)		
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	Group Manager	Officer Notes		
Increase in Car Parking Vends	53,627 (5/12)			51,120	51,775	48,697	50,894	51,261								Andrew Jarrett			
The Number of Empty Shops (TIVERTON)	21 (2/4)		18	n/a	n/a	17	n/a	n/a	20	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) The number of vacant units is 7.1% equaling 17 units. (MF)		
The Number of Empty Shops (CREDITON)	8 (2/4)		8	n/a	n/a	6	n/a	n/a	7	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) 5.0% of units vacant. (MF)		
The Number of Empty Shops (CULLOMPTON)	7 (2/4)		8	n/a	n/a	12	n/a	n/a	12	n/a	n/a	n/a	n/a	n/a	n/a	Adrian Welsh	(Quarter 1) The number of vacant units within Cullompton is 12 (MF)		
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	Group Manager	Officer Notes		
Funding awarded to support economic projects	£0 (1/4)		£100,000	n/a	n/a	£10,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Adrian Welsh	(Quarter 1) £10,000 bid to Arts Council from Cullompton Town Council (AD) (JB)		

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Corporate Plan PI Report Community

Monthly report for 2019-2020

Arranged by Aims

Filtered by Aim: Priorities Community

Filtered by Flag: Exclude: Corporate Plan Aims 2016 to 2020

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 Community

Priorities: Community

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	Group Manager	Officer Notes
<u>Compliance with food safety law</u>	85% (5/12)		90%	93%	93%	92%	93%	93%								Simon Newcombe	

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Corporate Plan PI Report Corporate

Monthly report for 2019-2020

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	Group Manager	Officer Notes
<u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u>	90% (5/12)		90%	96%	98%	95%	87%	85%								Lisa Lewis	
<u>Number of Complaints</u>	29 (5/12)			26	31	33	34	33								Lisa Lewis	
<u>New Performance Planning</u>	100% (1/4)		100%	n/a	n/a	99%	n/a	n/a	n/a	n/a		n/a	n/a			Jenny Clifford, David	(Quarter 1) Down by 1 FTE (RP)

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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	Group Manager	Officer Notes
<u>Guarantee determine within 26 weeks</u>																Green	
<u>Major applications determined within 13 weeks (over last 2 years)</u>	86% (1/4)		60%	n/a	n/a	72%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	(Quarter 1) 1 FTE down (RP)
<u>Minor applications determined within 8 weeks (over last 2 years)</u>	73% (1/4)		65%	n/a	n/a	77%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	
<u>Major applications overturned at appeal (over last 2 years)</u>	3% (1/4)		10%	n/a	n/a	0%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	(Quarter 1) down by 1 FTE (RP)
<u>Minor applications overturned at appeal (over last 2 years)</u>	0% (1/4)		10%	n/a	n/a	0%	n/a	n/a		n/a	n/a		n/a	n/a		Jenny Clifford, David Green	

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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	Group Manager	Officer Notes
<u>Response to FOI Requests (within 20 working days)</u>	98% (5/12)		100%	100%	100%	100%	100%	100%								Catherine Yandle	(August) 79 replies all on time. (CY)
<u>FOI/EIR Requests where the information was granted in full</u>	n/a	n/a	2018 -19 Q 3 & 4 190 i.e. 59.4%	32	28	26	26	44								Catherine Yandle	(August) Out of 79; 55.7% (CY)
<u>ICO Decision Notices</u>	n/a	n/a	There were 4 complaints in 2018-19 2 Withdrawn 1 Upheld 1 Not Upheld			1	1	1								Catherine Yandle	(August) Withdrawn (CY)
<u>Working Days Lost Due to Sickness Absence</u>	3.49days (5/12)		7.00days	0.46days	0.96days	1.55days	2.17days	2.88days								Matthew Page	
<u>% total Council tax</u>	47.43% (5/12)		98.50%	11.16%	20.41%	29.29%	38.20%	47.15%								Andrew Jarrett	

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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	Group Manager	Officer Notes
<u>collected - monthly</u>																	
<u>% total NNDR collected - monthly</u>	47.45% (5/12)		99.20%	12.02%	24.00%	33.07%	40.40%	48.98%								Andrew Jarrett	
<u>Number of visitors per month</u>	2,341 (5/12)		2,500	1,361	1,355	1,257	1,212	1,189								Lisa Lewis	

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Corporate Risk Management Report - Appendix 6

Report for 2019-2020

Filtered by Prefix: Exclude Risk Prefix: OP, PR, EV

Filtered by Flag: Include: * Corporate Risk Register

For MDDC - Services

Filtered by Performance Status: Exclude Risk Status: Low

Not Including Risk Child Projects records, Including Mitigating Action records

Key to Performance Status:

Mitigating Action:	Milestone Missed	Behind schedule	On / ahead of schedule	Completed and evaluated	No Data available
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Risks:	No Data (0+)	High (15+)	Medium (6+)	Low (1+)
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Corporate Risk Management Report - Appendix 6

Risk: Absence of Key Staff Loss of key staff from service (either temporary or permanent) could result in being unable to meet statutory duties and administer an election

Service: Elections and Electoral Registration

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Partnership working arrangements	may require experienced staff from other authorities if staff absent at key times	Jackie Stoneman	02/08/2013	11/03/2019	Fully effective (1)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jill May

Review Note: contingency plans - AEA and Devon Group partnership working (could borrow staff)

Risk: Building Control partnership with North Devon Partnership arrangement with North Devon fails and Building Control has to be brought back in house.

Service: Building Control

Mitigating Action records

No Mitigating Action records found.

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jenny Clifford

Review Note: Ensure marketing plan is implemented performance monitoring of surveyors.

