

Public Document Pack

Mid Devon District Council

Cabinet

Thursday, 2 March 2017 at 2.15 pm
Exe Room, Phoenix House, Tiverton

Next ordinary meeting
Thursday, 30 March 2017 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 K Busch	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 - 18)

To receive the minutes of the meeting of 2 February 2017.

4. **Community Engagement Action Plan** (Pages 19 - 24)

Arising from a report of the Head of Customer Services, the Community Policy Development Group has made the following recommendations:

a) That the work taking place to engage with a wide range of Mid Devon

residents and stakeholders be noted.

b) That Cabinet note and agree the revised action plan and timetable for review of the Community Engagement Strategy.

5. **Recommendation from the Scrutiny Committee - Tiverton Pannier Market** *(Pages 25 - 30)*

Arising from a report of the Town Centre and Market Manager regarding the Pannier Market, the Scrutiny Committee has recommended that the Council focus on three key aims for the Pannier Market:

- a) To deep clean and decorate the market hall within 3 months.
- b) To introduce a farmers market by end of May.
- c) To update all policies for the market and up signage including one for tolls by end of April.

6. **Treasury Management Strategy Statement and Annual Investment Strategy 2017/18** *(Pages 31 - 48)*

To receive a report of the Director of Finance, Assets and Resources requesting agreement for the proposed Treasury Management Strategy and Annual Investment Strategy for 2017/18.

7. **Communication Strategy Action Plan** *(Pages 49 - 54)*

To receive a report of the Head of Customer Services reviewing and updating the Communication Action Plan and incorporating the Community Engagement Action Plan.

8. **Cabinet Member Decision** *(Pages 55 - 66)*

To note the following decision made by the Cabinet Member for Community Well-Being.

DECISION

To agree the strategy and price increase proposed as outlined in appendices 1-6 as presented to the Community Policy Development Group on 31 January 2017.

REASON FOR THE DECISION

To facilitate early implementation of the revised leisure pricing policy with effect from 1 April 2017.

9. **Notification of Key Decisions** *(Pages 67 - 74)*

To note the contents of the Forward Plan.

10. **Access to Information - Exclusion of Press and Public**

During discussion of the following item(s) 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 respectively 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)

11. **Agreement to Re-let Designer Build Contract** *(Pages 75 - 90)*

To receive a report of the Head of Housing and Property Services placing before Members proposals for re-letting the contract for building of new properties at Palmerston Park and Birchen Lane in Tiverton.

12. **Roofing Contract Award** *(Pages 91 - 94)*

To receive a report of the Head of Housing and Property Services advising Members on the results for the tendering of the Replacement Roofing Programme 2017 – 2020 to Council houses and confirm the award of the contract.

13. **Design Competition for Rear of the Town Hall Site, Tiverton**

To receive a report of the Head of Housing and Property Services informing the Cabinet of the outcome of the design competition. (Report to follow)

14. **Exe Valley Leisure Centre - Tender for Works** *(Pages 95 - 100)*

To receive a report of the Head of Housing and Property Services seeking approval from the Cabinet to award the contract to the winning

bidder following a full and robust procurement process.

Stephen Walford
Chief Executive
Wednesday, 22 February 2017

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

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

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

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

Tel: 01884 234229

E-Mail: sgabriel@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **CABINET** held on 2 February 2017 at 2.15 pm

Present

Councillors

C J Eginton (Leader)
R J Chesterton, K Busch, P H D Hare-Scott,
C R Slade, Mrs M E Squires and
R L Stanley

Also Present

Councillor(s)

R M Deed, Mrs B M Hull, R F Radford, Mrs J Roach and
F J Rosamond

Also Present

Officer(s):

Andrew Jarrett (Director of Finance, Assets and Resources), Jill May (Director of Corporate Affairs and Business Transformation), Nick Sanderson (Head of Housing and Property Services), Jenny Clifford (Head of Planning and Regeneration), Christie McCombe (Area Planning Officer), John Bodley-Scott (Economic Development & Regeneration Manager), Catherine Yandle (Internal Audit Team Leader), Jane Cottrell (Group Human Resources Manager) and Sally Gabriel (Member Services Manager)

126. **APOLOGIES**

There were no apologies.

127. **PUBLIC QUESTION TIME 00-01-18**

Mr Arthur Shenton spoke in relation to item 4 on the agenda, Syrian Vulnerable Persons Scheme, and stated that he was a retired teacher and had taught in Tiverton for quite a while and had also been a lecturer in Education at Plymouth University. He had lived in Washfield for nearly 30 years. This morning we had emailed you a document about the position in Washfield with regard to the Syrian refugees. I am going to ask a question on behalf of my fellow villagers in Washfield, who as you will know from the email are very passionate and committed to supporting a refugee family in Washfield as a simple human response to the dreadful suffering these people have endured. Before I ask a question I would just like to remind us all that Washfield already has a proud history of supporting vulnerable people fleeing from war. In September 1939, children escaping the bombing in London were welcomed into families in Washfield and I recently discovered that two of these children, 11 year old Martin Corey and his sister Nancy were given a safe haven in the house next to where I now live and so we, the present day residents of Washfield, wish to be part of that noble British tradition of extending a helping hand to families who are in desperate circumstances. We ask that the Cabinet today makes an in principle decision that a Syrian refugee family can be resettled in the Washfield property that we are offering subject to resolution of the planning consent issues. I understand that

councils all over the country are finding it very difficult to find suitable properties but here we are offering a property. We understand that the process takes between 6 weeks and 3 months from when Mid Devon notify Devon County that a suitable property is available. We ask that today, as soon as the planning position is resolved, you will immediately notify Devon County Council and thus begin the process. We the residents of Washfield, many are represented here, and the surrounding villages, pledge to fully support the family as detailed in the document that was emailed to you earlier today.

Annabel Taylor-Ross, speaking in relation to the same item, stated that she had had the privilege of working in various refugee camps in conflict zones when she worked for the UN. It is well documented that the best place for refugees is to stay as near to home as possible so that they can return when circumstances allow but sadly in the case of Syria it is unlikely that for these particular refugees that that would happen at any time in the near future. I have been in communication this week with former UN colleagues who are still working for UNHCR and they totally support the notion that for these particular refugees who have been handpicked for this scheme that resettlement in the UK is their best chance. In the refugee camps that I have been in there are huge amounts of dignity as well as huge amounts of hope in a place where you would imagine the most dire hopelessness. We watch the news with desperation back here in the west but we don't often get the chance to do something practically that may make a difference to people by giving them the stepping stone they need to help themselves. We would like to ask the Cabinet to change their proposal from 'up to 5 refugee families' to 'at least 5 refugee families' so that if this is a success and if it does work we are not then hampered or hamstrung by paperwork, we can go straight forward and open this opportunity up for more families in the future. We would also like to congratulate the Council on having their eyes wide open to join this scheme to be able to do something at a time when the world probably needs a bit more humanity in it.

Mr Gerald Conyngham, also speaking in relation the refugee item, stated that he was from Crediton and was the convener of the 'Welcoming Refugees in Crediton' Group. We have got just under a hundred people who have been attending meetings and have offered support in Crediton. We have been going for just over a year and we are really glad that this point has now been reached and there is a recommendation to Cabinet about accepting 5 families. We very much hope that you will accept it. My question really is related to the paper that has gone to you about the role of the council in supporting these families. I am aware that there are enormous pressures on you as a council, pressures on officers dealing with homelessness etc. We in our group, and I'm sure I speak for Washfield as well and Bradninch, are very able and wanting to help in every way we can to support these families. When I read the paper I got the impression that everything was going to be done by the officers, that surely is not the case, we can do a lot, for instance, some of visits that the officers do, why can't some of that be done on your behalf by local groups working on behalf of the Council? That would relieve the pressure on you and your officers. My question is, what role do you see us being able to undertake in supporting these families which we very much hope will be coming to Mid Devon. We would like to add that we have got one or two properties that will become available in Crediton which we can pass on to you.

