

Public Document Pack

Mid Devon District Council

Cabinet

Thursday, 5 April 2018 at 2.15 pm
Exe Room, Phoenix House, Tiverton

Next ordinary meeting
Thursday, 10 May 2018 at 2.15 pm

Those attending are advised that this meeting will be recorded

Membership

| | |
|-----------------------|---|
| Cllr C J Eginton | Leader and Environment |
| Cllr R J Chesterton | Deputy Leader and Planning and Economic Regeneration |
| 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. Declarations of Interest under the Code of Conduct**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
- 3. Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.
- 4. Minutes of the Previous Meeting (Pages 5 - 10)**
Members to consider whether to approve the minutes as a correct record of the meeting held on 8 March 2018.
- 5. Bereavement Services Fees and Charges (Pages 11 - 22)**
Arising from a report of Director of Finance, Assets and Resources the Environment Policy Development Group has made the following recommendation: that the proposed charges for 2018-19 as set out on table A of the report be approved.

6. **Mid Devon Destination Management (Pages 23 - 48)**
Arising from a report of the Chief Executive and Director of Growth, the Economy Policy Development Group had recommended that the Destination Management Strategy be recommended to Council for approval.
7. **Corporate Debt Recovery Policy (Pages 49 - 80)**
Arising from a report of Group Manager for Financial Services, the Audit Committee had recommended that the updated Debt Collection Policy and associated Appendices be approved.
8. **Cullompton Town Centre Masterplan (Pages 81 - 90)**
To receive a report of the Head of Planning, Economy and Regeneration seeking authority to commission consultants to assist in the preparation of a Masterplan Supplementary Planning Document and Delivery Plan (SPD) in respect of Cullompton Town Centre.
9. **Mid Devon Design Guide - Supplementary Planning Document (Pages 91 - 94)**
To consider a report of the Head of Planning, Economy and Regeneration seeking approval for the use of an external consultant to prepare a Design Guide Supplementary Planning Document for Mid Devon.
10. **Pay Policy (Pages 95 - 106)**
To consider a report of the Group Manager for HR complying with the legislative requirements of the Localism Act 2011 relating to senior pay in particular the role of the Chief Executive, Directors and other senior officers.
11. **Cabinet Member Decisions**
To note the following decisions made by Cabinet Members:

Cabinet Member for Community Well-Being (Cllr Colin Slade)

Leisure Pricing 2018

- a) Increase the base line for all leisure pricing by 3%;
- b) That the reduction for concessionary membership be set at 1/3 of the full cost;
- c) That times of access be restricted for those with concessionary membership, as proposed in the report, with an uplift payment available should they wish to attend during peak periods.

Cabinet Member for Finance (Cllr Peter Hare-Scott)

Station Road car Park, Cullompton

The Cullompton Farmers Market Committee Group have approached

the Council with a request to close part to celebrate the 20th Anniversary of the starting up of the Cullompton Farmers' Market.

They have requested on Saturday 30th June from 6am until 2pm to close and erect stalls to the lower part of the car park so stalls can be erected, this would mean the upper car park would be still available for pay and display and permit holders to use but the reduced number of spaces would result in a reduced income.

Cabinet Member for Planning and Economic Regeneration

Building Control Fees

Increase Building Control Fees by approximately 3%

To maintain cost recovery for Building Control activity. Building Control fees were last changed in 2015. The fee increase is now required to ensure that the service continues to be self funding and breaks even.

12. **Financial Monitoring**

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

13. **Performance and Risk** (*Pages 107 - 138*)

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

14. **Notification of Key Decisions** (*Pages 139 - 152*)

To note the contents of the Forward Plan.

15. **Access to Information - Exclusion of the 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)

16. **Disposal of the land and toilet block at Station Road, Cullompton**
(Pages 153 - 178)

To consider a report of the Director of Finance, Assets and Resources with regard to the disposal of the public conveniences at Station Road, Cullompton.

Stephen Walford
Chief Executive
Monday 26 March 2018

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

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

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

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

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

Tel: 01884 234229
E-Mail: sgabriel@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **CABINET** held on 8 March 2018 at 2.15 pm

Present

Councillors C J Eginton (Leader)
R J Chesterton, P H D Hare-Scott,
C R Slade and R L Stanley

Apologies

Councillor(s) Mrs M E Squires

Also Present

Councillor(s) F W Letch, Mrs J Roach, F J Rosamond and Mrs B M Hull

Also Present

Officer(s): Stephen Walford (Chief Executive), Andrew Jarrett (Director of Finance, Assets and Resources), Andrew Pritchard (Director of Operations), Jill May (Director of Corporate Affairs and Business Transformation), Kathryn Tebbey (Group Manager for Legal Services and Monitoring Officer), Jenny Clifford (Head of Planning, Economy and Regeneration), Tina Maryan (Area Planning Officer), Hannah Cameron (Planning Officer) and Sally Gabriel (Member Services Manager)

128. APOLOGIES

Apologies were received from Cllr Mrs M E Squires.

129. DECLARATION OF INTERESTS UNDER THE CODE OF CONDUCT (00-01-15)

The following declarations of interest were received:

| Councillor | Subject | Interest and Reason |
|-------------|---------------------------------|---|
| C J Eginton | Tiverton Town Centre Masterplan | Personal Interest as he owned a business in the town |
| C R Slade | Tiverton Town Centre Masterplan | Personal Interest as a Member of Tiverton Town Council |
| C J Eginton | Treasury Management | Personal Interest as he received a pension from the Lloyds Bank Group |
| R L Stanley | 3 Rivers Business Plan | Personal Interest as a Director of 3 Rivers Developments Limited |

130. PUBLIC QUESTION TIME

There were no members of the public present.

131. **MINUTES OF THE PREVIOUS MEETING (00-02-58)**

Subject to the inclusion of an additional bullet point to the bottom of page 75 (Minute 127 - Local Plan Review Update) stating that “The views of the local Ward Member with regard to the need to move the Local Plan Forward”, the minutes of the previous meeting were approved as a correct record and signed by the Chairman.

132. **GRASS CUTTING (00-04-04)**

Following consideration of a * report of the Director of Operations outlining the findings of the Grass Cutting Working Group, the Environment Policy Development Group had made the following recommendations:

- a) That notification to Town and Parish Councils regarding grass cutting should confirm the number of cuts undertaken with dates; this notification should take place on a monthly basis or as applicable if no cuts occurred during a month.
- b) That the Grounds Maintenance team price all works on the basis that it should recover the full cost incurred by them carrying out that work.
- c) That Town and Parish Councils be informed that a full cost recovery pricing model for grass cutting would be implemented over 3 years starting in the 2018/19 financial year. However any increase in cost will be tapered to allow for them to make provision regarding other providers and/or any required increase to their budgets.

The Leader outlined the contents of the report stating that he fully supported the recommendations of the Policy Development Group and that the recommendations should offer an effective way to overcome the concerns and clarify matters with the Town and Parish Councils.

Consideration was given to the difference between bereavement services and works with regard to the cemeteries.

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

(Proposed by the Chairman)

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

133. **CORPORATE ANTI SOCIAL BEHAVIOUR POLICY (00-06-39)**

Following consideration of a *report of the Group Manager for Public Health and Regulatory Services, the Community Policy Development Group had made the following recommendation: that Cabinet approve the updated Anti-Social Behaviour Policy as attached in Annexe 1.

The Cabinet Member for Community Well-Being outlined the contents of the report stating that this was a 3 yearly review of the policy. The document had been shared with partner agencies and internal services and had been updated where applicable.

Consideration was given to consultation with the Housing Service and other departments within the Council.

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

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

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

134. **TIVERTON TOWN CENTRE MASTERPLAN (00-08-52)**

The Cabinet had before it a *report of the Head of Planning, Economy and Regeneration setting out for consideration the draft consultation document for Stage 1 public consultation in respect of the Tiverton Town Centre Regeneration Masterplan.

Jessica Richmond, the consultant from WYG outlined the contents of the report explaining that the masterplan was a key regeneration project that the Council had commissioned to enhance the economic prospects of the town and to provide a clear strategy to make sure that Tiverton built on its existing qualities and assets to meet its full potential as a thriving market town. She outlined the consultation stages which would allow for comment to be received to produce a clear vision for the town.

She explained the number of key assets within the town, the vision for the town to allow for ease of movement throughout the town, a vibrant market, inviting gateways, an active waterfront, larger retail footprints, a residential component and public greenspaces. The town required accessibility, an identity, a clean environment and quality shopping and recreational facilities.

She outlined the key projects identified within the masterplan throughout the town and the potential interventions which included the market, West Exe and the riverside, the western and southern gateways to the town and provided visualisations for the areas outlined. She further explained the phasing and delivery of the priorities that were also proposed to form part of the consultation material.

Consideration was given to:

- The expectations within the masterplan and the investment required
- The method of delivery with possible cross funding from development of facilities
- Timescales
- The action plan and implementation programme
- Programmes for the other main towns in Mid Devon
- Whether parking spaces would be reduced in the market area
- Whether the problems within the market would be addressed with regard to modernisation and a possible roof over the trading area
- The first stage of the consultation process to reflect on the consultants work and the ability for additional views to be submitted
- The importance of knitting the Destination Management Strategy and the Residents Survey into the project.

RESOLVED that:

- a) Stage 1 public consultation commences in order to scope out the contents of the masterplan.
- b) The draft masterplan material, together with emerging work on the Pannier Market and its surroundings, be approved for stage 1 public consultation.
- c) Delegated authority be given to the Head of Planning, Economy and Regeneration in consultation with the Cabinet Member for Planning and Economic Regeneration to finalise consultation material.

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

Notes:

- i) Cllr C J Eginton declared a personal interest as he owned a business in the town;
- ii) Cllr C R Slade declared a personal interest as a Member of Tiverton Town Council;
- iii) *Report previously circulated, copy attached to minutes.

135. MID DEVON GYPSY AND TRAVELLERS FORUM (00-48-59)

The Cabinet had before it a *report of the Head of Planning, Economy and Regeneration requesting consideration of the establishment of a Gypsy and Traveller Forum, together with Member representation.

The Cabinet Member for Planning and Economic Regeneration outlined the contents of the report stating that Gypsies and Travellers form part of Mid Devon's community and although only accounting for a small proportion of the population, the community were often hard to reach and there was a need to encourage good relations and advance efforts to eliminate discrimination. The creation of a forum would establish better communication with the various communities, improve health wellbeing and educational needs, allow the Council to fulfil its equality duties and further the aims of the Corporate Plan. The forum would be based on the Teignbridge model which seemed to be working well, would meet twice a year and would involve Gypsy and Travellers, Elected Members, officers and various stakeholders, but would have no decision making powers.

Consideration was given to:

- The need for the forum to be open and transparent and for discussions to be held in a "safe place"
- The forum would be about partnership working
- The forum would be open to any members of the gypsy and traveller community within Mid Devon
- The venue for the forum

RESOLVED that:

- a) The establishment of a Gypsy and Traveller Forum in Mid Devon be approved;
- b) The Cabinet Member for Planning and Economic Regeneration and the Cabinet Member for Housing take up membership of the forum in the first instance and that one further position be nominated at the annual meeting of the Council in May.

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

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

136. **TREASURY MANAGEMENT STRATEGY AND ANNUAL INVESTMENT STRATEGY (00-58-52)**

The Cabinet had before it a *report of Director of Finance, Assets & Resources requesting that Council approve the proposed Treasury Management Strategy and Annual Investment Strategy for 2018/19.