Corporate Risk Management Report - Appendix 6

Risk: Climate Change Declaration The implications to the Council's strategic, budget and medium term financial plans are not yet fully explored and understood. This introduces an increased level of uncertainty.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
No Data available	Consideration by the Environment PDG	This PDG has been tasked with considering the Council's own policy response (s) to the Climate Change Declaration made at Full Council on 26 June 2019.	Catherine Yandle	19/07/2019	05/09/2019	No Score(0)
On / ahead of schedule	Establishing baseline and definitions	A Devon wide definition of "Carbon footprint" needs to be established so the County can work to a common formula. MDDC's own Carbon footprint will be calculated to establish a baseline for future measurement.	Catherine Yandle	19/07/2019	05/09/2019	Satisfactory (2)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		
Service Manager: Catherine Yandle						
Review Note: Proposal from Exeter University for carbon footprint work is due w/c 2/9/19						

Corporate Risk Management Report - Appendix 6

Risk: Cyber Security Inadequate Cyber 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 ICT security strategy in place.

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

Service: I C T

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Email and Protective DNS	ICT have applied the all levels of the government secure email policy, which ensures secure email exchange with government agencies operating at OFFICIAL. PSN DNS has been configured at the Internet gateway, which ensures the validity of websites and blocks known sites.	Alan Keates	06/06/2019	17/09/2019	Fully effective (1)
Completed and evaluated	Information Security Policy in place, with update training	Information Security Policy reviewed. LMS (online policy system) included in induction.	Catherine Yandle	22/10/2015	17/09/2019	Fully effective (1)
On / ahead of schedule	Regular user awareness training	Staff and Member updates help to reduce the risk	Alan Keates	03/01/2019	17/09/2019	Satisfactory (2)
Completed and evaluated	Technical controls in place	Required to maintain Public Sector Network certification	Alan Keates	03/01/2019	17/09/2019	Fully effective (1)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Alan Keates

Review Note: See mitigating actions.

Corporate Risk Management Report - Appendix 6

Risk: Economic Strategy Failure to deliver projects/outcomes in Economic Strategy

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Record						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Continue to seek out existing and new funding opportunities	To assist in ensuring adequate funding for delivery.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	partnership working	Continue to work closely with delivery partners to gain advance warning of difficulties so as to seek to mitigate	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Project Management	Continue rigorous project management, monitoring and reporting	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

Risk: Funding Insufficient resources (including funding) to deliver growth aspirations of Corporate Plan.

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	10/06/2019	Satisfactory (2)
Current Status: High (16)		Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High		
Service Manager: Adrian Welsh						
Review Note: Uncertainty as to whether funding will continue in current political climate.						

Corporate Risk Management Report - Appendix 6

Risk: GDPR compliance That the Council cannot demonstrate that we are compliant with GDPR requirements.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	IDOX Records Handling Plan	To utilize IDOX bulk data handling tool across the Council services using Uniform	Catherine Yandle	01/03/2019	11/08/2019	Satisfactory (2)
On / ahead of schedule	Records Management Action Plan	To improve identified issues with records management	Catherine Yandle	15/06/2018	11/08/2019	Satisfactory (2)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 2 - Low	
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Risk: Health and Safety Inadequate Health and Safety Policies or Risk Assessments and decision-making could lead to Mid Devon failing to mitigate serious health and safety issues

Service: Human Resources

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Risk Assessments	Review risk assessments and procedures to ensure that we have robust arrangements in place. In progress ready for September reports.	Michael Lowe	28/05/2013	15/11/2018	Fully effective (1)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Michael Lowe						
Review Note: Whilst there is an improvement in procedures the safety reviews carried out still show further work is required in implementing these into the work place						

Corporate Risk Management Report - Appendix 6

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.

Service: Housing Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Computer System	New ICT system for recording homelessness data procured.	Claire Fry	05/09/2017	13/09/2019	Fully effective (1)
Completed and evaluated	Staff Support	Officers are trained and knowledgeable and the structure of Housing Options team to be reviewed to build resilience. Homelessness strategy to be reviewed Autumn 2019.	Claire Fry	22/06/2017	13/09/2019	Fully effective (1)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Claire Fry						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Information Security Inadequate data protection could lead to breaches of confidential information and ultimately enforcement action by the ICO.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Awareness and Training	Attend team meetings and other meetings such as Tenants Together to provide training and answer questions on request. Articles in the Link on an ad hoc basis.	Catherine Yandle	09/08/2019	11/08/2019	Satisfactory (2)
On / ahead of schedule	Breach notification	Security breaches are logged via the helpdesk and monitored for developing trends. Training and advice is offered in response to items logged.	Catherine Yandle	09/08/2019	11/08/2019	Satisfactory (2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Infrastructure delivery Inability to deliver, or delay in delivering, key transport infrastructure to unlock planned growth

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

Risk: Localism Act - Community Right to Buy / Challenge Transference of services to the community could enable the Council to identify cost savings

Service: Financial Services

Mitigating Action records

Mitigating Action Records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	This is an opportunity - Communication with third parties needed		Jo Nacey	02/08/2019	02/08/2019	Satisfactory(2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Overall Funding Availability Changes to Revenue Support Grant, Business Rates, New Homes Bonus and other funding streams in order to finance ongoing expenditure needs.

Service: Financial Services

Mitigating Action records

Mitigating Action Records						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Engaging in commercial activities		Jo Nacey	28/09/2017	13/09/2019	Satisfactory(2)
On / ahead of schedule	Medium term planning		Jo Nacey	28/09/2017	13/09/2019	Satisfactory(2)
On / ahead of schedule	We continue to work with managers to reduce costs and explore new income streams		Jo Nacey	07/02/2019	13/09/2019	Satisfactory(2)
Current Status: High (15)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 3 - Medium	
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Reduced Funding - Budget Cuts We are subject to continuing budget reductions. If we concentrate on short term cost savings, it may increase long term impact of decisions

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Business Plans	Service Business Plans are reviewed each financial year with suggestions for revised performance targets based on budget to be agreed by Cabinet Member and PDG.	Jo Nacey	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Identify Efficiencies	Taking proactive steps to increase income and reduce expenditure through efficiencies, vacancies that arise and delivering services in a different way.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Reserves	Cabinet have taken the decision to recommend a minimum general reserve balance of 25% of Net annual budget.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
On / ahead of schedule	Set Budget	Each year as part of the budget setting process, members are consulted via PDGs in time to evaluate savings proposals, ahead of the November draft budget.	Andrew Jarrett	28/05/2013	13/09/2019	Satisfactory (2)
Current Status: High (20)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 4 - High		

Service Manager: Jo Nacey

Corporate Risk Management Report - Appendix 6

Review Note: See mitigating actions

Risk: Reputational damage - social media impact of reputational damage through social media is a significant risk that warrants inclusion on the Authority's risk register.