128. MINUTES OF THE PREVIOUS MEETING (00-10-33)

The minutes of the previous meeting held on 5 January 2017 were approved as a true record and signed by the Chairman.

129. SYRIAN VULNERABLE PERSONS SCHEME (00-11-44)

Arising from a * report of the Head of Housing and Property Services, the Homes Policy Development Group had made the following recommendations:

a) Up to 5 refugee families be housed / supported, as and when properties came forward, for the duration of the scheme providing the costs were met by the Devon County Council led resettlement programme and that this be reviewed four months after the arrival of the first family (Note: the programme was currently of 4 years duration).

b) These refugee families be accommodated in Private Sector accommodation. However, further consideration must be given to the need for support (help) which would involve a minimum of weekly visits by one or more officers and also an exit strategy involving the landlord, the Council and DCC.

The Member Services Manager outlined the decision making process for this item, referring to the original Motion put before Council on 31 August 2016, the initial discussions by the Homes Policy Development Group (PDG) and decision by Council on 26 October 2016 to support the Motion. Following this, the Homes Policy Development Group had considered a report of the Head of Housing and Property Services and made recommendations; she informed the meeting that in her view it was now a business decision that should be made by the Cabinet.

The Cabinet Member for Housing stated that all were aware of the situation in Syria and he welcomed the offer of voluntary help from those present, it was however necessary to look at the issue from a Local Authority point of view and the scheme that was being run by Devon County Council with Government funding. He outlined the number of Syrian families already in place in Devon and the process that was required. He reiterated that refugees would only be housed in the private sector and properties had to be found, preferably in the urban areas so that facilities were at hand. There would be on costs for the Local Authority which would have to be funded through the Housing Revenue Account.

Addressing the questions posed in public question time, he welcomed the help offered by volunteers present but explained that the Local Authority had to follow the guidelines outlined in the scheme, the recommendation from the PDG had been that up to 5 families were housed in Mid Devon, he felt that this was a starting point and that the scheme should be trialled at this level initially. The accommodation at Washfield was welcomed and if it met the standard required (with any necessary planning permission) then it would form part of a recommendation to Devon County Council.

Consideration was given to:

- Financial implications
- The work of the volunteers within the scheme

- Possibly increasing the number of families to be housed
- The need to support the recommendation of the PDG and trial 5 families in Mid Devon

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

(Proposed by Cllr R L Stanley and seconded by Cllr P H D Hare-Scott)

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

130. **DECANTING POLICY (UPDATE) (00-36-14)**

Arising from a * report of the Head of Housing and Property Services, the Homes Policy Development Group had recommended that the revised Decanting Policy be approved.

The Cabinet Member for Housing outlined the contents of the report stating that the review of the policy reflected changes in good practice and that it provided a framework for staff which set out the Council's approach to decant tenants from their current property due to an emergency such as fire, flood or major repairs or refurbishment.

RESOLVED that the recommendation be approved.

(Proposed by the Cllr R L Stanley and seconded by Cllr C R Slade)

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

131. **STRATEGY FOR TIVERTON 2017/27 (00-38-27)**

Arising from a * report from the Tiverton Town Centre and Market Manager, the Economy Group had recommended that the Strategy for Tiverton 2017/27 be recommended to Council for approval.

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report stating that the production of a Town and Market Strategy for Tiverton was to enable the stakeholders of Tiverton to work towards a successful and sustainable town centre and market. He highlighted the action plan within the report and the work that had taken place to date.

Consideration was given to:

- How much had and what would be implemented
- The experience of the Town Centre/Market Manager and his vision
- Possible evaluation of achievements against objectives and that the Economy Policy Development Group would monitor the action plan
- The bad impressions highlighted in the strategy and the work that could take place with immediate effect

| **RECOMMENDED** to Council that the Strategy for Tiverton 2017/27 be approved.

(Proposed by Cllr R J Chesterton and seconded by Cllr K I Busch)

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

132. DESTINATION MANAGEMENT PLAN FOR TOURISM (1-01-34)

Arising from a * report of the Economic Development & Regeneration Manager, regarding the draft Destination Management Plan for consultation, the Economy Policy Development Group had recommended that the draft Destination Management Plan be approved for consultation bearing in mind the comments and concerns of the Policy Development Group with regard to the small sample of people interviewed, the number of locations where this had taken place and the need for caution when considering the conclusions in the survey.

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report stating that there was a need to provide a strategic direction for the development of the tourism sector within Mid Devon. In order for Mid Devon to be a competitive destination tourist area there was a need to understand who currently visited the area and why; therefore a survey had taken place. He outlined the number of interviews that had taken place, the locations used and the findings of the survey

Consideration was given to:

- 19% of those interviewed were local residents
- The size of the document and the need for it to be more succinct
- The ageing visitor profile, which Members felt was a strength not a weakness
- The profile of population in Mid Devon
- Good clean facilities
- An audit of signage that was taking place
- Visitor leaflets, signage and marketing and work that could take place with the Parish Councils

RESOLVED that:

a) The findings of the tourism research be noted;

b) Officers be asked to secure a revised dataset based solely on visitors to Mid Devon and to analyse this data prior to finalising the draft Destination Management Plan ;

c) Approval for consultation on the draft Destination Management Plan be delegated to the Chief Executive in consultation with the Cabinet Member for Planning and Economic Regeneration.

(Proposed by Cllr R J Chesterton and seconded by Cllr C R Slade)

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

133. **MASTERPLAN - AREA B TIVERTON EASTERN URBAN EXTENSION (1-33-46)**

The Cabinet had before it a *report of the Head of Planning and Regeneration requesting Members to consider information on Area B of the Tiverton Eastern Urban Extension (EUE) for Stage 1 public consultation, for a Masterplan Supplementary Planning Document (SPD).

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report highlighting by way of presentation the area within the Eastern Urban Extension named as Area B. The Allocation and Infrastructure Development Plan Document adopted in January 2010 allocated sites for development which included 153 hectares of land east of Tiverton, he explained the mechanism for the master plan that had followed for Area A but had not fully resolved the land use issue across the whole of the allocation. Since the adoption of the existing masterplan, the Council had commissioned survey work to understand Area B and that this would now form an addendum to the masterplan for the Eastern Urban Extension.

He outlined the proposed 2 stages of consultation which would commence with a scoping exercise which would highlight the key issues of the developable area and amount of development, the access to Area B, green infrastructure and the phasing of development. He also outlined the opportunities available for access to the site and the constraints. He informed the meeting that the Stage 1 consultation programme would be delayed to take into consideration the Devon County Council elections and would therefore start on 16 May 2017 for a 4 week period.

Consideration was given to:

- Reservations regarding the access points to the site
- The impact on local residents and the need for the junction at the A361 to be in place prior to construction
- The impact on Blundells Road and Halberton
- Funding issues with regard to the A361 junction.

RESOLVED that the Area B Masterplan Supplementary Planning Document (SPD) be approved for stage 1 consultation.