The Cabinet Member for Finance outlined the contents of the report stating that the Council had set a balanced budget at its meeting in February at the same meeting the Capital Programme had also been considered. He explained the new reporting procedures required by CIPFA outlined within the report and the details of the Capital Strategy, the capital expenditure plans and the Council's borrowing needs.

Consideration was given to:

- Scrutiny of treasury management would be by the Cabinet and Full Council
- The prudential indicators
- The need for a thorough business planning exercise to take place prior to any capital expenditure.

RECOMMENDED to Council that: the proposed Treasury Management Strategy and Annual Investment Strategy for 2018/19, including the prudential indicators for the next 3 years and the Minimum Revenue Provision Statement (Appendix 1), be approved.

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

Notes:

- i) Cllr C J Eginton declared a personal interest as he received a pension from Lloyds banking Group;
- ii) *Report previously circulated, copy attached to minutes.

137. **FINANCIAL MONITORING (1-05-37)**

The Cabinet Member for Finance updated the meeting on the financial monitoring to date. It had been suggested previously that the budget gap for 2017-18 would be £180k; this amount had been reduced to £150k with an increase in planning fees and a good January for the leisure services. Most of the services had met their budgets which should be commended.

138. **NOTIFICATION OF KEY DECISIONS (1-06-30)**

The Cabinet had before it, and **NOTED**, its rolling plan * for March/April 2018 containing future key decisions.

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

139. **ACCESS TO INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC (1-07-24)**

Prior to considering the following items on the agenda, discussion took place as to whether it was necessary to pass the following resolution to exclude the press and public having reflected on Article 15 15.02(d) (a presumption in favour of openness) of the Constitution. The Cabinet decided that in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

It was therefore:

RESOLVED 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)

(Proposed by the Chairman)

140. **3 RIVERS DEVELOPMENT LIMITED - BUSINESS PLAN**

The Cabinet had before it a * report of the Director of Finance, Assets & Resources and the 3 Rivers Developments Limited Acting Managing Director requesting approval of the draft 5 year business plan for 3 Rivers Developments Limited.

The Cabinet Member for Housing outlined the contents of the report.

Returning to open session the Cabinet:

RESOLVED that the draft 5 year business plan for 3 Rivers Developments Limited be approved.

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

Notes:

- i) Cllr R L Stanley declared a personal interest as a Director of 3 Rivers Developments Limited;
- ii) *Report previously circulated.

(The meeting ended at 3.35 pm)

CHAIRMAN

ENVIRONMENT PDG

6 March 2018

Bereavement Services Fees and Charges

Cabinet Member: Cllr Clive Eginton

Responsible Officer: Andrew Jarrett, Director of Finance, Assets and Resources

Reason for Report: To review and approve Bereavement Services Fees & Charges for 2018-19.

RECOMMENDATION(S):

To recommend approval to Cabinet the proposed charges for 2018-19 set out on Table A.

Relationship to Corporate Plan: Priority 5 -Corporate

Financial Implications: Bereavement Services total income for 2016/17 was £112.7k in a full year; the proposed increases in fees could generate an additional £12k.

Legal Implications: By virtue of section 214 of the Local Government Act 1972 and of the provisions of the Local Authorities' Cemeteries Order 1977, the Council is the burial authority.

Paragraph 15 of the said 1977 Order provides burial authorities with the power to charge such fees as they think are proper – "(a) for or in connection with burials in a cemetery; 3 (b) for any grant of a right to place and maintain a tombstone or other memorial in a cemetery...(c) for any grant of a right to put an additional inscription on such a tombstone or other memorial".

A burial authority is obliged to keep a table showing the matters in respect of which fees or other charges are payable to them, and the amount of each such fee or charge, and the table shall be available for inspection by the public at all reasonable times.

Risk Assessment: N/A

Equality Impact Assessment: An equality impact assessment has been undertaken and is attached as Annex A.

1.0 Introduction

1.1 In previous years price increases within the Bereavement Service were necessary for the Council to reduce the estimated cost of service provision. The focus remains on providing the best possible standards of service, which includes not only the maintenance of our two cemeteries but the ongoing aim of ensuring the long-term needs of burials are met. Our two cemeteries provide places for quiet reflection where people are treated with dignity and respect at all stages of their lives.

- 1.2 The Council remains committed and continues to ensure that re-investment is made for various maintenance works across the Council's two cemeteries in Crediton and Tiverton that also includes buildings.
- 1.3 It is proposed to increase bereavement charges from 1 April 2018 by 10%, as set out in Table A.
- 1.4 In the case of a death with no next of kin, or should some members of the public be unable to meet these new charges through financial hardships or other such circumstances, support is available to bereaved families. There are three main means of support: Social Services, the hospital where the death occurred and Funeral Payments, available via the Department of Work and Pensions.
- 1.5 In addition under Section 50 of the National Assistance Act 1948 a local authority will meet the costs of a basic funeral where the deceased or the next of kin are not in a position to meet the expenses. In 2016-2017 the cost of providing national assistance burials was £2k.
- 1.6 Among the broader financial considerations, the Council continues to face budget pressures and has experienced a reduction of core funding in the region of £493k from central government.

2.0 Background

- 2.1 There is a risk that budget targets will not be met due to increased costs of providing the service and therefore this decision is important in ensuring the sustainability of burial provision.
- 2.2 The Council apply a range of fees and charges associated with burials. The existing fees and charges are presented on Table A.

3.0 Table A

- 3.1 Column 'A' lists the current charges that were set in 2016-17.
- 3.2 Column 'B' shows proposed charges for 2018-19 that includes an increase of 10%.

Table A

| A | | | B | | |
|-------------------------------|---------|---------|--------------------------------|----------|---------|
| 'A' - Current charges 2016-18 | | | 'B' - Proposed charges 2018-19 | | |
| Interment fees of a coffin | | Ashes | Interment fees of a coffin | | Ashes |
| Adult | £957.00 | £157.50 | Adult | £1052.50 | £173.00 |
| Juvenile (16-18 yrs) | £370.00 | £157.50 | Juvenile (16-18 yrs) | £407.00 | £173.00 |
| Stillborn/NVF/ Under 16 | Nil | N/A | Stillborn/NVF/ Under 16 | Nil | N/A |

| | | | | | |
|--|----------|----------|---------------------|----------|----------|
| Inter ashes into tree cremation plot (this charge includes 30 year Exclusive Rights of Burial and Right to erect a Memorial | | | | | |
| £492.00 | | | £541.00 | | |
| Exclusive Rights of Burial and Right to Erect a Memorial | | | | | |
| | 30 years | 75 years | | 30 years | 75 years |
| Adult grave | £1037.00 | £2540.00 | Adult grave | £1140.50 | £2794.00 |
| Childs grave | £373.50 | £934.00 | Childs grave | £410.50 | £1027.00 |
| Cremation plot | £298.00 | £751.00 | Cremation plot | £327.50 | £826.00 |
| Sundry charges | | | | | |
| Exhumation- Standard administration fee. Total charge quoted upon request and on a case -by -case basis. | | | £70.00 | | |
| To carry out a trial dig | | | £150.00 | | |
| Saturday/Bank holiday supplement £166.50 | | | Quoted upon request | | |
| Administration fees for Transfer of Rights/Assignments, etc. £30.00 | | | £33.00 | | |

Table A Continued

| A | | B |
|---|---------|--------------------------------|
| ‘A’ - Current charges 2016-18 | | ‘B’ - Proposed charges 2018-19 |
| Additional costs are required when the grave was purchased before 1 April 2003 | | |
| Erect a Headstone | £161.50 | £177.50 |
| Headstone & Kerbing | £400.00 | £440.00 |
| Additional Inscription | £98.50 | £108.00 |
| Place Tablet (18x18) Vase | £98.50 | £108.00 |
| Tablet/Ledger (18x36) | £187.00 | £205.50 |
| Tablet/Ledger larger than (18x36) | £295.50 | £325.00 |
| Place open kerbing up to (7x3) | £258.50 | £284.00 |
| Place open kerbing larger than (7x3) | £471.50 | £518.50 |
| Place fully enclosed kerbset | £554.00 | £609.00 |

4.0 Financial Implications

- 4.1 The proposed charges from 1st April 2018 would increase income by circa £12k and the schedules of charges are listed at Table A within this report.
- 4.2 A comparison of the cemeteries and crematorium fees currently charged by other surrounding Local Authority and Private providers’ shows fees across the area vary (please see Table B). It is acknowledged that all authorities will review their bereavement service charges in the coming months and each one will differ in terms of the current level of service provision they choose to make. Therefore, it is difficult to make a true like for like comparison with other neighbouring authorities.
- 4.3 If a Funeral Director requires any changes or an exhumation that requires a licence prior to disturbing an existing grave, it is proposed to introduce a new fee of £70.00 for every application that the Council has to make, with a quotation being provided on a case-by case basis. Whilst it is acknowledged that these applications are not made on a regular occurrence, they are time consuming in the administration and pursuance of the said licence. In addition to this it is also proposed to add an additional charge for a ‘trial dig’ of £150.00 that is required to confirm ground conditions.

5.0 Table B

5.1 Column 'A' compares current Mid Devon charges with three neighbouring authorities and a Town Council.

5.2 Column 'B' compares increased Mid Devon charges with three neighbouring authorities and a town council.

Table B

| | | A | B | | | | |
|----------------------------|----------|-----------|------------------|-------------|--------------------------|-------------------------|------------|
| Costs as from April 2017 | | MDDC | MDDC+10% | Exeter City | Torrige | Cullompton Town Council | Taunton D |
| Burial Interment fees | Juvenile | FOC | FOC | FOC | FOC | FOC | FOC |
| Burial Interment fees | Adult | £957.00 | £1052.50 | £907.00 | £720.00 | £980.00 | £750.00 |
| Ashes Interment fees | Casket | £157.50 | £173.00 | £170.00 | £135.00 | £190.00 | £140.00 |
| Ashes Interment fees | Scatter | £157.50 | £173.00 | £108.00 | £70.00 | £190.00 | £140.00 |
| Saturday and BH supplement | Saturday | £166.50 | £183.00 | N/A | £135.00 | £125/£250 | £202 / £62 |
| | BankHol | £166.50 | £183.00 | | £135.00 | £125/£250 | £202 / £62 |
| EROB 30Yrs | Adult | £1037.00 | £1140.50 | £1023.00 | (25)EROB only £475.00 | £950.00 | - |
| EROB 30Yrs | Child | £373.50 | £410.50 | £464.00 | Under 6 £Nil | £Nil | - |
| EROB 30Yrs | Ashes | £298.00 | £327.50 | £480.00 | £ 70.00 | £320.00 | - |
| EROB 75 Years | Adult | £2,540.00 | £2,794.00 | - | - | £1525.00 | £890.00 |
| EROB 75 Years | Child | £934.00 | £1027.00 | - | - | £Nil | |
| EROB 75 Years | Ashes | £751.00 | £826.00 | - | - | £760.00 | £650.00 |

6.0 Conclusion

- 6.1 It is estimated that the proposed charges set out in Table A will contribute £12k full year effect and that this additional income will support increased costs of service provision and reduce the current level of net subsidy at circa £120k.

Contact for more Information: Andrew Busby, Group Manager Corporate Property & Commercial Assets - 01884 234948 (abusby@middevon.gov.uk).

Circulation of the Report: Leadership Team, Cabinet member

Equality Impact Assessment Form and Action Table 2017

(Expand the boxes as appropriate, please see guidance)

"I shall try to explain what "due regard" means and how the courts interpret it. The courts have made it clear that having due regard is **more than having a cursory glance** at a document before arriving at a preconceived conclusion. Due regard requires public authorities, in formulating a policy, to give equality considerations the weight which is **proportionate in the circumstances**, given the potential impact of the policy on equality. It is not a question of box-ticking; it requires the equality impact to be **considered rigorously and with an open mind.**"

What are you completing the Impact Assessment on (which policy, service, MTFP reference etc)?