Service: Communications

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Monitoring social media	Two members of the communications team monitor the main corporate social media accounts on a rota basis. Alerts are also set up so the team receives notification of comments and can respond as appropriate. This is monitored in office hours only and the team does not provide 24 hour monitoring or a call out function. The Comms Team also works with other local authorities and takes part in social media training with other local authorities as the opportunities arise budgets permitting.	Jane Lewis	05/06/2019	05/06/2019	Satisfactory (2)

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Jane Lewis

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: Reputational re Council Housing Stock Failure in handling a disaster/mistake properly

Service: Housing Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Proactive Working	Dynamic system of fire risk assessment being adopted to minimise risk of a disaster. Tenancy Home Checks enable us to identify issues in homes; and communal inspections and Neighbourhood Walkabouts enable us to identify issues in communal areas which could result in a disaster.	Claire Fry	05/09/2017	13/09/2019	Fully effective(1)
Completed and evaluated	Staff Support	Trained staff who are knowledgeable and have a comprehensive suite of housing related policy and procedures in place. These include procedures in case of disaster.	Claire Fry	05/09/2017	13/09/2019	Fully effective(1)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 2 - Low		
Service Manager: Claire Fry						
Review Note: See mitigating actions						

Risk: S106 Agreement Inability of the legacy systems to provide a full overview of the 'trigger points' for all of the s106 agreements

Service: Planning

Mitigating Action records

No Mitigating Action records found.

Current Status: No Data	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 2 - Low
Service Manager: Jenny Clifford		
Review Note: S106 requirements have been comprehensively databased and reconciled against financial system allowing for more accuracy and confidence in monitoring		

Corporate Risk Management Report - Appendix 6

Risk: Software failure loss of electoral register and election information

Service: Elections and Electoral Registration

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Data Back-up	Back-up data every night	Jackie Stoneman	05/07/2012	08/10/2018	Fully effective(1)

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jill May

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: SPV - 3 Rivers - Failure of the Company This will depend on Economic factors and the Company's success in the marketplace commercially.

For MDDC the impacts will be:

3 Rivers are unable to service and repay the loan from MDDC

Not receiving the forecast additional income

Not supporting corporate objectives.

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Quarterly Officer Programme Board	Will receive detailed project updates and will ensure performance correlates with existing metrics, budgets, timetable and considers any specific material project risks that have been identified. Anything materially o/s of project confines would then be reported to Cabinet	Catherine Yandle	13/06/2019	13/09/2019	Satisfactory (2)
On / ahead of schedule	Regular monitoring	The Board of 3 Rivers deliver a half yearly report to the Cabinet which provides an update on their delivery against their business plan. We charge interest to them at a commercial rate in order to maintain an "arms-length" relationship and the interest provides some mitigation to the outstanding principal.	Jo Nacey	30/05/2019	13/09/2019	Satisfactory (2)

Current Status: High (20)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 4 - High

Service Manager: Jo Nacey

Review Note: See mitigating actions

Corporate Risk Management Report - Appendix 6

Risk: SPV Disclosure requirements - 3 Rivers Failing to maintain the balance between commercial sensitivity and the transparency and openness requirements of a wholly owned entity.

Service: Financial Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Employed services of Ichabod	We can refer technical matters regarding group accounts etc. to our retained technical advisor. This is a cost effective way of receiving technical updates	Jo Nacey	02/01/2018	13/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jo Nacey						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: SPV Governance Arrangements - 3 Rivers Not being able to demonstrate robust challenge and decision-making.

Service: Governance

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Included on AGS	This issue has been included on the Annual Governance Statement Action Plan so we do not lose sight of the issue throughout the year.	Catherine Yandle	15/07/2019	06/09/2019	Satisfactory (2)
Behind schedule	Openness and Transparency	Regular reports to Cabinet in open session where possible. Need to balance commercial interests with Nolan principles.	Catherine Yandle	20/05/2019	06/09/2019	Poor - action required(3)
Current Status: Medium (10)		Current Risk Severity: 5 - Very High			Current Risk Likelihood: 2 - Low	
Service Manager: Catherine Yandle						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: ST-Reduction in Garden Waste Customers Loss of income; reduction in recycling rate

Service: Street Scene Services

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
Completed and evaluated	Reminder to renew correspondence	To maintain the existing customer base	Lorraine Durrant	06/06/2019	05/07/2019	Fully effective (1)
Completed and evaluated	Social media campaigns & publicity	To ensure that information about the garden waste service reaches as many residents as possible	Lorraine Durrant	06/06/2019	05/07/2019	Fully effective (1)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Stuart Noyce						
Review Note: See mitigating actions						

Corporate Risk Management Report - Appendix 6

Risk: Tiverton Pannier Market Failure to maximise the economic potential of Tiverton Pannier Market

Service: Growth, Economy and Development

Mitigating Action records

Mitigating Action Record						
Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
On / ahead of schedule	Continue to retain and prioritise market budget	To ensure most efficient use of resources	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Implement and review market strategy	Implementation of strategy will increase market's financial success and help fulfill its function as a key driver for the town.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
On / ahead of schedule	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	17/09/2019	Satisfactory (2)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						
Review Note: See mitigating actions						

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Print Date: 19 September 2019
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Risk Matrix

Report

Filtered by Prefix: Exclude Risk Prefix: OP, EV
For MDDC - Services
Current settings

Risk Likelihood	5 - Very High	No Risks	No Risks	No Risks	No Risks	1 Risk
	4 - High	No Risks	No Risks	No Risks	1 Risk	3 Risks
	3 - Medium	No Risks	No Risks	7 Risks	10 Risks	2 Risks
	2 - Low	No Risks	3 Risks	16 Risks	14 Risks	5 Risks
	1 - Very Low	No Risks	3 Risks	4 Risks	4 Risks	4 Risks
		1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High
Risk Severity						

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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CABINET
17 OCTOBER 2019

ANNUAL REPORT ON COMPLAINTS, COMMENTS AND COMPLIMENTS

Cabinet Member(s): Cllr N Woollatt
Responsible Officer: Lisa Lewis, Group Manager for Business Transformation and Customer Engagement

Reason for Report: Annual report on complaints, comments and compliments received as part of our 1.6 million plus contacts with customers in 2018/19

RECOMMENDATION: to note the record of complaints, comments and compliments

Financial Implications: None

Legal Implications: None directly arising from this report.