(Proposed by Cllr R J Chesterton and seconded by Cllr K I Busch)

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

134. **MEETING MANAGEMENT (1-59-47)**

The Chairman indicated that he would like to amend the order of business and take agenda items 17 and 18 next. This was **AGREED**.

135. **WASTE STORAGE SUPPLEMENTARY PLANNING DOCUMENT (2-00-06)**

The Cabinet had before it a * report of the Head of Planning and Regeneration seeking approval to adopt the Refuse Storage for New Residential Properties Supplementary Planning Document (SPD).

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report explaining that the document provided guidance on the design of waste recycling storage in new residential developments across Mid Devon. The issue had originally been raised at the Scrutiny Committee and that the SPD complimented existing local planning policy on design of housing (DM14) which required adequate external space for recycling and refuse storage. Effective waste storage was also a component of good design more generally under policy DM2 'High Quality Design'. The proposed Local Plan Review Policy DM12 'Housing Standards' would continue to provide the baseline for the more detailed guidance included in the SPD.

Consideration was given to developments that had commenced using the guidance established within the SPD

RESOLVED that the Refuse Storage for New Residential Properties Supplementary Planning Document be adopted.

(Proposed by Cllr R J Chesterton and seconded by Cllr P H D Hare-Scott)

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

136. **PERFORMANCE AND RISK**

The Cabinet had before it and **NOTED** a *report of the Director of Corporate Affairs and Business Transformation providing Members with an update on performance against the Corporate Plan and local service targets for 2016/17 as well as providing an update on the key business risks.

The Audit Team Leader walked Members through the report and highlighted the positive performance within the Corporate Plan targets.

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

137. **GREATER EXETER GROWTH AND DEVELOPMENT BOARD (2-08-35)**

The Cabinet had before it a *report of the Chief Executive seeking support for the establishment of formal joint governance arrangements for economic development and strategic planning and infrastructure project management and delivery for the Greater Exeter area to ensure that this functional economic area 'punches its weight' regionally and nationally.

The Leader outlined the contents of the report stating that agreement was being sought in principle and whether or not the devolution proposals lead to a new relationship on planning and economic development matters across the LEP geography, there was a need for a formal body that had the advantages of acting as a single organisation with one strategy, plan and decision making process bringing together direction, commitment, effort and resources to remove duplication and address major strategic issues affecting the functional economic area.

Consideration was given to:

- Whether there would be a role for scrutiny
- The need for joint governance to be open and transparent

- The work of the Partnership Working Group
- Development difficulties in the Exeter area
- Queries as to why Devon County Council were not involved

RESOLVED that:

a) The principle of the setting up of the proposed Greater Exeter Growth and Development Board together with local authorities covering the Greater Exeter functional economic area, namely East Devon District Council, Exeter City Council, Mid Devon District Council and Teignbridge District Council be approved. The Board will be a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

b) Devon County Council had been asked to support this, but was not yet prepared to do so be **NOTED**.

c) It be noted that further detailed reports would be brought to Cabinet and/or full Council as appropriate on:

- The terms of reference and rules of procedure of the joint committee (Greater Exeter Growth and Development Board)
- The required amendments to the Constitution once the Terms of Reference have been agreed and approved by each Council
- Any future decisions on the creation of delivery vehicles
- Any funding decisions

(Proposed by the Chairman)

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

138. PROPOSED HEART OF THE SOUTH WEST PARTNERSHIP GOVERNANCE REPORT (2-20-51)

The Cabinet had before it a *report of the Chief Executive explaining that in the absence of any 'Devolution' proposition at this time, the Heart of the South West (HotSW) partnership was seeking to take forward proposals to create formal governance for the partnership and prepare/approve a Productivity Plan in support of our future devolution asks and to replace the Strategic Economic Plan for the area.

The Leader outlined the contents of the report explaining the change of Government view with regard to the establishment of a combined authority in the HotSW area without an Elected Mayor. The new Secretary of State had now given a clear indication that a mayoral combined authority would be required in order to achieve a significant devolution deal. It was considered that the partnership must maintain the momentum achieved to date by putting in place arrangements across the HotSW area which would enable the delivery of key ambitions of raising productivity.

Consideration was given to:

- Events taking place in Dorset
- The need for closer partnership working

It was therefore:

RECOMMENDED to Council that:

a) The update about the HotSW Combined Authority / devolution deal proposals (including noting that a Joint Committee, if established, would have responsibility for developing future 'deal' and combined authority proposals for recommendation to the constituent authorities) be **NOTED**;

b) The proposals for the HotSW Productivity Plan preparation and consultation proposals be approved (including noting that a Joint Committee, if established, would have responsibility for approving and overseeing the implementation of the Productivity Plan);

c) The following was **AGREED**:

(i) 'In principle' to the establishment of a HotSW Joint Committee with a commencement date of Friday 1st September 2017 in accordance with the summary proposals set out in this report;

(ii) That the 'in principle' decision at (i) above was subject to a further report to the Council after May 2017 to: approve the establishment of the Committee; a constitutional 'Arrangements' document; an 'Inter-Authority Agreement' setting out the support arrangements; appoint representatives to the Joint Committee; and appoint an Administering Authority.

(Proposed by the Chairman)

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

139. **FINANCIAL MONITORING (2-25-23)**

The Cabinet had before it and **NOTED** a *report of the Director of Finance, Assets and Resources presenting financial monitoring information for the income and expenditure of the 2016/17 financial year.

The Cabinet Member for Finance outlined the contents of the report stating that the General Fund now showed a proposed deficit of £64k; the significant movements within the month which included reactive maintenance at leisure centres and additional income from Development Control fees and charges. He highlighted the well managed Housing Revenue Account with rental income good and arrears low. The capital budget had some slippage but that was mostly on housing projects.

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

140. **BUDGET (2-27-20)**

The Cabinet had before it a * report of the Director of Finance, Assets and Resources outlining options available in order for the Council to move towards a balanced budget for 2017/18.

The Cabinet Member for Finance outlined the contents of the report highlighting the work of officers and the Policy Development Groups to secure significant savings without reducing service delivery and maintaining the commitment to four key aims within the Corporate Plan, this had resulted in the Council only requiring £89k to set a

balanced budget which was proposed to be taken from the New Homes Bonus. He outlined the Government changes that had been made to the New Homes Bonus and that that funding stream could not be relied on in the future.

Consideration was given to:

- The need for the authority to be more commercially minded in order to raise money
- An additional recommendation to include the provision of a litter picking service
- The need for a good joined up approach with regard to the litter picking service with the Parish Councils
- The need for education with regard to the disposal of waste

The Cabinet recorded its thanks to the Finance Department for their hard work with regard to the budget process.

RECOMMENDED to Council that:

- a) Council Tax be increased by £5 to £192.15.
- b) General Fund budget for 2017/18 be approved.
- c). The 2017/18 budget required no transfer from the General Fund Balance.
- d). The General Fund Budget required a one off transfer of £89k from New Homes Bonus.
- e). HRA budget for 2017/18 be approved as outlined in Appendix 5 of the report.
- f). HRA fees/charges be approved based on the attached schedule shown as Appendix 5a of the report.
- g). That work on strategic planning for delivering balanced budgets in the future be commenced in the Spring based on the funding levels contained in the fixed 4 year Government grant settlement.
- h) To seek the provision of two operatives and a van dedicated to litter picking throughout the district, initially for a one year period commencing April 2017. The financing of this service to be considered within the street cleaning review of Spring 2017, with any surplus funding requirement provided from the New Homes bonus.

