

# Public Document Pack

Mid Devon District Council

Cabinet

Thursday, 4 June 2015 at 2.15 pm  
Phoenix House

Next ordinary meeting  
Thursday, 2 July 2015 at 2.15 pm

Those attending are advised that this meeting will be recorded

## Membership

Cllr C J Eginton	Leader
Cllr R J Chesterton	Deputy Leader and Planning and Economic Regeneration
Cllr N V Davey	Environment
Cllr P H D Hare-Scott	Finance
Cllr C R Slade	Community Well Being
Cllr Mrs M E Squires	Working Environment and Support Services
Cllr R L Stanley	Housing

## 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. Minutes of the Previous Meeting** (*Pages 5 - 12*)  
To receive the minutes of the meeting of 2 April 2015 (attached).
- 4. Night Time Economy**  
To consider the following recommendations from the Scrutiny Committee who considered the work of the Night Time Economy Working Group at its meeting on 13 April 2015.
  - The Waste Service liaise with the Licensing Service to ensure that the litter from late night food premises be kept to a minimum. Should a problem arise with a specific premises a letter be sent to remind them of their duty to keep the area clean.

- ii. The Licensing Officer liaise with the Devon and Cornwall Police with regard to Temporary Extension Notices, to ensure that they are dealt with in a timely fashion and that all of the appropriate people are aware of them.
- iii. The Licensing Officer ensure that measures be put in place to monitor Temporary Extension Notices when offices were closed.

5. **Council Motion 520 (Councillor Mrs J Roach - 11 March 2015)**

To consider the following Motion referred by the Council to the Cabinet:

“That this Council resolves to write to the Secretary of State for DCLG to ask that when setting out national planning policy the following issues are taken in to consideration.

There is evidence that developers are now buying up old properties in villages and seeking permission to redevelop those sites to obtain a maximum return. By demolishing the existing building and replacing it with more than one house, or alternatively a much larger house, they are creating major problems for existing neighbours.

The first concern is building too close to boundary walls or undermining those walls. It appears that any redress in these cases is via the Party Wall Act and has to be dealt with by a civil action. This entails the neighbour taking legal action which can be long drawn out and costly to fund just to protect their property. If they do not have the funds then they cannot take action. Many people are reluctant to take legal action or are unaware that they could take this route.

The second concern is about rights of access.

It is not uncommon in villages for access to have been taken for granted over hundreds of years, with no thought given to ensuring it was protected in law. Development of the land can interfere with historic rights and those who enjoyed access have to resort to civil action at their own expense to maintain their rights. Some of those properties have been passed down through family members without the access rights being formalised”.

6. **Revenue and Capital Outturn 2014/15 (Pages 13 - 52)**

To receive a report of the Head of Finance presenting the revenue and capital outturn figures for the financial year 2014/15.

7. **Annual Treasury Report 2014/15 (Pages 53 - 62)**

Report of the Head of Finance informing Members of the Council's treasury management performance in 2014/15.

8. **Revenues and Benefits Performance (Pages 63 - 66)**

Report of the Head of Finance informing Members on Council Tax, Non Domestic Rates and Housing Benefit Performance for 2014/15

9. **Joint Working with North Devon (Pages 67 - 72)**

***To consider a report of the Head of Business Information Systems advising Members of the need to continue to pursue partnership working, to producing a detailed business case that will allow an informed decision to be made.***

10. **Communication Strategy and Media and Social Media Protocol**  
(Pages 73 - 114)

To receive a report of the Head of Customer Services providing Members with the new Communications Strategy and Media and Social Media Protocol for recommendation to Council.

11. **Start Time of Meetings**

To agree a start time for meetings for the municipal year.

12. **Notification of Key Decisions** (Pages 115 - 124)

To note the rolling plan containing key decisions.

13. **Access to Information Act - Exclusion of the Press and Public**

During discussion of item 14 it may be necessary to pass the following resolution to exclude the press and public having reflected on Article 12 12.02(d) (a presumption in favour of openness) of the Constitution. This decision may be required because consideration of this matter in public may disclose information falling within one of the descriptions of exempt information in Schedule 12A to the Local Government Act 1972. The Cabinet will need to decide whether, in all the circumstances of the case, the public interest in maintaining the exemption, outweighs the public interest in disclosing the information.

To consider passing the following resolution so that financial information may be discussed.

**Recommended** that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the next item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

14. **External Painting and Repairs of Council Homes 2015-2020** (Pages 125 - 128)

Report of the Head of Housing and Property Services placing before Members proposals for undertaking the external painting of the Council's homes for the next five years (2015-2020).

The Chairman of the Scrutiny Committee has agreed that this item may be discussed although 28 days notice has not been adhered to as this would prolong the date when the tender could be awarded and there would be a subsequent loss of summer months for the work to take place.

**Kevin Finan**  
Chief Executive  
Wednesday, 27 May 2015

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

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

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

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

Tel: 01884 234229

Fax:

E-Mail: [sgabriel@middevon.gov.uk](mailto: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 2 April 2015 at 2.15 pm

### **Present**

#### **Councillors**

C J Eginton (Chairman)  
R J Chesterton, N V Davey, C R Slade,  
P H D Hare-Scott, Mrs B M Hull and  
R L Stanley

### **Also Present**

#### **Councillors**

Mrs H Bainbridge, M D Binks, M A Lucas, Mrs J Roach and  
F R Rosamond

### **Also Present**

#### **Officers:**

Kevin Finan (Chief Executive), Amy Tregellas (Head of Communities and Governance and Monitoring Officer), Ian Winter (Environmental Health Officer), Andrew Cawdron (Finance Manager) and Sally Gabriel (Principal Member Services Officer)

## 124. **APOLOGIES**

There were no apologies.

## 125. **PUBLIC QUESTION TIME**

Mr Young – Chairman of Tiverton Neighbourhood Plan referring to Item 9 (Tiverton Town Centre Development Update) requested that his committee be included in any consultation to do with the development of Tiverton and asked why no programme plan or target dates were included in the report?

The Chief Executive stated that the project initiation was only the start of the process; it would take 10-15 years to achieve the vision. The document before the Cabinet today was seeking approval to go to the next stage that of a master planning document. No timescales had been identified as many factors needed to be identified, to include market opportunities, funding and negotiating with developers and consultees.

Mr Young asked whether there was a project plan for covering the market area?

The Chief Executive stated that the need and the costs had been identified but not the funding.

**126. MINUTES OF THE PREVIOUS MEETING (00-04-09)**

The minutes of the meeting on 5 March 2015 were approved as a correct record and **SIGNED** by the Chairman.

**127. REVIEW OF MID DEVON DISTRICT COUNCIL'S PUBLIC CONVENIENCE PROVISION. (00-05-00)**

Arising from a report \* of the Head of Housing and Property Services and a recommendation from the Managing the Environment Policy Development Group, the PDG had recommended that:

(i) The Crediton Town Council £5k contribution be accepted for the 2015/16 financial year and keep both Newcombes Meadow and Market Street toilets open. This contribution to meet 100% costs for the provision of public conveniences in Crediton from 2016/17 onwards.

(ii) The transfer of the Newcombes Meadow convenience from MDDC to Crediton Town Council with the appropriate legal conditions to ensure that the property continues to provide public services for the community be agreed.

(iii) The transfer of the closed St Laurence Green convenience from MDDC to Crediton Town Council, with the appropriate legal conditions to ensure that the property is not sold for profit or used for commercial purposes, be agreed.

(iv) The £1k contribution from Cullompton Town Council be accepted and to negotiate 50% funding post the May election for the remainder of the 2015/16 financial year to prevent closure on the 1 September 2015.

(v) A 100% contribution from Cullompton Town Council be sought, to be in place for 2016/17 to maintain these facilities.

(vi) The three year transition plan providing for full costs to be met by Bampton Town Council in 2017/18 be agreed.

(vii) The asset transfer from MDDC to Bampton Town Council in the 2017/18 financial year includes the appropriate legal conditions to ensure the property continues to provide public services for the Community.

(viii) The £500 contribution from Sampford Peverell Parish Council be approved for the 2015/16 financial year and to continue to monitor usage during 2015/16 with a view to closure between 1 October and 1 April each year

(ix) The three year transition plan providing for full costs to be met by Hemyock Parish council by 2017/18 be agreed.

(x) The transfer of the Hemyock convenience in the 2017-2018 financial year from MDDC to HPC, with the appropriate legal conditions to ensure that the property is not sold for profit or used for commercial purposes, be agreed.

(xi) Any future onward sale of facilities that had been transferred to Town and Parish Councils would be subject to appropriate valuation to agree terms of sale, together with appropriate legal agreements.

The Chairman read an email from Cllr Mrs Woollatt seeking clarification of the cost of transferring public convenience provision to Parishes and querying the issue of the Silverton property.

The Cabinet Member for Housing outlined the contents of the report presented to the PDG and outlined his communications with the legal service regarding implications and the need for pre-emption clauses to be included in any transfer. He updated Members on negotiations that had taken place with regard to Newcombes Meadow and St Laurence Green, Crediton, Cullompton, Bampton and Sampford Peverell. With regard to Sampford Peverell, water usage would be monitored; following receipt of this information, a decision for possible closure from 1 October till 1 April each year may take place. Discussion took place regarding the Silverton property and transfer costs that had been agreed. Concern was raised that a cost of £30K had been negotiated but that other transfers peppercorn rates were being discussed. The use of the property, that of a proposed community well-being centre was raised and whether this was within the remit for permitted use.

It was suggested that a separate report be received regarding the Silverton transfer issues.

It was therefore:

**RESOLVED** that the recommendations of the PDG be approved subject to:

An amendment to (viii) inserting “with a view to closure between 1 October and 1 April each year” after 2015/16.

An amendment to (xi) by removing “ if applicable any claw back amount” and adding “together with appropriate legal agreements”

A further recommendation (xii): that a separate report regarding the previous Silverton toilet facility be brought before the Cabinet within 3 months of the new municipal year.

(Proposed by the Chairman)

Note :

Cllr Mrs J Roach declared a personal interest as Chair of the Group proposing to renovate the Silverton Toilets.

\*Report previously circulated; copy attached to minutes.

## 128. **CONTAMINATED LAND COST RECOVERY POLICY (00-34-19)**

Arising from a report \* of the Head of H R and Development and a recommendation from the Managing the Environment Policy Development Group, the PDG had

recommended that the updated Contaminated Land Cost Recovery Policy be adopted.

Consideration was given to liability, that funding was no longer available from DEFRA and updated legislation.

**RESOLVED** that the revised policy be adopted.

(Proposed by the Chairman)

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

#### 129. **AFFORDABLE HOUSING PROJECTS (00-41-16)**

Arising from a report \* of the Head of Housing and Property Services and a recommendation from the Decent and Affordable Homes Policy Development Group, the PDG had recommended to the Cabinet that delegated authority be given to the Head of Housing and Property Services, in consultation with the Cabinet Member for Housing, to apply for Homes and Communities Agency (HCA) or any other funding for the continued provision of affordable housing in the District.

**RECOMMENDED** that the Scheme of Delegation be amended to give Head of Housing and Property Services, in consultation with the Cabinet Member for Housing delegated authority to apply for Homes and Communities Agency (HCA) or any other funding for the continued provision of affordable housing in the District.

(Proposed by the Chairman)

Note: \* Report previously circulated; copy attached to minutes.

#### 130. **HIGH STREET INNOVATION FUND (00-44-46)**

Arising from a verbal update from the Head of Communities and Governance to the Scrutiny Committee on 16 March, the Committee had recommended that information regarding the amount of monies outstanding in the High Street Innovation Fund be circulated to those that had bid in the past to invite further bids for the funds.

The Head of Communities and Governance requested that the invitation be widened to include town teams and local trade associations.

**RESOLVED** that the request for further bids be received and that the invitation be widened to include town teams and associations.

(Proposed by the Chairman)



### 131. **EFFECTIVE SCRUTINY (00-49-00)**

Following discussion at the Scrutiny Committee on 16 March regarding barriers to effective Scrutiny, the Committee had recommended that officer time to the Scrutiny Committee be increased.

The Chief Executive explained that the Council had set its budget for the forthcoming year and in view of the current economic climate and the fact that it was unlikely that additional Government funding would be forthcoming; the employment of a Scrutiny Officer was unlikely as there was a need for frontline services to be maintained.

It was suggested that contact be made with the university to investigate the possibility of whether there was a role for a post graduate student to undertake research or support for the Scrutiny Committee.

Consideration was given to the need to work more closely with the university and for effective scrutiny.

**RESOLVED** that officers investigate/approach the university or other places of higher education to see whether there was a role for an intern position to act as a researcher or as support for the Scrutiny Committee and that a further report be put before the new Council following this investigation.

(Proposed by Cllr R J Chesterton and seconded by Cllr N V Davey)

### 132. **TIVERTON TOWN CENTRE ENHANCEMENT (1-00-05)**

The Cabinet had before it a report \* of the Head of Housing and Property Services providing Members with an update on the current position regarding the acquisition of Market Walk, Tiverton and future proposals for the regeneration of the town centre being considered.

The Cabinet Member for Housing outlined the contents of the report stating that the redevelopment of the town had been discussed over many years. The proposed Local Plan catered for an increase in population and the town needed to move forward with the purchase of strategic sites. Big companies were showing an interest in the town and there was a need to benefit from this interest.

Consideration was given to the need for a Town Centre Manager to be employed and the involvement of a Tiverton Member on the project board.

**RESOLVED** that:

The report be **NOTED** and the Tiverton Town Centre Regeneration Project Initiation Document be approved;

The appointment of consultants to complete a master planning exercise be approved.

A Tiverton District Councillor be incorporated onto the Project Board.

(Proposed by Cllr N V Davey and seconded by Cllr C R Slade)

Note:

Cllr N V Davey declared a personal interest as a Member of Tiverton Town Council and the Tiverton Portas Group;

\* Report previously circulated; copy attached to minutes.

**133. PROVIDING MEMBERS WITH TOOLS TO CONDUCT BUSINESS ELECTRONICALLY (1-22-35)**

The Cabinet had before it a report \* of the Head of Business Information Services Systems providing an update of the work of the Member Digital Transformation Group.

The Cabinet Member for the Working Environment and Support Services outlined the contents of the report stating that the Council had been in the process of digital transformation for over a year with a view to completion for all services to work digitally by 2017. A Working Group had been formed to look at the possibility of Members using tablets rather than paper to access agendas and minutes; this had proved very successful for some Members. It was suggested that there would be a need to consider what skills new Councillors would have, some may be able to progress the digital route whilst others may not.

Consideration was given to the Modern.Gov programme which had been integrated into the new website and the available app; its ease of use and the preferred provisions for Members who wished to work digitally.

It was therefore

**RESOLVED** that:

- a) the channel shift to using electronic devices to receive agendas and minutes for meetings be supported; and
- b) the requirements of those Councillors who did not currently wish to use these devices would be respected.

(Proposed by the Chairman)

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

**134. FINANCIAL MONITORING (1-35-30)**

The Cabinet received a verbal update from the Finance Manager in which he updated the Cabinet on the current position and gave a summary of the 2014/15 forecasted outturn as follows:

<b>Usable Reserves</b>	<b>31/03/2014</b>	<b>Forecasted in year movement</b>	<b>31/03/2015</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>Revenue</b>			

General Fund	<b>(2,460)</b>	<b>203</b>	<b>(2,257)</b>
Housing Revenue Account	<b>(2,004)</b>	<b>(344)</b>	<b>(2,348)</b>
<b>Capital</b>			
Major Repairs Reserve	-	<b>(559)</b>	<b>(559)</b>
Capital Receipts Reserve	<b>(835)</b>	<b>600</b>	<b>(235)</b>
Capital Contingency Reserve	<b>(963)</b>	<b>599</b>	<b>(364)</b>

Capital programme slippage estimated to be approximately £1.339M.

The Cabinet Member for Finance stated that he was optimistic the outturn would be a balanced budget. A full outturn report would be presented to the Cabinet in June.

**135. PERFORMANCE AND RISK REPORT FOR THE FIRST THREE QUARTERS OF 2014/15 (1-41-47)**

The Cabinet had before it and **NOTED** a \*report of the Head of Communities and Governance providing Members with an update on performance against the Corporate Plan and local service targets for 2014/15 as well as providing an update on the key business risks. The Officer referring to paragraph 2.5 of the report updated Members in that 82 homes were non decent as at the end of December, a third without access, this was because residents had refused access to the properties.

Note: Report previously circulated, copy attached to minutes.

**136. NOTIFICATION OF KEY DECISIONS (1-42-53)**

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

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

(The meeting ended at 4.02 pm)

**CHAIRMAN**

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**CABINET**  
**4 JUNE 2015**

**AGENDA ITEM 6**

## **REVENUE AND CAPITAL OUTTURN 2014/15**

**Cabinet Member** Cllr Peter Hare-Scott  
**Responsible Officer** Head of Finance

**Reason for Report:** To present the revenue and capital outturn figures for the financial year 2014/15.

### **RECOMMENDATION(S): That Cabinet -**

1 - note the General Fund outturn achieved in 2014/15 which shows an overall overspend of £90k.

2 - approve the net transfers to/from ear marked reserves of £1,082k detailed in the General Fund service budget variance reports shown in Appendix 1 & 2 and summarised in Appendix 4.

3 - note the positive position achieved on the Housing Revenue Account which shows an annual saving of £867k and approve the “ear marking” of specific items totalling £1,549k identified in Appendix 4 and the extra £871k shown in paragraph 3.3.

4 - approve the carry forward of £1,788k (see paragraph 5.2) relating to scheme slippage on the 2014/15 capital programme as all of the schemes will be delivered in 2015/16.

5 – note the Treasury Management performance achieved in 2014/15 as detailed in paragraph 6.

**Relationship to the Corporate Plan:** The financial resources of the Council impact directly on its ability to deliver the corporate plan prioritising the use of available resources carried forward from 2014/15. All future spending will be closely linked to key council pledges from the updated corporate plan.

**Financial Implications:** Good financial management and administration underpin the entire document.

**Legal Implications:** None.

**Risk Assessment:** Regular financial monitoring information mitigates the risk of over or underspends at year end and allows the Council to direct its resources to key corporate priorities.

## Executive Summary of 2014/15

The table below gives an overview of the year movements during the year on the key operational balances of the Council and then shows the closing cash position which will be reflected in the end of year Accounts. (Note - These movements assume that all proposed recommendations are agreed.)

	31/3/14	In year movement	31/3/15
General Fund	(£2,460k)	£90k	<b>(£2,370k)</b>
Housing Revenue Account	(£2,004k)	£4k	<b>(£2,000k)</b>

### **1.0 Introduction**

- 1.1 The Council has continued its strategic decision to reduce costs, without adversely affecting service delivery, evidenced by the on-going commitment to reduce employee costs (especially in back office services) during the year. This strategy has seen us deliver an overall General Fund (GF) deficit of £90k (see Appendix 1).
- 1.2 During the budget setting process we continue to ensure that revenue budgets are set on a robust basis and took a prudent view of the likely levels of income and expenditure.
- 1.3 It should be noted, in order to get a completed year end outturn position to Senior Management and Members in a timely fashion the attached financial information includes: budgeted capital charges and support services and prior to a full review of bad debt provision. Therefore, these figures may be altered slightly over the next few weeks as we complete the formal accounts process, but will have little effect on the overall GF or HRA surplus position. Adjustment to the budgeted recharges has been made to reflect the time incurred in the specific projects of the Market Walk and 32/34 Fore Street acquisitions and the conversion work at the new recycling centre
- 1.4 Members of the Audit Committee should note that the outturn report is basically a set of management reports that show the final cash related position on all service areas. The Finance Team then have to turn these management reports into the Final Accounts which are subject to a wide number of complex accounting rules that often significantly change the final picture of a service's financial position for the year. However, it is important to note that the bottom-line profit or loss for the year remains constant.

### **2.0 The General Fund Reserve**

- 2.1 This is the major revenue reserve of the Council. It is increased or decreased by the surplus or deficit generated on the General Fund in the year. This reserve held a balance of £2,460k as at 31/3/14. In 2014/15, a net deficit of £90k has occurred after accounting for all necessary transfers to/from Ear Marked Reserves (EMRs).

2.2 Detailed budget monitoring reports were provided to both senior managers and members throughout 2014/15. This monitoring focused on significant budget variances (+/- £10k), included remedial action where necessary and estimated an overall outturn position. The final monitoring report considered by the Cabinet gave a detailed position at the end of February 2015 and predicted an end of year deficit of £218k for the General Fund. Therefore the final position improved by £128k.

2.3 The table below shows the overall budget, actual and variance for all of our major service areas.

Service	2014/15 Budget £	2014/15 Actual £	Variance £
Car Parks	(120,520)	(222,083)	(101,563)
Community Development	387,760	391,995	4,235
Corporate Management	1,146,560	1,182,589	36,029
Customer Services	(13,950)	(3,695)	10,255
Environmental Services	1,430,360	1,347,525	(82,835)
Finance & Performance	40	98	58
GF Housing	385,730	260,458	(125,272)
Grounds Maintenance	7,340	(8,092)	(15,432)
Human Resources	123,530	81,328	(42,202)
ICT	(6,420)	(22,170)	(15,750)
Legal & Democratic	865,610	879,183	13,573
Leisure	816,780	889,906	73,126
Planning & Regeneration	987,620	847,075	(140,545)
Property Services	383,720	390,858	7,138
Revenues & Benefits	804,990	521,599	(283,391)
Waste Services	2,321,630	2,613,049	291,419
<b>Total Cost of Services</b>	<b>9,520,780</b>	<b>9,149,623</b>	<b>(371,157)</b>
<b>OTHER INCOME &amp; EXPENDITURE</b>			
Interest Payable	8,110	8,593	483
Interest from Funding provided for HRA	(110,000)	(58,249)	51,751
Interest Receivable	(65,000)	(66,261)	(1,261)
New Home Bonus Grant	0	(1,281,438)	(1,281,438)
Revenue contribution to Capital Programme	125,000	1,419,426	1,294,426
Sundry Grants and Other Income	0	(64,654)	(64,654)
Statutory Adjustments	(819,190)	(758,039)	61,151
Net Contribution to / (Utilisation of) Earmarked Reserves	525,170	1,082,424	557,254
Formula Grant	(4,192,870)	(4,350,631)	(157,761)
Council Tax	(4,917,000)	(4,917,330)	(330)
Collection Fund surplus	(75,000)	(73,770)	1,230
<b>Total Other Income</b>	<b>(9,520,780)</b>	<b>(9,059,929)</b>	<b>460,851</b>
<b>Total Deficit for the year</b>	<b>0</b>	<b>89,694</b>	<b>89,694</b>

- 2.4 A detailed explanation of all the key variances is shown in Appendix 2, service by service. Inevitably, within a service, there are often variances which compensate. Some areas may create savings which in turn can be partly or fully offset by overspends elsewhere. In this report we have tried to highlight the major movements to enable Members to appreciate the more significant trends within each service area.

Note – where any of the above variances were deemed to be recurring, the 2015/16 budget was adjusted accordingly.

- 2.5 The overall effect of the 2014/15 financial year would result in a General Fund Balance of £2,370k which only exceeds the Council's own temporary minimum requirement of £2,200k (agreed at full Council 25/2/15) by £170k.
- 2.6 In addition to the GF Balance, the Council holds a number of Ear Marked Reserves (EMRs) which are used to help make provision for known future expenditure commitments which will require funding in 2015/16. The net movement of £1,082k, (£3,070k - £1,988k = £1,082k), into these reserves and the end of year balances held on them are shown in Appendix 4.