Review an 10% increase in charges for Bereavement Services.

Version

1

Date

19.02.18

Section 1 – Description of what is being impact assessed

The increase of 10% fees and associated charges for Bereavement Services.

Section 2A – People or communities that are targeted or could be affected (taking particular note of the Protected Characteristic listed in action table)

Communication with be necessary with the funeral directors who use our two cemeteries, as their customers will be affected that include.

- Age
- Disability

Section 2B – People who are delivering the policy or service

Potential of direct/indirect customer dis-satisfaction of an increase in fees leading to challenging phone calls to the Corporate Property and Commercial Assets team who are based at Phoenix House.

Section 3 – Evidence and data used for the assessment (Attach documents where appropriate)

Attached report includes benchmarking fees and charges with other authorities.

Section 4 – Conclusions drawn about the equalities impact (positive or negative) of the proposed change or new service/policy (Please use **prompt sheet** in the guidance for help with what to consider):

The increases in fees are necessary to maintain standards at our two cemeteries and are comparable with other authorities.

If you have identified any negative impacts you will need to consider how these can be mitigated to either reduce or remove them. In the table below let us know what mitigation you will take. (Please add rows where needed)

| Identified issue drawn from your conclusions | Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts? | Who is responsible for the actions? When will the action be completed? | How will it be monitored? What is the expected outcome from the action? |
|---|--|--|--|
| Age | | | |
| Different approaches and mechanisms are required for engaging with and representing, people of different ages, in particular children and young people. | The specification requires the Provider to not only comply with the Equality Act 2010 and related duties, but to strive for best practice. | Communication with funeral directors regarding the increase in fees that will be carried out by the Corporate Property and Commercial Assets team upon Cabinet approval. | This would be directly monitored by the service, increased income is expected that is required to maintain current service levels. |

| | | | |
|--|--|--|---|
| Disability | | | |
| Different approaches and mechanisms may be required for engaging with and representing, people with a range of disabilities depending on their individual needs. | The specification requires the Provider to not only comply with the Equality Act 2010 and related duties, but to strive for best practice. | Financial assistance with burials is available in the event that families do not have the means to bury relatives. | This would be directly managed by the service detailed in section 2B. |
| Gender Reassignment | | | |
| N/A | N/A | N/A | N/A |
| Marriage and Civil Partnership | | | |
| No issues identified | N/A | N/A | N/A |
| Pregnancy and Maternity | | | |
| N/A | N/A | N/A | N/A |
| Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers) | | | |
| N/A | N/A | N/A | N/A |

| | | | |
|--|--|--|---|
| Religion and Belief | | | |
| N/A | N/A | N/A | N/A |
| Sex | | | |
| N/A | N/A | N/A | N/A |
| Sexual Orientation | | | |
| N/A | N/A | N/A | N/A |
| Other (including caring responsibilities, rurality, low income, Military Status etc) | | | |
| Rurality It is important that the service is able to engage with and represent individuals who live in rural areas and / or have limited access to public transport. | The specification requires the Provider to meet the needs of all people in Mid Devon, to have a presence in local communities and ensure that communications plans reflect the rurality of Mid Devon. The Provider is required to ensure that the service represents the diverse population of Mid Devon and that reasonable adjustments are made to all services / activities to ensure individuals are able to access the service. Operational commissioning of the service will ensure that the service is being delivered according to the service specification and quality standards and will take account of customer feedback. | Communication with funeral directors and helpline number on Mid Devon District Council web site. | This would be directly managed by the service detailed in section 2B. |

Section 6 - How will the assessment, consultation and outcomes be published and communicated? E.g. reflected in final strategy, published. What steps are in place to review the Impact Assessment

The Corporate Property and Commercial Assets team will implement, in the event of Cabinet resolving to approve the attached report

| | |
|--|--------------|
| | |
| Completed by: | Andrew Busby |
| Date | 19.02.18 |
| Signed off by: | |
| Date | |
| Compliance sign off Date | |
| To be reviewed by: (officer name) | |
| Review date: | |

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ECONOMY PDG 8TH MARCH 2018

Destination Management Strategy for Mid Devon

Cabinet Member(s): Cllr Richard Chesterton
Responsible Officer: Stephen Walford, Director for Growth

Reason for Report: To present to committee the finalised Destination Management Strategy.

RECOMMENDATION: To recommend to Cabinet that the Destination Management Strategy be recommended to Council for approval.

Relationship to Corporate Plan: It supports the aims of the Corporate Plan's Economy objectives and in particular Aim 4 - Grow the tourism sector:

- Increase the number of people visiting, staying and spending money in the District
- Improve the marketing of Mid Devon as a visitor destination

Financial Implications: There are no financial implications envisaged with regard to adopting the Strategy. However as work on the emerging Economic Strategy evolves, destination management actions will be considered alongside other economic development projects with regard to prioritisation of projects within existing budgets.

Legal Implications: None

Risk Assessment: None

Equality Impact Assessment: None

1.0 Background

1.1 The Destination Management Plan for Mid Devon is a strategic document for promoting tourism within the District and provides a framework for joint activity with key stakeholders and individual tourism businesses.

1.2 Research was undertaken on behalf of the Council in 2016 on the tourism sector within the district and the findings were used to develop a draft Destination Management Plan. This was subject to consultation with tourism businesses and other external and internal stakeholders. The consultation responses were collated, and incorporated into a final revision of the Destination Management Plan which is now being presented to the Policy Development Group. Officers have also taken the opportunity to update the strategy to reflect modifications to the Local Plan Review such as the proposed allocation at Junction 27 for a major tourism and leisure development. The Local Plan Review will be subject to examination later in 2018.

- 1.3 The Demand Management Strategy will ultimately be accompanied by an action plan; however this will need to be subject to more work with members as part of the emerging Economic Strategy and be informed by the direction of travel of other economic and productivity strategies.
- 1.4 It should be noted that the Economic Development team currently supports individual tourism businesses, providing advice and support for applications to the LEADER funding programme, and RDPE Growth Programme. The team is currently advising nine local businesses on tourism related business ideas – mainly projects to provide and improve accommodation.
- 1.5 The Demand Management Strategy contains a number of objectives which will provide a context for any future actions. It is most likely that future actions will need to be owned and driven by key partners and tourism businesses themselves. Mid Devon District Council can play a role in supporting and facilitating these actions, and has a specific role in terms of the public realm, infrastructure, and business advice. However, as stated above any actions will need to be prioritised alongside other priorities being identified in the Economic Strategy.

Contact for more Information: John Bodley Scott, Economic Development Team Leader 01884 234363 / jbodleyscott@middevon.gov.uk

Circulation of the Report: Cllr Richard Chesterton, Leadership Team, Head of Planning

A Destination Management Plan for Mid Devon

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1.0 Background – Why a destination management plan?

The Council and its partners would like to see a competitive and sustainable tourism sector, but to achieve this there needs to be an agreed way forward and co-ordination between partners. Our aim is:

To build a competitive and sustainable tourism industry for Mid Devon, which increases the contribution tourism makes to our local economy over the next 5 years.

Tourism is a key sector for the District's economy, creating jobs, increasing expenditure in the local economy and generating new business ideas. Tourism as defined by the World Tourism Organisation is any 'activity undertaken by persons travelling or staying in places outside of their usual environment for not more than a year for leisure, businesses and other purposes.' Sustainable tourism is committed to generating a low impact on the surrounding environment and community while generating income and employment for the local economy.

A destination management plan is a shared strategy showing the intent of partners to manage, develop and promote the area as a visitor destination. It is very much a partnership document as it is not possible for any one organisation to achieve everything on its own as it touches all aspects that contribute to a visitor's experience.

2.0 Economic Impact of Tourism - current situation

2.1 Mid Devon Economic Status – performance and impact

Tourism is recognised as an important driver of the Mid Devon's economy. It contributes significantly through job creation, increased expenditure and income into local communities.

In 2015, Mid Devon attracted approximately 212,000 staying visitors from the UK and overseas combined with approximately 1.59 million day visits, generating an estimated £101 million pounds worth of visitor spend in the local economy. Approximately 1,500 full-time equivalent jobs within the district are working directly in tourism related businesses, representing 5% of all employment in Mid Devon.

| Key facts – Value of tourism 2015 | |
|--|------------------------------------|
| 212,000 | Staying visitor trips |
| 860,000 | Staying visitor nights |
| £43,165,000 | Staying visitor spend |
| 1,589,000 | Day visits |
| £52,909,000 | Day visitor spend |
| £96,074,000 | Direct visitor spend |
| £5,059,000 | Other related spend |
| £101,133,000 | TOTAL VISITOR RELATED SPEND |
| 2,084 | Estimated actual employment |
| 1,505 | FTE employment |
| 5% | Proportion of all employment |

Table 1. Highlights from The economic impact of Mid Devon's visitor economy and evidence base 2015

Mid Devon is the least visited district in Devon, indicating there is plenty of room for growth.

| Area | Domestic trips (000's) | Overseas trips (000's) | Domestic nights (000's) | Overseas nights (000's) | Domestic spend (millions) | Overseas spend (millions) |
|-------------|------------------------|------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| East Devon | 478 | 43 | 1,905 | 332 | £100 | £17 |
| Exeter | 423 | 58 | 1,446 | 631 | £86 | £37 |
| Mid Devon | 193 | 19 | 727 | 133 | £37 | £6 |
| North Devon | 937 | 56 | 4,205 | 364 | £224 | £20 |
| Plymouth | 637 | 76 | 2,186 | 616 | £114 | £33 |
| Teignbridge | 573 | 38 | 2,488 | 261 | £119 | £13 |
| Torbay | 1,084 | 96 | 4,033 | 563 | £274 | £36 |
| Torridge | 237 | 19 | 1,006 | 144 | £53 | £7 |

Table 2 from The Economic Impact of Mid Devon's Visitor Economy and Evidence base 2015.

The main reason why domestic visitors come to Mid Devon (day trips and staying) is for a holiday or leisure time. While for overseas visitors the main reason is to visit friends and relatives. This is significant as it means that having local connections is an important motivator even for overseas visitors.

The largest direct spend for day visitors and for domestic staying visitors (after accommodation costs have been considered) is on food and drink, with shopping being a significant second and the most significant spend for overseas staying visitors.