Risk Assessment: Accurate recording and monitoring of complaints is good practice and ensures openness and accountability to all customers.

Equality Impact Assessment: Complaints are received by a variety of means which ensures that there is equality of opportunity for all customers. In addition, where there is a need Customer Services staff will assist in the recording of complaints. There is also an interpretation service available. Equalities information is collected on a voluntary basis.

Relationship to Corporate Plan: To ensure that the Council provides access to services for customers in whatever way they choose to transact with us. Ensuring extended access via digital means and improving the way that we hold information and deliver our services to customers, placing them at the centre of what we do.

Impact on Climate Change: None

1.0 Introduction/Background

1.1 The Council receives contact from customers in a variety of ways for all services. The table below shows the overall number of contacts for each method for the years 2017/18 and 2018/19.

Contact Method	2017/18	2018/19
Number of visitors to the office making payments or for enquiries	30,202	23,078
Telephone Payments (including automated)	54,946	58,722
Calls to call centre	133,356	135,809
Calls to direct lines (not including calls to mobiles)	373,000+	303,271
Emails Received	Over 1 million	Over 1.4 Million
Digital Payments	78,926	84,707
Kiosk Payments	1045	3017
Online- forms submitted	33,946	38,723
Planning Applications via portal	1343	2312

- 1.2 This report provides a summary of the number of complaints, compliments and comments received for each service from 1 April 2018 to 31 March 2019. An official complaint is recorded when a customer has been unable to resolve their issues with the service concerned or where the issue is more serious than a normal service request that can be resolved by officers as part of their day to day activities.
- 1.3 Complaints, compliments and comments are recorded on the CRM in accordance with our corporate complaints policy. The name, address and contact details of the complainant, the nature of the complaint and the outcome of the complaint investigation are all recorded.
- 1.4 Feedback recorded is not the totality of the expression of dissatisfaction with service delivery. For example, Customer Services record many service requests and services also record contacts/service requests in their own ICT systems. These include routine enquiries, requests for service and logging service failures which can be resolved quickly to the customers' satisfaction.

2.0 Performance Statistics

- 2.1 Feedback is recorded on the CRM, based on the information recorded we are able to extract the number of complaints raised at each level. Level 1 complaints are investigated by the Service Manager and Level 2 Complaints are investigated by Group Managers/member of Leadership Team.
- 2.2 Numbers of complaints upheld is recorded within the CRM.
- 2.3 As a measure of performance with complaint handling, the number acknowledged within 3 working days and resolved within timescales is recorded and reported on monthly.

3.0 What does feedback tell us?

- 3.1 As a result of complaints made, service managers may make changes to the working practices within service areas. These are also recorded in the CRM. Feedback on where a change can be identified is an excellent way to improve services and respond to the needs of our customers.
- 3.2 Compliments received are often for members of staff who customers feel have done a good job. These are fed back to staff by line managers.

4.0 Referrals to the Ombudsman complaints service

- 4.1 18 complaints were made to the ombudsman by residents. Only one of these was upheld by the ombudsman. A summary of complaints to the Ombudsman 2018-19 is provided at **Appendix 3**.
- 4.2 The Local Government Ombudsman Annual review letter is provided at **Appendix 4**. There is an interactive map to monitor how councils perform with regard to Ombudsman complaints and enables a comparison with other authorities. For example, in 2018/19, taking only the headline figures of the number of complaints made and the number of those upheld:

East Devon	21 complaints (2 upheld)
North Devon	25 complaints (5 upheld)

South Hams	17 complaints (4 upheld)
Teignbridge	30 complaints (5 upheld)
Torridge	25 complaints (0 upheld)
West Devon	10 complaints (2 upheld)

Contact for more Information: Lisa Lewis, Group Manager for Business Transformation and Customer Engagement

Circulation of the Report: Cllr Nikki Woollatt, Leadership Team

Appendix 1

Feedback recorded on CRM

	2017/18	2018/19
Complaints received	263	361
Invalid or withdrawn complaints		
Comments received	200	182
Compliments received	133	126
Number of complaints at level 2	31	42
Number of complaints at level 2 upheld	8	4
Number of complaints at level 1	230	346
Number of complaints at level 1 upheld	37	74
Number where a change was made to the service procedures as a result of the complaint	15	36

Feedback by service

Service	Complaints	Compliments	Comments
Building Control	1	0	0
Business Rates	3	0	0
Car Parks	7	1	2
Community Alarms	3	0	0
Community Development	1	0	0
Community Safety	0	0	1
Council Tax Billing	10	0	1
Council Tax Recovery	4	0	1
Council Tax Reduction	2	0	0
Customer Services	13	3	14
Democracy and Members	0	0	11
Dog Strays or Fouling	1	0	2
Electoral Register	1	0	0
Environmental Services	2	0	0
Fly Tipping	0	1	0
Garden Waste	13	0	40
Grass Cutting	9	4	3
High Hedges	1	0	0
Homelessness	3	6	3
Housing Benefits	18	1	1
Housing Repairs	61	52	53
Housing Tenancy	34	19	3
Legal Services	1	0	0
Leisure	8	0	0
Licensing	0	0	1
Markets	1	0	0
Monitoring Officer	1	0	0
Parks and Flower Beds	2	1	0

Payments	2	0	3
Planning - Development Control	31	5	3
Planning - Forward Planning	3	0	0
Pollution incl Noise	2	0	0
Private Sector Housing	3	2	0
Property Services	12	0	3
Public Toilets	1	0	0
Recycling	41	16	18
Refuse Collection	62	11	17
Street Cleansing	2	4	3
Trade Waste	2	0	0
Rent Payments	0	0	1
ICT Services	0	0	2
Totals	361	126	186

**The above have all been logged via the CRM, Leisure record direct complaints separately and have dealt with a further 265 complaints and comments through their own systems.