### 3.0 Housing Revenue Account (HRA)

- 3.1 This is a ring-fenced reserve in respect of the Council's housing function. It is increased or decreased by the surplus or deficit generated on the HRA in the year. For 2014/15 the outturn is a net surplus of £366k including transfers to/from ear marked reserves. In addition to this, a surplus of £501k is the result of a change in accounting treatment of the HRA self-financing loan.
- 3.2 This surplus is explained in paragraph 3.4 and the effect of it on the HRA Balance is shown below.

#### HRA Balance

HRA balance @ 31/03/14	£ (2,004)k
Budget saving achieved in 2014/15	£ (366)k
Saving caused by change in accounting treatment of PWLB loan	£ (501)k
HRA balance @ 31/03/15	£ (2,871)k
Additional transfer to 30yr modernisation programme	£ 871k
HRA balance after proposed EMRs	£ (2,000)k

- 3.3 After the strong financial position delivered in 2014/15, it is recommended to transfer a sum of £871k into the Housing Maintenance EMR. This is in addition to the already budgeted figure of £2,324k. The above position leaves the HRA balance at £2,000k at 31 March 2015.



- 3.4 The main budget variances during 2014/15 that give rise to the figure of £366k as shown in paragraph 3.2 are savings on repairs due to the team being able to take on extra work, staffing savings in tenancy and the cessation of the Warden service. These account for over half the surplus. In addition, a strong performance on rent arrears, invoices raised to freeholders and community alarms continuing to perform well have contributed to the position. For further details, please see the HRA Outturn Summary for 2014/15, which is attached as Appendix 3 to this report.
- 3.5 In addition to the above, the HRA hold a number of earmarked reserves. The movements on these during 2014/15 and their closing balances are shown on Appendix 4. This money is effectively “ring fenced” and will be held to meet expenditure on projects during 2015/16 and beyond.

#### **4.0 The Collection Fund**

- 4.1 Mid Devon is a collection authority for council tax and national non-domestic rates, and as such, is required to produce a collection fund account for the Mid Devon area. The Council collects council tax on behalf of Devon County Council, Devon Fire and Rescue Service, Devon & Cornwall Police and the Town/Parish Councils.
- 4.2 The council tax collection rate for 2014/15 was 97.8% (97.6% in 2013/14). This demonstrates how effective our Council Tax section has been in collecting the annual charge in extremely challenging economic times. The Non Domestic Rates collection rate improved to 99.0% for 2014/15 (98.4% in 2013/14).
- 4.3 We continue to outperform the baseline business rates budget which is still reflecting an overall financial benefit of being a member of the Devon wide business rates pool.

#### **5.0 Capital Outturn**

- 5.1 A capital outturn summary is attached as Appendix 5 to this report. The revised capital budget for 2014/15 amounted to £15,044k. At the year end we had spent £11,940k leaving the capital programme underspent in total by £3,104k.

Capital receipts of £535k (this includes general useable capital receipts and ring-fenced replacement homes capital receipts) were applied to finance the programme with the balance of the expenditure met by a combination of borrowing, external grants and contributions from reserves.

- 5.2 As shown in Appendix 5 there are capital projects totalling £1,788k which have not been completed as at the 31 March 2015. This expenditure, therefore, needs to be rolled forward (scheme slippage) to be included in the 2015/16 capital programme. These schemes are still fully funded by either unspent capital grants or by provisions held in the capital contingency fund. In addition there is £1,129k relating to Affordable Housing, Major repairs to our Council House stock & Renewable energy solutions underspends which will be placed in relevant earmarked reserves to fund future capital expenditure.

5.3 The capital receipts reserve (note this includes general useable capital receipts and ring-fenced replacement homes capital receipts) is used to part fund the capital programme - the movement on this account for the year is given below:

	£k
<b>Balance at 1 April 2014</b>	<b>(1,071)</b>
• Sale of Council Houses - 10	(646)
• General Fund Sales	(10)
• Pooling of Housing Capital Receipts to Govt.	206
• Capital Receipts applied in year	535
<b>Balance at 31 March 2015</b>	<b>(986)</b>

Note – the majority of the remaining balance of £986k (circa £681k) is committed in order to fund any slippage and to balance the Capital Medium Term Financial Plan.

5.4 Capital resources were again severely limited in 2014/15; therefore the Council took proactive steps to provide for future capital programmes by including provision for a revenue contribution from the General Fund of £125k.

5.5 Paragraph 5.3 shows that the Council has very little in the way of capital receipts (£986k) to support future capital programmes. However, due to prudent planning to mitigate the significant capital funding gap identified in the MTFP we have continued to make additional provision within the capital earmarked reserve. The balance on this reserve now stands at £1,122k made up by the following transactions:

	£k
<b>Opening balance on the capital earmarked reserve as at 1 April 2014</b>	<b>(962)</b>
Budgeted transfer from the General Fund	(125)
Funding required to deliver the 2014/15 programme	215
Contributions from the General Fund Balance	(250)
<b>Closing balance on the capital earmarked reserve as at 31 March 2015</b>	<b>(1,122)</b>

5.5.1 Looking to the future an amount of circa £560k is already committed to fund any slippage and to balance the Capital Medium Term Financial Plan.

5.6 The council also holds New Homes Bonus which can be used for either Revenue or to support future Capital Programmes, the balance held at 31 March is £1,888k; however the majority of this is committed to fund scheme slippage and to balance the Capital Medium Term Financial Plan.

## 6.0 Treasury Management

6.1 The final interest position for the financial year can be summarised as follows:

### Interest Paid and Received:

	Budget £k	Actual £k	Variance £k
<b>Interest Paid:</b>			
PWLB loan – HRA	1,272	1,272	0
HRA to General Fund	58	58	0
General fund	8	8	0
	-----	-----	-----
<b>Interest Paid Total</b>	<b>1,338</b>	<b>1,338</b>	<b>0</b>
	-----	-----	-----
<b>Interest Received:</b>			
General Fund	(65)	(66)	(1)
HRA to General Fund	(110)	(58)	52
HRA	(41)	(48)	(7)
	-----	-----	-----
<b>Interest Received Total</b>	<b>(216)</b>	<b>(172)</b>	<b>44</b>
	-----	-----	-----

6.2 A detailed report on Treasury performance in 2014/15 will be included on the June Cabinet agenda.

## 7.0 Conclusion

7.1 Members are asked to note the revenue and capital outturn figures for the financial year 2014/15 and agree the proposed ear marking of surplus funds generated by in year savings from both the GF and the HRA. In addition, Members need to approve the slippage to be rolled forward from the 2015/16 capital programme.

7.2 Once again, decisions made during 2014/15 to reduce operational expenditure without adversely affecting service delivery has enabled the Council to maintain its sound financial status.

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### **Background Papers:**

### **Circulation of the Report:**

Cllr Peter-Hare-Scott  
Management Team

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## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

	Budget 2014/15 £	Actual 2014/15 £	Variance £
Car Parks	(120,520)	(222,083)	(101,563)
Community & Development	387,760	391,995	4,235
Corporate	1,146,560	1,182,589	36,029
Customer Services	(13,950)	(3,695)	10,255
Environmental Services	1,430,360	1,347,525	(82,835)
Finance & Performance	40	98	58
GF Housing	385,730	260,458	(125,272)
Grounds Maintenance	7,340	(8,092)	(15,432)
Human Resources	123,530	81,328	(42,202)
ICT	(6,420)	(22,170)	(15,750)
Legal & Democratic	865,610	879,183	13,573
Leisure	816,780	889,906	73,126
Planning & Regeneration	987,620	847,075	(140,545)
Property Services	383,720	390,858	7,138
Revenues & Benefits	804,990	521,599	(283,391)
Waste Services	2,321,630	2,613,049	291,419
<b>TOTAL COST OF SERVICES</b>	<b>9,520,780</b>	<b>9,149,623</b>	<b>(371,157)</b>
<b>OTHER INCOME &amp; EXPENDITURE</b>			
Interest Payable	8,110	8,593	483
Interest from Funding provided for HRA	(110,000)	(58,249)	51,751
Interest Receivable	(65,000)	(66,261)	(1,261)
New Home Bonus Grant	0	(1,281,438)	(1,281,438)
Revenue contribution to Capital Programme	125,000	1,419,426	1,294,426
Sundry Grants and Other Income	0	(64,654)	(64,654)
Statutory Adjustments	(819,190)	(758,039)	61,151
Net Contribution to / (Utilisation of) Earmarked Reserves	525,170	1,082,424	557,254
<b>TOTAL BUDGETED EXPENDITURE</b>	<b>9,184,870</b>	<b>9,431,425</b>	<b>246,555</b>
Formula Grant	(4,192,870)	(4,350,631)	(157,761)
Council Tax	(4,917,000)	(4,917,330)	(330)
Collection Fund surplus	(75,000)	(73,770)	1,230
<b>TOTAL FUNDING</b>	<b>(9,184,870)</b>	<b>(9,341,731)</b>	<b>(156,861)</b>
<b>NET INCOME AND EXPENDITURE</b>	<b>0</b>	<b>89,694</b>	<b>89,694</b>

**Note**

In order to produce the outturn report as soon as possible the capital charges and most of the recharges have been included as budget. In the case of recharges an adjustment has been made to reflect the acquisitions of Market Walk, 32/34 Fore Street Tiverton and the conversion of the recycling centre during the financial year.

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**CAR PARKS**

Code	Car Parks	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	20	(5)	(25)	-127.0%	
2000	Premises	223,490	126,800	(96,690)	-43.3%	
3000	Transport	70	0	(70)	-100.0%	
4000	Supplies and Services	32,280	14,797	(17,483)	-54.2%	
	<b>Total Direct Expenditure</b>	<b>255,860</b>	<b>141,591</b>	<b>(114,269)</b>	<b>-44.7%</b>	
7000	External Income	(689,860)	(677,154)	12,706	1.8%	
	<b>Net Direct Expenditure</b>	<b>(434,000)</b>	<b>(535,563)</b>	<b>(101,563)</b>	<b>23.4%</b>	<b>(a)</b>
5000	Support Services	164,980	164,980	0		
6500	Capital Charges	148,500	148,500	0		
	<b>Total Indirect Expenditure</b>	<b>313,480</b>	<b>313,480</b>	<b>0</b>		
	<b>Total Car Park Expenditure</b>	<b>(120,520)</b>	<b>(222,083)</b>	<b>(101,563)</b>		
	<b>Car Park - Service units</b>					
CP510	Market Car Park	(115,540)	(131,586)	(16,046)		
CP520	Multi-Storey Car Park	164,300	114,872	(49,428)		
CP530	Amenity Car Parks	50,110	22,174	(27,936)		
CP540	Paying Car Parks	(219,480)	(224,998)	(5,518)		
CP550	Civil Parking Enforcement	90	(2,545)	(2,635)		
	<b>Total Car Park Expenditure</b>	<b>(120,520)</b>	<b>(222,083)</b>	<b>(101,563)</b>		
				£	£	
	<b>Total Expenditure Variation</b>					<b>(101,563) (a)</b>
	<b>Major Cost Changes</b>					
	<b>Major Cost Savings</b>					
CP520	MSCP Utilities underspend			(14,000)		
CP520	MSCP maintenance underspend (see below EMR)			(19,000)		
CP530	Amenity car park specific project maintenance underspend (see below EMR)			(26,600)		
CP540	Paying car parks maintenance underspend			(34,000)		
CP540	Increased Off-Street fines			(8,500)		
CP	General underspend on planned maintenance			(9,000)		
CP	General underspend on supplies and services			(6,800)		
						<b>(117,900)</b>
	<b>Major Changes in Income Levels</b>					
CP540	Pay and Display income below budget			30,000		
CP540	Increased income from Residential, Business and Seasonal permits			(9,500)		
CP540	More income received than budgeted for on PCT management fees on Hospital car parks			(4,200)		
						<b>16,300</b>
	<b>Minor Variations</b>					<b>37</b>
	<b>Total Expenditure Variation</b>					<b>(101,563) (a)</b>
	<b>EAR MARKED RESERVES</b>					
	<b>Utilised 2014/15</b>					
CP540	Paying car park maintenance EMR not required			(15,000)		
	<b>Proposed contribution c/fwd to 2015/16</b>					
CP520	MSCP maintenance works			16,000		
CP530	Amenity car parks resurfacing works			25,000		
	<b>Net movement in earmarked reserves</b>					<b>26,000</b>
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>(75,563)</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Community and Development**

		2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
<b>Code</b>	<b>Community and Development</b>					
1000	Employees	255,770	231,431	(24,339)	-9.5%	
2000	Premises	48,430	34,261	(14,169)	-29.3%	
3000	Transport	3,060	2,962	(98)	-3.2%	
4000	Supplies and Services	222,670	301,652	78,982	35.5%	
	<b>Total Direct Expenditure</b>	<b>529,930</b>	<b>570,307</b>	<b>40,377</b>	<b>7.6%</b>	
7000	External Income	(131,940)	(168,082)	(36,142)	-27.4%	
	<b>Net Direct Expenditure</b>	<b>397,990</b>	<b>402,225</b>	<b>4,235</b>	<b>1.1%</b>	<b>(a)</b>
5000	Support Services	(46,160)	(46,160)	0		
6500	Capital Charges	35,930	35,930	0		
	<b>Total Indirect Expenditure</b>	<b>(10,230)</b>	<b>(10,230)</b>	<b>0</b>		
	<b>Total Community &amp; Development Expenditure</b>	<b>387,760</b>	<b>391,995</b>	<b>4,235</b>		
	<b>Community &amp; Development - Service units</b>					
CD200	Community Development	282,590	291,074	8,484		
CD205	HO Communities & Gov	94,030	95,293	1,263		
CD206	HO Communities & Gov Rech	(94,030)	(94,030)	0		
CD210	Community Services Unit	146,020	127,829	(18,191)		
CD211	Community Services Unit Rech	(81,480)	(81,480)	0		
CD300	Markets	40,630	53,309	12,679		
	<b>Total Community &amp; Development Expenditure</b>	<b>387,760</b>	<b>391,995</b>	<b>4,235</b>		
				<b>£</b>	<b>£</b>	
	<b>Total Expenditure Variation</b>				<b>4,235</b>	<b>(a)</b>
	<b>Major Cost Changes</b>					
CD200	Utilise ear marked reserve for Seed Funding (see EMR note below)			8,200		
CD200	Town and Parish Fund mainly funded by DCC contributions - see below			60,322		
					<b>68,522</b>	
	<b>Major Cost Savings</b>					
CD210	Salary savings due to maternity leave not being covered			(18,000)		
CD300	Market Officer post unfilled for part of the year			(6,000)		
CD300	Underspend on planned maintenance (see EMR note below)			(7,000)		
					<b>(31,000)</b>	
	<b>Major Changes in Income Levels</b>					
CD200	DCC contribution for Town and Parish Fund			(60,322)		
CD300	Target budget for Market income not achieved			30,000		
					<b>(30,322)</b>	
	<b>Minor Variations</b>				<b>(2,965)</b>	
	<b>Total Expenditure Variation</b>				<b>4,235</b>	<b>(a)</b>
	<b>EAR MARKED RESERVES</b>					
	<b>Utilised 2014/15</b>					
CD200	Seed Funding - committed projects from remaining reserve			(8,200)		
CD210	Community Engagement/Citizen's Panel EMR not required			(4,955)		
	<b>Proposed contribution c/fwd to 2015/16</b>					
CD300	Pannier Market - outstanding repairs to the clock tower			7,000		
	Net movement in earmarked reserves				<b>(6,155)</b>	
	<b>Total Expenditure variation after Ear Marked Reserves</b>				<b>(1,920)</b>	

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**CORPORATE**

		2014/15 Budget £	2014/15 Actual £	2014/15 £	Variance %	
<b>Code</b>	<b>Corporate</b>					
1000	Employees	897,770	904,589	6,819	0.8%	
2000	Premises	0	0	0		
3000	Transport	2,750	1,107	(1,643)	-59.8%	
4000	Supplies and Services	150,160	180,838	30,678	20.4%	
	<b>Total Direct Expenditure</b>	<b>1,050,680</b>	<b>1,086,534</b>	<b>35,854</b>	<b>3.4%</b>	
7000	External Income	(180)	(5)	175	97.1%	
	<b>Net Direct Expenditure</b>	<b>1,050,500</b>	<b>1,086,529</b>	<b>36,029</b>	<b>3.4%</b>	<b>(a)</b>
5000	Support Services	92,200	92,200	0		
6500	Capital Charges	3,860	3,860	0		
	<b>Total Indirect Expenditure</b>	<b>96,060</b>	<b>96,060</b>	<b>0</b>		
	<b>Total Corporate Expenditure</b>	<b>1,146,560</b>	<b>1,182,589</b>	<b>36,029</b>		
	<b>Corporate Management Service Units</b>					
CM100	Chief Executive	191,320	191,917	597	0.3%	
CM199	Chief Executive Rech	(191,320)	(191,320)	0	0.0%	
CM300						
CM340	Corporate Fees/charges	381,420	404,505	23,085	6.1%	
CM310	Corporate Performance	26,830	26,830	0	0.0%	
CM600	Pension Backfunding	738,310	750,657	12,347	1.7%	
	<b>Total Corporate Expenditure</b>	<b>1,146,560</b>	<b>1,182,589</b>	<b>36,029</b>		
	<b>Total Expenditure Variation</b>					<b>36,029 (a)</b>
	<b>Major Cost Changes</b>					
	Bad debt provisions adjusted across a range of services			29,000		
	Pension contribution rate changes have generated a relatively small overspend			12,347		
						<b>41,347</b>
	<b>Major Cost Savings</b>					<b>0</b>
	<b>Minor Variances</b>					<b>(5,318)</b>
	<b>Total Expenditure Variation</b>					<b>36,029</b>
	<b>EAR MARKED RESERVES</b>					
	Utilised 2014/15			£		0
	Proposed contribution c/fwd to 2015/16					0
	Net movement in earmarked reserves					0
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>36,029</b>



**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Customer Services**

		2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
<b>Code</b>	<b>Customer Services</b>					
1000	Employees	671,820	693,421	21,601	3.2%	
2000	Premises	0	0	0		
3000	Transport	4,380	2,544	(1,836)	-41.9%	
4000	Supplies and Services	110,040	99,996	(10,044)	-9.1%	
	<b>Total Direct Expenditure</b>	<b>786,240</b>	<b>795,961</b>	<b>9,721</b>	<b>1.2%</b>	
7000	External Income	(2,760)	(2,226)	534	19.4%	
	<b>Net Direct Expenditure</b>	<b>783,480</b>	<b>793,735</b>	<b>10,255</b>	<b>1.3%</b>	<b>(a)</b>
5000	Support Services	(799,650)	(799,650)	0		
6500	Capital Charges	2,220	2,220	0		
	<b>Total Indirect Expenditure</b>	<b>(797,430)</b>	<b>(797,430)</b>	<b>0</b>		
	<b>Total Customer Services Expenditure</b>	<b>(13,950)</b>	<b>(3,695)</b>	<b>10,255</b>		
	<b>Customer Services - Service units</b>					
CS200	Communications	140,780	141,892	1,112		
CS299	Communications Rech	(140,720)	(140,720)	0		
CS500	Messenger Services	53,460	52,225	(1,235)		
CS599	Messenger Services Rech	(55,090)	(55,090)	0		
CS900	Central Photocopying	28,380	27,302	(1,078)		
CS901	Central Photocopying Rech	(37,320)	(37,320)	0		
CS902	Central Postage	45,560	29,811	(15,749)		
CS903	Central Postage Rech	(48,530)	(48,530)	0		
CS910	Customer Services Admin	152,760	120,564	(32,196)		
CS915	Customer Services Admin Rech	(153,270)	(153,270)	0		
CS930	Customer First Management	136,620	185,511	48,891		
CS931	Customer First Management Rech	(136,630)	(136,630)	0		
CS932	Customer First	557,710	576,730	19,020		
CS933	Customer First Rech	(557,690)	(557,690)	0		
CS936	Crediton Office Section	153,520	145,011	(8,509)		
CS937	Crediton Office Section Rech	(153,490)	(153,490)	0		
	<b>Total Customer Services Expenditure</b>	<b>(13,950)</b>	<b>(3,695)</b>	<b>10,255</b>		
						£
<b>Customer Services</b>						
<b>Total Expenditure Variation</b>				£	10,255	<b>(a)</b>
<b>Major Cost Changes</b>						
CS930	Salaries - restructuring of teams & long-term sickness cover			49,000		
CS932	Purchase of payment kiosk for Phoenix House reception area			12,500		
					61,500	
<b>Major Cost Savings</b>						
CS902	Franked mail, movement to Clean Mail which is charged direct to services			(15,500)		
CS910	Salaries - transfer of posts between other CS teams & delay in reappointment of apprentice			(33,000)		
					(48,500)	
<b>Major Changes in Income Levels</b>					0	
<b>Minor Variations</b>					(2,745)	
<b>Total Expenditure Variation</b>					10,255	<b>(a)</b>
<b>EAR MARKED RESERVES</b>						
	Net movement in earmarked reserves				0	
	<b>Total Expenditure variation after Ear Marked Reserves</b>				10,255	

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Environmental Services**

<b>Code</b>	<b>Environmental Services</b>	<b>2014/15 Budget £</b>	<b>2014/15 Actual £</b>	<b>Variance £</b>	<b>Variance %</b>
1000	Employees	930,470	955,454	24,984	2.7%
2000	Premises	125,190	75,179	(50,011)	-39.9%
3000	Transport	47,930	51,767	3,837	8.0%
4000	Supplies and Services	120,250	149,127	28,877	24.0%
	<b>Total Direct Expenditure</b>	<b>1,223,840</b>	<b>1,231,528</b>	<b>7,688</b>	<b>0.6%</b>
7000	External Income	(321,450)	(411,972)	(90,522)	-28.2%
	<b>Net Direct Expenditure</b>	<b>902,390</b>	<b>819,555</b>	<b>(82,835)</b>	<b>-9.2%</b> (a)
5000	Support Services	438,120	438,120	0	
6500	Capital Charges	89,850	89,850	0	
	<b>Total Indirect Expenditure</b>	<b>527,970</b>	<b>527,970</b>	<b>0</b>	
	<b>Total Environmental Services Expenditure</b>	<b>1,430,360</b>	<b>1,347,525</b>	<b>(82,835)</b>	
	<b>Environmental Services - Service units</b>				
ES100	Cemeteries	126,600	94,985	(31,615)	
ES110	Bereavement Services	38,430	49,412	10,982	
ES112	Bereavement Services Rech	(38,420)	(38,420)	0	
ES200	CCTV Initiatives	10,990	2,373	(8,617)	
ES250	Community Safety	68,970	68,708	(262)	
ES251	Community Safety Rech	(5,520)	(5,520)	0	
ES256	Community Safety Partnership	0	(2,859)	(2,859)	
ES260	Food Protection	95,750	95,058	(692)	
ES270	Water Quality Monitoring	69,680	66,555	(3,125)	
ES349	Private Sector Housing team Rech	(40,420)	(40,420)	0	
ES354	Private Sector Housing	139,370	112,288	(27,082)	
ES360	Dog Warden	64,470	65,174	704	
ES361	Public Health	0	(17,807)	(17,807)	
ES362	Abandoned Car and Litter	92,150	92,150	0	
ES440	Inspection Staff Unit	77,440	75,873	(1,567)	
ES441	Inspection Staff Unit Rech	(79,850)	(79,850)	0	
ES450	Parks & Open Spaces	393,120	387,583	(5,537)	
ES455	Amory Park	17,370	17,674	304	
ES460	Play Areas	224,100	223,173	(927)	
ES500	Emergency Planning	0	1,317	1,317	
ES550	Licensing	26,060	17,215	(8,845)	
ES580	Pool Car Running Costs	320	(6,334)	(6,654)	
ES600	Pest Control	16,460	15,285	(1,175)	
ES650	Contaminated Land	17,980	17,751	(229)	
ES660	Control of Pollution	111,820	109,931	(1,889)	
ES670	Local Air Pollution	9,320	14,577	5,257	
ES720	ES Management	98,710	149,052	50,342	
ES721	ES Management Rech	(98,690)	(98,690)	0	
ES730	Environmental Enforcement	256,420	247,176	(9,244)	
ES731	Environmental Enforcement Rech	(262,320)	(262,320)	0	
ES733	Environmental Health	399,060	367,978	(31,082)	
ES734	Environmental Health Rech	(399,040)	(399,040)	0	
ES740	Licensing Unit	101,160	102,820	1,660	
ES741	Licensing Unit Rech	(101,140)	(101,140)	0	
ES760	Health & Safety Officer	75,500	81,308	5,808	
ES765	Health & Safety Officer Rech	(75,490)	(75,490)	0	
	<b>Total Environmental Services Expenditure</b>	<b>1,430,360</b>	<b>1,347,525</b>	<b>(82,835)</b>	