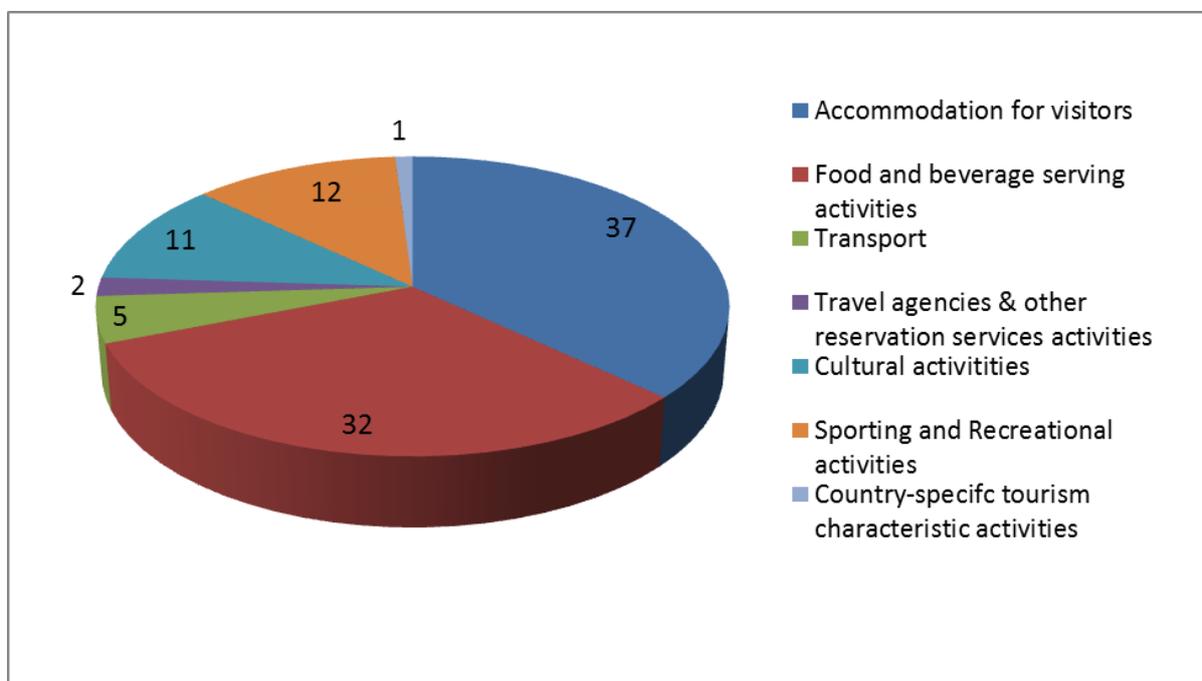
| | |
|-----------------------------|---|
| Food & drink | Domestic staying visitors £8,241,000 Overseas staying visitors £1,438,000 Day visitors £21,965,000 |
| Accommodation | Domestic staying visitors £13,518,000 Overseas Staying visitor £1,611,000 |
| Shopping | Domestic staying visitors £4,684,000 Overseas Staying visitor £1,948,000 Day visitors £17,072,000 |
| Attractions / entertainment | Domestic staying visitors £4,012,000 Overseas Staying visitor £779,000 Day visitors £7,170,000 |
| Travel | Domestic staying visitors £6,301,000 Overseas Staying visitor £634,000 Day visitors |

| | |
|--------------------------------|------------|
| | £6,701,000 |
| Second Homes | £180,000 |
| Visiting Friends and Relatives | £4,879,000 |

Table 3 from The Economic Impact of Mid Devon's Visitor Economy and Evidence base 2015 report.

3.0 Mid Devon's Tourism Offer

Accommodation and food and drink providers make up the majority of businesses working within the sector¹, while travel and country specific activities such as conferences, exhibitions and fairs are the lowest. However, business codes do not distinguish tourism-related retail businesses to other more general retail businesses – so it hard to evaluate the significance of retail to the tourism offer.



Graph 4. Share of tourism sectors within the industry by number of businesses using the tourism SIC codes from the Mint Database Nov 2016.

3.1 Accommodation

The latest available information on accommodation for Mid Devon estimates that there are a total of 195 accommodation providers in the district, offering over 3,100 bed spaces of various kinds. There is a lower concentration of accommodation to the west of the District, especially around Crediton.

| | Bed spaces / pitches |
|--------|----------------------|
| Hotels | 629 |

¹ Mint Database of Registered Businesses 2016

| | |
|---|-------------|
| Guesthouse | 66 |
| Inns | 119 |
| B&B | 557 |
| Farms | 88 |
| Self-catering | 170 units |
| Touring caravans / tents | 378 pitches |
| Static vans | 28 pitches |
| Table 5 Accommodation breakdown for Mid Devon from the Economic Impact report 2015. | |

Poor weather can have a negative impact on campsite bookings. However, glamping type accommodation (yurt and tepees) have increased in popularity in recent years, providing high quality experiences for people looking to get closer to nature. This type of accommodation requires advanced booking so providers are able to rely on numbers throughout the year, and extending the traditional holiday season.

As one would expect, the majority of the accommodation stock is in the countryside, however, there are also very few town centre hotels or B&B's.

3.2 Attractions and local offer

There are 14 paid visitor attractions in the district, offering a variety of activities for visitors. Attractions include museums, boat trips, historic houses, castles, theme parks, vineyards, and animal watching. There is a lower concentration of paid attractions to the west of the district.

The local offer is much wider than attractions; the district's natural environment (the countryside - stunning views / landscape / valleys) and a rich cultural heritage make Mid Devon a beautiful and interesting destination. Green infrastructure (footpaths, bridleways, cycle routes), heritage sites, churches, quaint villages, 11 miles of the Grand Western Canal, listed buildings, conservation areas, access to Exmoor and the Blackdown Hills AONB, rivers & 200 country wildlife sites all contribute to the local offer. The area has a variety of food and drink establishments serving local produce.

There has been a recent growth in the number of conference and event venues within the District, particularly wedding venues. These can offer both a venue for a day event, but increasingly offer accommodation for overnight / weekend events as well. There is also a strong country sports offer, with a number of fishing lakes and associated accommodation in the Culm Valley and a concentration clay pigeon and pheasant shoots on the Exmoor Fringe.

4.0 Who comes to Mid Devon?

The findings from the 2016 visitor survey portray a positive and encouraging picture of Mid Devon as a tourism and leisure destination in the South West region. The headlines from the survey include:

- Mid Devon is predominantly a destination for day visitors.
- The main visitor market appears to be those people living within the immediate South West region.

- Mid Devon appeals to adult-only groups with visitors falling into the middle (45-54 years) and older (55+ years) age groups.
- The average group size is 2.85 people
- The majority come to Mid Devon for leisure purposes or for visiting friends and family.
- Overnight visitors spend on average 4 nights
- Mid Devon attracts a relatively affluent visitor market (social grades ABC's)
- The district attracts a high proportion of repeat visitors across all visitor types. This is likely to be due to the fact that visitors to the district appear to be relatively satisfied with the visitor experience and the tourism product on offer to them when making a visit.
- The main reason for their visit is to eat out (food and drink), followed by shopping, walking, visiting family attractions and enjoying the countryside
- Visitors use the internet during their visit to source information from google, Trip Advisor, Visit Devon and Heart of Devon. However, a high proportion still likes to use a brochure or leaflet during their visit.
- The lowest satisfaction rates were for nightlife/evening entertainment and availability of public toilets.
- Standard questions are used to benchmark the overall satisfaction and enjoyment of a visit, for example visitors were asked the likeliness of re-visiting the area and 4.73 out of 5 (very high) would return.
- A similar benchmark is recorded through a recommendation score. Mid Devon's recommendation score was +42%, which is good but slightly lower when compared with the score for the county as a whole of +56%.
- Some quotes why people like it here: 'the countryside', 'a lot calmer and laid back', 'Atmosphere, scenery and peaceful', 'accessibility to coastlines in Devon', 'variety of things to do', 'friendliness', 'Weather, fresh air and wild flowers along the paths'.

5.0 Partnerships and Marketing

Mid Devon used to be marketed under the Heart of Devon (HOD) Area Tourism Partnership (ATP), together with Exeter, East Devon and Teignbridge. However, in January 2016 the Heart of Devon partnership merged with Visit South Devon (VSD). Following this merger Mid Devon businesses were struggling to relate to VSD's strong coastal brand and many have now migrated to Visit Devon.

Visit Devon has been developing to become the 'go to' company for tourism and hospitality businesses located in Devon. Over the past 12 months they have appointed a new board, introduced a new membership structure and a completely revamped their website. Visit Devon is a Community Interest Company and will be working on behalf of the tourism and hospitality industry locally to promote Devon within the UK and overseas to attract new and additional visitors to the county.

Up until recently Mid Devon has been under represented on Visit Devon's website, but this has been addressed. Events can now be promoted through the website, however there is a lack of locally co-ordinated promotional campaigns at present and there is no central website for Mid Devon to direct visitors to.

Mid Devon Attractions Association is an important private sector led group for the area. Their objectives are a) to be a voice for Mid Devon and b) to promote the area by working in partnership on a number of projects and promotional campaigns e.g. identifying a brand for the area and creating a marketing and promotional strategy. MDDC is supporting the group to become an influential body with its own marketing and events programme and an organisation for securing external funding for future marketing campaigns.

Mid Devon District Council part funds the Tourist Information Service (TIS) which has created networks with accommodation and attraction providers, releasing a monthly e-bulletin to businesses. The TIS maintain some of the 'Explore Tiverton' web pages which promotes local events, accommodation and 'things to do'. Cullompton and Crediton do not have a similar website to promote their towns. There are no overall accommodation or food and drink partnerships in the area.

As it stands marketing and promotion for the area is done on an individual business basis, very little joint advertising campaigns / schemes have taken place with no clear leadership or coordination across the district and sectors. Mid Devon as an area is unknown and requires a clear brand to re-position it within the tourism market. There seems to be a concentration around what the area doesn't have e.g. coast / National Park rather than focusing on what the area does have to offer, creating one clear message which the sector adopts. A clear brand and unique selling points need to be identified to promote the area and re-position it as a competitive area to visit.

6.0 Mid Devon's product offer

Below is a SWOT assessing the strengths and weaknesses of the local offer and the opportunities and threats from external influences (PEST analysis).

| | Strengths | Weaknesses |
|----------------|---|---|
| <i>Visitor</i> | <ul style="list-style-type: none"> • Visitor loyalty – high levels of satisfaction and repeat visits. • A place where visitors feel safe and secure • Attracts a large proportion of local, South West residents for day visits within a relatively short drive time of the area. • Attracts relatively affluent visitor market with a good recommendation score. | <ul style="list-style-type: none"> • Lack of range of nightlife/evening entertainment • Doesn't attract younger visitors • Majority of visitors don't use social media while on their visit, therefore little free publicity is generated. • District is not capitalising on short break market and extending the tourist season • Visitors don't know they are in Mid Devon |
| <i>Product</i> | <ul style="list-style-type: none"> • Tourism related employment is 5% • Good quality accommodation • Strong heritage offer in Tiverton, Cullompton and Crediton • High number of conservation areas • Attractive towns and quaint villages set within valleys creating stunning views • Peace and tranquillity – pure get away. • Strong potential food offer, pubs, restaurants, food festivals, farmers markets, local producers. Award winning food events. • Diverse product offering, e.g. quaint villages, market towns and historical buildings, rivers, canal, visitor attractions • Official walking routes (GWC, Exe | <ul style="list-style-type: none"> • Limited public transport options across the district especially on Sunday's and bank holidays • Perception that Mid Devon has nothing to offer young people and families • Limited mobile and Wi-Fi connection across the district • Lack of events in off peak seasons • Uneven spread of attractions throughout the District. • Little paid attractions in Crediton and surrounding area. • Gaps in assets – no farm type attractions, • Limited low cost accommodation e.g. camp sites. |