(Proposed by Cllr R L Stanley and seconded by Cllr P H D Hare-Scott)

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

141. **CAPITAL PROGRAMME (2-44-22)**

The Cabinet had before it a * report of the Director of Finance, Assets and Resources seeking Council approval for the 2017/18 Capital Programme and that the estimated amounts for 2018/19, 2019/20 and 2020/21 be noted.

The Cabinet Member for Finance outlined the contents of the report stating that the proposed Capital Programme had been produced following detailed consultation with spending officers and now mainly focussed on essential asset maintenance, funding for a range of private sector housing projects, modernisation of refuse and recycling vehicles, ICT replacement and maintenance and maintaining the housing stock. He

informed the meeting that the New Homes Bonus would form a substantial amount of funding for the programme.

Consideration was given to:

- Capital expenditure on the market
- Rear of the Town Hall, Tiverton

RECOMMENDED that:

- a) The detailed Capital Programme for 2017/18 be approved and the estimated amounts for 2018/19, 2019/20 & 2020/21 be noted.
- b) To agree to earmark New Homes Bonus (NHB) monies of £471k to support the 2017/18 Capital Programme (see para 2.3 of the report).

(Proposed by Cllr P H D Hare-Scott and seconded by Cllr K I Busch)

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

142. **NATIONAL NON DOMESTIC RATES (2-48-16)**

The Cabinet had before it a *report of the Director of Finance, Assets and Resources providing Members with an update on the income generation and financial implications of the number of Business Rate properties in Mid Devon and requesting it to approve the NNDR1 (estimated income to be generated in 2017/18 from business rates).

The Cabinet Member for Finance outlined the contents of the report explaining the business rates retention scheme, the new and old schemes, the central pooling that allowed county councils and district councils to join together to pool their growth and offset the growth of one area against a decline in another.

Consideration was given to :

- Relief for small businesses
- The changes made to the scheme by the Chancellor in the autumn statement as detailed in the report
- The re-evaluation scheme taking place

RECOMMENDATION to Council that:

- a) The calculation of the NNDR1 net yield of £ 15.033m from 2887 Business Rated properties be noted and approved for 2017/18;
- b) The proportions distributed to the respective authorities and central government be allocated as per the statutory regulations; and
- c) Members note and approve that central government will reimburse the Council through a Section 31 grant to compensate it for the reduction in collectable business rates as a result of introducing reliefs.

(Proposed by Cllr P H D Hare-Scott and seconded by Cllr C R Slade)

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

143. **POLICY FRAMEWORK (2-55-03)**

The Cabinet had before it a report of the Chief Executive requesting it to endorse the Policy Framework for the year.

The Cabinet considered the policies and the review dates.

RECOMMENDED that the Policy Framework be adopted.

(Proposed by the Chairman)

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

144. **ESTABLISHMENT (2-55-59)**

The Cabinet had before it a *report of the Group Human Resources Manager outlining the overall structure of the Council showing the management and deployment of officers.

The Cabinet Member for the Working Environment and Support Services outlined the contents of the report stating that a significant amount of positive change had taken place and that this would continue to deliver a more effective and efficient service. She referred to the following table which gave the total number of full time equivalent posts as at 31 January 2017:

Service	FTE 2017	FTE 2016
Business Information Services (ICT)	16.49	18.49
Chief Executive (inc Electoral Services)	6	5
Communities and Governance	16.71	19.71
Customer Services (inc Revenues)	36.79	43.08
Financial Services	24.14	25.06
Housing and Property Services	119.90	123.12
HR and Development (inc Leisure)	71.96	61.32
Planning & Regeneration	34.26	36.16
Public Health Services	17.6	17.47
Street Scene	77.51	76.51
Total	421.36	425.92

She also explained that while pressures of work were rising the Council had implemented support for staff suffering with stress.

| **RECOMMENDED** that the Establishment be approved.

(Proposed by Cllr Mrs M E Squires and seconded by Cllr K I Busch)

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

145. **NOTIFICATION OF KEY DECISIONS (3-00-08)**

The Cabinet had before it, and **NOTED**, its rolling plan * for March 2017 containing future key decisions.

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

(The meeting ended at 5.27 pm)

CHAIRMAN

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COMMUNITY WELL- BEING PDG
31 January 2017

AGENDA ITEM:

Community Engagement Strategy Action Plan Review

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

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

RECOMMENDATION(S):

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

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

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

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

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

1.0 Introduction

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

1.4 However, as a council we are:

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

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

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

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

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

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

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

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

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

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

3.0 Community Engagement Strategy

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

4.0 Summary

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

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

Background Papers: CWB report 24.3.2015

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

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

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

Community Engagement Action Plan

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

BRIEFING NOTE FOR SCRUTINY COMMITTEE

TIVERTON PANNIER MARKET

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

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

Main changes in staff since last update.

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

Main changes since last update – Pannier Market.

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

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

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

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

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

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

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

Future Plans

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

The main issues to be followed up on are:

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

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

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

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

Alan Ottey Town Centre and Market Manager Jan 2017

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Cabinet 2 MARCH 2017

Treasury Management Strategy Statement and Annual Investment Strategy 2017/18

Cabinet Member: Councillor Peter Hare-Scott
Responsible Officer: Director of Finance, Assets & Resources, Andrew Jarrett

Reason for Report: To agree the proposed Treasury Management Strategy and Annual Investment Strategy for 2017/18.

RECOMMENDATION(S):

- 1. That the proposed Treasury Management Strategy and Annual Investment Strategy for 2017/18, including the prudential indicators for the next 3 years and the Minimum Revenue Provision Statement (Appendix 4), be approved;**
- 2. That Members agree to the Council using Money Market Funds, see 15.6.**

Relationship to the Corporate Plan: Maximising our return from all associated treasury activities enables the Council to support current levels of spending in accordance with our Corporate Plan.

Financial Implications: Good financial management and administration underpins the entire strategy.

Legal Implications: Compliance with the Local Government Finance Act 1992 and the Local Government Act 2003 is a legal requirement.

Risk Assessment: The S151 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** This report updates Members on our overall treasury performance during 2016/17 and then recommends a strategy for 2017/18. This strategy will place investment protection above the level of return.

2.0 Background

- 2.1** The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity before considering investment return.

2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing needs of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash flow may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasions, any debt previously drawn may be restructured to meet Council risk or cost objectives.

2.3 CIPFA defines treasury management as:

"The management of the local authority's investments and 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 those risks."

3.0 Reporting requirements

3.1 The Council is required to receive and approve, as a minimum, three main reports each year which incorporate a variety of policies, estimates and actuals.

3.2 Prudential and treasury indicators and treasury strategy (this report)

3.2.1 The first and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

3.3 A mid-year treasury management report

3.3.1 This will update Members with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury performance is meeting the strategy or whether any policies require revision.

3.4 An annual treasury report

3.4.1 This provides details of a selection of actual prudential and treasury indicators and actual treasury operations, compared to the estimates within the strategy.

3.5 Review

3.5.1 The above reports are required to be adequately challenged by the Cabinet.

4.0 Treasury Management Strategy for 2017/18

4.1 The strategy for 2017/18 covers two main areas:

Capital issues

- The capital plans and the prudential indicators;
- The minimum revenue provision (MRP) policy.

Treasury management issues

- The current treasury position;
- Treasury indicators which limit the treasury risk and activities of the Council;
- Prospects for interest rates
- The borrowing strategy;
- Policy on borrowing in advance of need;
- Debt rescheduling;
- The investment strategy;
- Policy on use of external service providers.