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Environmental Services**

<b>Environmental Services</b>		£	£
<b>Total Expenditure Variation</b>			<b>(82,835) (a)</b>
<b>Major Cost Changes</b>			
ES100	Bereavement Services salary overspend due to staff changes not taking place	11,000	
ES720	E/Services Management salary overspend due to redundancy, partially off-set by salary savings	51,000	
			<b>62,000</b>
<b>Major Cost Savings</b>			
ES730	E/Enforcement salary underspend due to vacant post in year	(10,000)	
ES733	E/Health salary underspend due to vacant posts in year (see below EMR)	(30,000)	
ES100	Cemeteries underspend across maintenance budgets (see below EMR)	(25,000)	
ES450	Parks & Open spaces underspend across maintenance budgets (see below EMR)	(20,000)	
			<b>(85,000)</b>
<b>Major Changes in Income Levels</b>			
ES100	Increased income on Internments & exclusive burial rights	(10,000)	
ES450	Utilise Developers Contributions for Parks & Open spaces (see below EMR)	9,508	
ES460	Utilise Developers Contributions for Play Areas (see below EMR)	12,600	
ES580	Pool Car recharge income more then costs charged per mile	(6,600)	
ES361	Public Health Grant income received in year (see below EMR)	(20,000)	
ES200	CCTV income for Tiverton Town project work (see below EMR)	(10,000)	
ES354	Private Sector Housing grant repayments received in year (see EMR)	(31,447)	
			<b>(55,939)</b>
<b>Minor Variations</b>			<b>(3,896)</b>
<b>Total Expenditure Variation</b>			<b>(82,835) (a)</b>
<b>Total Variation brought forward</b>			<b>(82,835)</b>
<b>EAR MARKED RESERVES</b>			
<b>Utilised 2014/15</b>		£	
ES361	Targeted Family Public Health project	(2,193)	
ES450	Developers Contribution for Parks & Open spaces	(9,508)	
ES460	Developers Contribution for Play Areas	(12,600)	
<b>Proposed contribution c/fwd to 2015/16</b>			
ES200	CCTV - Ongoing project work in Tiverton Town Centre	8,500	
ES100	Works to Cemeteries wall & pathways	25,000	
ES361	Public Health Grant	20,000	
ES450	Parks & Open spaces walls & pathways	18,000	
ES460	Play Areas works	11,000	
ES733	Environmental Health restructure costs	15,000	
ES354	Private Sector Housing grant payments received in year	31,447	
	Net movement in earmarked reserves		104,646
<b>Total Expenditure variation after Ear Marked Reserves</b>			<b>21,811</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Finance and Performance**

		2014/15	2014/15	Variance	Variance	
		Budget	Actual			
Code	Finance and Performance	£	£	£	%	
1000	Employees	592,190	584,456	(7,734)	-1.3%	
2000	Premises	0	0	0		
3000	Transport	1,860	1,393	(467)	-25.1%	
4000	Supplies and Services	37,470	45,730	8,260	22.0%	
	<b>Total Direct Expenditure</b>	<b>631,520</b>	<b>631,578</b>	<b>58</b>	<b>0.0%</b>	
7000	External Income	0	0	0		
	<b>Net Direct Expenditure</b>	<b>631,520</b>	<b>631,578</b>	<b>58</b>	<b>0.0%</b>	<b>(a)</b>
5000	Support Services	(631,480)	(631,480)	0		
6500	Capital Charges	0	0	0		
	<b>Total Indirect Expenditure</b>	<b>(631,480)</b>	<b>(631,480)</b>	<b>0</b>		
	<b>Total Finance and Performance Expenditure</b>	<b>40</b>	<b>98</b>	<b>58</b>		
	<b>Finance and Performance - Service units</b>					
FP100	Accountancy Services	471,310	468,999	(2,311)		
FP199	Accountancy Services Rech	(471,410)	(471,410)	0		
FP200	Internal Audit	127,840	122,206	(5,634)		
FP299	Internal Audit Rech	(127,820)	(127,820)	0		
FP300	Procurement	71,830	78,744	6,914		
FP399	Procurement Rech	(71,750)	(71,750)	0		
FP400	Purchase Ledger	66,340	64,580	(1,760)		
FP499	Purchase Ledger Rech	(66,340)	(66,340)	0		
FP500	Sales Ledger	82,480	85,329	2,849		
FP599	Sales Ledger Rech	(82,440)	(82,440)	0		
	<b>Total Finance and Performance</b>	<b>40</b>	<b>98</b>	<b>58</b>		
						£
	<b>Total Expenditure Variation</b>			£	<b>58</b>	<b>(a)</b>
	<b>Major Cost Changes</b>					
FP100	VAT Consultancy, required to deal with the outstanding Royal Mail claim			8,000		
						<b>8,000</b>
	<b>Major Cost Savings</b>					
FP100	A delay in appointment of Systems Accountant and post reduced to 3 days per wk			(14,000)		
						<b>(14,000)</b>
	<b>Major Changes in Income Levels</b>					<b>0</b>
	<b>Minor Variations</b>					<b>6,058</b>
	<b>Total Expenditure Variation</b>					<b>58 (a)</b>
	<b>EAR MARKED RESERVES</b>					
				£		
	<b>Utilised 2014/15</b>					
	<b>Proposed contribution c/fwd to 2015/16</b>					
	Net movement in earmarked reserves					0
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>58</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**General Fund Housing**

Code	General Fund Housing	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	187,640	159,359	(28,281)	-15.1%	
2000	Premises	7,810	1,643	(6,167)	-79.0%	
3000	Transport	11,630	8,656	(2,974)	-25.6%	
4000	Supplies and Services	247,970	161,205	(86,765)	-35.0%	
	<b>Total Direct Expenditure</b>	<b>455,050</b>	<b>330,863</b>	<b>(124,187)</b>	<b>-27.3%</b>	
7000	External Income	(145,150)	(146,235)	(1,085)	-0.7%	
	<b>Net Direct Expenditure</b>	<b>309,900</b>	<b>184,628</b>	<b>(125,272)</b>	<b>-40.4%</b>	<b>(a)</b>
5000	Support Services	75,460	75,460	0		
6500	Capital Charges	370	370	0		
	<b>Total Indirect Expenditure</b>	<b>75,830</b>	<b>75,830</b>	<b>0</b>		
	<b>Total General Fund Housing Services Expenditure</b>	<b>385,730</b>	<b>260,458</b>	<b>(125,272)</b>		
	<b>General Fund Housing - Service units</b>					
HG320	Housing & Homelessness Advice	385,730	310,495	(75,235)		
HG373	Homelessness & Enabling Team	122,430	103,143	(19,287)		
HG374	Housing Needs Team	138,960	108,211	(30,749)		
HG377	Housing Needs Team Rech	(138,960)	(138,960)	0		
HG379	Homeless & Enabling Team Rech	(122,430)	(122,430)	0		
	<b>Total General Fund Housing Services Expenditure</b>	<b>385,730</b>	<b>260,458</b>	<b>(125,272)</b>		
						£
	<b>Total Expenditure Variation</b>					<b>(125,272) (a)</b>
	<b>Major Cost Changes</b>				£	
HG320	Grant funding - Additional funding for Red House to home vulnerable young adults			14,500		
						<b>14,500</b>
	<b>Major Cost Savings</b>					
HG320	DARs & B&B costs lower than budget due to reduced case load during the year			(19,000)		
HG320	Reduced requirement for bad debt provision			(58,500)		
HG374	Underspend on salaries due to an unfilled post for a period pending management restructure			(32,500)		
						<b>(110,000)</b>
	<b>Major Changes in Income Levels</b>					
HG373	Youth Homeless Posting funding from DCC			(20,000)		
						<b>(20,000)</b>
	<b>Minor Variations</b>					
						<b>(9,772)</b>
	<b>Total Expenditure Variation</b>					<b>(125,272) (a)</b>
	<b>EAR MARKED RESERVES</b>					
					£	
	<b>Utilised 2014/15</b>					
	<b>Proposed contribution c/fwd to 2015/16</b>					
	Net movement in earmarked reserves					0
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>(125,272)</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Grounds Maintenance**

<b>Code</b>	<b>Grounds Maintenance</b>	<b>2014/15 Budget £</b>	<b>2014/15 Actual £</b>	<b>Variance £</b>	<b>Variance %</b>	
1000	Employees	427,120	414,649	(12,471)	-2.9%	
2000	Premises	11,950	4,561	(7,389)	-61.8%	
3000	Transport	91,910	91,161	(749)	-0.8%	
4000	Supplies and Services	33,950	35,953	2,003	5.9%	
	<b>Total Direct Expenditure</b>	<b>564,930</b>	<b>546,324</b>	<b>(18,606)</b>	<b>-3.3%</b>	
7000	External Income	(78,000)	(74,827)	3,173	4.1%	
	<b>Net Direct Expenditure</b>	<b>486,930</b>	<b>471,498</b>	<b>(15,432)</b>	<b>-3.2%</b>	<b>(a)</b>
5000	Support Services	(488,430)	(488,430)	0		
6500	Capital Charges	8,840	8,840	0		
	<b>Total Indirect Expenditure</b>	<b>(479,590)</b>	<b>(479,590)</b>	<b>0</b>		
	<b>Total Grounds Maintenance Expenditure</b>	<b>7,340</b>	<b>(8,092)</b>	<b>(15,432)</b>		
	<b>Grounds Maintenance - Service units</b>					
GM960	Grounds Maintenance	558,710	543,278	(15,432)		
GM961	Grounds Maintenance Rech	(551,370)	(551,370)	0		
	<b>Total Grounds Maintenance Expenditure</b>	<b>7,340</b>	<b>(8,092)</b>	<b>(15,432)</b>		
				<b>£</b>	<b>£</b>	
	<b>Total Expenditure Variation</b>					<b>(15,432) (a)</b>
	<b>Major Cost Changes</b>					
GM960	Plant Equipment - Mower purchased (see below EMR)			16,000		
GM960	Training spend of £7.6k is off-set against the Corporate Training budget			7,600		
						<b>23,600</b>
	<b>Major Cost Savings</b>					
GM960	Salary underspends due to staff turnover			(22,000)		
GM960	Tree works maintenance underspend			(7,000)		
GM960	Underspend against fuel budgets			(7,100)		<b>(36,100)</b>
	<b>Major Changes in Income Levels</b>					<b>0</b>
	<b>Minor Variations</b>					<b>(2,932)</b>
	<b>Total Expenditure Variation</b>					<b>(15,432) (a)</b>
	<b>EAR MARKED RESERVES</b>					
	<b>Utilised 2014/15</b>				<b>£</b>	
GM960	Vehicle purchase in year			(16,000)		
	<b>Proposed contribution c/fwd to 2015/16</b>					
GM960	Purchase Digger/Trailer and Tractor during 15-16			30,000		
	<b>Net movement in earmarked reserves</b>					<b>14,000</b>
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>(1,432)</b>

## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

### Human Resources

Code	Human Resources	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	417,330	338,411	(78,919)	-18.9%	
2000	Premises	0	0	0		
3000	Transport	1,750	1,897	147	8.4%	
4000	Supplies and Services	19,660	41,246	21,586	109.8%	
	<b>Total Direct Expenditure</b>	<b>438,740</b>	<b>381,554</b>	<b>(57,186)</b>	<b>-13.0%</b>	
7000	External Income	(17,050)	(2,066)	14,984	87.9%	
	<b>Net Direct Expenditure</b>	<b>421,690</b>	<b>379,488</b>	<b>(42,202)</b>	<b>-10.0%</b>	<b>(a)</b>
5000	Support Services	(298,160)	(298,160)	0		
6500	Capital Charges	0	0	0		
	<b>Total Indirect Expenditure</b>	<b>(298,160)</b>	<b>(298,160)</b>	<b>0</b>		
	<b>Total Human Resources Expenditure</b>	<b>123,530</b>	<b>81,328</b>	<b>(42,202)</b>		
	<b>HR - Service units</b>					
HR100	Human Resources	239,830	283,358	43,528		
HR199	Human Resources Rech	(239,870)	(239,870)	0		
HR200	Staff Development Training	38,520	5,674	(32,846)		
HR210	Cpd Training	43,840	(616)	(44,456)		
HR220	Post Entry Training	21,850	0	(21,850)		
HR230	Health & Safety Training	19,360	(250)	(19,610)		
HR300	Payroll	76,090	91,088	14,998		
HR399	Payroll Rech	(76,090)	(76,090)	0		
HR400	Learning & Development	48,440	66,474	18,034		
HR499	Learning & Development Rech	(48,440)	(48,440)	0		
	<b>Total Human Resources Expenditure</b>	<b>123,530</b>	<b>81,328</b>	<b>(42,202)</b>		
	<b>Total Expenditure Variation</b>					<b>(42,202) (a)</b>
	<b>Major Cost Changes</b>					
HR300	Salary increase due to JE			12,400		
HR400	Salary overspend to be off-set by EMR (see below)			12,930		
HR100	Purchase of new time recording system not budgeted for			15,200		
						<b>40,530</b>
	<b>Major Cost Savings</b>					
HR200	Corporate staff training costs of £100k against a budget of £118k have been charged across all Services (see below EMR)			(100,000)		
						<b>(100,000)</b>
	<b>Major Changes in Income Levels</b>					
HR200	Income target not achieved			17,000		
						<b>17,000</b>
	<b>Minor Variations</b>					<b>268</b>
	<b>Total Expenditure Variation</b>					<b>(42,202) (a)</b>

## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

### Human Resources

<b>Total Variation brought forward</b>					<b>(42,202)</b>
<b>EAR MARKED RESERVES</b>					
				£	
<b>Utilised 2014/15</b>					
<b>HR400</b>	L&D Assistant funded from Corporate training EMR			(12,930)	
<b>Proposed contribution c/fwd to 2015/16</b>					
<b>HR200</b>	Underspend on Corporate training spend			17,000	
	Net movement in earmarked reserves				4,070
<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>(38,132)</b>



**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**ICT Services**

Code	ICT Services	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	531,170	531,042	(128)	0.0%	
2000	Premises	0	0	0		
3000	Transport	1,740	1,654	(86)	-5.0%	
4000	Supplies and Services	377,910	387,056	9,146	2.4%	
	<b>Total Direct Expenditure</b>	<b>910,820</b>	<b>919,752</b>	<b>8,932</b>	<b>1.0%</b>	
7000	External Income	(3,660)	(28,342)	(24,682)	-674.4%	
	<b>Net Direct Expenditure</b>	<b>907,160</b>	<b>891,410</b>	<b>(15,750)</b>	<b>-1.7%</b>	<b>(a)</b>
5000	Support Services	(957,560)	(957,560)	0		
6500	Capital Charges	43,980	43,980	0		
	<b>Total Indirect Expenditure</b>	<b>(913,580)</b>	<b>(913,580)</b>	<b>0</b>		
	<b>Total ICT Services Expenditure</b>	<b>(6,420)</b>	<b>(22,170)</b>	<b>(15,750)</b>		
	<b>ICT - Service units</b>					
IT100	Gazetteer Management	80,330	73,793	(6,537)		
IT199	Gazetteer Management Rech	(80,310)	(80,310)	0		
IT200	Information Management & T Gov	44,800	45,580	780		
IT299	Information Management & T Gov rech	(44,840)	(44,840)	0		
IT300	Central Telephones	89,860	84,209	(5,651)		
IT399	Central Telephones Rech	(89,930)	(89,930)	0		
IT400	ICT Network & Hardware	303,500	279,985	(23,515)		
IT499	ICT Network & Hardware Rech	(303,420)	(303,420)	0		
IT500	ICT Software Support & Maint.	502,270	531,349	29,079		
IT599	ICT Software Support & Maint. Rech	(502,210)	(502,210)	0		
IT600	ICT Staff Unit	543,880	531,992	(11,888)		
IT699	ICT Staff Unit Rech	(543,870)	(543,870)	0		
IT800	Phoenix House Printing	37,540	39,522	1,982		
IT899	Phoenix House Printing Rech	(44,020)	(44,020)	0		
	<b>Total ICT Services Expenditure</b>	<b>(6,420)</b>	<b>(22,170)</b>	<b>(15,750)</b>		
					£	
	<b>Total Expenditure Variation</b>				<b>(15,750)</b>	<b>(a)</b>
	<b>Major Cost Changes</b>					
IT600	Staff training - please refer to HR corporate training note			11,500		
					<b>11,500</b>	
	<b>Major Cost Savings</b>					
IT100	Salary savings due to lower grade than budgeted			(5,000)		
IT300	Saving on call costs and advertisement in BT phonebook			(6,000)		
					<b>(11,000)</b>	
	<b>Major Changes in Income Levels</b>					
IT600	Head of BIS recharge to NDDC			(19,000)		
					<b>(19,000)</b>	
	<b>Minor Variations</b>				<b>2,750</b>	
	<b>Total Expenditure Variation</b>				<b>(15,750)</b>	<b>(a)</b>
	<b>Total Variation brought forward</b>				<b>(15,750)</b>	
	<b>EAR MARKED RESERVES</b>					
				£		
	Net movement in earmarked reserves				0	
	<b>Total Expenditure variation after Ear Marked Reserves</b>				<b>(15,750)</b>	

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Legal and Democratic Services**

Code	Legal and Democratic Services	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	394,410	496,831	102,421	<b>26.0%</b>	
2000	Premises	0	10,038	10,038		
3000	Transport	15,800	14,570	(1,230)	<b>-7.8%</b>	
4000	Supplies and Services	355,190	445,058	89,868	<b>25.3%</b>	
	<b>Total Direct Expenditure</b>	<b>765,400</b>	<b>966,497</b>	<b>201,097</b>	<b>26.3%</b>	
7000	External Income	(32,490)	(220,015)	(187,525)	<b>-577.2%</b>	
	<b>Net Direct Expenditure</b>	<b>732,910</b>	<b>746,483</b>	<b>13,573</b>	<b>1.9%</b>	<b>(a)</b>
5000	Support Services	132,700	132,700	0		
6500	Capital Charges	0	0	0		
	<b>Total Indirect Expenditure</b>	<b>132,700</b>	<b>132,700</b>	<b>0</b>		
	<b>Total Legal and Democratic Services</b>	<b>865,610</b>	<b>879,183</b>	<b>13,573</b>		
	<b>Legal &amp; Democratic Services - Service units</b>					
LD100	Electoral Registration	196,180	203,057	6,877		
LD199	Electoral Registration Rech	(42,580)	(42,580)	0		
LD200	Election Costs - Parishes	0	3	3		
LD201	Election Costs - District	20,000	3,566	(16,434)		
LD202	Election Costs - General	0	(115)	(115)		
LD203	Election Costs - European	40,490	46,151	5,661		
LD204	Election Costs - County	0	1	1		
LD300	Democratic Rep & Management	651,530	642,525	(9,005)		
LD400	Committee Services	125,470	132,562	7,092		
LD499	Committee Services Rech	(125,470)	(125,470)	0		
LD600	Legal Services	233,030	252,524	19,494		
LD699	Legal Services Rech	(233,040)	(233,040)	0		
	<b>Total Legal and Democratic Services</b>	<b>865,610</b>	<b>879,183</b>	<b>13,573</b>		
					<b>£</b>	
	<b>Total Expenditure Variation</b>					<b>13,573 (a)</b>
	<b>Major Cost Changes</b>				<b>£</b>	
LD100	Increased staffing for individual electoral registration (IER)			12,000		
LD100/L D203	IER and European Elections costs, funded by central government - see below			91,000		
LD203	European Elections staffing costs, funded by central government - see below			68,000		
LD203	Rent of polling stations - see compensating income			10,000		
LD600	Salaries & recruitment costs - increased Section 106 work, maternity cover and retirement - (see EMR below)			37,000		
						<b>218,000</b>
	<b>Major Cost Savings</b>					
LD201	See ear mark transfer below			(20,000)		
						<b>(20,000)</b>



**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Leisure Services**

Code	Leisure Services	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	1,487,020	1,551,966	64,946	4.4%	
2000	Premises	679,660	700,648	20,988	3.1%	
3000	Transport	6,300	5,023	(1,277)	-20.3%	
4000	Supplies and Services	348,060	342,604	(5,456)	-1.6%	
	<b>Total Direct Expenditure</b>	<b>2,521,040</b>	<b>2,600,241</b>	<b>79,201</b>	<b>3.1%</b>	
7000	External Income	(2,379,130)	(2,354,258)	24,872	1.0%	
	<b>Net Direct Expenditure</b>	<b>141,910</b>	<b>245,984</b>	<b>104,074</b>	<b>73.3%</b>	<b>(a)</b>
5000	Support Services	295,980	264,488	(31,492)		
6500	Capital Charges	378,890	379,434	544		
	<b>Total Indirect Expenditure</b>	<b>674,870</b>	<b>643,922</b>	<b>(30,948)</b>		
	<b>Total Leisure Services Expenditure</b>	<b>816,780</b>	<b>889,906</b>	<b>73,126</b>		
	<b>Leisure Services - Service units</b>					
RS100	Leisure Facilities Maintenance & Equipment	211,000	198,729	(12,271)		
RS110	Leisure Management & Administration	120,760	121,320	560		
RS140	Exe Valley Leisure Centre	171,140	184,412	13,272		
RS150	Lords Meadow Leisure Centre	233,630	315,714	82,084		
RS160	Culm Valley Sports Centre	80,250	69,730	(10,520)		
	<b>Total Leisure Services Expenditure</b>	<b>816,780</b>	<b>889,906</b>	<b>73,126</b>		
	<b>Total Expenditure Variation</b>					<b>73,126 (a)</b>
	<b>Major Cost Changes</b>					
RS	Development Training (see HR for savings)			20,000		
RS100	Improvement works - CVSC reception area			25,000		
RS	Pension costs from new auto pension enrolment (all sites)			29,000		
RS	Salaries (all sites) overspend due to various including: increased rate of pay for coaches;			21,000		
	standardised rate of pay for under 18s; contracting staff previously on casual contracts					
						<b>95,000</b>
	<b>Major Cost Savings</b>					
RS	Support service reduction in Property Service charges			(31,492)		
						<b>(31,492)</b>
	<b>Major Changes in Income Levels</b>					
RS	Income (all sites) below budget			25,000		
RS	Feed-In-Tariff net receipts			(12,000)		
						<b>13,000</b>
	<b>Minor Variations</b>					<b>(3,382)</b>
	<b>Total Expenditure Variation</b>					<b>73,126 (a)</b>
	<b>EAR MARKED RESERVES</b>					
				£		
	<b>Utilised 2014/15</b>					
	<b>Proposed contribution c/fwd to 2015/16</b>					
	Net movement in earmarked reserves					0
	<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>73,126</b>