| | | |
|------------------|--|--|
| | <p>Valley Way, Little Dart Ridge Valley, Devonshire Heartland Way, Tarka Trail) and cycling (Sustrans networks – routes 3 & 344)</p> <ul style="list-style-type: none"> • A number of key assets including Crediton Parish Church (links to St Boniface), Crediton High Street – independent / unique, Eggesford Forest, Fursdon House, The Waie Inn, Bickleigh (Mill, Devon Railway Centre, Castle), Great Western Canal, Horse Drawn Barge, Knightshayes, Mid Devon Museum, St Peters Church, Tiverton Castle, Bampton Heritage Centre, Bampton Moat, Coldharbour Mill, Quad World, Diggerland, The Bear Trail, Devon Badger Watch, Downe House, Yarak Birds of Prey. | |
| <i>Place</i> | <ul style="list-style-type: none"> • High quality countryside & natural environment • Easy access by road and rail. Good transport links, with the M5, North Devon link road and main-line railway running through the District. • Potential to develop major visitor attraction at J27 of regional significance • Close proximity to the moors, beaches, city, AONB • Active Town Teams in Cullompton, Crediton and Tiverton developing the local offer. • Recent review and update of brown signs | <ul style="list-style-type: none"> • Tourism businesses rely on the typical seasonal months, not seen as an all year round destination • No investment is planned for green infrastructure including cycle paths, long distance footpaths, rural footpath signposting, linking up routes. • Perceived as a gate way to Devon e.g. a pass through area. |
| <i>Promotion</i> | <ul style="list-style-type: none"> • Good business reviews on Trip Advisor • Award winning accommodation, attractions and events • Mid Devon Attractions have formed an Association working towards marketing and promoting Mid Devon. • Active TIC for Tiverton and information points in Cullompton and Crediton • Robust statistics and volume & value trends data for the area | <ul style="list-style-type: none"> • Lack of profile across Devon, UK and overseas • Least visited destination compared to all Devon districts • Multiple businesses and agencies advertising the area – no clear message or branding • No clear direction of the districts USP's. • Lack of communication channels with the business sector e.g. no accommodation association for the area • Large and diverse area to administer. • Lack of online presence to promote towns, attractions and accommodation • Businesses express that they can't relate to the Area Tourism Partnership – Visit South Devon brand which Mid Devon falls under. |

| | | |
|------------------|--|---|
| | | <ul style="list-style-type: none"> • Attractions are small scale and can't afford membership fees. • Lack of communication channels through our towns and villages to promote our highstreets, events and activities. No one event calendar. • Not all businesses are social media mature |
| | Opportunities | Threats |
| <i>Political</i> | <ul style="list-style-type: none"> • Tourism is a growing industry in its own right and it makes an increased contribution to the economy • Visit England's Strategic Framework for Tourism 2010-2020 / Governments Action plan (Aug 2016) • Potential to unlock funding through LEP • Councillors' decisions – cascading information to Parish/Town Councils, businesses and trade • Political support to develop a train station at Cullompton • Political will to investigate the Exe Valley AONB • Develop stronger links with nearby areas • Government plans to cut red tape by changing licenses for B&B's. | <ul style="list-style-type: none"> • Decreasing industry ATP membership following HOD/ VSD merger • School term time holiday-taking regulations |
| <i>Economic</i> | <ul style="list-style-type: none"> • Business collaboration on consumer offers and promotions • To increase the overnight stays through suitable product development • Scope to market Mid Devon as a whole • Tourism in the UK is set to grow by 5% year on year which will generate new demand with corresponding impact on jobs and economy (225,000 jobs). • Leisure and tourism development for J27 could create opportunities for advertising & promotional links with our town centres, attractions & accommodation. • New product development and campaigns • Expand the events season • To create a SLA with the TIC. Scope to improve communication channels across the district and project development. • Visit Devon will be promoting the county creating marketing opportunities for businesses • Capitalising on product development, e.g. arts and crafts, cycling, walking, bowling and golf, special events | <ul style="list-style-type: none"> • Competition from other destinations managing tourism more effectively • The true impact of Brexit on visitors and private sector spend and investment is unknown • Future developments at J27 could have mixed impact on other tourism businesses. • Interest rates and the effect on disposable income • Value of GBP against other major currencies e.g. relative weak / strength of the pound and the effect on overseas visitors • Rate of inflation |

| | | |
|-------------------|---|--|
| | <p>(Festivals)</p> <ul style="list-style-type: none"> • Encourage investment e.g. hotels • Emphasise for all year round marketing of tourism • Encourage investment in all day attractions e.g. linked attractions (multi-ticketing around attractions) • To secure Cullompton Heritage Lottery grant • Funding through the LEADER programme • Unsaturated sector plenty of room to develop • Improve access to rivers and the environment with better footpaths, bridleways, cycle ways, interpretation, viewing facilities. • Joint marketing with other councils/partners • Need a 'wow' factor for the area • Relative weak / strength of the pound and the effect on overseas visitors • Job creation • Income into the economy • Public/private partnership funding • Eligibility to European funding | |
| <i>Social</i> | <ul style="list-style-type: none"> • Devon as a region is known as a holiday destination. • Capitalise on Devon marketing. • Social demographic changes (older UK population) • Holiday trends e.g. increase in staycations • Country holidays are popular with over 45's • Changes in family patterns | <ul style="list-style-type: none"> • Customer expectations are changing rapidly • Shifting values in society |
| <i>Technology</i> | <ul style="list-style-type: none"> • Make it easier to find useful information about planning a holiday • Web marketing and on-line booking opportunities • Destination management systems • Increasing role of social media | <ul style="list-style-type: none"> • Access to Internet and Wi-Fi discrepancy's across the district |

Table 6; SWOT and PEST analysis of the Mid Devon Tourism Sector

7.0 Current Trends

7.1 National Trends

A Strategic Framework for Tourism 2010-2020 (Visit England) states Tourism in the UK is set to grow by 5% year on year, which would generate new demand with corresponding impact on jobs and economy (estimated 225,000 jobs).

However, the impact of Brexit on the tourism industry is unknown. Changes to border controls may influence visitor's decisions inbound and outbound. It may result in a greater increase in staycations for domestic visitors, especially if the pound is weaker. The state of the pound will influence international visitor's decision to holiday here, making it good (if the

pound is weak) or poor (if the pound is strong) value for money, and equally limit UK residents visits abroad.

In 2015, British residents took 102.7 million overnight trips in England, totalling 300 million nights away from home, with an expenditure of £19.6 billion (a new high). £191 was spent per trip, and with an average trip length of 2.92 nights, the average spend per night was £65. The number of domestic trips was 11% higher than in 2014, and the amount spent increased by 8%, reaching an all-time high in nominal terms. Overseas trips to England increased by 5% compared to 2014 to £36.1 million and spend by 1% to £22.1 billion. During 2015, GB residents took a total of 1,525 million Tourism Day Visits to destinations in England, Scotland or Wales, falling by -4% compared to those taken in 2014 (1,585); and around £54 billion was spent during these trips which remained unchanged year-on-year (£53.8 billion in 2014) (South West Tourism Research 2016).

However, with over 50% of international visitor spend still in the capital, there is more to be done to rebalance the sector, boosting jobs and growth right across the country.

Visit England has also produced a 'Rural Tourism Action Plan'. The report aims to improve the potential of the rural tourism offer and bring benefits to local communities and economies. The report proposes the following to diversify and enhance rural tourism:

- Develop existing and new visitor activities and experiences that are less weather dependent, appeal to visitors throughout the year and reflect and support the local area;
- Develop traditional and new low impact and low carbon products and experiences in rural areas informed by consumer trends and behaviours (e.g. walking, cycling, glamping, tepees, yurts, camping huts and shielings; slow tourism; outdoor concerts; museums and parks at night) and suited to local environments and communities; and
- Increase the promotion of England's rural offer and experiences by using new media and other marketing techniques to engage younger audiences.

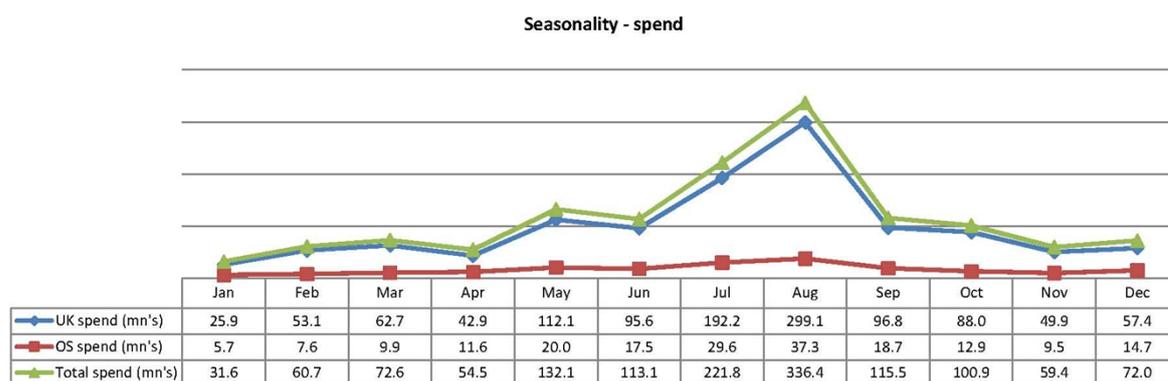
7.2 Regional trends

The South West Region – 2015

According to the Visitor Survey 2015, the South West saw a 5% increase in trips of more than one day for UK visitors, with an increase of 7% for nights and 5% for spend. Overseas visitor trips to the region increased by 2%, nights increased by 9% and spend by 3% compared to 2014. Day visits to the South West are estimated to have decreased by 2% and day visit spend increased by 2% compared to 2014. Visits to urban areas increased by 1% with expenditure increasing by 13%, visits to rural areas decreased by 8% with expenditure decreasing by 9% and visits to coastal areas remained at a similar level to 2014 although expenditure decreased by 10% (South West Tourism Research 2016).

The latest data shows Devon's staying visitors tend to spend within the typical seasonal months (June to September high season) with a slight secondary peak in May.

Devon - Estimated seasonality of staying visits



Graph 7: Estimated seasonality of staying visits in Devon – South West Tourism Research 2016

Devon is the most visited region in the South West for day and staying visits for domestic trips. However, Former Avon (which includes Bristol) is significantly higher for overseas trips.

8.0 Planning Policy

8.1 The National Planning Policy Framework (NPPF)

The National Planning Policy Framework (NPPF) was published in March 2012 and states local plans must: “Support sustainable rural tourism and leisure developments that benefit businesses in rural areas, communities and visitors, and which respect the character of the countryside. This should include supporting the provision and expansion of tourist and visitor facilities in appropriate locations where identified needs are not met by existing facilities in rural service centres.” (Paragraph 28)

8.2 Mid Devon’s Local Plan Review

Mid Devon’s Local Plan sets out the planning framework for the growth of the District up until 2033, and identifies planning policies for tourism and leisure facilities.

The proposals of the Local Plan Review are that:

The Council will use planning and related powers to support sustainable economic success through:

- A good range of jobs in urban and rural areas
- Growth that respects Mid Devon’s relationship with Exeter and Taunton
- Profitable and expanding local businesses, attracting inward investment.
- Attractive, lively and successful town centres
- Tourism and leisure enterprises that benefit the whole district
- Recognition of the role of heritage as a tourism attraction²

The Local Plan allocates land at J27 of the M5 motorway to support the development of tourism and the economy in the area

² Mid Devon Local Plan Review 2013-2033

Policy J27 - Junction 27,

“Development will be targeted to provide a high quality tourist and leisure focused development to meet needs identified within the tourism study¹”.

Policy DM22 - Tourism and leisure development

“Proposals for new or expanded tourism, visitor or leisure facilities will be supported within or adjacent to defined settlements. Elsewhere, the nature of the proposed development must justify a countryside location and minimise environmental impacts, avoiding an unacceptable traffic impact on the local road network. Development proposals must:

- a. Respect the character and appearance of the location
- b. Where appropriate, involve conversions or replacement of existing buildings; and
- c. Demonstrate that the need is not met by existing provision within nearby settlements¹”.

The Local Plan Review will be subject to examination in 2018.