Treasury management consultants

4.2 The Council uses Capita Asset Services (formerly Sector) as its external treasury management advisors.

4.3 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

4.4 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed, documented and subjected to regular review.

5.0 Treasury Limits for 2017/18 to 2019/20

The operational boundary

5.1 This is the limit beyond which external debt is not normally expected to exceed. In most cases this would be a similar figure to the CFR (Capital Financing Requirement), but may be lower or higher depending on the levels of actual debt.

The authorised limit for external debt

5.2 A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited and this limit needs to be set or revised by the Cabinet. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

- 5.3 This is the statutory duty under Section 3 (1) of the Local Government Act 2003. The government retains an option to control either the total of all the Council's plans, or those of a specific council, although this power has not yet been exercised.
- 5.4 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax levels and housing rent levels is "acceptable".

6.0 Current portfolio position

- 6.1 The Council's treasury portfolio position as at 14 Feb 2017 included short-term investments/bank deposits and property fund investments of £32.830m. The investments/bank deposits comprised:

	(£m)	
Bank Deposits		
Natwest	4.33	
	4.33	13.19%
Building Society Investments		
Coventry	2.00	
Nationwide	2.50	
	4.50	13.71%
External Bank Investments		
Lloyds	5.00	
Goldman Sachs	4.00	
Sumitomo Mitsui	3.50	
Santander	2.50	
	15.00	45.69%
Local Authorities		
Various	4.00	
	4.00	12.18%
Property Funds		
CCLA	5.00	
	5.00	15.23%
Total	32.83	

- 6.2 At the Cabinet on 5 January 2017 it was agreed that the limit on the Council's property investments with the CCLA (Churches, Charities and Local Authorities) commercial property fund could be increased to £5M (from the previous level of £4m). The Council commenced investments with the fund on 1 September 2015. Dividends are paid quarterly and average returns since commencement are just under 4.5%.
- 6.3 Members should note that the £32.83m is not made up of fully available cash balances and relates to various aspects of the Council's operation:

	£m
General Fund Balance	2.2
Precept payments (DCC, Fire & Police Authorities)	4.0
General Fund Earmarked Reserve (s106s, New Homes Bonus, vehicle sinking funds, etc.)	6.7
Housing Revenue Account	2.0
Housing Revenue Account Earmarked reserves	8.9
Other Housing Capital reserves	0.7
Capital Reserves	2.5
Capital Grants Unapplied	1.7
	28.7

Notes:

1. Due to working capital and timing differences, the totals will not agree exactly.
- 6.4 The £4.33m balance held with Natwest is our clearing account where any excess balances are held. Formerly the interest rate on this account was tagged to base rate, however Natwest has recently made changes to the interest rates on its savings accounts, resulting in deposit levels held with Natwest being currently under review.
- 6.5 During 2016/17, an average rate of investment return of 0.58% is estimated on short term investments, generating a sum of circa £130k for the Council. In addition, we estimate to receive £12k on current account balances for the year, which will broadly be on budget. Additionally, dividends of £178k are estimated on our CCLA property fund investments for the financial year.
- 6.6 No direct benchmarking against other Authorities is made, however our average return is assessed against the 7 day LIBID rate which was 0.12 % at the end of January.
- 6.7 The Council's forecast borrowing position, based on current loans, at year end will include £39.77m HRA and £4.2m General Fund borrowing. All external borrowing has been undertaken with the Public Works Loans Board (PWLb) at fixed rates of interest.

	Loan Ref	Purpose	Amount Outstanding £k
GF	502059	Refuse Vehicles	88
	502905	Scarab Sweeper	60
	503319	Recycling Baler	118
	503849	Market Walk/Fore Street	3,930
		GF Total	4,196
HRA			
	500248	HRA Self Financing	39,777
		GRAND TOTAL	43,973

7.0 Borrowing Requirement

7.1 For 2017/18, the Council will assess each capital project on a cost/benefit basis and should there be a borrowing requirement, these proposals would be brought to Cabinet. Please see Appendix 2 for future years borrowing requirements.

7.2 As detailed in the 2012/13 Treasury Strategy, the Council accepted £46.59m in terms of its mortgage debt to purchase its existing housing stock. This debt was paid from a PWLB loan which the Council has arranged to pay back over a 25 year period at a rate of 2.94% interest.

8.0 Prudential and Treasury Indicators for 2017/18 to 2019/20

8.1 The prudential indicators, attached at Appendix 2 to this report, are relevant for the purposes of setting an integrated Treasury Management Strategy.

8.2 The Council is also required to indicate if it has adopted and continues to comply with the CIPFA Code of Practice on Treasury Management. This was adopted on 7 January 2004 by Full Council and the revised code was adopted at the 11 March 2011 Cabinet.

9.0 Prospects for Interest Rates

9.1 The Council has appointed Capita Asset Services as its treasury advisor and part of its service is to assist the Council to formulate a view on interest rates.

9.2 Capita Asset Services bank rate forecast remains unchanged at 0.25% until quarter 2 2019/20 (see Appendix 3 for detailed forecasts).

10.0 Borrowing Strategy

10.1 The 2017/18 budget has been compiled on the basis of the planned capital investment in 2017/18, principally concerning both General Fund and HRA house building.

10.2 The HRA mortgage debt of £46.59m was confirmed in early 2012. The Council took advice on counterparty options and optimal debt structuring. Central government instructed the PWLB to offer a discounted borrowing rate (0.85% below its standard lending rate) which was clearly the best option for the Council and it has undertaken a 25 year annuity. Interest rates will be monitored and will have consideration to the 30 year property maintenance requirements included in the HRA business plan.

11.0 Policy on borrowing in advance of need

11.1 The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

12.0 Debt rescheduling

12.1 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

12.2 The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhancing the balance of the portfolio (amending the maturity profile and/or the balance of volatility).

12.3 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

12.4 All rescheduling will be reported to the Cabinet at the earliest meeting following its action.

13.0 Municipal Bond Agency

13.1 The Council will keep a watching brief on the activity of the UKMBA. The first bond issuance in England has yet to be completed, however indications are that this is set to take place imminently. The aim of this agency is to provide a cheaper alternative to the PWLB for local authority borrowing.

14.0 Annual Investment Strategy

Investment Policy - changes to credit rating methodology

- 14.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.
- 14.2 In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties, which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 14.3 Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end, the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
- 14.4 Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 14.5 The borrowing of monies purely to invest or on-lend to make a return is unlawful and this Council will not engage in such activity.
- 14.6 At present, the Council does not invest sums for periods longer than one year, with the majority of deposits being made at fixed rates of interest, with the option to enter into variable interest rate deposits. This will include Certificates of Deposit.
- 14.7 See Appendix 1 for the listing of current applicable counterparties.

15.0 Lending Criteria and Counterparty Limits

- 15.1 The Council's lending policy has evolved from investing with the Debt Management Office exclusively in 2009, to using most major UK Banks and Building Societies, subject to strict credit criteria for an investment duration no longer than one year, in 2012.
- 15.2 **Banks:** UK based and assessed on high level applicable short term Fitch ratings (F1,F1+) with consideration to negative reviews from Moody's and Standard & Poors. A maximum of £5m funds held with any group, this

includes the use of Certificates of Deposit which are more liquid than fixed term deposits.