**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Property Services**

Code	Property Services	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	318,510	297,448	(21,062)	-6.6%	
2000	Premises	457,720	493,352	35,632	7.8%	
3000	Transport	15,260	25,761	10,501	68.8%	
4000	Supplies and Services	97,020	123,043	26,023	26.8%	
	<b>Total Direct Expenditure</b>	<b>888,510</b>	<b>939,605</b>	<b>51,095</b>	<b>5.8%</b>	
7000	External Income	(138,550)	(204,007)	(65,457)	-47.2%	
	<b>Net Direct Expenditure</b>	<b>749,960</b>	<b>735,598</b>	<b>(14,362)</b>	<b>-1.9%</b>	<b>(a)</b>
5000	Support Services	(488,510)	(467,010)	21,500		
6500	Capital Charges	122,270	122,270	0		
	<b>Total Indirect Expenditure</b>	<b>(366,240)</b>	<b>(344,740)</b>	<b>21,500</b>		
	<b>Total Property Services Expenditure</b>	<b>383,720</b>	<b>390,858</b>	<b>7,138</b>		
	<b>Property Services - Service units</b>					
PS150	Surplus Sites for Disposal	26,690	14,902	(11,788)		
PS350	Public Conveniences	176,730	160,474	(16,256)		
PS400	Flood Defences and Land Drainage	80,940	68,429	(12,511)		
PS480	Mddc Footpaths & Railway Walks	11,020	8,516	(2,505)		
PS600	Street Naming & Numbering	16,010	11,399	(4,611)		
PS810	Phoenix House	353,480	418,360	64,880		
PS815	Phoenix House Rech	(353,490)	(353,490)	0		
PS820	DCC Library	(1,640)	(525)	1,115		
PS830	Town Hall	82,580	77,297	(5,283)		
PS840	Crediton Office Building	40,090	37,056	(3,034)		
PS845	Crediton Office Building Rech	(40,090)	(40,090)	0		
PS850	Old Road Depot	54,570	54,346	(224)		
PS855	Old Road Depot Rech	(54,570)	(54,570)	0		
PS860	Station Yard Depot	34,730	38,674	3,944		
PS865	Station Yard Depot Rech	(34,730)	(34,730)	0		
PS870	Lords Meadow Depot	16,010	19,428	3,418		
PS880	Bus Station Maintenance	(13,000)	(26,282)	(13,282)		
PS890	Tourist Information Centre	(5,580)	(5,671)	(91)		
PS970	Office Building Cleaning	73,850	74,596	746		
PS971	Office Building Cleaning Rech	(73,850)	(73,850)	0		
PS980	Property Services	343,970	336,982	(6,988)		
PS981	Property Services Rech	(350,000)	(350,000)	0		
PS990	30/32 Fore Street	0	(5,101)	(5,101)		
PS991	Industrial Units	0	134	134		
PS992	Market Walk	0	14,575	14,575		
	<b>Total Property Services</b>	<b>383,720</b>	<b>390,858</b>	<b>7,138</b>		
	<b>Total Expenditure Variation</b>					<b>7,138 (a)</b>
	<b>Major Cost Changes</b>					
PS810	Maintenance overspend due to office moves and creation of additional meeting rooms			65,000		
PS992	Supplies & Services overspend due to Market Walk valuation fees			9,500		
PS980	Overspend on transport costs due to vehicle purchase (see below EMR)			16,000		
PS990/991	Property Services recharges have been changed to reflect the works done on Fore Street and Market Walk			21,500		
						<b>112,000</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Property Services**

<b>Major Cost Savings</b>					
PS980	Salary savings due to vacant posts		(28,600)		
PS880	Underspend on Bus Station maintenance (see below EMR)		(8,000)		
PS830	Underspend on Town Hall maintenance		(5,800)		
					<b>(42,400)</b>
<b>Major Changes in Income Levels</b>					
PS350	Income from Tiverton Town Council for the running costs on 4 Tiverton Public Convenience		(12,800)		
PS990	Income received from Fore Street properties		(31,000)		
PS400	Flood Defence grant money received in year (see below EMR)		(12,500)		
PS880	Increased income received from Bus Departures (see below EMR)		(5,000)		
					<b>(61,300)</b>
<b>Minor Variations</b>					<b>(1,162)</b>
<b>Total Expenditure Variation</b>					<b>7,138 (a)</b>
<b>Total Variation brought forward</b>					<b>7,138</b>
<b>EAR MARKED RESERVES</b>					
					<b>£</b>
<b>Utilised 2014/15</b>					
PS980	Purchase of Caretakers vehicle		(10,583)		
<b>Proposed contribution c/fwd to 2015/16</b>					
PS400	Flood Defence grant monies received - Emr required for small flood projects during 15-16		12,000		
PS880	Bus Station maintenance fund		13,000		
PS810	Phoenix House meeting rooms upgrades		50,000		
	Net movement in earmarked reserves				64,417
<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>71,555</b>



**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Revenues and Benefits**

Code	Revenues and Benefits	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	685,790	709,075	23,285	3.4%	
2000	Premises	0	0	0		
3000	Transport	6,050	5,367	(683)	-11.3%	
4000	Supplies and Services	322,990	287,106	(35,884)	-11.1%	
	Housing Benefit Payments	20,344,070	18,821,499	(1,522,571)	-7.5%	
	<b>Total Direct Expenditure</b>	<b>21,358,900</b>	<b>19,823,047</b>	<b>(1,535,853)</b>	<b>-7.2%</b>	
	Income from Housing Benefit Subsidy	(20,344,070)	(18,926,086)	1,417,984	-7.0%	
	All other Income	(703,280)	(868,802)	(165,522)	23.5%	
7000	External Income	(21,047,350)	(19,794,888)	1,252,462	6.0%	
	<b>Net Direct Expenditure</b>	<b>311,550</b>	<b>28,159</b>	<b>(283,391)</b>	<b>-91.0%</b>	<b>(a)</b>
5000	Support Services	493,440	493,440	0		
6500	Capital Charges	0	0	0		
	<b>Total Indirect Expenditure</b>	<b>493,440</b>	<b>493,440</b>	<b>0</b>		
	<b>Total Revenues and Benefits Expenditure</b>	<b>804,990</b>	<b>521,599</b>	<b>(283,391)</b>		
	<b>Revenues and Benefits - Service units</b>					
RB100	Collection Of Council Tax	535,680	503,824	(31,856)		
RB199	Collection Of Council Tax Rech	(105,540)	(105,540)	0		
RB200	Collection Of Business Rates	19,630	7,790	(11,840)		
RB210	NNDR Charity Rate Relief	45,000	0	(45,000)		
RB300	Housing Benefit Admin	372,240	357,167	(15,073)		
RB310	Housing Benefit Fraud	(12,130)	(15,931)	(3,801)		
RB330	New Burdens - C/Tax Reform	0	(67,847)	(67,847)		
RB340	Local welfare assistance scheme	0	0	0		
RB399	Housing Benefit Admin Rech	(49,880)	(49,880)	0		
RB400	Housing Rent Allowances	0	(104,587)	(104,587)		
RB410	Council Tax Benefit	0	(26,705)	(26,705)		
RB600	Revenues Recovery Team	60,570	83,888	23,318		
RB699	Revenues Recovery Team Rech	(60,580)	(60,580)	0		
	<b>Total Revenues and Benefits Expenditure</b>	<b>804,990</b>	<b>521,599</b>	<b>(283,391)</b>		
	<b>Total Expenditure Variation</b>					<b>(283,391) (a)</b>
	<b>Major Cost Changes</b>					
	* Additional Salary costs for the Recovery of Council Tax funded by additional grant from major preceptors detailed below			27,600		
	*** Additional Computer Software costs associated with changes in Housing Benefit Funded by additional Government grants detailed below			17,600		
						<b>45,200</b>
	<b>Major Cost Savings</b>					
	** The demand for Housing Benefit was lower than budgeted (see decreased Charity Rate Relief budget was not required under new NNDR scheme)			(1,522,571)		
				(45,000)		
						<b>(1,567,571)</b>

## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

### Revenues and Benefits

<b>Major Changes in Income Levels</b>			
** Decreased Housing Benefit Subsidy related to decreased costs detailed above	1,438,144		
Additional Housing Benefit Overpayments recovered	(20,160)		
Adjustment to CTB entitlement (re pre 01/04/13 CTB old scheme) not required to be repaid to DCLG	(26,705)		
Unspent 'Local Council Tax New Burdens Grant' re 14/15	(67,847)		
Unspent 'Business Rates New Burdens Grant' re 14/15	(11,266)		
Additional Council Tax court costs income	(10,750)		
* Additional grant funding from major preceptors to improve collection rates	(30,171)		
*** Government grants for Housing Benefit software changes	(28,550)		
			<b>1,242,695</b>
<b>Minor Variations</b>			
			(3,715)
<b>Total Expenditure Variation</b>			<b>(283,391) (a)</b>
<b>Total Variation brought forward</b>			(283,391)
<b>EAR MARKED RESERVES</b>			
			£
<b>Utilised 2014/15</b>			
Housing Benefit Admin reserve - no longer required	(67,300)		
Business Rates Retention Scheme reserve - no longer required	(30,200)		
			(97,500)
<b>Total Expenditure variation after Ear Marked Reserves</b>			<b>(380,891)</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**
**Waste Services**

		2014/15 Budget	2014/15 Actual	Variance	Variance
Code	Waste Services	£	£	£	%
1000	Employees	1,757,740	1,897,211	139,471	7.9%
2000	Premises	81,020	155,245	74,225	91.6%
3000	Transport	793,680	893,921	100,241	12.6%
4000	Supplies and Services	607,210	622,903	15,693	2.6%
	<b>Total Direct Expenditure</b>	<b>3,239,650</b>	<b>3,569,281</b>	<b>329,631</b>	<b>10.2%</b>
7000	External Income	(1,332,200)	(1,380,412)	(48,212)	-3.6%
	<b>Net Direct Expenditure</b>	<b>1,907,450</b>	<b>2,188,869</b>	<b>281,419</b>	<b>14.8%</b>
5000	Support Services	325,070	335,070	10,000	
6500	Capital Charges	89,110	89,110	0	
	<b>Total Indirect Expenditure</b>	<b>414,180</b>	<b>424,180</b>	<b>10,000</b>	
	<b>Total Waste Services Expenditure</b>	<b>2,321,630</b>	<b>2,613,049</b>	<b>291,419</b>	
	<b>Waste Services - Cost Centres</b>				
WS650	Street Cleansing	346,680	301,299	(45,381)	
WS700	Refuse Collection	1,480,860	1,666,001	185,141	
WS710	Trade Waste Collection	(100,780)	(107,363)	(6,583)	
WS725	Kerbside Recycling	594,860	679,500	84,640	
WS740	16 Shop-Recycling	0	93,834	93,834	
WS750	Waste Management Staff Unit	275,720	255,487	(20,233)	
WS760	Waste Management Staff Unit Rech	(275,710)	(275,710)	0	
	<b>Total Waste Services Expenditure</b>	<b>2,321,630</b>	<b>2,613,049</b>	<b>291,419</b>	
				£	£
	<b>Total Expenditure Variation</b>				<b>291,419 (a)</b>
	<b>Major Cost Changes</b>				
WS700	Over-time and agency spend in Refuse due to round catch-up, covering leavers, sickness and holidays			51,000	
WS725	Over-time and agency spend in Recycling, due to covering leavers, sickness and holiday and move to new recycling depot			60,000	
WS750	Savings in Waste Management staff unit, reduced hours and unfilled post for part of the year			(20,000)	
WS725	One off training costs for operation of the new recycling baler			20,000	
ALL	Staff training - please refer to HR corporate training note			12,000	
WS700	Spend on personal protective equipment higher than anticipated			18,000	
WS700	Vehicle hire required due to number of rounds remaining the same			40,000	
WS700/725	Vehicle repairs across Waste due to aged fleet			67,000	
WS725	Loan repayment for the new recycling baler			17,000	
WS710	Trade waste disposal charges, due to an increased customer base			26,700	
WS740	Works required for new recycling depot (see EMR note below)			85,000	
WS725	Increase in recharge from Property Services for work on new recycling depot			10,000	
WS725	Cost of trial for new waste scheme			15,000	
					401,700
	<b>Major Cost Savings</b>				
WS725	Income for glass now net of haulage costs			(19,000)	
WS700/725	Advertising budget not required, calendars published to October 2015			(11,500)	
WS700	Saving on operating lease budget as vehicles purchased			(30,000)	
	<b>Major Changes in Income Levels</b>				
WS710	Additional trade waste income due to an increase in customer numbers			(38,000)	
WS725	Income for recycling materials higher than budgeted			(10,000)	
					(108,500)
	<b>Minor Variations</b>				(1,781)
	<b>Total Expenditure Variation</b>				<b>291,419 (a)</b>

**GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15**

**Waste Services**

<b>EAR MARKED RESERVES</b>					
			£		
<b>Utilised 2014/15</b>					
Relocation of recycling depot			(65,000)		
<b>Proposed contribution c/fwd to 2015/16</b>					
Recycling depot works required for new waste scheme			20,000		
Works to recycling baler required for new waste scheme			20,000		
Net movement in earmarked reserves				(25,000)	
<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>266,419</b>

## HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

## Housing Revenue Account

Code	Housing Revenue Account	2014/15 Budget £	2014/15 Actual £	Variance £	Variance %	
1000	Employees	2,749,100	2,631,168	(117,932)	-4.3%	
2000	Premises	135,450	135,552	102	0.1%	
3000	Transport	330,450	217,734	(112,716)	-34.1%	
4000	Supplies and Services	5,714,860	6,382,795	667,935	11.7%	
	<b>Total Direct Expenditure</b>	<b>8,929,860</b>	<b>9,367,249</b>	<b>437,389</b>	<b>4.9%</b>	
7000	External Income	(14,498,220)	(15,027,673)	(529,453)	-3.7%	
	<b>Net Direct Expenditure</b>	<b>(5,568,360)</b>	<b>(5,660,424)</b>	<b>(92,064)</b>	<b>1.7%</b>	<b>(a)</b>
5000	Internal Recharges	1,205,890	1,205,890	0		
6500	Capital Charges	4,362,470	4,362,470	0		
	<b>Total Indirect Expenditure</b>	<b>5,568,360</b>	<b>5,568,360</b>	<b>0</b>		
	<b>Total HRA Expenditure</b>	<b>0</b>	<b>(92,065)</b>	<b>(92,064)</b>	<b>N/A</b>	
	<b>Housing Revenue Account - Best Value Units</b>					
<b>BHO01</b>	Dwelling Rents	(12,466,560)	(12,422,053)	44,507	-0.4%	
<b>BHO02</b>	Non-Dwelling Rents	(522,550)	(530,534)	(7,984)	1.5%	
<b>BHO03</b>	Tenant Charges For Services	(328,920)	(316,974)	11,946	-3.6%	
<b>BHO04</b>	Leaseholders' Service Charges	(13,500)	(24,782)	(11,282)	83.6%	
<b>BHO05</b>	Contributions Towards Expend.	(34,680)	(85,375)	(50,695)	146.2%	
<b>BHO06</b>	Other Charges For Services	(122,250)	(157,574)	(35,324)	28.9%	
<b>BHO06B</b>	Miscellaneous Income	(19,000)	(10,928)	8,072	-42.5%	
	HCA funding received for decent homes backlog work		(1,200,000)	(1,200,000)		
	Income recovered from developer for work done on their behalf		(103,634)	(103,634)		
	HCA funding received for Willand development		(120,000)	(120,000)		
	HCA funding received for Tiverton development		(210,000)	(210,000)		
<b>BHO07</b>	H.R.A. Investment Income	(41,000)	(48,161)	(7,161)	17.5%	
<b>BHO09</b>	Repairs And Maintenance	2,763,640	2,680,698	(82,942)	-3.0%	
<b>BHO10</b>	Supervision & Management	2,633,870	2,585,916	(47,954)	-1.8%	
<b>BHO11</b>	Special Services	440,520	383,954	(56,566)	-12.8%	
	Solar PV income		(182,317)	(182,317)		
	Solar PV expenditure		30,021	30,021		
<b>BHO15</b>	Depreciation	2,153,940	2,153,940	0	0.0%	
<b>BHO17</b>	Bad Debt Provision Movement	25,000	(10,522)	(35,522)	-142.1%	
<b>BHO18</b>	Share Of Corporate And Democratic Core	365,380	358,779	(6,601)	-1.8%	
<b>BHO20</b>	H.R.A. Interest Payable	1,330,017	1,394,493	64,476	4.8%	
	HRA loan from PWLB - principal repaid	1,481,983	916,313	(565,670)		
	HCA funding spent on decent homes backlog work		1,200,000	1,200,000		
	Amount spent on work done on developer's behalf		103,634	103,634		
	HCA funding spent on Willand development		120,000	120,000		
	HCA funding spent on Tiverton development		210,000	210,000		
	Major works expenditure funded by earmarked reserves (see below)		783,816	783,816		
<b>BHO22</b>	Transfers to or from earmarked reserves	2,324,470	2,324,470	0	0.0%	
<b>BHO23</b>	Accounting Adjustments incl. Revenue Contribution to Capital	29,640	84,756	55,116	186.0%	
	<b>Net Direct Expenditure</b>	<b>0</b>	<b>(92,065)</b>	<b>(92,065)</b>	<b>N/A</b>	

## HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

## Housing Revenue Account

	<b>Net Direct Expenditure variance</b>					<b>(92,064) (a)</b>
	<b>Major Cost Increases</b>					
	Payments made and funded from Renewable Energy Fund (see below)			30,021		
BHO23	Increased amount was contributed to capital works, most of which was funded from earmarked reserves (see below)			55,116		
	Major works expenditure funded by earmarked reserves (see below)			783,816		
					868,953	
	<b>Major Cost Savings</b>					
BHO09	Increased contractor spend in order to meet the performance standards the service has set itself if offset by additional work carried out on adaptations and savings in Planned Maintenance			(82,942)		
BHO10	Several staffing savings across a number of teams			(47,954)		
BHO11	Significant staffing savings due to ceasing operations			(56,566)		
BHO17	Arrears have reduced by £18k since last year, so the bad debt provision was able to be reduced by £10k rather than increased			(35,522)		
	Significant in-year saving caused by change of accounting treatment - there will be no saving in the long term. Depreciation is now based on 50 year asset life as per other property assets			(501,194)		
					(724,180)	
	<b>Major Changes in Income Levels</b>					
BHO01	0.4% shortfall in rents, largely due to opening the year with fewer properties than expected			44,507		
BHO03	New Learning Disability contract generating less than expected			11,946		
BHO04	Increased income from leaseholders due to fire safety work carried out			(11,282)		
BHO05	Invoices raised to freeholders for major upgrade work to sewage treatment plant			(50,695)		
BHO06	Community alarms have outperformed expectations			(35,324)		
	Solar PV income received			(182,317)		
					(223,164)	
	<b>Minor Variances</b>					<b>(13,674)</b>
	<b>Net Direct Expenditure variance</b>					<b>(92,064) (a)</b>
5000	Internal Recharges					0
6000	Capital Charges					0
	<b>Net movement before transfers to/from earmarked reserves</b>					<b>(92,064)</b>

## HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

## Housing Revenue Account

<b>Total Variation brought forward</b>					<b>(92,064)</b>
<b>EAR MARKED RESERVES</b>					
				£	
<b>Utilised 2014/15</b>					
Solar PV expenditure funded from reserve				<b>(30,021)</b>	
Affordable Rents surplus used for new development				<b>(76,197)</b>	
Capital spending on renewable energy projects				<b>(127,795)</b>	
Housing Maintenance Fund utilised for major works				<b>(783,816)</b>	
Sewage Treatment Plant reserve no longer required				<b>(15,841)</b>	
<b>Proposed contribution c/fwd to 2015/16</b>					
Solar PV income paid into reserve				<b>182,317</b>	
Affordable Rents surplus earmarked				<b>76,197</b>	
Extra transfer to Housing Maintenance Fund if recommendation agreed				<b>871,000</b>	
Net movement in earmarked reserves					95,844
<b>Total Expenditure variation after Ear Marked Reserves</b>					<b>3,779</b>

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## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