Ombudsman Decisions 2018-19

Decision			
Category	Decided		Decision Reason
Benefits & Tax	06 Apr 2018	Not warranted by alleged mal/service failure	Closed after initial enquiries
Corporate & Other Services	26 Apr 2018	26(6)(c) Court remedy	Closed after initial enquiries
Housing	01 May 2018	Premature Decision - advice given	Referred back for local resolution
Environmental Services & Public Protection & Regulation	15 May 2018	no mal	Not Upheld
Planning & Development	03 Jul 2018	Not warranted by alleged injustice	Closed after initial enquiries
Planning & Development	23 Aug 2018	26(6)(b) appeal to Minister	Closed after initial enquiries
Corporate & Other Services	25 Sep 2018	mal & inj - no further action, BinJ already remedied	Upheld
Planning & Development	31 Oct 2018	Not warranted by alleged injustice	Closed after initial enquiries
Planning & Development	08 Nov 2018	Premature Decision - referred to BinJ	Referred back for local resolution
Benefits & Tax	06 Dec 2018	26(6)(a) tribunal Other	Closed after initial enquiries
Corporate & Other Services	09 Jan 2019	Not warranted by alleged mal/service failure	Closed after initial enquiries
Benefits & Tax	17 Jan 2019	26(6)(a) tribunal Other	Closed after initial enquiries
Environmental Services & Public Protection & Regulation	18 Jan 2019	no mal	Not Upheld
Environmental Services & Public Protection & Regulation	18 Feb 2019	Not warranted by alleged mal/service failure	Closed after initial enquiries
Housing	22 Feb 2019	Signpost - go to complaint handling	Advice given
Corporate & Other Services	14 Mar 2019	Not warranted by alleged injustice	Closed after initial enquiries
Housing	27 Mar 2019	Insufficient information to proceed and PA advised	Incomplete/Invalid

Local Government & Social Care **OMBUDSMAN**

24 July 2019

By email

Stephen Walford
Chief Executive
Mid Devon District Council

Dear Mr Walford

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights

those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for England

Local Authority Report: Mid Devon District Council
For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	2	4	0	3	0	3	6	0	18

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
1	1	2	10	2	1	33	17

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
1	100

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
0	0	0	0	Number
	0%		-	Compliance rate**
Notes: * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the date for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.				

CABINET

17TH OCTOBER 2019

LORDS MEADOW LEISURE CENTRE – FILTER PROJECT TENDER

Cabinet Member: Cllr Simon Clist, Cabinet Member for Housing and Property Services.

Responsible Officer: Andrew Busby, Group Manager for Corporate Property and Commercial Assets.

Reason for Report: For Cabinet to review the results of the tender exercise for essential maintenance work at Lords Meadow Leisure Centre (LMLC) and to award the JCT Intermediate Building Contract with Contractors Design 2016 to two contractors.

RECOMMENDATION: To award the JCT Intermediate Building Contract with Contractors Design 2016 building contracts for essential planned maintenance works to two pool filters and the repair and upgrade to the fabric of both swimming pools at Lords Meadow Leisure Centre, supplier C for Lot 1 and supplier B for Lot 2.

Relationship to Corporate Plan: Property assets are linked to the delivery, vision and priorities of the Council. The way that the Council manages its land and property assets has a direct impact on the quality of services delivered, as well as maximising the value derived from our property holdings for the on-going contribution in balancing the Councils budget. It is, therefore, important that efficient and effective use is made of our asset portfolio to support corporate and service objectives.

Financial Implications: The tendered Lots were established to incorporate essential maintenance works as detailed in this report. The financial results of the tender exercise can be met from the budget available in the 2019/20 financial year.

Legal Implications: The contracts will be let via a JCT Intermediate Building Contract with Contractors Design 2016 to the successful suppliers for Lots 1 and 2.

Risk Assessment: As part of the contract the contractor will need to provide a Risk Assessment taking into consideration the site. All works will be compliant with the latest version of the Construction Design and Management (CDM) regulations.

Equality Impact: There is no negative impact to equality.

Impact on Climate Change: To carry out these essential works will temporarily increase our Carbon Footprint, however once complete the works will assist the Council to achieve Carbon footprint reductions by improving water and electricity efficiency.

1.0 INTRODUCTION

- 1.1 A project team was created with the aim of completing essential maintenance tasks during a planned shut down during the month of December 2019.
- 1.2 The tasks and tender include the replacement of end of life pool filters, the relining of both the main/learner pools, the pool surround and planned maintenance work to the pool hall roof structure. The pool filters and associated heat exchangers are approaching end of life and will require an onsite retro fit repair that will offer the same longevity as a full asset replacement.
- 1.3 The existing pool tiles on the side of the pool and inside the Learner pool have become damaged, dated and stained which has proved difficult to clean. Consulting Engineers conducted a survey of the Lords Meadow Leisure Centre during May 2019 with the Facilities Manager for Corporate Property and Commercial Assets. The objective of the survey was to review the status of the existing pool filters, the site infrastructure and to highlight opportunities for energy efficiency improvement. The survey focused primarily on the plant room, pool hall and associated areas that had energy opportunities to focus on. All pool water onsite is filtered by means of sand filtration using two bobbin wound glass fibre filters; the fibreglass resin in filter 1 is extruding through the outer shell of the filter, deterioration is largely cosmetic but over time with further resin extrusion, the structure of the filter may be compromised, the filters are therefore proposed to be replaced.
- 1.4 Based upon the feedback from site management and supplier interviews, it is recommended that both the learner pool and pool surrounds for both pools are refurbished with the replacement of the existing tiled lining with a durable epoxy liner and the installation of new edging tiles, it is further recommended that the pool surrounds are replaced with a non-slip resin bead, maintaining the finger grip around the pool edging. It will be necessary to arrange a further closure during the next five years for relining the main pool.
- 1.5 It is necessary to have a planned approach for renewing the metal brackets on the roof structure throughout the pool hall, this was specified within the tender documentation for Lot 3 and this work will now be arranged during the 2020 calendar year.