- 15.3 **Building Societies:** UK based and assessed on Fitch short credit ratings of F1 and the organisation to have an asset base minimum of £1bn. The £5m counterparty limit also applies.
- 15.4 Note that delegation to the Director of Finance, Assets & Resources and Finance Cabinet Member is in place to make minor adjustments to the counterparty criteria given a change in credit ratings.
- 15.5 **Property Funds:** Investments with CCLA to a limit of £5m.
- 15.6 **Investment options:** A continuation of our current policy for banks, building societies and property funds. Additionally, for the Council to approve the use of money market funds, these are extremely liquid and may provide an alternative to Natwest who are paying diminishing rates on our business reserve account. It is recommended that a limit of £2m is set on this option. Advice will be sought from our treasury advisors Capita on the set up of this option.
- 15.7 In addition to these fixed term deposits, the Council also uses an instant access liquidity account with the National Westminster Bank (the Council's own banker) to sweep any small surplus funds which cannot be placed by our brokers. Again, this account is subject to the same £5m maximum deposit level.
- 15.8 The Council will also continue to lend to:
- Local Authorities, Police and Fire & Rescue Authorities
 - DMOADF
- 15.9 None of the investments made to organisations stated in paragraph 15.8 will be constrained to a maximum deposit of £5m or term deposit limit due to the low level of attached risk.
- 15.10 In addition to these standard arrangements it should be noted that the Council currently has a slightly reduced lending portfolio based on circa £2.5m being lent between the GF and HRA. This will significantly reduce the counterparty failure risk which the GF is exposed to, increase the rate of return to the GF and reduce the interest rate cost to the HRA.
- 15.11 It should be noted that the Cabinet will receive a half yearly review of treasury performance which will include an update on where any surplus monies are invested and the rate of return generated on them. This could also include an amendment to the overall strategy if additional information or a change in the level of risk attached to any of the counterparties is forthcoming.

Contact for more information: Andrew Jarrett – 01884 234242 /
ajarrett@middevon.gov.uk /JP Mclachlan 01884 234944
jpmclachlan@middevon.gov.uk

Background Papers: Capita Briefing Papers – February 2017

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

Counterparty Lending List for 2016-17 as at 17/02/17

UK Banks

Bank	Fitch Credit	Moody's	S&P
	Rating	Rating	Rating
	Short Term	Short Term	Short Term
HSBC Bank plc	F1+	P-1	A-1+
Bank of Scotland Plc	F1	P-1	A-1
Barclays Bank plc	F1	P-1	A-2
Close Brothers Ltd	F1	P-1	
Lloyds Bank Plc	F1	P-1	A-1
Goldman Sachs International	F1	P-1	A-1
Standard Chartered Bank	F1	P-1	A-1
Santander UK plc	F1	P-1	A-1
Sumitomo Mitsui Banking Corp Europe	F1	P-1	A-1
UBS	F1	P-1	A-1
Nationalised/Part Nationalised Banks			
Royal Bank of Scotland Plc	F2	P-2	A-2
National Westminster Bank	F2	P-2	A-2

Building Societies

Group Asset Ranking		Society Assets £m	Fitch Short Term	Year end
1	Nationwide	207,622	F1	Apr-16
2	Yorkshire	43,231	F1	Dec-15
3	Coventry	33,672	F1	Dec-15
4	Skipton	16,612	F1	Dec-15
5	Leeds	14,329	F1	Dec-15
6	Principality	7,409	F2	Mar-16
7	West Bromwich	5,725	-	Dec-15
8	Newcastle	3,462	-	Dec-15
9	Nottingham	3,319	-	Dec-15
10	Cumberland	2,129	-	Mar-16
11	Progressive	1,737	-	Dec-15
12	National Counties	1,567	-	Dec-15
13	Saffron	1,130	-	Dec-15
14	Cambridge	1,128	-	Dec-15
15	Monmouthshire	1,073	-	Apr-16

Note:

Not all of the top 20 Building Societies are Fitch rated, therefore we use the overall asset base in conjunction with the Fitch Rating to assess the lending criteria.

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	2015/16 Actual £'000	2016/17 Probable £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Capital Expenditure					
General Fund	1,133	823	8,296	2,672	2,922
HRA	3,706	6,980	4,879	9,982	11,091
TOTAL	4,839	7,803	13,175	12,654	14,013
Ratio of Financing Costs to Net Revenue Stream					
General Fund	3.79%	3.29%	3.49%	4.54%	5.26%
HRA	16.67%	16.08%	16.19%	16.37%	16.44%
Capital Financing Requirement as at 31 March					
General Fund	6,841	6,485	11,254	10,982	10,716
HRA	45,121	44,144	44,998	46,984	48,911
TOTAL	51,962	50,629	56,252	57,966	59,627
Annual Charge for Capital Financing Requirement					
General Fund	370	361	354	454	452
HRA	993	977	977	1,014	1,014
TOTAL	1,363	1,338	1,331	1,468	1,465
Incremental Impact of Capital Investment Decisions	£ p	£ p	£ p	£ p	£ p
Increase in Council Tax (band D) per annum	0.36	1.04	-2.12	-0.68	-1.58
Increase in Average Housing Rent per week	0.23	0.25	0.22	0.23	0.23
Authorised Limit for External Debt					
Borrowing	49,485	55,921	65,000	65,000	68,000
Other Long Term Liabilities					
TOTAL	49,485	55,921	65,000	65,000	68,000
Operational Boundary for External Debt					
Borrowing		50,329	60,000	60,000	62,000
Other Long Term Liabilities					
TOTAL	0	50,329	60,000	60,000	62,000
Gross Debt divided by CFR	88.96%	87.80%	88.15%	87.53%	86.91%
HRA limit on indebtedness	53,744	53,744	53,744	53,744	53,744
Actual external debt	46,226	44,454	49,584	50,736	51,820
Upper Limit for Fixed Interest Rate Exposure expressed as either:-					
Net Principal re Fixed Rate Borrowing/Investments OR	49,485	55,921	65,000	65,000	68,000
Net Interest re Fixed Rate Borrowing/Investments					
Upper Limit for Variable Rate Exposure expressed as either:-					
Net Principal re Variable Rate Borrowing/Investments OR	-	-	-	-	-
Net Interest re Variable Rate Borrowing/Investments					
Maturity structure of existing borrowing (£m)					
Under 1 year	1.770	1.820	1.770	1.810	1.840
Between 2-5 years	7.240	7.300	7.460	7.630	7.820
Over 5 years	37.220	35.340	33.410	31.420	29.400
TOTAL	46.230	44.460	42.640	40.860	39.060
Upper Limit for Total Principal Sums Invested for over 364 days 1	0%	0%	0%	0%	0%

Note 1 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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Appendix 3

Capita Asset Services Interest Rate View														
	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20
Bank Rate View	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	-
3 Month LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	0.90%
6 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%	1.00%
12 Month LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.40%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	-
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	-
25yr PWLB Rate	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	-
50yr PWLB Rate	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	-
Bank Rate														
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	-
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%
5yr PWLB Rate														
Capita Asset Services	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	-
Capital Economics	1.40%	1.60%	1.80%	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.70%	2.80%	2.90%	3.00%	3.20%
10yr PWLB Rate														
Capita Asset Services	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	-
Capital Economics	2.20%	2.30%	2.40%	2.55%	2.60%	2.70%	2.70%	2.80%	2.90%	3.10%	3.20%	3.30%	3.40%	3.60%
25yr PWLB Rate														
Capita Asset Services	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	-
Capital Economics	2.75%	2.90%	3.05%	3.15%	3.25%	3.25%	3.35%	3.45%	3.55%	3.65%	3.75%	3.95%	4.05%	4.15%
50yr PWLB Rate														
Capita Asset Services	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	-
Capital Economics	2.70%	2.80%	2.90%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.60%	3.70%	3.80%	3.90%	4.10%

Please note – The current PWLB rates and forecast shown above have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012

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MRP Policy Statement

The Prudential Code requires that all capital expenditure is financed by a credit to the Capital Adjustment Account. If funding is not immediately available then a capital financing requirement (CFR) arises.