## EARMARKED RESERVES AT 31 March 2015

Miscellaneous General Fund Reserves	Cost Centres	B/F 31/3/14	Cont To Emr	Utilisation of EMR	Transfers	C/F 31/3/15
Community Development - Tap Fund Contribution	CD200	(34,555)				(34,555)
Community Development - Seed Grant Funding	CD200	(40,030)		8,200		(31,830)
Community Development - PCT money	CD210	(3,500)				(3,500)
Community Engagement/Citizens Panel	CD210	(4,955)		4,955		0
Pannier Market - Repairs to Clock Tower	CD300		(7,000)			(7,000)
Multi-Storey Car Park - Planned works	CP520	(44,000)	(16,000)			(60,000)
Resurfacing of Amenity Car Parks	CP530	(25,000)	(25,000)			(50,000)
Structural Surfacing P&D Car Parks	CP540	(25,000)		15,000		(10,000)
Customer Services - Franker Replacement	CS902	(15,000)				(15,000)
Cemetery Churchyard Path & Wall repairs	ES100	(10,000)	(25,000)			(35,000)
CCTV Initiatives -Tiverton TC Project	ES200	(1,148)	(8,500)			(9,648)
Community Safety Partnership	ES256	(14,702)				(14,702)
RRO Grants	ES353	(11,770)				(11,770)
P Sector Housing	ES354	(30,540)				(30,540)
Public Health Grant	ES361	(20,000)	(20,000)	2,193		(37,807)
Parks & Open Spaces-Trees Inspection/Walls	ES450	(10,000)	(18,000)			(28,000)
Play Areas Works	ES460		(11,000)			(11,000)
Air Quality Monitoring	ES660	(8,695)				(8,695)
E/Health restructure	ES733		(15,000)			(15,000)
Grounds Maintenance Digger/Trailer & Tractor	GM960	(16,000)	(30,000)	16,000		(30,000)
Corp Training - 12/13 Underspend part c/fwd	HR200	(45,100)	(17,000)	12,930		(49,170)
IT - Gazetteer - Aerial Photography every 3yrs	IT100	(13,920)				(13,920)
ICT - Network/Hardware - Printer Replacements	IT400/500	(23,000)				(23,000)
ICT - ICT Staff Unit - Staff Training 15-16	IT600	(16,000)				(16,000)
IT Govt Connect Project Updates	IT700	(5,043)				(5,043)
District Elections	LD201	(40,500)	(20,000)			(60,500)
Elected Members training	LD300	(3,400)	(1,900)			(5,300)
Legal - additional staffing provision	LD600	(5,000)		5,000		0
Development Control	PR200	(51,943)				(51,943)
Land charges Software Licence	PR210	(5,000)				(5,000)
Economic Development Fund	PR400	(53,537)		53,537		0
LABGI - Economic Development Fund	PR400	(43,015)		6,200	15,150	(21,665)
Industrial Sites & Buildings - Window Installation	PR405	(10,000)				(10,000)
Statutory Development Plan	PR810	(110,916)	(60,000)	110,916		(60,000)
Flood Projects 2015-16	PS400		(12,000)			(12,000)
Phoenix House meeting rooms upgrade	PS810	0	(50,000)			(50,000)
Town Hall Toilet refurb	PS830	(11,300)				(11,300)
Old Road Depot	PS850	(5,630)				(5,630)
Property services Staff Unit	PS980	(10,583)		10,583		0
Housing Benefits Admin	RB300	(67,300)		67,300		0
Business Rates Retention Scheme (NNDR)	RB300/RB330	(60,200)		30,200		(30,000)
Local Welfare Assistance Scheme	RB340	(42,900)				(42,900)
Recycling Unit refurbishment	WS725	(65,000)		65,000		0
Recycling Unit - Bay and Baler Works. New scheme	WS725		(40,000)			(40,000)
General Vehicle Replacement		(158,215)		293,215	(135,000)	0
Insurance excess claims fund	Various	(155,000)		34,356		(120,644)
New Burdens Grant Fund		(55,359)				(55,359)
HMRC Enquiry			(41,900)			(41,900)
<b>Total Miscellaneous General Fund Reserves</b>		<b>(1,372,756)</b>	<b>(418,300)</b>	<b>735,585</b>	<b>(119,850)</b>	<b>(1,175,321)</b>

Other GF Revenue Reserves	Cost Centres	B/F 31/3/14	Cont To Emr	Utilisation of EMR	Transfers	C/F 31/3/15
Development Control Recycling - S106	EQ646	(2,360)	(2,302)			(4,662)
Farleigh Meadows Footpath	EQ648	0	(5,000)	5,000		0
S106 I & E In Year	EQ649	0				0
Capital Earmarked Reserves	EQ650	(962,442)	(375,000)	181,400		(1,156,042)
Capital EMR PSH Grants	EQ652		(31,447)			(31,447)

## GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2014/15

## EARMARKED RESERVES AT 31 March 2015

New Homes Bonus Reserve	EQ653	(1,224,072)	(1,281,438)	617,969		(1,887,541)
NNDR Reserve	EQ659	(250,000)				(250,000)
High St Innovator Payment	EQ681	(48,756)		8,000	(15,150)	(55,906)
Vehicles Sinking Fund	EQ682	(686,738)	(570,230)	304,250	135,000	(817,718)
Plant Sinking Fund	EQ683	(8,000)	(4,000)			(12,000)
Equipment Sinking Fund	EQ684	(27,440)	(18,940)			(46,380)
Maintenance Sinking Fund	EQ685	0	(13,000)			(13,000)
Capability Funding	EQ820		(223,000)			(223,000)
Neighbourhood Planning Funding	EQ821		(15,000)			(15,000)
<b>Total Other GF Revenue Reserves</b>		<b>(3,209,808)</b>	<b>(2,539,357)</b>	<b>1,116,620</b>	<b>119,850</b>	<b>(4,512,695)</b>

<b>Total Section 106 - Open Space funds</b>		<b>(957,916)</b>	<b>(110,937)</b>	<b>113,838</b>		<b>(955,015)</b>
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Maintenance	Cost Centres	B/F 31/3/14	Cont To Emr	Utilisation of EMR	Transfers	C/F 31/3/15
Dev Cont Linear Park	EQ638	(66,349)	(435)	4,174		(62,610)
W52 Popham Close Comm Fund	EQ640	(25,386)	(167)	1,953		(23,600)
W67 Moorhayes Com Dev Fund	EQ641	(22,777)	(149)	1,626		(21,300)
W69 Fayrecroft Willand Ex West	EQ642	(60,110)	(394)	4,624		(55,880)
W70 Developers Contribution	EQ643	(78,412)	(513)	6,646		(72,279)
Dev Cont Winswood Crediton	EQ644	(49,372)	(323)	3,085		(46,610)
<b>Total Maintenance Reserves</b>		<b>(302,405)</b>	<b>(1,981)</b>	<b>22,108</b>	<b>0</b>	<b>(282,278)</b>

<b>Total Developers Contributions / s106 Funds</b>		<b>(1,260,321)</b>	<b>(112,918)</b>	<b>135,946</b>	<b>0</b>	<b>(1,237,293)</b>
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	B/F 31/3/14	Cont To Emr	Utilisation of EMR	Transfers	C/F 31/3/15
<b>TOTAL GENERAL FUND EARMARKED RESERVES</b>	<b>(5,842,885)</b>	<b>(3,070,575)</b>	<b>1,988,151</b>	<b>0</b>	<b>(6,925,310)</b>

Net movement into General Fund Earmarked Reserves = (-3,128,217) +  
1,988,151 =

(1,082,424)

HRA Earmarked Reserves	Cost Centres	B/F 31/3/14	Cont To Emr	Utilisation of EMR	Transfers	C/F 31/3/15
H.R.A. Sewage Treatment Plant	EQ691	(15,841)		15,841	0	0
Renewable Energy Fund E.M.R.	EQ692	(345,380)	(182,317)	157,816	0	(369,881)
HRA Affordable Rent Surplus	EQ693		(76,197)	76,197		0
Housing Maintenance E.M.R.	EQ694	(4,251,771)	(2,324,470)	783,816	0	(5,792,425)
<b>Total HRA EARMARKED RESERVES</b>		<b>(4,612,992)</b>	<b>(2,582,984)</b>	<b>1,033,670</b>	<b>0</b>	<b>(6,162,306)</b>

Net movement into HRA Earmarked Reserves = (-2,582,984) + 1,033,670 =

(1,549,314)

Note - If the recommendation is agreed, an extra £871k will be added to the Housing Maintenance Fund.

<b>GRAND TOTAL OF MDDDC EARMARKED RESERVES</b>		<b>(10,455,877)</b>	<b>(5,653,559)</b>	<b>3,021,821</b>	<b>0</b>	<b>(13,087,616)</b>
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MID DEVON DISTRICT COUNCIL  
CAPITAL PROGRAMME OUTTURN 2014/15

APPENDIX 5

Code	Scheme	Approved Capital Programme	Total Slippage B/fwd & Adj to Approved Capital	Adjusted Capital Programme	Total Actual Spend to 31/03/15	Variance to budget	Slippage to be carried forward to 2015/16	Slippage to Earmarked Reserve
		2014/15 £000's	Programme 14/15 £000's	2014/15 £000's				
<b>Leisure</b>								
<b>Lords Meadow Leisure Centre</b>								
CA618	Lords Meadow All Weather Pitch		38,000	38,000	12,450.46	-25,549.54	0	
CA619	LMLC Enhancement project				-110.23	-110.23	0	
<b>Exe Valley Leisure Centre</b>								
CA622	Additional Car parking provision		18,000	18,000	41,823.42	23,823.42	0	
<b>General Car parks</b>								
CA700	MSCP improvements	50,000		50,000	954.00	-49,046.00	49,000	
<b>Other MDDC Buildings</b>								
CA403	Town Hall Redevelopment Project		47,000	47,000	1,200.00	-45,800.00	46,000	
CA811	Associated works to new recycling premises '16 shop'		50,000	50,000	0.00	-50,000.00	0	
<b>Play Areas</b>								
CA616	Tiverton skate park replacement - end of life		27,000	27,000	26,300.00	-700.00	0	
CA608	Play area refurbishment - Newcombes Meadow, Crediton	50,000	64,000	114,000	114,006.50	6.50	0	
<b>Other</b>								
CA431	Public Convenience- Lowman Green, Tiverton remodel for kiosk subject to payback period		60,000	60,000	5,779.03	-54,220.97	54,000	
CA432	Public Convenience- The Green, Crediton remodel for drying room following loss of Lords Meadow Depot		20,000	20,000	0.00	-20,000.00	0	
CA420	Land drainage flood defence schemes	25,000	25,000	50,000	32,964.69	-17,035.31	17,000	
<b>ICT</b>								
CA426	HR/Payroll system		3,000	3,000	22,887.04	19,887.04	0	
CA423	Continued replacement of WAN/LAN	30,000	30,000	60,000	0.00	-60,000.00	60,000	
CA425	Server Farm expansion/upgrades	30,000	40,000	70,000	2,407.61	-67,592.39	68,000	
CA433	Unified comms /Telephony/Customer 1st	85,000	-15,000	70,000	0.00	-70,000.00	57,000	
CA436	Web Transformation	55,000	0	55,000	28,581.52	-26,418.48	26,000	
CA437	Digital Transformation		89,000	89,000	-3,250.00	-92,250.00	89,000	
CA438	Digital Transformation - Customer Portal	60,000	-15,000	45,000	0.00	-45,000.00	45,000	
CA439	Mobile Working inc members	40,000	0	40,000	0.00	-40,000.00	40,000	
CA440	Finance Cash receipting upgrade	30,000	0	30,000	1,252.94	-28,747.06	29,000	
CA442	Arc Server Spatial		40,000	40,000	0.00	-40,000.00	40,000	
<b>Economic Development</b>								
CA504	Schemes as yet to be identified	100,000	70,000	170,000	0.00	-170,000.00	170,000	
CA505	Pannier Market (conversion of pig pens into units and walkway cover)	30,000	80,000	110,000	0.00	-110,000.00	110,000	
<b>Replacement Vehicles</b>								
<b>Refuse Collection</b>								
CA814	Dennis Eagle Terberg RCV 22-26t (or equivalent)	160,000		160,000	0.00	-160,000.00	160,000	
<b>Recycling</b>								
CA815	5 No. Dennis Eagle Terberg Recycling Kerb loader 18t (or equivalent)	500,000	289,000	789,000	825,550.00	36,550.00	0	
CA816	1 No. very narrow access Cabstar recycling kerb loader 4.5t	65,000		65,000	0.00	-65,000.00	65,000	
CA818	Kerb side Recycling Baler		163,000	163,000	162,664.00	-336.00	0	
CA506	32 and 34 Fore Street		689,000	689,000	688,658.90	-341.10	0	
CA450	Market Walk Acquisition		3,518,000	3,518,000	3,517,500.00	-500.00	0	
		<b>1,310,000</b>	<b>5,330,000</b>	<b>6,640,000</b>	<b>5,481,619.88</b>	<b>-1,158,380.12</b>	<b>1,125,000.00</b>	<b>0.00</b>

Code	Scheme	Approved Capital Programme 2014/15 £000's	Total Slippage B/fwd & Adj to Approved Capital Programme 14/15 £000's	Adjusted Capital Programme 2014/15 £000's	Total Actual Spend to 31/03/15	Variance to budget	Slippage to be carried forward to 2015/16	Slippage to Earmarked Reserve
	<b>Private Sector Housing</b>							
	Slippage from 2013/14 to be prioritised		0	0				
CG200	Disabled Facilities Grants - Mandatory - Council Houses	285,000	0	285,000	285,000.00	0.00		
CG201	Disabled Facilities Grants - Mandatory - Private Sector	450,000	0	450,000	475,523.22	25,523.22	74,000	
CG202	Houses in Multiple Occupation Grants							
CG203	Home Repair Assisted Grants							
CG205	House Renovation Grants							
CG208	Loans Scheme (Wessex Re-Investment Trust)			0	0.00	0.00		
CG209	DFG's Discretionary - C Houses							
CG210	Common Parts Grants							
CG211	Empty Homes	100,000	0	100,000	0.00	-100,000.00		
CG215	Work in Default / Discretionary Grants		0	0	0.00	0.00		
		<b>835,000</b>	<b>0</b>	<b>835,000</b>	<b>760,523.22</b>	<b>-74,476.78</b>	<b>74,000.00</b>	<b>0.00</b>
	<b>Assistance to RSLs (Affordable Housing)</b>							
CA200	Affordable Housing	317,000	0	317,000	27,092.99	-289,907.01		290,000
		<b>317,000</b>	<b>0</b>	<b>317,000</b>	<b>27,092.99</b>	<b>-289,907.01</b>	<b>0.00</b>	<b>290,000.00</b>
	<b>Housing Revenue Account</b>							
	Major Repair Allowance (MRA), Major Works 30 Yr Plan & Decent Homes							
CA100	Backlog Funding	4,700,000	-307,000	4,393,000	3,695,886.62	-697,113.38		697,000
CA102	Sewerage Treatment Facilities		61,000	61,000	183.32	-60,816.68		
CA111	Renewable Energy Fund Spend		270,000	270,000	127,795.00	-142,205.00		142,000
CA112	Birchen Lane - re development of unit for housing conversion	120,000	60,000	180,000	9,704.57	-170,295.43	170,000	
CA113	Council House Building - St Andrews Street		1,500,000	1,500,000	1,081,188.50	-418,811.50	419,000	
CA114	Council House Building - Fir Close Willand		691,000	691,000	605,107.01	-85,893	0	
CA115	Housing Server replacement & Progress upgrade		20,000	20,000	0.00	-20,000.00		
CA116	Westex South Shops - Walkway and flat roofs on shops	25,000		25,000	0.00	-25,000.00		
CA118	11 Authers Heights		112,000	112,000	112,000.00	0.00		
CA119	Council House Building - Palmerston Park Tiverton				40,808.60	40,808.60		
CA120	Council House Building - Burlescombe				3,065.00	3,065.00		
CA124	Council House Building - Queensway Tiverton				1,145.00	1,145.00		
CA110	Council House Building - Wells Park Crediton				-6,037.36	-6,037.36		
		<b>4,845,000</b>	<b>2,407,000</b>	<b>7,252,000</b>	<b>5,670,846.26</b>	<b>-1,581,153.74</b>	<b>589,000.00</b>	<b>839,000.00</b>
<b>Total</b>	<b>2014/15 CAPITAL PROGRAMME GRAND TOTAL</b>	<b>7,307,000</b>	<b>7,737,000</b>	<b>15,044,000</b>	<b>11,940,082.35</b>	<b>-3,103,917.65</b>	<b>1,788,000.00</b>	<b>1,129,000.00</b>

Code	2014/15 Funding Stream	Approved Capital Programme 2014/15 £000	Total Slippage B/fwd & Adj to Approved Capital Programme 14/15 £000	Adj Capital Programme 2014/15 Funding £000	Total Actual Funding to 31/03/15 £000
	S106 & Affordable Housing Contributions	317,000	64,000	381,000	91,092.99
	General Capital Reserve	34,000	356,000	390,000	163,939.81
	Useable Capital Receipts	415,000	207,000	622,000	41,332.30
	RCCO Gen Fund 2014/15	125,000	0	125,000	50,960.50
	MRA	3,500,000	-307,000	3,193,000	2,495,886.62
	Govt Grant (DCLG)	254,000	0	254,000	253,765.00
	New Homes Bonus	1,205,000	-158,000	1,047,000	576,560.48
	Regional Housing Pot Reserve	112,000	0	112,000	158,282.74
	HRA Reserve	145,000	96,000	241,000	9,704.57
	Homes & Communities Agency Grant (HCA)	1,200,000	400,000	1,600,000	1,530,000.00
	Other Contributions		23,000	23,000	121,371.00
	PWLB Borrowing		4,336,000	4,336,000	4,335,318.90
	1-4-1 Useable Capital Receipts		0	0	493,629.88
	Vehicles EMR		597,000	597,000	597,465.00
	Renewable Energy Fund		270,000	270,000	127,795.00
	Housing Maintenance Fund		1,853,000	1,853,000	783,816.04
	DCC Funding				32,964.69
	HRA Affordable Rent Surplus				76,196.83
<b>Total</b>	<b>Total</b>	<b>7,307,000</b>	<b>7,737,000</b>	<b>15,044,000</b>	<b>11,940,082.35</b>

**Cabinet**  
**4 June 2015**

**Agenda item 7**

## **Annual Treasury report 2014/15**

**Cabinet member:** Councillor Peter Hare-Scott  
**Responsible Officer:** Head of Finance

**Reason for the report:** To inform Members of the Council's treasury management performance in 2014/15.

**Matters for consideration:** That the treasury management performance for 2014/15 be noted.

**Relationship to the Corporate Plan:** Maximising our return from all associated treasury activities, whilst minimising any credit default risk, enabling the Council to support current levels of spending in accordance with our Medium Term Financial Plan.

**Financial implications:** Investment protection reduced the available interest return during 2014/15.

**Legal implications:** Compliance with the CIPFA Code is a statutory duty.

**Risk assessment:** The Section 151 Officer is responsible for the administration of the financial affairs of the Council. Implementing this strategy and the CIPFA Code of Practice on Treasury Management manages the risk associated with the Council's treasury management activity.

### **1.0 Introduction**

1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management was amended in November 2009 and the Council fully complies with its requirements.

1.2 The primary requirements of the Code are as follows:-

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the Council of an annual strategy report for the year ahead and an annual review report of the previous year.

- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

1.3 Treasury management in this context is defined as:

*“The management of the local authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with these risks.”*

1.4 The annual treasury report covers:

- the Council’s treasury position for 2014/15
- performance measurement
- the strategy for 2014/15
- the economy in 2014/15
- borrowing and investment rates in 2014/15
- the borrowing outturn for 2014/15
- compliance with treasury limits and Prudential Indicators
- investment outturn for 2014/15

## 2.0 2014/15 Treasury position

2.1 The Council’s investment position at the end of the year was as follows:

	Principal held at 31 March 2014	Rate/ Return for 2013/14	Principal held at 31 March 2015	Rate/ Return for 2014/15
	£	%	£	%
<b>Investments</b>				
Externally Placed	11,000,000	0.60	10,500,000	0.65
Deposit Account and cash at bank balances	1,747,418	0.50	4,734,544	0.50
Total Investments	12,747,418		15,234,544 (1)	

Note <sup>(1)</sup> – A breakdown of the externally placed investments is held at **Appendix A**.

2.2 In order to inform Members why the Council held £15.234m in cash, deposits, and investments as at the 31 March 2015, the following reconciliation is required:

<b>Approximate Balances at 31 March 2015</b>	<b>Million £</b>
HRA	2.00
HRA Earmarked Reserves	6.162
General Fund	2.37
General Fund Earmarked Reserves (incl s106 monies and New Homes Bonus)	6.983
Capital Receipts Reserve	0.985
<b>Total</b>	<b>18.50</b>

2.3 The Authority has working capital requirements and some monies are inevitably tied up in debtors, creditors and stock, in addition to the £15.23m of cash deposits. It should also be remembered that there is the issue of timing, where we collect some monies like council tax and business rates and hold this money temporarily prior to having to pay out precepts to Devon County Council, Devon and Cornwall Police and Devon and Somerset Fire Service.

### **3.0 Performance measurement**

3.1 One of the key changes in the revision of the Code in 2009 was the formal introduction of performance management relating to investments, debt and capital financing activities.

3.2 The use of benchmarks for local authorities such as Mid Devon, with relatively small cash balances, is considered difficult as we are only able to place funds for short periods and are more focused on principle protection than investment return, however we do review our performance against the 7 day London Interbank Bid Rate (LIBID).

### **4.0 The strategy for 2014/15**

4.1 The Treasury Strategy adopted for 2014/15 (in March 2013) was based on an uncertain outlook for the credit worthiness of banks and building societies. The base rate was expected to remain unchanged at 0.50% until Dec 2015.

4.2 The overriding aim for the Annual Strategy was the security of the Council's financial assets, but also to try and improve upon the rate of return on investments in 2013/14.

4.3 The expectation for interest rates within the strategy for 2014/15 anticipated a low but rising Bank Rate (starting in quarter 4 of 2014) with similar gradual rises in medium and longer term fixed borrowing rates over 2014/15. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

## 5.0 The economy in 2014/15

5.1 The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in quarter 1 2015 as the unemployment rate had fallen much faster than expected through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and in August the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore started to recede as growth was still heavily dependent on buoyant consumer demand.

5.2 Therefore the base rate remained unchanged during the 2014/15 fiscal year.

## 6.0 Borrowing and investment rates in 2014/15

6.1 **Investment Rates:** Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for six years. Market expectations as to the timing of the start of monetary tightening started the year at quarter 1 2015 but then moved back to around quarter 3 2016 by the end of the year. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme.

6.2 **Borrowing Rates:** PWLB borrowing rates -certainty rates have fallen to historically very low levels during the year.

## 7.0 Borrowing outturn for 2014/15

7.1 Details of the loans outstanding at 31 March 2015 are shown below:

Public Works Loan Board	Purpose	Final Payment	Interest rate %	Principal held at 31 March 2014	Principal held at 31 March 2015
<b>Ref Number</b>				<b>£000</b>	<b>£000</b>
<b>500248</b>	HRA Self-Financing	28/3/37	2.94	43,983	42,622
<b>502059</b>	Gym Equip & Refuse Vehicle	28/3/18	1.32	346	261
<b>502905</b>	Scarab Street Sweeper	11/3/21	2.18	102	88
<b>503319</b>	Baler	25/03/24	2.68		148
<b>503849</b>	Market Walk/Fore St	27/03/40	2.61		4,173
			<b>Total</b>	<b>44,431</b>	<b>47,292</b>



- 7.2 We also have a number of finance leases outstanding at year end (£681k in 14/15 and £741k in 13/14). The total interest paid on both PWLB loans and finance leases during 2014/15 was £1,280k.
- 7.3 In addition to the external borrowing outlined in 7.1, the HRA has borrowed £2.2m from GF to finance the building of 22 new council houses at Wells Park, Crediton.

## 8.0 Compliance with treasury limited and Prudential indicators

- 8.1 During the financial year the Council operated within the Treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Management Strategy statement. The outturn for the Prudential Indicators is shown in **Appendix B**.

## 9.0 Investment outturn for 2014/15

- 9.1 **Internally managed investments** – The Council manages its investments in-house and invests with the institutions listed in the Council's approved lending list.
- 9.2 **Investment strategy** – Any fixed term investments in the market place (except Debt Management Office [DMO]) are restricted to a maximum term of 1 year. The Council's substantial commitments (particularly the monthly precepts to the County Council and the Police and Fire Authorities) constrain the term of investments.

## 9.3 Investment outturn

The final interest for the financial year can be summarised as follows:

### Interest Paid and Received:

	Budget £k	Actual £k	Variance £k
<b>Paid:</b>			
PWLB loan-HRA	1,272	1,272	0
HRA to General Fund	58	58	0
Interest payable – GF	8	8	0
<b>Paid Total</b>	<b>1,338</b>	<b>1,338</b>	<b>0</b>
<b>Received:</b>			
General Fund	(65)	(66)	(1)
HRA to General Fund	(110)	(58)	52
HRA	(41)	(48)	(7)
<b>Received Total</b>	<b>(216)</b>	<b>(172)</b>	<b>(44)</b>

## **10.0 Further Updates and Review**

- 10.1 A report on treasury performance for the first 6 months of 2015/16 will be made to the Cabinet in October/November 2015 to enable Members to review the on-going Treasury Strategy and to provide an update on any other market/financial issues affecting the Council.
- 10.2 In accordance with recommendations agreed previously, any urgent issues relating to Treasury Management will be immediately referred to the Cabinet member for Finance.