2.0 BACKGROUND

- 2.1 The LMLC swimming pools were originally constructed in the late 1990's. The property has an asbestos register that will be issued to the successful contractor. The wet side business area will be affected with both pools remaining closed throughout December 2019, whilst works are carried out.
- 2.2 The 2019/20 income budget has been reflected, to take in to account for the proposed closure, all other areas of the centre shall remain operational.
- 2.3 Whilst both swimming pools are closed it is not possible to provide a substitute to the Mid Devon Leisure swimming lesson programme, therefore

all students enrolled will have their direct debit amended so no payment is taken. Swimming Clubs and all schools with bookings will be contacted and the public informed.

- 2.4 The strategic lead for wetside operations will work closely with HR and Unison to agree a suitable working pattern for all contracted staff throughout the closure, which is likely to involve temporary relocations to Exe Valley Leisure Centre; recreation assistants, swimming teachers and coaches will all be affected.

3.0 THE PROCUREMENT PROCESS

- 3.1 Please refer to attached Annex A, Part 2 for full results of the tender.
- 3.2 The tender was released through the e-tendering portal 'Supplying the South West' on the 23rd August 2019 via Lots numbered 1, 2 and 3. The tender submissions were received on the 20th September 2019 from a total of six suppliers.

One supplier did not tender for Lot 1, two suppliers did not tender for Lot 2, with no suppliers tendering for Lot 3. The work specified in Lot 3 (planned works to the roof structure) will now be procured independently by seeking competitive quotes and scheduled around the works for Lots 1 and 2.

- 3.3 The works have been tendered in Lots as detailed below:

- Lot 1 -Pool Filters, heat exchangers.
- Lot 2- Swimming pool finishes Main and Learner Pool.
- Lot 3- Planned maintenance work to the roof structure.

4.0 TENDER EVALUATION

- 4.1 The tender submissions have been evaluated on the most economically advantageous tender. The evaluation criteria contained a mix of quality and commercial questions to which a percentage weighting was assigned.
- 4.2 The evaluation criteria and weightings used for this procurement process are detailed are quality at 50% and price at 50%.
- 4.3 The scoring methodology used to evaluate the quality and commercial criteria are shown below.

Score 0	No response	No response	
Score 1	Extremely Weak	Very poor proposal/ response; does not cover the associated requirements, major deficiencies in thinking or detail, significant detail missing, unrealistic or impossible to implement and manage	Weak
Score 2	Very Weak	Poor proposals/ response; only partially covers the requirements, deficiencies in thinking or detail apparent, difficult to implement and manage	

Score 3	Weak	Mediocre proposal/ response, moderate coverage of the requirements, minor deficiencies in either thinking or detail, problematic to implement and manage	
Score 4	Fair- Below Average	Proposal/ response partially satisfies the requirements, with small deficiencies apparent, needs some work to fully understand it	Fair - Good
Score 5	Fair – Average	Satisfactory proposal/ response, would work to deliver all of the Authority’s requirements to the minimum level	
Score 6	Fair – Above Average	Satisfactory proposal/ response, would work to deliver all of the Authority’s requirements to the minimum level with some evidence of where the Applicant could exceed the minimum requirements	
Score 7	Good	Good proposal/ responses that convinces the Authority of its suitability, response slightly exceeds the minimum requirements with a reasonable level of detail	
Score 8	Strong	Robust proposal/ response, exceeds minimum requirements, including a level of detail or evidence of original thinking which adds value to the bid and provides a great deal of detail	Strong - Excellent
Score 9	Very Strong	Proposal/ response well in excess of expectations, with a comprehensive level of detail given including a full description of techniques and measurements employed	
Score 10	Outstanding/ Excellent	Fully thought through proposal/ response, which is innovative and provides the reader with confidence of the suitability of the approach to be adopted due to the complete level of detail provided	

5.0 Tender submissions

- 5.1 A breakdown of the evaluation has been set out on Annex A, Part 2 report that accompanies this report and details the tender results.

6.0 Evaluation process

- 6.1 Evaluation was conducted individually by internal officers from Corporate Procurement. The tender was released from “Supplying the South West” electronically by Internal Audit, that was done for transparency reasons.
- 6.2 The results of the valuation process are detailed below and set out the outcome of the scoring methodology used in the report and associated ranking, further details will be shown on Part 2, Annex A.

Supplier A Lot 1

Deliverables	Weighting	Weighted Score
Total Price	50%	50.00
Total Quality	50%	19.00
Grand Total	100%	69.00
Rank		2

Supplier A Lot 2

Deliverables	Weighting	Weighted Score
Total Price	50%	45.19
Total Quality	50%	19.00
Grand Total	100%	64.19
Rank		4

Supplier B Lot 1

Deliverables	Weighting	Weighted Score
Total Price	50%	46.08
Total Quality	50%	0.00
Grand Total	100%	46.08
Rank		4

Supplier B Lot 2

Deliverables	Weighting	Weighted Score
Total Price	50%	50.00
Total Quality	50%	19.00
Grand Total	100%	69.00
Rank		1

Supplier C Lot 1

Deliverables	Weighting	Weighted Score
Total Price	50%	46.96
Total Quality	50%	22.50
Grand Total	100%	69.46
Rank		1

Supplier C Lot 2

Deliverables	Weighting	Weighted Score
Total Price	50%	44.89
Total Quality	50%	24.00
Grand Total	100%	68.89
Rank		2

Supplier D Lot 1

Deliverables	Weighting	Weighted Score
Total Price	50%	18.22
Total Quality	50%	28.00
Grand Total	100%	46.22
Rank		3

- Supplier D/ Lot 2- Did not bid.
- Supplier E/ Lot 1- Did not bid.