9.0 The Future for Tourism in Mid Devon

Having looked at all the available evidence and consulted with sector representatives, the destination plan identifies three key areas for development:

9.1 Working in partnership

Effective partnerships are key to achieving the aims of this plan, as many organisations, both in the public and private sector, have a role in creating the right environment for growth in the tourism sector. These partnerships need to be business led, as they are the driving force for growth, but there is a role for public bodies to facilitate the process. Through partnerships we hope to develop:

- *Clear leadership and co-ordination within the sector*
- *Strive for quality*
- *A joint and co-ordinated approach to marketing and promotion*

Clear channels of engagement are needed between different bodies in order to promote and create projects, events, schemes, and initiatives which in turn can be promoted through the Area Tourism Partnerships.

| Organisation | Roles |
|--|--|
| Lead partnerships – Mid Devon Attractions Association Visit Devon Visit South Devon TIC | Represent Devon tourism at a national level Gathering evidence and monitoring Visitor information Developing the area brand and marketing Sector engagement Promoting funding opportunities Build strong partnerships Promotion |

| | |
|---|---|
| MDDC & DCC | Public realm – appearance and maintenance Planning development Public health and safety Visitor services – car parking, public toilets, cleanliness Partnerships with private sector Business support Transport planning and infrastructure Access, right of ways, countryside management Licensing Conservation Leadership – encourage / facilitate partnerships |
| Town and Parish Councils | Neighbourhood planning Place making Local activities and events Promotion |
| Town Teams / forums | Place making Events / improving the local offer Streetscape |
| Business Groups and Chambers of Commerce | Supporting tourism-related businesses Supporting the vibrancy of our town centres Supporting joint initiatives |
| Local Enterprise Partnership | Funding for businesses Sector support |
| Private sector individual tourism businesses (attractions, accommodation, retail, pubs, restaurants, car hire etc.) | Product development and investment Visitor experience – feeling welcomed Links to destination branding and promoting the area Place making Creating and maintaining employment |
| Local land owners | Future development opportunities Festivals and event locations Access |
| Heritage groups, arts & culture, civic society, sports and community groups | Local knowledge and expertise Events and initiatives Create an identity |

Table 8: Organisation roles and responsibility

9.2 Clear branding and a joint approach to marketing

Mid Devon suffers from a lack of a clear identity, poor ‘brand recognition’, and inadequate promotion. Basically, visitors don’t know we are here or what we have to offer. Work must be undertaken:

- *To create an identity for Mid Devon.*
- *Ensure the sector as a whole adopts the branding and promotes the same message*
- *Create a voice for each sub-sector e.g. attractions, accommodation, food and drink, events.*

- *Identify joint promotional initiatives*

Mid Devon Attractions Association³ have been progressing with developing an identity, securing external funding to achieve their objectives. The same model could be used to create similar identities in the remaining tourism areas e.g. food and drink and accommodation which could feed into the ATP's and link with the other local sectors. Town Teams are established in Cullompton and Crediton at present, and have an important role in developing the identity of place, but don't feed into the ATP's. There is a gap for a Mid Devon wide organisation to collate all the relevant information which can feed into Visit Devon and co-ordinate a clear brand / message for the area.

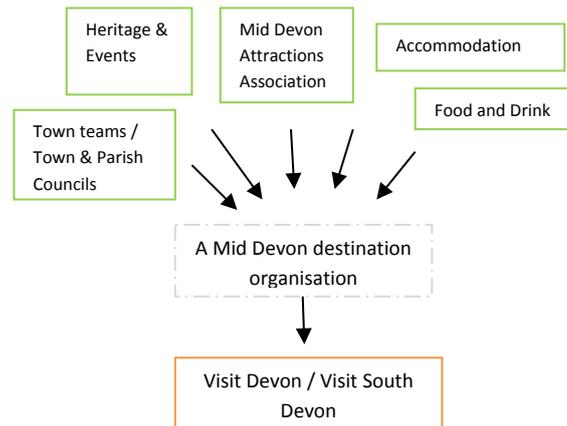


Diagram 10: Potential communication channels (groups) and promotional development links.

9.3 Creating a competitive product

- *Improve the visitor experience*
- *Meet target segment needs*
- *Develop the local offer and create new initiatives / products which will meet segment needs*

Creating a quality experience for visitors must be at the heart of all that we do as businesses and as public bodies involved in promoting the area. In order to do this we need to be aware of the needs and wants of different segments of the market.

Visit England have identified five segmentation of domestic tourists based on different needs, attitudes and behaviours (Project Lion 2016).

| Segment & no. of holiday's a year | Priorities in choosing a holiday | Attitudes to a holiday in England | On their recent trip... | Behaviour |
|--------------------------------------|--|-----------------------------------|--|---------------------------------------|
| Country-Loving Traditionalist | 1. Unspoilt countryside 2. Clean and tidy | 1. Offers a wealth of cultural | 1. Typically a countryside break for two | 1. Higher than average consumption of |

³ A business-led group of visitor attractions working in and around Mid Devon.

| | | | | |
|--|--|---|--|---|
| <p>2.3 holidays a year</p> | <p>environment 3. Opportunities to eat/drink local produce</p> | <p>experiences 2. Makes you feel connected to the country's history and heritage 3. Has beautiful countryside 4. Ideal place for people like me</p> | <p>2. Half will book direct through the accommodation provider 3. Two thirds prefer to stay in a b&b for the personal touch or rented accommodation 4. Spent time exploring the countryside and small towns</p> | <p>broadsheets and UK tourist websites 2. Likely to live in East / Anglia and South East 3. Married or living with partner with no children 4. £20-45k income bracket</p> |
| <p>Fun in the Sun 2.0 holidays a year</p> | <p>1. Good range of outdoor activities</p> | <p>1. Good for families with kids 2. Good beaches 3. Makes me want to return 4. Sense of excitement and adventure 5. Is fun 6. Good for young people 7. Feels like a proper holiday</p> | <p>1. Typically seaside break for at least 3 people 2. Over a third will stay in a caravan or holiday camp 3. Seasonal holidaymaker 4. Spent time at the beach, shopping and exploring small town</p> | <p>1. Strong users of social media 2. Like to live in West and South West 3. Majority married or living with partner, half with children and aged 35-55years. 4. £20k-£45k earner</p> |
| <p>Fuss-Free Value seekers 2.2 holidays a year More likely to consider England for a holiday or short break</p> | <p>1. Easy to get around by public transport 2. A destination that is easy to get to by public transport 3. It doesn't take too long to get there 4. Deals and discounts for the destination</p> | <p>1. Is good value 2. Makes me feel like I've had a proper holiday 3. Has good beaches</p> | <p>1. Typically a seaside break for two 2. Half will book their holiday online 3. More likely to stay in a hotel or caravan / holiday camp 4. Spent time shopping, the beach, exploring small towns</p> | <p>1. Likely to read the tabloids and least likely to engage with social media 2. More likely to be in East Midlands 3. More likely than other segments to be single, not living with children. Nearly half are over 55+ 4. Lower household income <£20k</p> |
| <p>Free and Easy mini breakers 2.1 holidays a year Like short breaks</p> | <p>1. Easy to get to by public transport 2. Easy to get around by public transport 3. Availability of festivals, music, sporting and cultural events</p> | <p>1. Has beautiful countryside 2. Has interesting towns and cities 3. It is easy to get to</p> | <p>1. Most likely to be a city break for two over 1-3 nights 2. Majority prefer a hotel 3. Prefer to book online 4. More likely to shop, explore the city, visit a museum or gallery and indulge in cultural</p> | <p>1. Strong users of social media and broadsheets 2. More likely live in the North (East or West) 3. Nearly half are single high proportion with no kids and under 55 years 4. £20-45k</p> |

| | | | | |
|---|--|---|--|---|
| | | | entertainment | income however 1 in 4 earn £45k+ |
| Aspirational family fun 2.7 holidays a year More likely to take a longer holiday than other segments | 1.Good nightlife / entertainment 2.Availability of festivals, music, sporting and cultural events 3.Good range of water based / beach activities | 1.Offers great entertainment / nightlife 2.Makes me feel like I'm doing less harm to the environment | 1.Half stay in hotels with 1 in 5 opting for a b&b instead 2.A city break for at least 3 people 3. Chose the convenience of booking through a aggregator website 4. More likely than the other segments to spend time at a theme park, zoo or sporting event. | 1. Highest consumption of broadsheets and free newspapers. Visit UK tourism websites 2. Likely to live in London 3. Under 50 years and most likely to have children. 4. Higher income £35k- £45k + |

The Mid Devon Visitor Survey 2016 reflects that the majority of Mid Devon's current visitors meet the profile of the 'Country-Loving Traditionalist'. If the District is to attract a wider range of visitors, particularly the younger, family market, it needs to increase the range of facilities and activities available to meet their needs.

We also need to recognise that those in the 'Aspirational family fun' segment are often highly mobile and may travel widely across the region during their visit, spending the morning at the coast (North or South), then visiting an attraction / city in the afternoon. We need to work closely with neighbouring areas to ensure Mid Devon is not just a base for visiting the wider area, but also attracts visitors in its own right.

9.4 Trends

New types of domestic leisure tourism are emerging (Visit England – Domestic Leisure Tourism Trends for the Next Decade December 2013) which could have a positive impact on rural destinations, through Active and Health tourism as well as visiting friends and relatives.

Visiting Friends and Relatives (VFR) trips are turning into leisure ones. With more budget constraints, consumers are wishing to maximise their leisure time and capitalise on family occasions. As we live longer we create more family occasions to celebrate and create rich family experiences.

Health tourism (such as spa breaks) is driven by a generation of health conscious older people but also the rising perception of time pressures at work and home.

Active tourism is growing as a reaction to more sedentary lifestyles and people wanting to de-stress through adventure experiences.

Food tourism is a growing area with the international market.

9.4.1 International

In 2011 the International Passenger Survey (IPS) revealed that visitors from overseas undertook particular activities whilst in Britain, including going to the countryside and coast. International Passenger Survey figures show that Scotland, Wales, the South West and

Yorkshire are most likely to see holiday visits involving visiting rural or coastal locations and walking. Visiting the countryside is especially common in Yorkshire, Scotland and the South West, with walking in the countryside common (28% took part in countryside walk) in the South West, Scotland and Wales. Visiting villages is most popular in the South West while visiting national parks is particularly popular in Wales, Yorkshire and the South West.

10.0 Product Development

Investigating possible products and marketing options for the future.

Market penetration/consolidation – getting more from existing customers

- A strong brand to re-position the area and reach more of our existing markets.
- Increase the current target market – Couples over 55 with no children (social grade ABC's), Families (social grade ABC's) and visiting Friends and Family, group visits.
- Campaigns specifically to target this market for day visits within the SW region (1hr 30 min radius). Short stay (4 nights) visitors from Bristol, Midlands, Hampshire, South West, South Wales, London and South East and M4 Corridor.
- Visit Devon's objective is to promote the region to international visitors – therefore up to date information is required on their website to promote the area and the activities they want to do e.g. country walks, food tourism & villages to explore.
- Current visitors are least satisfied with the evening / night time entertainment. These areas need to be addressed for the family and over 55 markets.