**Contact for any more information:** Andrew Jarrett (01884 234242 – [ajarrett@middevon.gov.uk](mailto:ajarrett@middevon.gov.uk)) / JP Mclachlan– [jpmclachlan@middevon.gov.uk](mailto:jpmclachlan@middevon.gov.uk))

**Background Papers:** Sector's Annual Treasury Management Report

**Circulation of the Report:** Management Team, Cllr Peter Hare-Scott

Externally Placed

Bank/B-Soc	From	To	Fixed Interest Rate %	31/03/15 £000
Coventry	15/01/15	21/04/15	0.46%	1,500
Barclays	02/03/15	21/04/15	0.38%	500
Nationwide	15/05/14	15/05/15	0.83%	3,000
Lloyds	20/02/15	29/05/15	0.57%	500
Lloyds	15/07/14	15/07/15	0.95%	1,000
Lloyds	15/01/15	10/08/15	0.70%	1,000
Barclays	15/08/14	14/08/15	0.99%	500
Barclays	01/12/14	01/09/15	0.78%	500
Lloyds	16/03/15	16/09/15	0.70%	1,500
Lloyds	06/02/15	08/02/16	1.00%	500

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 10,500
 

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**TREASURY MANAGEMENT STRATEGY STATEMENT**  
**PRUDENTIAL INDICATORS**

	2013/14 Actual £'000	2014/15 Original £'000	2014/15 Actual £'000
<b>Capital Expenditure</b>			
Non-HRA	1,887	2,462	6,269
HRA	3,757	4,845	5,671
TOTAL	5,644	7,307	11,940
<b>Ratio of Financing Costs to Net Revenue Stream</b>			
Non-HRA	1.58%	2.77%	1.96%
HRA	22.34%	17.11%	17.15%
<b>Capital Financing Requirement as at 31 March</b>			
Non-HRA	4,205	8,098	7,208
HRA	46,935	44,887	45,991
TOTAL	51,140	52,985	53,199
<b>Annual Charge for Capital Financing Requirement</b>			
Non-HRA	260	310	262
HRA	1,430	963	947
TOTAL	1,690	1,273	1,209
<b>Authorised Limit for External Debt</b>			
Borrowing	48,431	55,815	55,815
Other Long Term Liabilities	0		0
TOTAL	48,431	55,815	55,815
<b>Operational Boundary for External Debt</b>			
Borrowing	48,172	47,415	47,415
Other Long Term Liabilities	0	0	0
TOTAL	48,172	47,415	47,415
<b>Gross Debt and the CFR</b>	88.33%	83.83%	90.18%
(where Gross Debt is the Actual external Debt)			
<b>HRA limit on indebtedness</b>	53,744	53,744	53,744
<b>Actual External Debt</b>	45,172	44,415	47,973
<b>Upper Limit for Fixed Interest Rate Exposure</b>			
expressed as either:-			
Net Principal re Fixed Rate Borrowing/Investments OR	48,431	55,815	55,815
Net Interest re Fixed Rate Borrowing/Investments			
<b>Upper Limit for Variable Rate Exposure</b>			
expressed as either:-			
Net Principal re Variable Rate Borrowing/Investments OR	-	-	-
Net Interest re Variable Rate Borrowing/Investments			
<b>Maturity Structure of borrowing (£m)</b>			
Under 1 year	1.561	1.626	1.748
Between 2-5 years	4.895	5.049	5.577
Over 5 years	38.716	37.740	40.648
<b>Upper limit for Total Principal Sums Invested for over 364 days <sup>1</sup></b>	0%	0%	0%

Note <sup>1</sup>

Our policy states no investments over one year, however this may take us over 364 due to weekends and bank holidays.

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**CABINET**  
**4 JUNE 2015**

**AGENDA ITEM:8**

## **REVENUES AND HOUSING BENEFITS PERFORMANCE 2014/15**

**Cabinet Member** Cllr Peter Hare-Scott  
**Responsible Officer** Head of Finance

**Reason for Report:** To report on Council Tax, Non Domestic Rates and Housing Benefit performance for 2014/15.

**RECOMMENDATION(S):** That the Report be noted.

**Relationship to Corporate Plan:** In line with good practice and value for money. Poor performing services can have a detrimental effect on the well being of the community.

**Financial Implications:** Maintaining a good in year collection rate for Council Tax and Business Rates is essential to cash flow management, to ensure that the Billing Authority meets all our own commitments and our commitments to precepting authorities. We must also ensure benefit payments are made in an accurate and timely manner to avoid loss of subsidy.

**Legal Implications:** No issues.

**Risk Assessment:** Low cash flow collection could result in the Authority not achieving its financial income targets. Poor performance and increased demand on the Benefit service could have significant impact on the income of the Authority.

### **1.0 Introduction**

1.1 The commentary below gives an overview of issues affecting the Revenues and Housing Benefits Services in 2014/15.

### **2.0 Overview**

2.1 Although the economic outlook appears to be marginally improving, both the Revenues and Housing Benefits Teams are operating in challenging times, against a back drop of continuing welfare reforms, with the threat of significantly more to come and there is still the uncertainty of the precise roll-out and timings of how Universal Credit will be implemented.

2.2 After taking account of all of the above issues it is extremely positive to see such high levels of performance across both of these teams during 2014/15.

### 3.0 Revenues performance in 2014/15

- 3.1 The Council Tax team has performed well during 2014/15 and managed to achieve an overall collection rate of 97.8%, this is slightly better than the 2013/14 rate of 97.6%. The Revenues Team continue to perform well and have been re-located during the year to work more closely with our Customer First Team in order to progress some further operational changes to hopefully increase collection rates even further.
- 3.2 Business Rates achieved a collection rate of 99.0% which is well above the 2013/14 level of 98.4%.
- 3.3 Table 1 below gives Members an overview of the amount collected during the financial year for both Council Tax and Business Rates.

**Table 1 – Collection of Council Tax and Business Rates as at 31 March 2015**

<b>Revenue Collection at 31/3/15</b>	<b>2013/14</b>	<b>Collection Rate</b>	<b>2014/15</b>	<b>Collection Rate</b>
<b>Council Tax Collected inc arrears</b>	£42.10m	97.6%	£43.05m	97.8%
<b>Council Tax net Arrears – from previous year</b>	£1.686m		£1.766m	
<b>Business Rates Collected inc arrears</b>	£14.71m	98.4%	£15.10m	99.0%
<b>Business rates net Arrears – from previous year</b>	£0.347m		£0.223m	

### 4.0 Housing Benefit Performance in 2014/15

- 4.1 The Housing Benefit Team continues to perform well in terms of payment times and accuracy against national comparative data. This is particularly encouraging when taking account the continued pressures of additional welfare reform changes, the ongoing uncertainty surrounding implementation of the Universal Credit (UC) and dealing with the Local Welfare Assistance scheme.



### Speed of Processing

- 4.2 The 2014/15 average time for processing new claims was 17.8 days and changes of circumstance (CoC) was 7.23 days. Both of these times are below national averages of 22 days and 11 days respectively.

	Q1	Q2	Q3	Q4	YEAR
NEW	20.8	17	16	17.4	17.8
CoC	7.96	7.4	7.7	3.97	7.23

For information purposes processing times for Council Tax Reductions (CTR) were 15.4 days for new claims and 6.43 days for CoC's.

### Caseload

- 4.3 The numbers of Housing Benefit (HB) and Council Tax Reduction (CTR) claims have remained fairly static during the first 6 months of 2014/15.

14/15	Q1	Q2	Q3	Q4
HB	4,406	4,380	4,362	4,373
CTR	5,125	5,043	5,012	4,862

### Total Housing Benefit paid to date

- 4.4 The table below shows the total sum of Housing Benefit paid during 2014/15.

14/15	Q1	Q2	Q3	Q4
£ million	5.3	9.9	14.4	19.1

Note – The above shown figures are cumulative.

### Accuracy

- 4.5 The accuracy levels have remained relatively static throughout 2014/15 around the 97-98% level against a target of 99%. However, there was a marked deterioration to 93.9% during Q3, when the Team were operating with 4 vacant posts. The Team continue to perform well against a backdrop of constant welfare changes, uncertainty around the introduction of Universal Credit and the loss of 2 experienced team members to the DWP in May 2015.

## 5.0 Conclusion

- 5.1 Both teams have continued to perform well despite the extra pressures being placed on them as a direct consequence of Central Government imposed legislation.

Contact for more Information: Andrew Jarrett 01884 234242

Revenues: John Chumbley 01884 234301 (jchumbley@middevon.gov.uk)

Benefits: Dawn Harris 01884 234372 (dharris@middevon.gov.uk)

Circulation of the Report: Cllr Peter Hare-Scott and Management Team

**CABINET**  
**4 JUNE 2015:**

**AGENDA ITEM: 9**

## **PARTNERSHIP WORKING BETWEEN NORTH DEVON AND MID DEVON COUNCILS**

**Cabinet Member** Cllr Colin Slade  
**Responsible Officer** **Head of Business Information Services**

**Reason for Report:** The purpose of this report is to advise Members of the need to continue to pursue partnership working, to producing a detailed business case that will allow an informed decision to be made.

### **RECOMMENDATION(S):**

- 1. That the Chief Executive, in consultation with the Cabinet Member, negotiate with North Devon Council for the provision of a joint ICT service.**
- 2. That the form and structure of the joint service be negotiated and reported to a future Cabinet meeting.**

**Relationship to Corporate Plan:** Reducing costs for support services will enable more resources to be allocated to the Council's priorities.

**Financial Implications:** The business case needs further detailed development with the support of additional expert resources to produce more accurate savings forecast.

**Legal Implications:** Various legal documents and contracts will need to be reviewed for the termination and exit clauses.

**Risk Assessment:** Please see the Business Case for details of Risk Analysis and mitigation.

### **1.0 Introduction**

1.1 Since October 2014 both North Devon Council and Mid Devon Council have been sharing Mid Devon's Head of Business Information Services. This is to enable the preparation of a Business Case to work in partnership with a single ICT service between the two councils. This would underpin all other joint working opportunities. The Business Case (draft) is a separate document.

1.2 The initial reasoning was to make significant reductions in the cost of delivering services and to create efficiencies because of the ever decreasing settlements from central government. The councils share boundaries and have similarities and challenges in servicing remote rural communities. Each council provides similar services, each have their own support services and technology centres with the related separate support and maintenance costs. Each council has the challenge of being flexible and dynamic to meet changing business needs.

1.3 Each council has the challenge of delivering Business Transformation to create efficiencies and savings, and to meet channel shift demands from customers. More customers want to carry out transactions online because the expectation is there through online banking and shopping. Electronic transactions can deliver the efficiencies and savings and improve the customer service experience. The challenge to the councils is the investment in skills and technology to deliver the change.

1.4 Workforce management through natural wastage and redundancies has reduced ICT staff to a level around critical mass for both authorities. These leaves little room for resilient working during leave or sickness and decreased capacity for business development needs

1.5 Both councils recognise and support the need for local employment, local delivery and local identity.

### **1.6 Executive Summary of outputs and anticipated benefits**

- To significantly reduce revenue costs and to make more efficient use of staff and systems.
- To set up the partnership joint service (single service) in such a way that enables more services to be uniformly provided
- Savings will be achieved when services work together both internally (information sharing) and in partnership in sharing single systems
- Implementation of common systems and standard ways of workings may enable future inclusion of other authorities.
- This joint working project will need a period of five years to fully deliver the full range of realisable savings
- Working towards contract end dates to harmonise systems rather than 'buying out' and terminating, is likely to be economically preferable but will take longer to deliver savings
- To enable and support projects, particularly Digital Transformation across all authorities (improved Customer Service and channel shift)
- It is recognised that significant initial capital investment will be required to align and migrate systems.

### **2.0 Future service delivery options**

2.1 The purpose of this report is to advise Members of the need to continue to pursue partnership working, to producing a detailed business case that will allow an informed decision to be made as the future structure of a joint service that meets the business needs of both authorities.

2.2 A partnership could be established, jointly owned and controlled by the local authorities. The authorities could use the 'Teckal exemption' to contract with the partnership to provide the ICT Service without the need to run a full procurement exercise.

2.3 A partnership could be flexible enough to include other local authorities and also to join other local authority providers such as Strata should that be appropriate.

- 2.4 A further option is that Mid Devon could provide NDC with and ICT service for a 5-10 year period under contract. This will involve transferring NDC ICT staff to MDDC.
- 2.5 The business case needs further detailed development with the support of additional expert resources to produce more accurate savings forecasts.
- 2.6 Any partnership would in no way affect the sovereignty of each council being able to make their own decisions for their locality.

### 3.0 **Reasons for recommendations**

3.1 The key drivers that have emerged are:

- To deliver efficiency and revenue savings
- To share scarce resources (people and money)
- To improve resilience (less reliance on individuals)
- To improve capacity for change and business transformation
- To improve end user experience (all staff, managers and members)
- To avoid unnecessary and expensive duplication of effort

3.2 Revenue savings would be achieved by converging and consolidating the various contracts that each council holds. Efficiencies could also be achieved by jointly implementing new technology solutions to enable new ways of working in delivering electronic front line services where transactions can be measured in pence against face to face transactions costing pounds

3.3 Sharing people and skills is already starting to happen in an informal way but should be formalised to gain real benefits in salary savings, and skills and knowledge transfer. (The informal sharing is not just confined to ICT). Additional skills (training) need to be acquired to deliver online services but these would be a shared acquisition.

3.4 Improving resilience will address the business risk of relying on just one person. The staffing levels in each council have been much reduced as a result of government cuts leaving each council in a vulnerable position should there be long term sickness or worse.

3.5 Because of the staff reductions mentioned above, each council has been left with little capacity to enable necessary business transformation work, channel shift, or even keep up with necessary technological changes. Creating a single ICT team with create a resource pool that will enable capacity through sharing change and implementation workloads between staff.

3.6 Improving support and ICT experiences for all users will be achieved by consolidating, converging, and keeping applications current; working together to achieve business alignment; sharing training and learning. It will also underpin joint working in other areas eg planning.

3.7 Where work has to be carried out in both councils, a joint approach should reduce duplication of work and costs eg the review of CRM and possible

replacement. It should improve purchasing power and strengthen supplier performance management by creating single contracts for multiple use.

#### 4.0 Further information

4.1 The financial arrangements have been compared with the councils having budgets of similar values.

4.1.1 For the current year the total revenue is £1.8m (£932 and £869). Mid Devon still retains its housing stock representing about a quarter of the revenues costs and is able to recharge an appropriate proportion to the Housing Revenue Account (HRA).

4.1.2 The total capital is £483k (£315 and £168). The difference between the two authorities capital commitment reflects the approach in that Mid Devon continues to invest to meet business transformation needs and remain at current levels of technology, investing in online services and mobile working. Whilst North Devon is in support and maintenance mode with minimal investment, due to the focus on accommodation changes to enable the vacating of the Civic Centre and move to Brynsworthy.

4.2 The technology approach of North Devon has been different to that of other authorities in Devon and any partnership working would require North Devon to invest to become similar in technology levels to enable joint working. This process has been started with signing a Microsoft subscription agreement to enable the necessary upgrades and changes to be made.

4.3 It is anticipated that the partnership technology would be based on Microsoft products as these and the skill sets are readily available and are treated as a standard for line of business system integration. Typically, this would consist of Office, Outlook/Exchange email, sharepoint intranets, Lync telephony, SQL databases. The partnership architecture, how it all joins together and delivered to the desktop, needs designing but will include standardising approaches.

4.4 Both councils hold a very similar number of contracts but with different suppliers with an estimated value of £450k in each council. Considerable savings could be made by converging the business systems and consolidating the contracts. It is estimated that contracts could be reduced by about a third to a half to produce savings of circa £300k - £400k (Circa £1.5m over five years). Each contract requires supplier management, support and maintenance costs, together with the diverse skills and knowledge for each different business system. Consolidating contracts would create more savings by reducing administration overheads. Additional savings could be achieved by consolidating on technology but this needs further investigation. These savings would take between three and five years, possibly more to deliver.

4.5 Converging business systems is essential to reducing cost and complexity, and to release resources for business transformation.

- 4.6 The discrete ICT teams would be merged to create one more resilient organisational structure with internal teams for Support, Infrastructure, Security, Business Systems, Business Development and Projects. There would be a single Service Desk system and support should be site agnostic. Best practice for delivering ICT Services will be implemented. Sharing and cross skilling across the team is an essential approach. Where there is project or business development work required, there will be a pool of acquired skills and experience to draw on.
- 4.7 Whilst staff will have a main office as a base they will be expected to be mobile, to be able to work from other locations including home.
- 4.8 Currently there is a total of 31.6 ICT staff including joint Head of Service with 850 users (ratio of 27 users to 1 ICT).
- 4.9 Governance arrangements would need to be put in place. Typically these would consist of a Partnership Board with a senior officer from each authority plus the Manager of the partnership. The Board would have responsibilities for operational aspects, financial management and technical strategy.
- 4.10 Risk management is important to the success of the partnership project. A number of risks have been identified including political cooperation; willingness to embrace change; need for investment; legal challenges; and staff issues.

## 5.0 **Next Steps**

- 5.1 If agreement in principle to a joint service is achieved with both authorities, then the next steps are to:
- Put people and funding into preparing the detailed business case
  - Carry out further consultation with staff.
  - Prepare the Implementation Plan and agree timetable
  - Form joint workstreams for legal, finance, HR and ICT to determine the detail for partnership requirements with transfer of staff, assets and funding
  - Create the necessary legal documents for partnership working to the satisfaction of both authorities
  - Report back to Cabinet on the outcome of negotiations.

**Contact for more Information:** Christina Cross, Head of BIS, [ccross@middevon.gov.uk](mailto:ccross@middevon.gov.uk), Kevin Finan, Chief Executive ([kfinan@middevon.gov.uk](mailto:kfinan@middevon.gov.uk))

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

**List of Background Papers:** North & Mid Devon Joint Working Business Case

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**CABINET**  
**4 JUNE 2015**

**AGENDA ITEM: 10**

## **Communication Strategy and Media & Social Media Protocol**

**Cabinet Member** Cllr Colin Slade  
**Responsible Officer** **Head of Customer Services**

**Reason for Report:** The purpose of this report is to provide Members with the new Communication Strategy and Media & Social Media Protocol.

**RECOMMENDATION(S):** **To recommend to Council that the Communication Strategy and Media & Social Media Protocol be endorsed.**

**Relationship to Corporate Plan:** Good communication is essential to support all the key objectives of the Corporate Plan.

**Financial Implications:** None

**Legal Implications:** None

**Risk Assessment:** A Communication Strategy will reduce the risk to the Council's reputation from incorrect messages or inadequate response to current topical and/or political issues. The Media & Social Media Protocol provides guidance to support the Communication Strategy.

### **1.0 Introduction**

- 1.1 Good communication helps an organisation function effectively and, when used strategically, can help achieve our strategic objectives. It is important that there is effective communication with all our stakeholders, both internally and externally. The strategy explains how we will develop and maintain effective communication.
- 1.2 Internally this will be two-way communication between staff and between staff and elected Members. Externally there needs to be both one-way and two-way communication with the public and other key stakeholders.
- 1.3 The Communication Strategy sets out how this should be achieved and how to measure the success of the communication strategies used.
- 1.4 The strategy includes an action plan for 2015-16 which will be monitored over the period.

### **2.0 Media & Social Media Protocol**

- 2.1 The protocol has been provided to give advice and guidance to officers and elected Members on how we will deal with media and social media. The protocol supports the council's Communication Strategy.
- 2.2 Social media has introduced an additional access channel for customers to communicate with the council. Additional resource has been moved to the

Communications team in 2015 to assist with this additional and increasing customer contact channel.

- 2.3 The digital transformation project will continue to develop strategies for dealing with the increase in contacts and access channels by helping customers to move to self-service options and automating responses where practical.

### **3.0 Recommendations**

- 3.1 Cabinet note and endorse the Communication Strategy.
- 3.2 Cabinet note and endorse the Media & Social Media Protocol.

**Contact for more Information:** Andrew Lacey Communications & Reputation Manager (alacey@middevon.gov.uk)

**Circulation of the Report:** Management Team, Cabinet.

**List of Background Papers:** Communication Strategy, Media & Social Media Protocol.

**Mid Devon District Council**

# **Communication Strategy**

Policy Number: CM 001

**May 2015**

# Communication Strategy

## Version Control Sheet

*Title:* **Communication Strategy**

*Purpose:* **To maintain and enhance effective internal and external communication**

*Owner:* **Communications & Reputation Manager**  
[alacey@middevon.gov.uk](mailto:alacey@middevon.gov.uk)  
**01884 234232**

*Date:* **May 2015**

*Version Number:* **1.1**

*Status:* **Draft**

*Review Frequency:* **Every four years or sooner if required (Action Plan in Appendix 1 to be updated annually)**

*Next review date:* **May 2019**

*Consultation* **This document was sent out for consultation to the following:**  
Management Team  
Cabinet Member

## Document History

This document obtained the following approvals.

<b>Title</b>	<b>Date</b>	<b>Version Approved</b>
Head of Service*	08/05/15	1.0
Management Team*	26/05/15	1.1
Cabinet*		
Council*		

\*- Delete if not applicable

# Contents

		Page
<b>1</b>	<b>Introduction</b>	<b>4</b>
	1.1 Principles of effective communication	4
	1.2 Internal and external communication	4
	1.3 Financial climate	4
	1.4 Measuring impact and demonstrating value	5
<b>2</b>	<b>Internal communication</b>	<b>6</b>
	2.1 Specific communication objectives	6
	2.2 Staff	7
	2.3 Elected Members	9
	2.4 Developing new channels	10
<b>3</b>	<b>External communication</b>	<b>11</b>
	3.1 Objectives	11
	3.2 Digital media	12
	3.3 Supporting specific corporate objectives	13
	3.4 Consultation	13
	3.5 External stakeholders and channels	13
	3.6 Developing new channels	14
<b>4</b>	<b>Resources</b>	<b>15</b>
	4.1 Management Team	15
	4.2 Service managers, team leaders & supervisors	15
	4.3 Communications & Reputation Manager	15
	4.4 Customer First team	16
	4.5 Community Development team	16
	4.6 Other services	16
	4.7 Members	17
	4.8 Devon County Council	17
	<b>Appendix 1 Action Plan</b>	<b>18</b>
	Internal communication	18
	External communication	18

# 1 Introduction

Good communication helps an organisation function effectively and, when used strategically, can help it achieve its strategic objectives. At its best, communication is a two-way process, rather than purely a one-way dissemination of information.

## 1.1 Principles of effective communication

The council is committed to communicating effectively with all our stakeholders, both internal and external. All our communications should:

- be honest and open
- be timely, clear and easily understood
- use Plain English and be kept up-to-date
- support our corporate objectives
- be targeted to and accessible by relevant audiences (rarely does ‘one size fit all’ but there should also be consistency of messages).