Supplier E/ Lot 2

Deliverables	Weighting	Weighted Score
Total Price	50%	44.50
Total Quality	50%	23.00
Grand Total	100%	67.50
Rank		3

Supplier F Lot 1

Deliverables	Weighting	Weighted Score
Total Price	50%	23.34
Total Quality	50%	20.00
Grand Total	100%	43.34
Rank		5

- Supplier F/Lot 2- Did not bid.
- **All Suppliers/ Lot 3** - Unfortunately there were no bids received for Lot 3, this work will now be dealt with independently by seeking competitive quotes.

7.0 Finance

7.1 Given the specialist nature of the works the tender was completed by Lots.

7.2 The budget available for 2019/20 is:-

- Lot 1 – essential works to filters - £80k
- Lot 2 – essential maintenance to pool tiling - £125k
- Lot 3 – planned maintenance to swimming pool roof - £60k
- Total budget available - £265k

7.3 The results of the tender for Lots 1 and 2 are within budget.

8.0 Quality Control

8.1 The contracts will be let by a JCT Intermediate Building Contract with Contractors Design 2016. Terms of the contract will be managed by the Property Services team, including obtaining suitable warranties for products used.

9.0 CONCLUSION

9.1 The tangible benefits are that the pool hall will operate in a safe and compliant manner in future years, new pool filters will improve the water quality for the two pools, with the re-lining of the Learner Pool and surrounds for both pools to ensure the environment for bathers continues to meet requirements set out within HSG179.

The project is under the guidance of an external consultant, with knowledge in the field of wetside leisure plant and building fabric repairs. The project will adopt an agile approach to developing new repair techniques that both save money and reduce the down time to the facility.

The outcome of this tender exercise has resulted in supplier C for Lot 1 as being the winning bidder and supplier B for Lot 2.

9.2 The recommendation to Cabinet is for the contract to be formally awarded to supplier C for Lot 1 and supplier B for Lot 2.

9.3 Following the decision, there will be a compulsory 10 calendar day standstill period after which the contract will be awarded.

9.4 The work is to take place during the pre-planned wetside shut down for the month of December 2019, and reopen to the public on the 2nd January 2020.

Contact for more Information:	Andrew Busby, Group Manager for Corporate Property and Commercial Assets,
Background papers:	None
Attachments	Tender Results - Part 2 – Annex A.
Circulation of the Report:	Leadership team, Group Managers, Cabinet Member for Housing and Property Services.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

November 2019

The Forward Plan containing Key Decisions is published 28 days prior to each Cabinet meeting

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Single Equalities Policy and Equality Objective To receive the annual review of the Single Equalities Policy and Equality Objective from the Director of Corporate Affairs and Business Transformation	Community Policy Development Group Cabinet	8 Oct 2019 21 Nov 2019	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Local Plan Examination - Main Modifications To agree main modifications to the Local Plan Review for consultation purposes and submission to the Inspector.	Cabinet Council	21 Nov 2019 8 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Tiverton Town Centre Regeneration Project - Tender Outcome To approve the outcome of the procurement exercise.	Cabinet	21 Nov 2019	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Draft Design Supplementary Planning Document To consider a report seeking approval to consult on the draft Supplementary Planning Document.	Cabinet	21 Nov 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Corporate Asbestos Policy To consider a revised policy.	Cabinet	21 Nov 2019	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Cullompton Railway Station Project To consider a report on proposed governance arrangements	Cabinet	21 Nov 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Schedule of Meetings To consider the Schedule of Meetings for 2020/21	Cabinet Council	21 Nov 2019 8 Jan 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
District Officer Discretionary Time For Members to receive a report from the Group	Environment Policy Development Group	26 Nov 2019	Stuart Noyce, Group Manager for Street Scene and Open Spaces Tel: 01884	Cabinet Member for the Environment (Councillor Luke	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Manager of Street Scene and Open Spaces on proposals for District Officer Discretionary Time.	Cabinet	19 Dec 2019	244635	Taylor)	
Environment Educational Enforcement Policy To receive a report from the Group Manager of Street Scene and Open Spaces on the updates to the Environment Education and Enforcement Policy	Environment Policy Development Group Cabinet	26 Nov 2019 19 Dec 2019	Stuart Noyce, Group Manager for Street Scene and Open Spaces Tel: 01884 244635	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Statement of Community Involvement Review 2018 Report to seek authority to consult on the draft revised text.....	Scrutiny Committee Cabinet Council	2 Dec 2019 19 Dec 2019 8 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
S106 Governance To agree governance arrangements for S106 agreements	Scrutiny Committee Cabinet	2 Dec 2019 19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Council Tax Empty Levy Charge To receive the Council Tax Empty Levy Charge	Scrutiny Committee Cabinet Council	2 Dec 2019 13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Business Rates - Discretionary Rate Relief To receive the Business Rates - Discretionary Rate Relief	Scrutiny Committee Cabinet Council	2 Dec 2019 13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Compensation Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Homelessness Strategy To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Allocations Policy and Resources To consider a revised policy.	Homes Policy Development Group	3 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Cabinet	19 Dec 2019		Clist)	
Income Management Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Policy review and Tenancy Strategy To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Claire Fry, Group Manager for Housing Tel: 01884 234920	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Domestic Abuse Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Improvements to Council Property Policy To consider a revised policy.	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
ASB Policy and Procedures To consider a revised policy	Homes Policy Development Group	3 Dec 2019	Andrew Pritchard, Director of Operations Tel:	Cabinet Member for Housing and Property Services	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Cabinet	19 Dec 2019	01884 234950	(Councillor Simon Clist)	
HRA Medium Term Financial Plan	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	J P McLachlan, Principal Accountant	Cabinet Member for Finance (Councillor Alex White)	Open
Household Management Policy To consider a revised policy	Homes Policy Development Group Cabinet	3 Dec 2019 19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Community Safety Partnership To consider a report from the group Manager for Public Health and Regulatory Services outlining the Council's Community Safety Action Plan, and to seek Members recommendation to acknowledge and accept the priorities action plan	Community Policy Development Group Cabinet	10 Dec 2019 16 Jan 2020	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Council Tax Support/Extreme Hardship To receive the Council Tax	Community Policy Development		Andrew Jarrett, Deputy Chief Executive (S151)	Cabinet Member for Finance (Councillor Alex	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Support/Extreme Hardship Policy	Group Cabinet Council	10 Dec 2019 13 Feb 2020 26 Feb 2020	Tel: 01884 234242	White)	
Use of CCTV Policy and Guidance To receive and approve the Use of CCTV Policy and Guidance	Community Policy Development Group Cabinet Council	10 Dec 2019 19 Dec 2019 8 Jan 2020	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for Community Well Being (Councillor Dennis Knowles)	Open
Area B Eastern Urban Extension - Masterplan Stage II Public Consultation To request approval to go out to Stage II consultation on the masterplan documents.	Cabinet	19 Dec 2019	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Town Centre and Fore Street Flat Remodelling Projects To consider the proposed projects	Cabinet	19 Dec 2019	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Replacement Roofing Contract 2020- 2023 To consider the outcome of the tender process.	Cabinet	19 Dec 2019	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Corporate Health & Safety Policy To receive the annual review of the Corporate Health & Safety Policy from the Director of Corporate Affairs and Business Transformation.	Community Policy Development Group Cabinet	10 Dec 2019 16 Jan 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Greater Exeter Strategic Plan for Consultation To consider a report of the Head of Planning, Economy and Regeneration regarding a draft strategic plan.	Scrutiny Committee Cabinet	6 Jan 2020 16 Jan 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open
Climate Strategy and Action Plan To receive the 4 yearly review of the Climate Strategy and Action Plan from the Group Manager for Public Health and Regulatory	Environment Policy Development Group Cabinet	14 Jan 2020 13 Feb 2020	Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 244615	Cabinet Member for the Environment (Councillor Luke Taylor)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Services.					
Tax Base Calculation To consider the statutory calculations necessary to determine the tax base for the Council Tax	Cabinet Council	16 Jan 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Draft Budget To consider the draft budget	Cabinet	16 Jan 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Corporate Plan To consider a revised Corporate Plan	Cabinet Council	16 Jan 2020 26 Feb 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
Bereavement Services Fees & Charges To receive the annual review of Bereavement Services Fees & Charges from the Group Manager for Corporate Property and Commercial Assets	Environment Policy Development Group Cabinet	14 Jan 2020 13 Feb 2020	Andrew Busby, Group Manager for Corporate Property and Commercial Assets Tel: 01884 234948	Cabinet Member for the Environment (Councillor Luke Taylor)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Garage Management Policy	Homes Policy Development Group Cabinet	28 Jan 2020 13 Feb 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Car Parking Management Policy (housing amenity, residential and permit holder car parks)	Homes Policy Development Group Cabinet	28 Jan 2020 13 Feb 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Replacement PVCU Double Glazed Units/Entrance Doors 2020 – 2024. To consider the outcome of the tender process	Cabinet	13 Feb 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Cleaning Contractors To approve the outcome of the procurement exercise.	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open
Beech Road, Tiverton - Design and Build Tender To consider the award of the tender	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon	Part exempt