Market Development – new market segments

- Families – outdoor pursuits / experiences / family ticket offers for attractions
- Business tourism – conferences, events, team building exercises, exhibitions. Mid Devon has good road and rail links making it very accessible and central to the South West.
- Health and Active tourism packages
- Under 55's - Free and Easy mini breakers (no children) – festival development, cultural entertainment.
- International visitors – revamp the countryside walking trails

Product Development – new products

- Events and Festival development – sports events, parks at night
- Trail development - food and drink trails (food tourism), heritage walks (cloth & wool trade / merchants walk) and tree trails.
- Walking and cycling route to quality food and drink establishments.
- Dog friendly holidays / itineraries
- Wet weather attractions
- Group activities – coach parties over 55's
- Food and Drink is a big draw for the area. Develop food trails / walks with our rural and urban restaurants.
- Enhance the Green infrastructure – footpaths and cycle routes
- Family attraction offers and group attraction initiatives

- Outdoor pursuits – stag safari's, fishing
- New family attractions – farm / animal
- Business tourism
- Health – Spa's and retreats
- Leisure and tourism opportunities at J27.
- Enhance evening entertainment for over 55's and families, quality food establishments, comedy club, live music, music in the park, open cinema, skittles nights etc. Joint promotion opportunities.
- Festival development – music, food, themes weekends.
- Accommodation – Good budget hotel accommodation for Fuss Free visitors, quality B&B / guest houses, bespoke / personal touch for Traditional Country lovers. Yurts / Glamping for getting back to nature – Free and Easy mini breakers.
- Introduce a Mid Devon quality awards / recognition scheme
- Itineraries for families, groups and couples.

Diversification – new product and new market

- Create look out points across the district
- New festivals to stretch the holiday season e.g. music festivals
- Garden tours
- Water sports – rivers and canal activities
- Heritage trails – Green Coat scheme
- Sporting events
- Quality assurance schemes. This is particularly important in Mid Devon where the industry is dominated by small / medium enterprises and any new business ideas are most likely to come from the small business/farming sector.
- Top 10 campaigns
- Free and easy mini breakers who enjoy the countryside. Transport is important to this group. Promote access and transport links. Green transport schemes e.g. public transport and cycle hire.

10.1 Summary – Key points for Mid Devon (stage one)

Target segmentation – day and staying visitors

- Expanding over 55's no children (typical Countryside-lover) ABC's
- Attract more Families – ABC's
- Visiting Friends and Relatives - day visitors

Audience location -

- Staying visitors from - Midlands, Hampshire, Bristol, South West, South Wales, London, South East and M4 Corridor.
- Day visitors – radius of 1hr 30mins travel.

Key product development to meet the target segmentation needs:

- Improve green infrastructure (footpaths & cycling) and the promotion of them. Walks linked to local food and drink establishments, best scenic routes, short and long routes etc.
- Developing the night time / evening entertainment. Better coordination to promote what's on offer e.g. most unique pub, best spots for live music and star gazing,

evening activities such as skittle hire. Develop new offers such as music in the park events, food and drink campaigns.

- Enhance the local food and drink offer – campaigns / dog friendly establishments, award winning, local offer, best cream tea, best fireplace to sit and eat beside.

11.0 Objectives for 2018 – 2023

Purpose:

To build a competitive and sustainable tourism industry, increasing the contribution tourism makes to our local economy and employment:

Objectives

| | | |
|--|--|---|
| 1. To create partnerships to enable a joint approach to growth | 2. To develop a brand and promotional strategy to create regional and national awareness | 3. To develop the local offer to create a competitive product which meets our target segment needs. |
|--|--|---|

Priority areas

| | | |
|--|--|---|
| <ul style="list-style-type: none">➤ Develop sector partnerships and communication channels throughout the district.➤ Create a Mid Devon partnership to promote the District.➤ Build partnerships with Visit Devon, Area Tourism Partnerships, neighbouring districts, and sectors within Mid Devon➤ Monitor performance of the local economy and visitor experience to increase standards | <ul style="list-style-type: none">➤ Attract and retain more day and staying visitors, targeting over 55's and families➤ Develop a brand valued by the tourism community.➤ Create a marketing and promotional strategy for the area➤ Develop the identity and advertising of our market towns➤ Identify promotional campaigns and activities to increase footfall | <ul style="list-style-type: none">➤ Allocate land at J27 for tourism and leisure development of regional significance➤ Develop products and experiences in line with the target market and trends.➤ Support tourism business development➤ Enhance the evening and night time economy➤ Develop green infrastructure➤ Enhance food and drink offer – food tourism➤ Develop events & festivals |
|--|--|---|

A number of organisations are responsible for achieving these objectives. Therefore, we need to consult with the wider tourism sector a) to adopt this destination plan b) to agree the objectives c) to establish how we will achieve the objectives which will form the priorities and action plan for the next 5 years.

Appendix A - List of Mid Devon Attractions (as of Dec 2017)

Paid Visitor Attractions (13) (*charging an entrance fee*)

Badger Watch
Bear Trail
Coldharbour Mill
Devon Railway Centre
Diggerland
Downes House
Fursdon House
Knightshayes
Quad World
Tiverton Canal Co., Canal Barge
Tiverton Castle
Tiverton Museum of Mid Devon Life
Yarak Birds of Prey

Visitor Attractions (*without an entrance fee*)

Bampton Heritage Centre
Grand Western Canal
Holy Cross Church, Crediton
St Andrew's Church, Cullompton
St Peter's Church, Tiverton

Leisure and Sports Activities

Tiverton Golf Course
Downes Golf Course, Crediton
Exe Valley Leisure Centre
Lord's Meadow Leisure Centre
Culm Valley Leisure Centre
Goodiford Mill Fishing Lakes
Lakeside View Carp Fisheries
Newcourt Barton Fishery
Kia Ora Fishery
Digger Lakes
Coombelands Coarse Fishery
Four Ponds Fishery
Lower Hollacombe Fishery

Wedding and Conference Venues

Bickleigh Castle
Bridwell Park
The Corn Barn
Duvale Priory
Hillersdon House
Huntsham Court
Middle Combe Farm
Muddifords Court Country House
Padbrook Park, Cullompton
The Oak Barn, Hittisleigh
St Andrew's Community Centre, Cullompton
Stoodleigh Court
Tiverton Hotel
Upton Barn

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AUDIT COMMITTEE

20 MARCH 2018:

DEBT COLLECTION POLICY – REVISED MARCH 2018

Cabinet Member Cllr Peter Hare-Scott, Cabinet Member for Finance
Responsible Officer Jo Nacey, Group Manager for Financial Services

Reason for Report: To present the Committee with the updated Debt Collection Policy for approval

RECOMMENDATION:

That the Audit Committee recommends to the Cabinet that the updated Debt Collection Policy and associated Appendices be approved.

Relationship to Corporate Plan: Having effective and compliant Debt Recovery Procedures in place is essential to protect the Council's income and to ensure that outstanding debts are recovered in an appropriate manner with reference to the new Debt Recovery Protocol.

Financial Implications: Failure to recover debt effectively may result in financial loss to the Council.

Legal Implications: Potential breach of the Pre-Action Protocol for Debt Claims which came into effect on 1 October 2017.

Risk Assessment:

- i. Failure to recover outstanding debts may impact on the Council's ability to deliver services.
- ii. Failure to follow the Protocol may lead to the Council being sanctioned by the courts and may lead to both ability to recover a debt being compromised and also the reputation of the Council being damaged.

1.0 Introduction

- 1.1 The Debt Collection Policy was last updated and approved by the Audit Committee in 2014.
- 1.2 In October 2017, a Pre-Action Protocol for Debt Claims was made by the Master of the Rolls as Head of Civil Justice. It came into force on 1 October 2017.
- 1.3 The Protocol describes "the conduct the court will normally expect of those parties prior to the start of proceedings". It included a template Information Sheet and Reply Form which is attached as part of the Appendices to this report.

1.4 The Protocol is intended to sit alongside our debt collection regime and as such our Legal Department has reviewed it to ensure we are aware of any new requirements and that we are compliant.

1.5 The purpose of this report is to update the Policy to ensure it reflects the new Protocol and that the procedures are clear and concise for managers to follow.

2.0 Revisions

2.1 The revisions to the Policy have been highlighted in Track Changes and mainly reflect changes to job titles and the removal of procedures which are repeated in the Appendices.

3.0 Conclusion

3.1 It is important that Group Managers and those charged with collecting debt on behalf of the Council are aware of the revised procedures and that they remain compliant with the process to optimise our ability to recover debts successfully.

Contact for more Information: Jo Nacey, Group Manager for Financial Services ext 4254

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

Debt collection policy

Version Control Sheet

Title: Debt collection policy

Purpose: To provide an agreed debt collection policy that maximises the income available to the Council but is not so prescriptive that it does not allow for arrangements to be made on terms that are fair to those having payment ~~difficulties~~. To include the Debt Recovery Protocol which came into effect on 1 October 2017.

Owner: Andrew ~~Jarrett, Head of Finance~~ Jarrett, Director of Finance, Assets & Resources

Date: March 2018

Version no.: 1.1

Status: draft

Review Frequency: Every three years

Next review date: 2021

Consultation: Local voluntary groups.

Document History

~~This document underwent consultation with:~~

- ~~• Tenant Scrutiny & Improvement Group~~
- ~~• Voluntary sector~~

The following approvals were obtained:

- Chief Executive
- Management Leadership Team

- Members
- Legal Department

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| 1 | Introduction |
| 2 | Policies Common to all Types of Debt |
| 3 | Principles of Enforcement (all debts) |
| 4 | Write Offs (all debts) |
| 5 | Policies & Procedures |
| Appendix A | Example of financial statement <u>Debt Recovery Procedure following Introduction of Debt Recovery Protocol</u> |
| Annex 1 | <u>Information Sheet</u> |
| Annex 2 | <u>Standard Financial Statement</u> |

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Introduction

- 1.1 This document sets out the Council's approach to setting income collection targets and debt management arrangements. It also includes an update in relation to the introduction of the Debt Recovery Protocol which came into effect 1 October 2017.
- 1.2 Sums due to the Council can be a mixture of statutory and non-statutory charges. The method for billing and recovery of the statutory debts is tightly prescribed by statute. The Council needs to maximise income to ensure that it can continue to provide responsive services to local people. However, some people may, for whatever reason, find themselves experiencing financial hardship and it is important that recovery procedures reflect an understanding of this and are flexible enough to enable officers to respond in a sensitive way to individual circumstances.
- 1.3 Council policy relating to the collection of debt must be fair and transparent. It must also be applied consistently. The full range of collection and recovery methods must be used, as appropriate, if debts are not paid. All personal information will be fairly and lawfully used and in accordance with relevant legislation including relating to Data Protection and Human Rights.
- 1.4 The Council will set reasonable fees and charges which reflect strategic priorities. Customers should be given every opportunity to pay any sums due. Officers will make every effort to contact customers at an early stage in order to prevent debts increasing and to encourage discussion about payment plans and any possible issues which may prevent payment. If customers cannot see a proactive approach to the collection of debt, they may give repayment low priority and this can lead to a downward spiral where late and non-payment becomes normal. This can lead to cash flow problems and possible damage to the reputation of the Council. In addition, unless a payment culture is established, there is a risk that the level of debt will increase leading to sums which cannot be collected and/or which it is uneconomical to pursue, and the income will be lost to the Council. This is unfair to all those customers who do pay their bills on times.
- 1.5 Our aims:
 - To recognise that customers have a responsibility to pay and that debts must be met
 - To maximise income for the Council
 - To be firm but fair
 - To be consistent
 - To be efficient but also sensitive to the needs of the customer
 - To inform debtors about any sums owed promptly
 - To contact debtors about non-payment at an early stage
 - To offer different payment options/methods

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- To offer advice in order to prevent debt increasing
- To signpost and/or refer debtors to other agencies, where necessary
- To give advice on increasing income and reducing expenditure, if appropriate
- To be realistic about setting repayment amounts over reasonable periods of time
- To avoid putting pressure on debtors to make arrangements which are unrealistic and which cannot be sustained in the longer term
- To recognise the difference between priority and non-priority debts
- To promote a “joined up” approach to sharing information and managing the different debts owed to the Council
- To achieve a fair balance between the claims of competing creditors that enables customers to clear priority debts
- To recognise that in some cases it is not possible, or it is inappropriate, to collect a debt owed to the Council.