## 1.2 Internal and external communication

Internal communication ensures that staff have the right information to do their job properly, have sufficient opportunities to communicate their views and can help them feel involved and valued by their employer. Well informed and engaged staff are more likely to provide excellent customer service in terms of their attitude and knowledge. All staff should operate according to the Officer Code of Conduct. Elected Members need to be well informed about the council, particularly regarding issues that affect their own wards. All Elected Members should operate according to the Member Code of Conduct.

External communication ensures that all stakeholders (including residents, businesses, visitors, town and parish councils and other partner organisations) have the right information about council services and sufficient opportunities to communicate their views to the council.

However, there is an overlap between internal and external communication. Staff and elected Members may also be Mid Devon council tax payers, customers (for example of leisure centres) and will read and see coverage about the council in mainstream media. New technologies have blurred the boundaries between ‘internal’ and ‘external’ communication and this is likely to accelerate with the increasing use of social media.

### **1.3 Financial climate**

With continuing reductions in government grant and pressure on council finances, there is a need to make year-on-year savings and possibly, in future, to reduce the level of service provision or stop providing some non-statutory services altogether.

This means that the organisational structure will continue to be modified and this is likely to happen more frequently than in the past. This has implications for staff and staff communication.

In terms of external communication, the challenges are likely to be in: consulting with the public on priorities and explaining any reduced level of service or why we may have to discontinue providing some services.

### **1.4 Measuring impact and demonstrating value**

For communication to fulfil a strategic role, it needs to have impact, to effect change and to have demonstrable value.

We will use feedback, monitoring and evaluation when possible to measure the effectiveness of communications and demonstrate the value of internal and external communication to the council. The keys to measuring the effectiveness of communication are to:

- move away from simply measuring 'outputs' (such as number of internal newsletters issued or amount of media coverage generated) but rather to measuring 'outcomes'
- assess whether communication has succeeded in converting information into awareness, then understanding and then action.

Impact assessment of communication, based on the extent to which desired outcomes are achieved, is a relatively new area for the council. We will need to be clear about desired outcomes and to invest time and effort into developing meaningful measures.

Measuring impact and demonstrating value is covered in 2.3.2 (for staff communication), 2.4.2 (for communication with Members) and should be integral when writing service-specific communication strategies and communications plans (see 3.1.1).

## 2 Internal communication

A key purpose of internal communication is to support the organisation in achieving its corporate objectives, particularly the Corporate Plan, the Workforce Plan / Human Resources Strategy and the digital transformation agenda. The two main stakeholder groups for internal communication are staff and elected Members.

### 2.1 Specific communication objectives

Our aim is to develop and maintain effective two-way communication between and for staff and elected Members to encourage trust, loyalty, understanding and a 'one council' approach to our work.

We will do this by:

- sharing information widely, but targeting it to avoid 'information overload'
- letting Members and staff know about issues and developments that affect them or the council as soon as possible and listen to their responses
- using a variety of channels and formats to reach Members and staff
- consulting with Members and staff, through formal and informal channels, on important issues that affect them
- encouraging Members and staff to take individual and collective responsibility for improving communication.

Internal communication should:

- contribute to an 'open' and free-flowing communication climate (as opposed to a 'closed' communications climate or 'organisational silence')
- keep staff well informed about the future direction of the council and about issues that affect them
- encourage staff to contribute to meeting the council's objectives
- share information, knowledge, expertise and good practice
- help overcome 'silo' working and contribute to all services working as 'one council'
- boost staff morale, satisfaction, commitment, motivation and identification with the council
- encourage staff identification with the council, making it more likely that they will act as positive ambassadors



- give staff plenty of opportunities to express opinions, voice complaints and make suggestions for improvement
- promote and support learning and development, innovation and creativity
- demonstrate our commitment to equality and diversity in the way we communicate with staff
- demonstrate our commitment to adequate, reliable, trustworthy and timely communication.

## 2.2 Staff

Even if aimed at all staff, we need to consider the way messages are delivered to and understood by different ‘groups’ of staff (for example, staff based at different locations, part-time staff, those staff not on email).

Communication should be a combination of one-way (disseminating information) and two-way (so staff can express their views, feed ideas to management and contribute towards shaping the future direction of the council).

### 2.2.1 Channels of internal corporate communication with staff:

<b>Channel</b>	<b>For</b>	<b>Distribution</b>	<b>Responsibility</b>
The Link	Corporate issues, HR, news from services, ‘burning questions’, events, achievements, ‘human interest’ stories	Weekly (Monday)  Posted on SharePoint plus email link; hard copies on noticeboards for non-email staff	Exec Assistant
SOF	More complex topics that benefit from explanation, discussion and feedback (also supports line management communication)	Monthly	MT / SOF / Comms Manager to contribute content  Exec Assistant to coordinate
Core Brief	Summary of presentations and discussion at SOF  Aide-memoire for managers to tailor and deliver to their teams	Monthly  Issued within 3 days of SOF  Posted on SharePoint and email link sent to all SOF	Exec Assistant / Comms Manager
All-staff briefings	CEx, Leader and/or MT face-to-face briefings on	As required	Exec Assistant to coordinate

All-officer emails	major issues and questions/discussions Only to be used for urgent or time-sensitive messages	As required	MT / Exec Assistant / Comms Manager and designated staff
SharePoint	Information resource: corporate and for each service area	Accessible to all staff	ICT / Exec Assistant to coordinate front page Services update as relevant
Have Your Say online forum	Two-way communication: discussion, Q+As	Accessible to all staff	Comms Manager / Exec Assistant to monitor
Noticeboards	Key information, events etc	Particularly useful where staff don't access ICT	Site managers, supervisors etc
Learning & Development newsletter	Training courses and other information relating to staff development	Monthly	HR

In addition to internal corporate communication outlined above, managers and team leaders are also responsible for direct communication with staff including day-to-day line management, team meetings and team briefings.

### 2.2.2 Measuring impact and demonstrating value

We will work to develop meaningful ways of measuring the impact of internal communication, including (but not limited to) the following methods:

<b>Activity</b>	<b>Carried out by</b>
Staff survey on internal communications (whether a specific communication survey or part of a broader staff survey), asking a mix of closed and open-ended questions, plus opportunity for comments and suggestions	Comms Manager / HR
Review meetings to evaluate progress and identify any improvements	Comms Manager / HR
Assessing the impact of internal communications around a particular campaign, new policy or other key initiatives – for example, measuring before and after awareness and behaviour, correlations between communications and desired outcomes	Comms Manager / HR

## 2.3 Elected Members

We will consider the needs of different ‘groups’ of Members (for example, Members representing rural wards). It is particularly important that Ward Members are kept informed of issues in their own wards. Likewise, Ward Members are encouraged to keep the Communications & Reputation Manager informed of local projects activities and initiatives that they are involved in.

### 2.3.1 Channels of internal corporate communication with Members

<b>Channel</b>	<b>For</b>	<b>Distribution</b>	<b>Responsibility</b>
WIS (Weekly Information Sheet)	Meeting dates, news, updates, events	Weekly (Thursdays)	Member Services
All-Member emails	Only to be used for urgent or time-sensitive messages	As required	Leader / MT / Member Services / Comms Manager / Exec Assistant and other designated staff
Member briefings	Face-to-face sessions for more complex topics that benefit from explanation, discussion and feedback	As required (Tuesday and Thursday evenings)	Member Services
Notices/documents in Members Room	Key information, events etc	As required	Member Services

### 2.3.2 Measuring impact and demonstrating value

The following methods may be used:

<b>Activity</b>	<b>Carried out by</b>
Members survey on internal communications, asking a mix of closed and open-ended questions, plus opportunity for comments and suggestions	Comms Manager / Member Services
Reviews meetings to evaluate progress and identify any improvements	Comms Manager / Member Services
Assessing the impact of internal communications around a particular campaign, new policy or other key initiatives	Comms Manager / Member Services

## **2.4 Developing new channels**

The Communications & Reputation Manager, the Executive Assistant and Principal Member Services Officer will keep abreast of new developments (for example in social media) and introduce new channels of internal corporate communication if there are clear advantages for the council.

## 3 External communication

### 3.1 Objectives

External communication will be a mixture of one-way and two-way communication.

The aim of one-way communication is to ensure the public and other key stakeholders (including council tax payers, tenants, businesses, voluntary and community sector organisations, town and parish councils and other partner organisations) get the information they need about the services they require in a way that suits them. We will use a number of communications tools and channels to help us get our messages out to our external audiences.

The aim of two-way communication between the council and our key stakeholders is to provide opportunities for them to communicate their views with the council and thereby influence our policies, services and decisions.

We will do this by:

- sharing information widely, but targeting it to avoid ‘information overload’
- using a variety of channels and formats to reach different stakeholders
- seeking the views of the public and other stakeholders on important issues that affect them.

External communication should:

- encourage understanding and contribute to transparency and openness
- keep stakeholders well informed about the future direction of the council and about issues that affect them
- encourage behaviour change and reduce demand in expensive areas of service provision
- give the public and other stakeholders opportunities to express opinions, contribute to decision making and voice complaints
- demonstrate our commitment to equality and diversity in the way it communicates with all sectors of society
- demonstrate our commitment to adequate, reliable, trustworthy and timely communication
- be ‘joined up’ and present the organisation as ‘one council’.

### **3.1.1 Service-specific communication strategies**

In addition to this broad over-arching communication strategy, each service should consider how best to communicate with their stakeholders (customers, residents, businesses, partners etc) and may also want to create specific communications strategies and plans to support business plans or promote a particular project or activity. Advice can be sought from the Communications & Reputation Manager. When writing a communication strategy or communications plan, consideration should be given to: aims and objectives: stakeholders / target audiences; key messages; most appropriate channels; available resources; and measuring impact.

### **3.2 Digital media**

In line with our digital transformation strategy, increasingly the focus will be on developing and promoting digital communication (online, mobile, social media etc) while recognising that a significant proportion of Mid Devon residents either cannot or choose not to use digital channels, and so we need to continue to use traditional methods (print, radio etc) as well.

#### **3.2.1 Website**

The website is our virtual one-stop shop and the objective is to provide as far as possible the same level of service to our customers online as they would get face to face or over the telephone. A new, mobile-friendly website is currently being launched in phases with the final phase targeted for end of May 2015. There will also be continual improvement to the website as well as making more services fully available online so that customers can complete their transactions with us online. The Communications & Reputation Manager acts as Web Content Manager and will provide support, guidance and training to web contributors and will write a new Web Content Management Protocol for the new website.

#### **3.2.2 Newscentre**

We will publish all our press releases digitally on the Mid Devon Newscentre [www.middevonnewscentre.info](http://www.middevonnewscentre.info) and send email links to all journalists on our media list. See Media and Social Media Protocol.

#### **3.2.2 Social media**

We will continue to develop use of social media, as both a PR channel and a customer service channel. In addition to the corporate Facebook and Twitter accounts, managed by the Communications & Reputation Manager and Customer

First team, a number of other services also use social media. Where there is clear business case for setting up a new social media presence, services may seek advice from the Communications & Reputation Manager who, together with Customer First, will need 'administrator' access so that posts can be responded to quickly if no-one in the service is available. See Media and Social Media Protocol.

### 3.3 Supporting specific corporate projects

Key corporate priority projects which can benefit from dedicated and focused communication support from the Communications & Reputation Manager are agreed for each financial year and reviewed as and when required through the year. Priority projects for 2015/16 are shown in the Action Plan (5.2.2).

### 3.4 Consultation

See Community Engagement Strategy for information on two-way communication including Citizens Panel, Mid Devon Connect, surveys, focus groups, petitions, road shows and exhibitions.

### 3.5 External stakeholders and channels

<b>Stakeholders</b>	<b>Channels</b>	<b>Key responsibilities</b>
Residents / council tax payers  (and will also reach some other specific stakeholders)	Website	Web Content Manager, Customer First
	Facebook / Twitter – corporate accounts	Comms Manager, Customer First for corporate accounts; plus other services
	Mid Devon Talk	Comms Manager, Executive Assistant
	Newscentre	Comms Manager, Customer First
	Public consultation	Community Development team
	Citizens Panel	Community Development team
	Recycling and rubbish collection calendars	Waste Management team with input from Comms Manager
	Council tax bills annual financial information (now online)	Comms Manager, Executive Assistant
Council tenants	Website – Council Housing pages Housing News for U Facebook and Twitter Tenant involvement activities	Housing Services  Tenant Involvement team

Leisure centre users	Mid Devon Leisure website Facebook accounts – three leisure centres	Leisure Services Marketing Officer
Businesses	Website – Business & Licensing pages Business Forum Mid Devon Website – Planning & Building Control pages	Community Development / Licensing teams  Development Management team
Town and parish councils	Website – Town & Parish Councils Parish Matters Annual clerks meeting	Community Development team
Voluntary and community sector organisations		Community Development team
Other partner organisations (DCC, police, health etc)		Chief Executive, various services
Media	Press releases on Newscentre Press briefings, photo opportunities, negotiation features etc	Comms Manager, Customer First

### 3.6 Developing new channels

The Communications & Reputation Manager will keep abreast of new developments (for example in social media) and introduce new channels of external corporate communication if there are clear advantages for the council.



## **4 Resources**

Effective communication is the responsibility of all officers and Members, with certain key tasks carried out by specific individuals, groups and services.

### **4.1 Management Team**

The Chief Executive and the Management Team are responsible for driving effective communications.

### **4.2 Service managers, team leaders and supervisors**

Service managers, team leaders and supervisors are responsible for effective internal communication in terms of day-to-day management and in helping to ensure that information flows easily around the organisation. They will support formal and informal channels of communication, enabling staff to be kept up-to-date, to make suggestions for service improvement and to express their views and opinions.

They are also responsible for ensuring effective external communication, including providing information for up-to-date web pages, generating press releases for release and responding to media enquiries.

Team meetings, service meetings and line-management meetings all contribute to keeping staff informed.

### **4.3 Communications & Reputation Manager**

The Communications & Reputation Manager's role includes:

- providing strategic communication support in relation to key corporate projects and activities in order to help the council achieve its strategic objectives
- advising officers and Members on communication-related issues
- web content management and continuous improvement of website
- overseeing the media relations and digital communications activities of the Customer First team
- overseeing publications including Mid Devon Talk and Parish Matters
- keeping abreast of new developments including new channels of communication, particularly in relation to digital transformation and introducing at the council when appropriate

- developing and supporting staff and Members in various aspects of communication through training, coaching and providing guidance documents.

#### **4.4 Customer First team**

The Customer First team, guided by the Communications & Reputation Manager:

- publishes press releases on Newscentre
- acts as the first point of contact for media enquiries, logs enquiries, forwards requests on to services, chases up and sends responses to the media
- involves the Communications & Reputation Manager in any media enquiries that are complex or contentious.
- posts updates to the website on behalf of all services.

See also: Media and Social Media Protocol.

#### **4.5 Community Development team**

The Community Development team:

- champions effective two-way communication through stakeholder consultations
- maintains a representative Citizens Panel as a consultative tool for the council
- undertakes corporate consultations
- advises on and supports service consultations.

See also: Community Engagement Strategy.

#### **4.6 Other service teams**

- ICT Services provide the platforms for digital communication including SharePoint and website and administers FOI requests from the media
- Human Resources – staff communication (pay and conditions, consultation and negotiation with Unions and other staff, learning and development)
- Member Services – taking the lead on communication with elected Members

- Each individual service plays an important role in undertaking effective external communications in their areas of expertise.

#### **4.7 Members**

Members are encouraged to put forward ideas for proactive communication in relation to items of interest within their wards.

#### **4.8 Devon County Council**

In a reciprocal arrangement, Devon County Council (DCC) maintains our digital online news resource Newscentre in return for space each month in *Mid Devon Talk*.

## Appendix 1 - Action Plan

### Internal communication

The following activities will be undertaken during the period April 2015 to March 2016 to improve internal communication:

<i>Activity</i>	<i>To be carried out by</i>	<i>To be completed by</i>
Develop feedback, monitoring and evaluation methods to measure the impact and value of staff communication (as outlined in 2.2.2)	Comms Manager HR Executive Assistant	September 2015
Develop feedback, monitoring and evaluation methods to measure the impact and value of communication with elected members (as outlined in 2.3.2)	Comms Manager Principal Member Services Officer	March 2016

### External communication

#### Activities

The following activities will be undertaken during the period January 2015 to March 2016 to improve external communication:

<i>Area of work</i>	<i>Activity</i>	<i>To be carried out by</i>	<i>To be completed by</i>
Website	Final phase of launch new website	Comms Manager / ICT	May 2015
	Make specific web content improvements prior to SOCITM 2016 evaluation with aim to achieve 4-star rating	Comms Manager	October 2015
	Make best possible use of Google Analytics and other web metrics to support continual improvement of website and contribute to digital transformation	Comms Manager / ICT	Ongoing
Social media	Review current use of social media and make recommendations for how we can	Comms Manager	December 2015

	use this more effectively as both a communications and customer service channel social media		
Mid Devon Show	Strengthen our presence at 2015 Show to be more focused and cohesive	Comms Manager / Executive Assistant	July 2015

### Corporate priority projects

Strategic objectives that will be supported by dedicated strategic communication efforts in 2015 have been identified as:

<b>Project</b>	<b>Service area</b>
New Local Plan	Planning & Regeneration
Tiverton Eastern Urban Extension / master planning	
NW extension of Cullompton	
BID / Retail Masterplan for Tiverton	Housing & Property Services
St Andrews Street development	
Changes to waste collection arrangements – Oct 2015	Waste Management
Digital transformation	Customer Services / ICT Services
Potential public consultation on service provision from 2015/16 onwards	Financial Services

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**Mid Devon District Council**

# **Media & Social Media Protocol**

Policy Number: CM xxx

**May 2015**

# Media and Social Media Protocol

## Version Control Sheet

**Title:** Media and Social Media Protocol

**Purpose:** To outline how we deal with media and social media and to provide advice and guidance to officers and elected Members

**Owner:** Communications & Reputation Manager  
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01884 234232

**Date:** May 2015

**Version Number:** 1.0

**Status:** Draft

**Review Frequency:** Every four years or sooner if required

**Next review date:** May 2019

**Consultation:** This document was sent out for consultation to the following:  
Management Team  
Cabinet Member

## Document History

This document obtained the following approvals.

Title	Date	Version Approved
Head of Service*	1.0	08/05/15
Management Team*	1.1	26/05/15
Cabinet*		
Council*		

\*- Delete if not applicable



# Contents

	<u>Page</u>
<b>1 Introduction</b>	<b>4</b>
1.1 Our strategic aim	4
1.2 Our policy statement	4
<b>2 Proactive media relations</b>	<b>5</b>
2.1 Press releases	5
2.1.1 Press release content	5
2.1.2 Who should be quoted in a press release?	6
2.1.3 Contact details on press releases	6
2.1.4 Press release approval	6
2.1.5 Press release distribution	7
2.2 Other ways of generating coverage	8
<b>3 Dealing with media enquiries</b>	<b>9</b>
3.1 Points of contact with the media	9
3.1.1 Customer First	9
3.1.2 Officers and Members	9
3.2 Media interviews and comments	10
3.2.1 Officers	10
3.2.2 Members	11
3.3 Freedom of Information (FOI) requests	12
<b>4 Dealing with posts on social media</b>	<b>13</b>
4.1 Main corporate accounts	13
4.2 Other service-specific accounts	13
4.3 Abusive or discriminatory posts	14
<b>5 Other issues and special circumstances</b>	<b>15</b>
5.1 Emergencies and out-of-hours contact	15
5.2 Imbalanced or inaccurate media coverage	15
5.3 Confidential information	15
5.4 Issues relation to employees relations	16
5.5 Protecting the Council's reputation	16
5.6 Court cases	16
5.7 Photography and child protection	17
5.8 Data protection	17
5.9 Elections	17
5.10 Filming and recording at meetings	18
<b>6 Media monitoring and evaluation</b>	<b>19</b>
6.1 Monitoring of media coverage	19
6.2 Press cuttings	19
6.3 Social media monitoring	19

# **1 Introduction**

This protocol outlines procedures for Mid Devon District Council officers and elected Members who may come into contact with the media. It supports the council's Communication Strategy.

With the growth of social media, online versions of newspapers, blogging and citizen journalism, any media protocol must now take into account both the traditional media (newspapers, magazines, radio and TV) and online digital media (including websites, blogs and social media).

It explains processes in relation to: proactive media relations; dealing with media enquiries; and dealing with posts on social media. It also provides guidance on a range of other media-related issues.

## **1.1 Our strategic aim**

To recognise the value of the media in communicating information to the public, and to use the media effectively to communicate key messages with a range of audiences – such as council tax payers, local businesses, town and parish councils, visitors to Mid Devon, partner organisations – about council services and policies.

## **1.2 Our policy statement**

Mid Devon District Council recognises the value of the media and social media, as a means of communicating information and messages to the public. We are committed to:

- transparent government
- a positive working relationship with the media
- always being open, honest and proactive in our dealings with the media and on social media
- respecting the right of the media to report all views on any given topic.

## **2 Proactive media relations**

Positive media coverage comes from pro-active media relations and the recognition of a good news story. Ideas for stories can come from both officers and elected Members. Writing press releases for publication on the online Mid Devon Newscentre [www.middevonnewscentre.info](http://www.middevonnewscentre.info) is the responsibility of each service (with the exception of certain corporate priority projects where the Communications & Reputation Manager takes on this responsibility). The Communications & Reputation Manager also offers support to services in all aspects of communication including traditional media and social media.

### **2.1 Press releases**

The main way we generate media coverage is through issuing press releases to:

- increase public awareness of services provided by the council and the functions we perform
- explain to residents and council taxpayers the reasons for particular policies and priorities
- improve local accountability
- publicise forthcoming events
- encourage participation in public consultations
- explain changes to services
- explain how the council is dealing with issues of particular interest to local communities
- share good news.

Services should have agreed areas within their remit that would be of interest to stakeholders where a press release should be considered – this includes aspects of the ‘day job’ that impact on local communities.

#### **2.1.1 Press release content**

For advice on writing a press release, see the Communications/Media Relations area of SharePoint for:

- [How to write a good press release](#)
- [Quick checklist when writing a press release](#)

**Tip:** Make sure that relevant Members – for example, the Cabinet Member and, for local issues, any Ward Members – are informed about what is happening and that a press release is being prepared (even if those Members are not actually quoted in the press release).

### **2.1.2 Who should be quoted in a press release?**

Quotes make the press release more interesting to read and back up the information in the main text of the press release. Who is quoted depends on the nature of the press release, for example:

- the relevant elected Member and the officer most directly involved in the subject may both be quoted. This gives the media a strategic/policy viewpoint as well as the day-to-day operational viewpoint
- an officer
- a Member
- an external partner

... and when the press release is only to provide straightforward information, there is no need to include a quote.

### **2.1.3 Contact details on press releases**

All press releases have Customer First as the contact point for more information for both journalists and members of the public. Customer First must therefore be made aware of any administration arrangements that they will need to carry out (for example, in relation to consultation exercises).

Other service-specific contacts may also be given, as appropriate.