Essentially the CFR has to be mitigated over time on a prudent basis by making a “minimum revenue provision”. This is a charge to the General Fund made from the “Adjustments between Accounting Basis and Funding Basis under Regulations” and the Capital Adjustment account. The Council is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

The Department of Communities and Local Government has issued regulations which require the Cabinet to approve **an MRP Statement** in advance of each year. A variety of options are open to councils, and auditors will be satisfied as long as there is a prudent provision. Members should also note that this is a real charge to both the General Fund and Housing Revenue Account and not just an accounting adjustment. We have no option but to make a prudent provision.

The Cabinet is therefore recommended to approve the following MRP Statement:

1. For capital expenditure incurred before 1 April 2008 the MRP policy will be:
 - **Based on CFR** – MRP will be based on the CFR, This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.
2. From 1 April 2008 for all unsupported borrowing (including Public Finance Initiative (PFI)) the MRP policy will be:
 - **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction).
3. Finance lease will have their capital financing applied on a straight line basis over the life of the lease contract.
4. The Council makes no additional voluntary revenue provision.

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CABINET 2 MARCH 2017

Review of Communications Action Plan

Cabinet Member Cllr Margaret Squires
Responsible Officer Liz Reeves, Head of Customer Services

Reason for Report: To review and update the Communication Action Plan and incorporate the Community Engagement Action Plan.

RECOMMENDATION: That Cabinet approve the updated Action Plan.

Relationship to Corporate Plan: Good communication helps an organisation function effectively and, when used effectively, can help it achieve its strategic objectives.

Financial Implications: Communication plans and community engagement activities need to be budgeted into service plans.

Legal Implications: Effective communication can reduce the risk of misunderstanding and legal challenge.

Risk Assessment: Poor communication could lead to more complaints and may damage the reputation of the Council.

1.0 Introduction

- 1.1 The Communication Strategy 2015-2020 includes an annual action plan that sets out the planned activities for the next 12 months. At the end of 2015-16, resource in Communications was reduced and as a result of this, how we deal with media and other communications has changed.
- 1.2 It was important that the realignment of how services deal with communicating both with colleagues and external customers was dealt with as efficiently as possible.
- 1.3 Media training was provided for senior officers and Cabinet members. Internal administration had been streamlined several years ago and all media contacts are logged and monitored by Customer Services staff. The relevant senior officer and Cabinet member is contacted and asked to respond to media enquiries and the response, once agreed, is then sent out by the Customer Services staff.
- 1.4 Press releases, once agreed, are posted on our website and notification sent to officers, Members, parish and town councils and local media contacts.

2.0 Achievements for 2016-17

2.1 Appendix 1 shows a summary of the main activities completed during 2016-17 to date. In addition to these events and on- going activities, all services also engage with customers and community groups in a variety of ways; details of these activities were reported to the Community Well Being PDG on 31 January 2017.

3.0 Future Issues Action Plan 2017-18

3.1 Appendix 2 shows the Communication Action Plan for 2017-18.

3.2 Appendix 3 shows the Action Plan for community engagement.

3.3 Both Plans are designed to ensure communication and engagement with all our stakeholders is embedded in all services.

Contact for more information: Liz Reeves – Head of Customer Services and ICT
01884 234371 | lreeves@middevon.gov.uk

Circulation of the Report: Leadership Team, Cabinet, and relevant Service Managers

Appendix 1 Communications Activities 2016 - January 2017

Activity – internal communications
<ul style="list-style-type: none">• Weekly staff newsletter (the Link)• Learning & Development newsletter• Health & Safety newsletter• Staff survey• Staff briefings with Leadership Team• WIS weekly newsletter for Members• Senior Officer Forum (monthly)
Activity – external communications
<ul style="list-style-type: none">• Completed upgrade of the website• Started to analyse contact data; once there is sufficient data this can be used to improve content and engage with a wider audience.• Town and Parish newsletter (now issued by Member Services on monthly basis)
<ul style="list-style-type: none">• Increased social media posts<ul style="list-style-type: none">- Face Book 772 posts 2016-Jan 2017 (increased from 272 items 2015/16)- Twitter 889 posts 2016-Jan 2017 (increased from 259 posts 2015/16)
<ul style="list-style-type: none">• Attended Mid Devon Show
<ul style="list-style-type: none">• Issued 90 press releases
<ul style="list-style-type: none">• Took part in Our day- social media campaign
<ul style="list-style-type: none">• Mid Devon Talk – this is now a digital publication only (withdrawn in current format from Oct '16 due to lack of 'hits')
<ul style="list-style-type: none">• Responded to 115 media enquiries
<ul style="list-style-type: none">• Housing Tenants Newsletter
Training
<ul style="list-style-type: none">• Training to enable analysis of web metrics• Media training for Cabinet, Management Team and Senior officers

Appendix 2 Communications Action Plan 2017-18

Activity	Responsible Service/Officer
Internal activities	
<ul style="list-style-type: none"> • Staff news letter • Service newsletters: • Health & Safety • Learning & Development • Procurement • FOI and Data protection • Information Security • Staff Briefings • Member Briefings 	<ul style="list-style-type: none"> • Chief Executive's office • Health & Safety • Learning & Development • Procurement Officer • Customer Services • ICT • Leadership team • Lead officers
External	
<ul style="list-style-type: none"> • Regular press releases 	<ul style="list-style-type: none"> • Service Manager
<p>Social Media engagement</p> <ul style="list-style-type: none"> • Provide training to increase engagement • Monitor and evaluate success of social media posts • Raise awareness of scope of activity and use of social media 	<ul style="list-style-type: none"> • Communications, Web and digital Systems Administrator
<p>Website</p> <ul style="list-style-type: none"> • Ensure the website is current, regularly updated • Continued development to increase transactions • Develop analysis of web metrics to inform development • Evaluate SOCITM 2017 ratings and make improvements where relevant. 	<ul style="list-style-type: none"> • Web contributors/Service Managers • ICT, Customer Services • Communications, Web and digital Systems Administrator • ICT
<p>Mid Devon Show</p> <ul style="list-style-type: none"> • Continue to have a presence at the Mid Devon Show 	<ul style="list-style-type: none"> • Chief Executive's Office with relevant Service leads
<p>Corporate priority projects</p> <ul style="list-style-type: none"> • Ensure all major projects include a communications plan • Use SharePoint Corporate Meetings area to share documentation • Ensure Customer Services are aware of all public facing activities 	<ul style="list-style-type: none"> • Service Managers • Project leads • Service Managers

Appendix 3 Community Engagement Action Plan

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

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

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

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

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

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

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

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

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

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

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

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

Notes:

- 1000's Additional costs in 2017/18 following restructure, optimum deployment. Future savings of circa 16 hours per week per site from operational efficiencies
- 1000's Additional staffing will be required for the launch period of 3 months. Additional staffing at front of house and in fitness studio at peak times to maintain new clients
- 2000's Fitness development Project will incur additional spend on utilities. Further savings can be made by closer management of the maintenance budget
- 3000's No significant increase or savings projected
- 4000's An additional spend of Circa £30k per annum will be required additional equipment within the Fitness Development Project*
- 4000's Targeted savings within licences (UK Active), equipment requirements and purchases of 3%. Minimalising wasted stock
- 4000's Additional marketing budget of £15k will be required for a targeted campaign prior to and post launch to target latent demand 2017/18
- 5000's Savings yet to be identified by MDDC, full options exploration will be required.
- 6000's Additional budget requirements for an increase in capital charging and business rates post launch of Fitness Development Project*
- 7000's Fitness Development Project income generation based on launch in January 2018, with an increase towards latent demand of 2120 members in 2019/20
- 7000's Additional income generation per business area targeted at 3% from 2017/18 - 2019/20
- 7000's Provisional under recovery of income projected, circa £90k 2016/17

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

Summary Notes

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

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

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MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

March 2017

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)
<p>Older Persons' Housing Service Strategy</p> <p>To receive a report from the Head of Housing and Property Services reviewing the Older Persons' Housing Service Strategy.</p>	<p>Homes Policy Development Group</p> <p>Cabinet</p>	<p>14 Mar 2017</p> <p>30 Mar 2017</p>	<p>Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960</p>	<p>Cabinet Member for Housing (Councillor Ray Stanley)</p>	<p>Open</p>
<p>Health and Safety Policy</p> <p>Report of the Health and Safety Officer regarding a revised policy</p>	<p>Community Policy Development Group</p> <p>Cabinet</p>	<p>28 Mar 2017</p> <p>11 May 2017</p>	<p>Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381</p>	<p>Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)</p>	<p>Open</p>
<p>Tiverton Eastern Urban Extension - A361 Funding</p> <p>To consider a report of the Head of Planning and Regeneration reflecting the</p>	<p>Cabinet</p>	<p>30 Mar 2017</p>	<p>Jenny Clifford, Head of Planning and Regeneration Tel: 01884 234346</p>	<p>Cabinet Member for Planning and Economic Regeneration (Councillor Richard)</p>	<p>Fully exempt <i>To consider funding issues by various partners for the new junction on the A361</i></p>

Agenda Item 9.

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)
latest circumstances surrounding the funding of the proposed A361 junction in connection with the Tiverton Eastern Urban Extension.				Chesterton)	
Special Purpose Vehicle (Property) (2) To receive a report of the Director of Finance, Assets and Resources providing an update to the report to Cabinet on 27 October 2016	Cabinet	30 Mar 2017	Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt
Pest Control Contract Tender Report of the Public Health and Professional Services Manager regarding the tender for Pest Control	Cabinet	30 Mar 2017	Simon Newcombe, Public Health and Professional Services Manager Tel: 01884 234615	Cabinet Member for Community Well Being (Councillor Colin Slade)	Fully exempt
Gypsies and Travellers Policy To receive a report of the Head of Housing and Property Services regarding	Community Policy Development Group Cabinet	28 Mar 2017 11 May 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Planning and Economic Regeneration (Councillor Richard)	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)
a policy for Gypsy and Travellers.	Council	28 Jun 2017		Chesterton)	
Ageing Well Strategy Report regarding a new strategy.	Community Policy Development Group Cabinet Council	28 Mar 2017 30 Mar 2017 26 Apr 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open
Single Equalities Policy and Equality Objective Annual Review	Community Policy Development Group Cabinet	28 Mar 2017 Before 30 Apr 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Strategic Land Issues To receive a report of the Head of Housing and Property Services advising on responses to the Town Centre Masterplanning to include expressions of	Cabinet	30 Mar 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt <i>Financial and business issues</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)
interest and the potential for acquiring a new site for depot redevelopment.					
Window Renewal Contract To consider a report of the Head of Housing and Property Services providing information on the outcome of the procurement for window renewal.	Cabinet	30 Mar 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt
Land for Affordable Housing To acquire land (in consultation with the Cabinet Member for Housing) for the provision of affordable housing (under the scheme of delegation) at Waddeton Park, Post Hill, Tiverton	Head of Housing and Property Services	Not before 12th Apr 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960		Open
Pay Policy Report of the Director of Corporate Affairs and Business Transformation complying with the legislative	Cabinet Council	30 Mar 2017 26 Apr 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Leader of the Council (Councillor Clive Eginton)	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)
requirements of the Localism Act 2011 relating to senior pay, in particular the role of the Chief Executive and senior staff.					
Community Engagement Strategy 2016-17 Report updating Members on progress made with the Community Engagement Action Plan (2015-16) and to review the strategy and focus for 2016-17.	Cabinet Community Policy Development Group	11 May 2017 6 Jul 2017	Liz Reeves, Head of Customer Services Tel: 01884 234371	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open
Structural Repair Contract To consider a report of the Head of Housing and Property Services providing information on the outcome of the procurement for structural repairs.	Cabinet	11 May 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Fully exempt
Empty Homes Strategy To receive a report from the Head of Human Resources	Homes Policy Development Group	23 May 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel:	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)
and Development on the Strategy regarding Empty Homes.	Cabinet	8 Jun 2017	01884 234381		
Private Sector Housing Renewal Policy To receive a report from the Head of Housing and Property Services reviewing the existing policy.	Homes Policy Development Group Cabinet	23 May 2017 8 Jun 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Town and Parish Charter To undertake a four yearly review the Town and Parish Charter	Community Policy Development Group Cabinet	6 Jun 2017 6 Jul 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open
Devon District Council's Joint Safeguarding Policy and MDDC Guidance and Procedures Annually or whenever there is a change in the legislation.	Community Policy Development Group Cabinet	6 Jun 2017 6 Jul 2017	Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381	Cabinet for the Working Environment and Support Services (Councillor Margaret Squires)	Open
Community Safety Partnership Plan	Community Policy Development		Nick Sanderson, Head of Housing and Property	Cabinet Member for Community Well Being	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)
2 yearly review	Group Cabinet	6 Jun 2017 6 Jul 2017	Services Tel: 01884 234960	(Councillor Colin Slade)	
Corporate Anti Social Behaviour Policy 4 yearly review	Community Policy Development Group Cabinet	6 Jun 2017 6 Jul 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Tenancy Strategy To receive a report from the Head of Housing and Property Services regarding a revision of the Tenancy Strategy.	Homes Policy Development Group Cabinet	18 Jul 2017 3 Aug 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Tenancy Policy (update) To receive a report from the Head of Housing and Property Services outlining some minor changes to the Tenancy Policy.	Homes Policy Development Group Cabinet	18 Jul 2017 3 Aug 2017	Nick Sanderson, Head of Housing and Property Services Tel: 01884 234960	Cabinet Member for Housing (Councillor Ray Stanley)	Open
Customer Care Policy 3 yearly review	Community Policy Development Group	26 Sep 2017	Liz Reeves, Head of Customer Services Tel: 01884 234371	Cabinet for the Working Environment and Support Services	Open

Title of report and summary of decision	Decision Taker	Date of Decision	Officer contact	Cabinet Member	Intention to consider report in private session and the reason(s)
	Cabinet	26 Oct 2017		(Councillor Margaret Squires)	
ICT Strategy Report of the Head of Customer Services regarding a review of the ICT Strategy	Cabinet	28 Sep 2017	Liz Reeves, Head of Customer Services Tel: 01884 234371	Cabinet Member for Community Well Being (Councillor Colin Slade)	Open

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