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
				Clist)	
3 Rivers Development Limited - Business Plan To consider the business plan.	Cabinet	13 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Fully exempt
National Non-Domestic Rates To receive an update on the income generation and financial implications of the number of Business Rate properties and to approve the NNDR1.	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Budget To consider the budget for 2020/21	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Capital Programme To consider the Capital Programme for 2020/21	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Treasury Management Strategy and Annual Investment Strategy To consider the proposed Treasury Management Strategy and Annual Investment Strategy	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Capital Strategy To agree the proposed Capital Strategy	Cabinet Council	13 Feb 2020 26 Feb 2020	Andrew Jarrett, Deputy Chief Executive (S151) Tel: 01884 234242	Cabinet Member for Finance (Councillor Alex White)	Open
Policy Framework To consider and endorse the Policy Framework	Cabinet Council	13 Feb 2020 26 Feb 2020	Stephen Walford, Chief Executive Tel: 01884 234201	Leader of the Council (Councillor Bob Deed)	Open
The Establishment To consider the overall structure of the Council showing the management and deployment of officers	Cabinet Council	13 Feb 2020 26 Feb 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Nikki Woollatt)	Open

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Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
Pay Policy To consider a report relating to Senior Officers pay	Cabinet Council	13 Feb 2020 26 Feb 2020	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Leader of the Council (Councillor Bob Deed)	Open
Contaminated Land Cost Recovery Policy To receive the 5 yearly review of the Contaminated and Cost Recovery Policy	Environment Policy Development Group Cabinet	 10 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for the Environment (Councillor Luke Taylor)	Open
Housing Revenue Account Asset Management Strategy To consider a revised strategy.	Homes Policy Development Group Cabinet	 17 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Policy To consider a revised policy.	Homes Policy Development Group Cabinet	 17 Mar 2020 26 Mar 2020	Andrew Pritchard, Director of Operations Tel: 01884 234950	Cabinet Member for Housing and Property Services (Councillor Simon Clist)	Open
Tenancy Strategy To consider a revised strategy.	Homes Policy Development Group	 17 Mar 2020	Andrew Pritchard, Director of Operations Tel:	Cabinet Member for Housing and Property Services	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Cabinet	26 Mar 2020	01884 234950	(Councillor Simon Clist)	
Grant Payments to External Organisations To receive the 4 yearly review of Grant Payments to external organisations from the Group Manager for Growth, Economy & Delivery	Community Policy Development Group Cabinet	24 Mar 2020 16 Apr 2020	Paul Tucker, Growth and Regeneration Officer	Cabinet Member for Community Well Being (Councillor Dennis Knowles))	Open
Design Supplementary Planning Document - post consultation To consider the Supplementary Planning Document post consultation	Cabinet	26 Mar 2020	Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Graeme Barnell)	Open