**Tip:** If Members or officers other than Customer First are given as contacts, make sure they're around and contactable in the few days after the press release issued

### **2.1.4 Press release approval**

It is up to heads of service and service managers to make arrangements for which officers within their teams can 'sign off' a press release ready for issue. Advice can be sought from the Communications & Reputation Manager if needed. Customer First staff are not responsible for checking or improving press release and will assume that once a press release comes through to [communications@middevon.gov.uk](mailto:communications@middevon.gov.uk) it is ready for issue.

**Tip:** Depending on the complexity of the subject matter, various people may need to agree the wording of a press release, such as:

- any quoted elected Member/officer(s)
- the relevant service manager
- the Chief Executive or a head of service (for important corporate issues or important operational issues)
- the Leader of the Council or the relevant Cabinet Member (for important strategic issues or policy decisions)
- relevant partner organisations.

### 2.1.5 Press release distribution

Once press releases have been signed off as ready for issue, these are sent to [communications@middevon.gov.uk](mailto:communications@middevon.gov.uk) together with a photograph where possible and with any instructions as to date of issue, deadlines etc.

Customer First publish press releases on the online Mid Devon Newscentre [www.middevonnews.info](http://www.middevonnews.info) and send an email with a hyperlink to the press release.

They will further promote stories with links back to Newscentre on:

- the corporate Twitter account <https://twitter.com/MidDevonDC>
- the corporate Facebook page <https://facebook.com/Middevon1>

The main website [www.middevon.gov.uk](http://www.middevon.gov.uk) also has a news feed with top stories from Newscentre displaying on the front page.

Press releases may also be used in the residents' publication *Mid Devon Talk*.

## 2.2 Other ways of generating coverage

The Communications & Reputation Manager can be consulted for advice on other aspects of media relations including:

- planning media campaigns
- setting up photo opportunities
- media briefings and media launches
- use of embargos (where the media is given advance notice but cannot publish until a specified date)
- negotiating exclusives
- negotiating special features
- improving web pages to support publicity
- making better use of social media.

### **3 Dealing with media enquiries**

Every media enquiry – even ones that we might prefer not to have received! – can be used as a positive opportunity to get a message across to the public. Our preference is to make some response rather than ‘no comment’, which can come across as aloof, uncaring or like we have got something to hide. Even in situations where for some reason we cannot comment in detail, for example, in relation to a legal issue, we can usually make a general comment and explain why we cannot go into detail.

#### **3.1 Points of contact for media enquiries**

##### **3.1.1 Customer First**

The media are encouraged to contact Customer First by emailing [communications@middevon.gov.uk](mailto:communications@middevon.gov.uk) or calling 01884 255255 as the first point of contact with any enquiries they have. Customer First phone team or the Communications & Reputation Manager log details of media enquiries on a media management database and then contact the relevant officers/ Members who can provide a comment or speak directly to the media.

##### **3.1.2 Officers and Members**

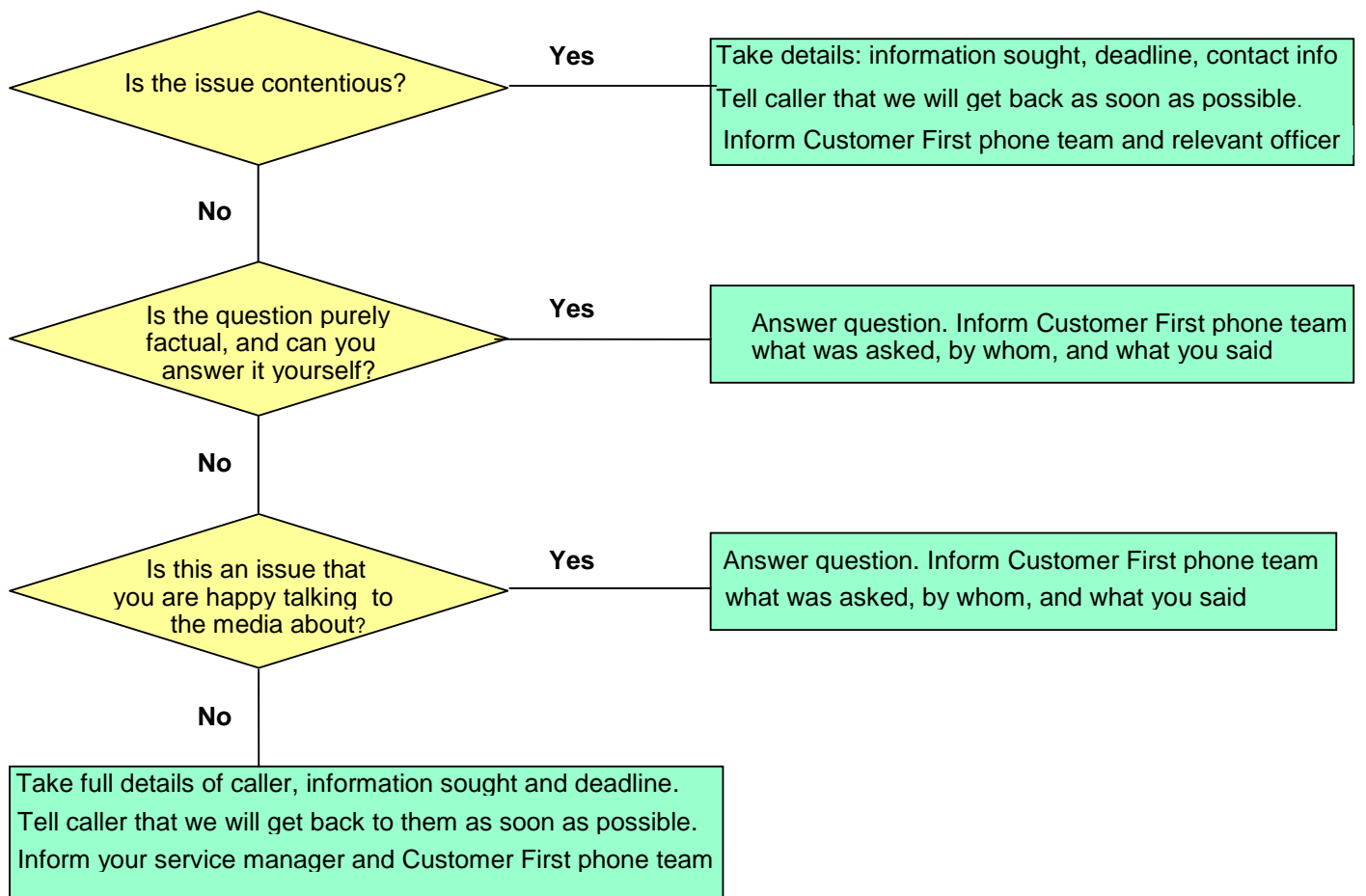
The media may from time to time contact officers or Members directly:

- if the enquiry is straightforward – for example if the reporter is asking a question that only requires a factual answer – these can be answered there and then
- if the enquiry is likely to be contentious, for example when the council is being criticised or where an issue is particularly controversial, an officer should take the details of the journalist together with the full nature of their enquiry and pass this on to the Communications & Reputation Manager who will liaise with them to give the media an appropriate response. Members are also encouraged to do this, although it is accepted that, in the spirit of democracy, some Members may contact or respond to the media without contact with the Communications & Reputation Manager.

See also the flowchart on the next page.

Officers and Members should be aware that deadlines for responding to media enquiries are often very tight. Even the weekly papers now have online versions, so stories are likely to appear quickly online.

**If the media – newspapers, magazines, radio, TV or online – contact you directly ...**



**Don't feel pressured into making a statement straight away - better to wait and get it right than be quoted in a way that's bad for the council's image**

### 3.2 Media interviews and comments

#### 3.2.1 Officers

In a small council such as Mid Devon, it is quite possible that many officers could end up dealing with a media enquiry, and it is up to heads of service and service managers to make arrangements for which officers in their teams can provide comments or be interviewed by journalists.



The Communications & Reputation Manager does not need to be involved in all responses to media enquiries, but may be consulted for advice at any time and should definitely be involved in drafting any media statements or preparing for interviews that are highly controversial or where this is a significant reputational risk to the council.

Officers are likely to be called on to comment on these issues:

<b>Chief Executive</b>	Major corporate issues (and in situations where the Leader would normally respond but is not available within the timescale)
<b>Heads of Service</b>	Corporate issues within their service areas (and in situations where the Cabinet Member would normally respond but is not available within the timescale)
<b>Service Managers</b>	Likely to be the main media spokesperson for their service
<b>Officers</b>	To answer questions of fact and/or technical information within their areas of expertise and in relation to projects and initiatives they are involved in, but they will not be expected to do live on-air interviews unless they have received appropriate media training

### 3.2.2 Members

Members are likely to be called on to comment on these issues:

<b>Leader</b>	Strategic issues, key policy decisions, and other major corporate issues affecting the council
<b>Cabinet Members</b>	Issues that come under their remit
<b>Chairmen of PDGs</b>	Issues their PDG is involved in
<b>Chairmen and Vice-Chairmen of committees</b>	Recent committee decisions
<b>Chairman and Vice-Chairman of Scrutiny</b>	Issues that Scrutiny raise and reviews that they are working on
<b>Local Ward Members</b>	Issues of particular local concern
<b>Group Leaders</b>	Issues that transcend politics, for example

**Note:** Nothing in this protocol precludes Members or political groups from speaking or contacting the media. Members should make it clear to the media whether they are speaking:

- officially on behalf of the council - in this case Customer First phone team should be kept informed *or*
- officially on behalf of their particular political group *or*
- in a personal capacity.

Media training will be offered to all Members who are likely to be called on to speak to the media regularly.

### **3.3 Freedom of Information (FOI) requests**

Some media enquiries are submitted as FOI requests, in which case the Freedom of Information Officer (Information Management Assistant) will coordinate the response. The Communications & Reputation Manager can also be consulted if necessary. See [Freedom of Information Policy](#) in the ICT area of SharePoint.

## **4 Dealing with posts on social media**

In addition to posting proactive stories on Twitter and Facebook, social media is now also used as a customer service channel, where we can respond directly to customers' questions, comments or complaints. See also [Social Media Policy](#) in the ICT area of SharePoint.

### **4.1. Main corporate accounts**

Customer First monitors all council social media accounts for questions, complaints and comments that we may wish to respond to.

On the main corporate Twitter and Facebook account, if the Customer First team has the relevant information, they can post a response directly in the same way that they respond to customer enquiries by phone or by email.

If they need to contact another service, they contact the relevant officer in the same way that they would for a media enquiry. There is no such thing as a 'deadline' on social media: customer expectation is for a quick response – certainly hours rather than days – and leaving a post (particularly a negative comment or complaint) unanswered for more than a few hours gives the impression that we are ignoring it.

Officers are encouraged to send their response to [communications@middevon.gov.uk](mailto:communications@middevon.gov.uk) so that the Customer First team can pick it up and post it on social media.

### **4.2 Other service-specific accounts**

A number of services (Housing; each of the three leisure centres; Tiverton Pannier Market; Community Safety Partnership) also have their own specific social media accounts. Officers within these services normally monitor and respond to posts, but Customer First can also access and post on these accounts if action needs to be taken quickly and no-one in the service is available. Any service wishing to set up a new social media presence should discuss this with the Communications & Reputation Manager.

### **4.3 Deleting abusive or discriminatory comments**

As a general principle we do not attempt to moderate posts on social media, as to do so would be time-consuming and could also open us up to accusations of 'censorship'. However, we will remove any posts from our social media accounts that are abusive (for example, use of language or personal attacks on a particular named officer or Member) or discriminatory (for example, racist or homophobic) and we will also give the reason for deleting a post.

## **5 Other issues and special circumstances**

### **5.1 Emergencies and out-of-hours contact**

When the council is working in an emergency situation, arrangements are put in place with the other agencies involved. A press officer from one or more of the agencies will be put in place to deal with the media.

The Communications & Reputation Manager's work mobile number and private mobile number are available with the emergency plan list of contact details in case any member of the media contacts the council in the evenings or at weekends and it is deemed as an emergency. The Communications & Reputation Manager will decide if the media needs a response. If a response is required he/she will contact the relevant officer (Chief Executive or head of service) and/or lead Member.

### **5.2 Imbalanced or inaccurate media coverage**

When media coverage of a particular issue is unduly negative and imbalanced, services can liaise with the Communications & Reputation Manager about how best to try to redress the balance.

Complaints about inaccurate media reporting should be referred to the Communications & Reputation Manager to discuss appropriate action, which may involve:

- a letter to the press
- a request for a correction
- Communications & Reputation Manager, Chief Executive and/or Leader to meet to meet and discuss with Editor
- generating further media coverage to move the story on in a more positive way

If we still judge subsequent reports to be unfair, or not based on fact, a complaint may be made to the Press Complaints Commission.

### **5.3 Confidential information**

Leaking of confidential information, exempt agenda items and minutes to the media is viewed seriously by the council. The Freedom of Information Act (see also 3.3 above) does allow certain information to be available to any person

who requests such information including the media, unless the council has justifiable reasons for not releasing the information. See [Freedom of Information Policy](#) on SharePoint.

Occasionally issues come to the notice of the media that involve staff or Members and aspects of their private lives or employment contracts. Our policy is not to comment upon such issues. Factual responses are permitted, for example – ‘I can confirm that the employee is no longer in employment with Mid Devon District Council, but am not able to discuss the situation in any greater detail’.

#### **5.4 Issues relating to employee relations**

It is recognised that there will be occasions where the employee unions wish to comment to the media in relation to issues rather than individual cases, on behalf of itself and its members.

There are mechanisms for complaining about issues or situations arising in the workplace and individual employees should refer to the procedures laid out in the appropriate policies (eg grievance, dignity at work/harassment and appeals procedure, whistle blowing) available from Human Resources. If in doubt about how to raise concerns or which policy would be most appropriate for their needs, employees should seek advice and guidance from Human Resources.

#### **5.5 Protecting the council’s reputation**

While it is recognised that opposition elected Members will want to comment on particular issues such as council policies and decisions, neither officers nor Members should bring the council into disrepute or publicly criticise individual officers or associates.

#### **5.6 Court cases**

The council will occasionally launch prosecutions and will want to use successful outcomes of court cases to deliver a message to the public. The best way of doing this is by releasing the information to the media via a press release or informing the media in advance of the date and venue of the court case. The Communications & Reputation Manager should be consulted.

## 5.7 Photography and child protection

As outlined in our Safeguarding Children and Vulnerable Adults Policy and Procedures (see website under Community Safety), officers, Members and volunteers should be vigilant at all times. Any person using cameras or videos within Mid Devon District Council services and at events or activities which involve children and young people should be approached and asked to complete a [Photography Consent Form](#) (see SharePoint under Communications/External Communications).

### **Guidance for commissioning professional photographers or inviting the press to cover council services, events and activities**

- Ensure that you make your expectations clear in relation to child protection
- Check credentials of any photographers and organisations used
- Ensure identification is worn at all times, if they do not have their own – provide it
- Do not allow unsupervised access to children or young people or one-to-one photographic sessions
- Parents must be informed when photographs of their child or young person may be taken at activities or events, and parental consent forms need to be signed agreeing to this
- It is recommended that the names of children or young people should not be used in photographs or video footage, unless with the express permission of the child or young person's parent

## 5.8 Data protection

We have responsibilities under the Data Protection Act. This means that data which is protected should not be released to the media.

For guidance see [Data Protection Policy](#) in the ICT area of SharePoint or contact the Data Protection Officer.

## 5.9 Elections

During elections, all publicity referring to a political party or anyone standing for election will – except as in the following paragraph – be suspended between the publication of a notice of election and polling day.

Members will not be quoted in press releases during this period unless it is a Member holding a key political or civic position commenting on an emergency or an important event outside of the council's control and where there is a genuine need for a response by a Member.

#### **5.10 Filming, recording and use of social media at council meetings**

All media, including radio and TV journalists, and members of the public may attend Council, Cabinet, PDG and committee meetings (apart from items where the public is excluded) and may record, film or use social media before, during or after the meeting so long as this does not distract from or interfere unduly with the smooth running of the meeting. Anyone proposing to film during the meeting is requested to make this known to the Chairman in advance. The Council also makes audio recordings of meetings.



## **6 Media monitoring and evaluation**

### **6.1 Monitoring**

We do not currently have the resources to undertake more than very basic monitoring of the effectiveness of media relations.

Customer First receives the following newspapers on a regular basis:

- Tiverton Gazette
- Culm Valley Gazette
- Crediton Gazette
- Mid Devon Star
- Crediton Country Courier
- Exeter Express & Echo

Any articles where the Council is mentioned are flagged up and the Communications & Reputation Manager assesses whether any follow-up action is required. Coverage generated – whether from a press release or by responding to a media enquiry – is logged on the media management database.

The papers are kept for three months in the Print Room at Phoenix House where they can be seen by officers and elected Members.

### **6.2 Press cuttings**

Because it is prohibitively expensive, we do not have the necessary NLA licence to permit us to photocopy or electronically scan press cuttings.

Officers and Members should therefore not make or store any copies of press cuttings for any purpose, as to do so would be breaking copyright law.

The originals of articles may however be cut out from newspapers and kept.

### **6.3 Social media monitoring**

The Customer First team receive direct notifications from Facebook and Twitter about posts/comments, and will also be developing more regular social media monitoring using online tools such as HootSuite.

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# MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

July 2015

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)
<b>Review of the Article 4 Direction for Cullompton</b> To receive a report from the Head of Planning and Regeneration regarding the outcomes of the review of the Article 4 Direction in Cullompton	Cabinet	2 Jul 2015	Jenny Clifford, Head of Planning and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
<b>Updated Tenant Involvement Policy</b> A report of the Housing Services Manager providing a review of the existing policy and recommendations for future Tenant Involvement initiatives	Decent and Affordable Homes Policy Development Group  Cabinet	2 Jul 2015	Clare Fry, Housing Services Manager Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<b>Tenant Involvement Strategy</b> A report of the Housing Services Manager providing a review of the existing	Cabinet	2 Jul 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open

Agenda Item 12.

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)
strategy.					
<b>Housing Anti Social Behaviour Policy</b> A report of the Housing Services Manager reviewing the existing policy	Decent and Affordable Homes Policy Development Group  Cabinet	2 Jul 2015	Clare Fry, Housing Services Manager Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<b>Housing Compensation Policy</b> Report of the Head of Housing and Property Services outlining the circumstances in which compensation can be paid to tenancies arising from repairs and renovation of Council property	Cabinet	2 Jul 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<b>Tiverton and Halberton Neighbourhood Plan - Area Designation</b> Report of the Head of Planning and Regeneration regarding an application made by Tiverton Town Council in agreement with Halberton	Cabinet	2 Jul 2015	Jenny Clifford, Head of Planning and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	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)
<p>Parish Council for the formal designation of the parishes of Tiverton and Halberton as a Neighbourhood Area for Neighbourhood Development Plan purposes.</p>					
<p><b>Conservation Area Appraisals for Silverton, Morchard Bishop, Cheriton Fitzpaine, Newton St Cyres and Thorverton</b>  To receive a report of the Head of Planning and Regeneration requesting that the Cabinet make recommendation to Council with regard to the adoption of conservation area appraisals and management plans for Cheriton Fitzpaine, Morchard Bishop, Newton St. Cyres, Silverton and Thorverton and amendments to conservation area boundaries as appropriate.</p>	Cabinet	2 Jul 2015	Jenny Clifford, Head of Planning and Regeneration Tel: 01884 234346	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	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)
<p><b>Silverton Toilets</b> Report of the Head of Housing and Property Services giving information on the valuation and the proposal for use as a community asset.</p>	Cabinet	30 Jul 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Community Safety Partnership Plan 2012-2015</b> Report of the Head of Housing and Property Services</p>	Cabinet	30 Jul 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
<p><b>Workforce Planning and Human Resource Strategy</b> A report of the Head of Human Resources providing a review of the current strategy and reflecting the latest legislative and economic changes</p>	Cabinet	30 Jul 2015	Jill May, Head of HR and Development Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
<p><b>Tender Award for New Dwellings at Palmerston Park and Birchen Lane, Tiverton</b></p>	Cabinet	30 Jul 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt <i>Consideration of the tender award which will indicate the</i>

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)
Report of the Head of Housing and Property Services regarding the awarding of the tender for these developments.			234960		<i>outcome of the tender process, the names the businesses involved and possible the financial detail of the tender.</i>
<b>Corporate Asbestos Policy</b> A report of the Head of Housing and Property Services providing a review of the existing policy with recommendations for any necessary changes	Cabinet Member for the Environment  Cabinet	27 Aug 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<b>Review of the Tenancy Policy</b> Report of the Head of Housing and Property Services outlining the types of tenancy available.	Cabinet	27 Aug 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<b>Rent Arrears Management Policy</b> Report of the Head of Housing and Property Services identifying how rent arrears are collected.	Cabinet	27 Aug 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	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)
<p><b>Void Policy</b> To receive a report of the Head of Housing and Property Services outlining this revised policy.</p>	Cabinet	27 Aug 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Housing Strategy</b> A report of the Housing Services Manager reviewing the existing strategy</p>	Cabinet	27 Aug 2015	Clare Fry, Housing Services Manager Tel: 01884 234920	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Private Sector Housing Policy</b> Report of the Head of Housing and Property Services undertaking a review of the policy.</p>	Cabinet	27 Aug 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Asset Management and Capital Strategy Plan (Corporate)</b> A report of the Head of Housing and Property Services reviewing the existing policy and providing an update on recent acquisitions / disposals</p>	Cabinet	24 Sep 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	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)
<p><b>Gas Service Contract</b> Report of the Head of Housing and Property Services regarding the awarding of the tender for maintenance, servicing and responsive repairs.</p>	Cabinet	24 Sep 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Empty Homes Strategy</b> A report of the Private Sector Housing Officer providing a review of current policy with recommendations for any changes that may be necessary in the current economic circumstances</p>	Decent and Affordable Homes Policy Development Group  Cabinet	24 Sep 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
<p><b>Car Parking Fees</b> To consider a recommendation from the Managing the Environment Policy Development Group with regard to car parking fees in Mid Devon</p>	Cabinet	24 Sep 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for the Environment (Councillor Neal Davey)	Open
<p><b>Complaints and Feedback Policy</b> To receive a report of the Head of Customer Services providing an</p>	Cabinet	24 Sep 2015	Liz Reeves, Head of Customer Services Tel: 01884 234371	Cabinet for the Working Environment and Support Services (Councillor	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)
annual report on complaints, comments and compliments.				Margaret Squires)	
<b>Corporate Plan</b> Report of the Head of Communities and Governance detailing the updated Corporate Plan.	Cabinet	22 Oct 2015	Amy Tregellas, Head of Communities and Governance and Monitoring Officer Tel: 01884 234246	Leader of the Council (Councillor Clive Eginton)	Open
<b>Economic Development Strategy</b> To consider a report of the Head of Communities and Governance revising this policy	Cabinet	22 Oct 2015	Amy Tregellas, Head of Communities and Governance and Monitoring Officer Tel: 01884 234246	Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton)	Open
<b>Medium Term Financial Plan</b> Report of the Head of Finance	Cabinet	22 Oct 2015	Andrew Jarrett, Head of Finance Tel: 01884 234242	Cabinet Member for Finance (Councillor Peter Hare-Scott)	Open
<b>Allocations Policy (Band E - Devon Home Choice) Revised Report</b> A report of the Head of Housing and Property	Cabinet	Not before 19th Nov 2015	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	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 giving consideration to the merits of retaining a Band E classification					

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

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