1.6 This Policy sets out the general principles to be applied in relation to debt management across all services provided by this Council. It is to be used together with all related policies and strategies and with more detailed procedural guidance for staff. It will apply to all debts owed to the Council, including:

- Council Tax
- Business Rates
- Rents for Council homes and garages and commercial properties
- Benefit overpayments
- Legal Costs
- Section 20, (Planned maintenance charges for leaseholders)
- Commercial waste
- Community infrastructure levy and monies arising from s106 agreements
- Sundry debts
- Other miscellaneous income.

2.0 Policies Common to all Types of Debt

2.1 When notifying customers about sums owed, the Council will send information regarding the amount payable and a description of the charge. It will also include:

- Information on the payment options available
- A contact number for queries and also for discussing payment arrangements where the customer is unable to make the payment immediately, for whatever reason.
- A fair processing notice to the effect that ‘your information may be shared with other council services and agencies for use in credit decisions, for fraud

prevention and to pursue debtors'

2.2 The Council will ensure that:

- There are procedures in place to provide an opportunity for early intervention to reduce the likelihood of the debt increasing
- There is a clear recovery process which is understood and implemented fairly and consistently by the Council and any partners and/or contractors
- Each Service has its own adopted policies, agreed procedures and fair processing notices setting out how debts will be recovered. These documents will comply with all relevant legislation, good practice and/or regulations and will be implemented by officers who will be given appropriate training to enable them to do so
- Officers will give appropriate advice and support.
- The Protocol referred to in Appendix A to this Policy is adhered to in relation to individuals and sole traders.

2.3 The Council will attempt at all times to use the most appropriate and effective method of debt recovery in order to maximise income. The Council will encourage the most cost effective payment methods with the emphasis being on Direct Debit, which offers value for money because the transaction costs are much lower.

2.4 Assessment of an ability to pay will be made and debtors will be asked to agree their information is shared across services in the Council. This will ensure a fair and realistic approach when making arrangement for repayment-. An example of the common financial statement is attached as Annex 2 to an

Appendix

A.

2.5 Authorised officers will be able to intervene in the recovery cycle in appropriate circumstances to deal with hardship or dispute situations. This includes the ability to make deferred payment arrangements where immediate payment is impossible due to lack of means.

2.6 Information will be available in different formats in order to ensure no one section of society is disadvantaged in any way. In addition, staff seeking to recover debts will have regard to ensuring information is accessible through translations, larger print versions or sign language, as appropriate to the needs of the debtor.

2.7 Where appropriate, home visits can be made where the debtors are unable to access advice services.

2.8 Where the potential for a statutory benefit or discount exists in relation to the debt, efforts will be made to make the debtor aware of such opportunities. They

will be assisted and encouraged to apply for these including a request for backdating if appropriate.

2.9 All correspondence relating to the debt sent by the Council will comply with the corporate style guidance and be readily identifiable as being from the Council. It will set out what is owed and will invite the customer to contact the Council at the earliest possible opportunity. All such correspondence will be written in plain English and will signpost customers to organisations which can provide independent advice. Customer response using a range of different methods including by letter, telephone, email, via the website or through advocates or representatives will be positively encouraged.

2.9.10 Where the debt relates to an individual or sole trader, the protocol referred to in the Debt Recovery Procedure (Appendix A) will be adhered to.

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2.10.11 The Council welcomes the involvement of welfare agencies, where authorised by the debtor, in connection with debts due to the Council and recognises the benefits that these organisations can offer both the debtor and the Council in prioritising repayments to creditors and in maximising income available to the debtor. Contact details of various agencies are provided in Appendix A.

2.12.4 In cases of multiple debts, there must be close liaison between Services. Multiple debts are where a debtor has significant arrears and owes more than one debt to the Council. This may include housing rent, council tax and housing benefit overpayment. Such cases can present problems in determining the relative priority of the individual debts for both the individual concerned and the officers working out payment plans with the customer.

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2.13 In such cases, officers are expected to liaise and agree an appropriate means of coordinated recovery which reflects these policy aspirations, together with the need to balance repayment profiles across all debts due to the Council. Officers should endeavour to liaise with colleagues in other Services, if appropriate, to discuss cases where customers may be experiencing difficulty paying their bills.

2.14 The Council recognises that prompt recovery action is key when managing its debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt
- Set clear targets for the recovery of debt
- Have clear written recovery procedures
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery
- Regularly review irrecoverable debts for write-off.

2.15 There are many types of debt and these are commonly identified as priority or

non-priority debts by those who give advice and support to people experiencing financial difficulties. A priority debt is generally considered to be one where the creditor can take the strongest legal action against an individual who does not pay. The size of the debt will not be the ~~issue~~,issue; it is what the creditor can do to recover any outstanding money.

2.16 When someone is experiencing money problems they are not always aware of the consequences of non-payment and frequently pay those who commence the strongest action.

2.17 Officers will explain the difference between priority and non-priority debts when discussing income and expenditure and working out payment plans. This is an important distinction when assessing the ability of a customer to service their debt. Annex 2 of Appendix A requires this distinction to be quantified in order for the level of debt and priority of repayments to be transparent.

2.18 The following will be treated as equal priority debts:

2.18

- Rent arrears because they could result in eviction
- Mortgage arrears because non-payment could lead to repossession of the home
- Council Tax because it can result in bailiff action/ attachment of earnings/ benefits/charging order/bankruptcy/imprisonment/loss of home
- Other secured loans as they can result in loss of home.

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2.198 Other priority debts:

- Income Tax and VAT because they can result in bankruptcy/ imprisonment
- County Court Judgements because they can result in bailiff action/ attachment of earnings/bankruptcy
- Fines or compensation/costs orders because they can result in imprisonment
- Hire purchase but only if it has been used to buy a car which enables a customer to get to and from work
- Maintenance/child support because it can result in repossession of goods/imprisonment
- Water charges because non-payment can result in bailiff action
- Business rates because non-payment can result in bailiff action/ bankruptcy/imprisonment
- Benefits overpayments because they can result in deductions from ongoing Housing and other benefits which affect the level of income received
- Penalty Charge Notices because they can result in bailiff actions.
- TV Licence as failing to hold a valid licence can result in prosecution

2.2019 The following are considered to be non-priority debts:

- Credit/store cards
- Unsecured personal loans
- Bank overdrafts
- Credit/interest free/hire purchase agreements
- Catalogue debts
- Money borrowed from family and friends.

2.21 All accounts that are written off will be against the income code against which they are raised. The VAT on written-off sundry debt accounts will only be recovered by the Council in accordance with the rules and procedures laid down by HM Revenues & Customs. In practice this means that VAT on a written-off debt can only be reclaimed 6 months after the debt became due to the date of supply.

2.22 Where an external agency is procured to assist with the delivery of a service, the flow of information between the Council and the agency should, wherever possible, be in a secure electronic format.

2.23 Where legislation permits, the Council will seek to levy and recover from the debtor any and all costs/fees that are legitimately due from the debtor to the Council or its agents. Only in exceptional cases, where it would not be in the public interest to pursue costs/fees, will they be waived.

3.0 Principles of Enforcement (all debts)

3.1 The Council is fully committed to ensuring that its actions will be proportional, consistent and transparent. Additionally our intention will be to be firm and fair and our manner will be courteous.

3.2 **Proportionality** – proportionality allows for a balance to be struck between the potential loss of income to the Council and the costs of compliance.

3.3 **Consistency** – consistency means taking a similar approach in similar circumstances to achieve similar ends. The Council aims to achieve consistency in:

- The advice it gives
- The use of our powers
- The recovery procedures used.

3.4 The Council recognises that consistency does not mean simple uniformity.

~~Officers need~~ **Officers need** to take account of many variables such as:

- The social circumstances of the debtor
- The debtor's payment history
- The debtor's ability to pay.

- 3.5 **Transparency** – transparency is important in maintaining public confidence. It means helping people to understand what is expected of them and what they should expect from the Council. It also means explaining clearly the reasons for taking any recovery/enforcement action. The new protocol will aid this transparency and ensure officers are clear about what should be communicated to the debtor and in what format.
- 3.6 If action is required, the reasons why must be clearly explained in writing, where required. If action is required, timescales must be clearly stated. A distinction must be made between advice and legal requirements.
- 3.7 ~~Communications should be in plain English and alternative formats should be made available to customers upon request. The Language Line facility is to be used as an aid to improving verbal communications with those customers for whom English is not their first language.~~
- 3.8 An opportunity must be given to discuss what is required to comply with the law before formal enforcement action is taken. A written explanation must be given of any rights of appeal against formal enforcement action either before or at the time the action is taken. When meeting with debtors, officers will always endeavour to obtain information on income and expenditure. All information will be recorded. *Enforcement Agents* visiting a debtor's home to levy distress are also expected to make attempts to collect information relating to the circumstances of the household, to record it and to pass it back to the Council.
- 3.9 When it is apparent that a customer would be unable to pay a debt or to keep their account up to date, or they are having problems in relation to a number of accounts, officers should attempt to agree an arrangement to pay (where appropriate). Such arrangements should be set up once the specific circumstances of the customer have been reviewed and in consultation with the customer. A judgement about the ability to pay will include an assessment about the income available to the customer once all required living costs have been set aside and the relative size of the debt. The intention should be to set up an arrangement which enables the debt to be cleared as soon as possible. In addition, there should be an understanding that arrangements will only be entered into to ensure that any debts owed to the Council do not increase.
- 3.10 Generally, customers will be expected to clear the current or most recent account while making the maximum contribution to clearing the other debts. Officers will always seek to make realistic arrangements to clear outstanding amounts by regular payments. A financial statement may be required to support a request for an arrangement. This will detail the customer's incomings and outgoings. Officers may ask for more information as evidence of what is contained within the financial statement before they agree an arrangement. An independent advice agency can assist with the completion of the financial

statement.

- 3.11 ~~Customers with multiple debts will be offered an opportunity to discuss all the debts with an officer. Different services must liaise to ensure that the response is co-ordinated and any action plan is realistic and achievable. The Council will take practical steps to raise awareness of debt with customers and to raise awareness of the implications of non-payment.~~
- 3.12 For those who are unable to pay their debts, for whatever reason, the Council will:
- Give advice about what happens if the debts are not paid
 - Signpost the customer to appropriate help and support
 - Encourage the customer to seek appropriate help and support
 - Make referrals to advice and/or other support agencies, as appropriate.
- 3.1~~32~~⁴ The Council will also consider the suspension of existing or future service(s) whilst any existing debts are outstanding.
- 3.1~~43~~ When working to maximise income, our officers will take into account the needs of each individual customer. What this means, in reality, is that certain people will need more sympathetic and sensitive treatment. In particular, this may mean that allowances are made in cases where a customer has experienced a recent bereavement, a major illness or where they have capacity/capability issues and find it difficult to manage their financial affairs.
- 3.1~~54~~ The Council recognises that some of the options available for debt recovery could have very severe and far-reaching consequences for debtors and will therefore give due consideration to the circumstances relating to each case before deciding what action to take.
- 3.16 The Protocol in Appendix A sets out the conduct expected of the parties before the start of proceedings. It is essential that managers are aware of this protocol and adhere to it to avoid legal challenge and/or inappropriate actions.
- 3.1~~65~~ ~~In all cases where bankruptcy, committal to prison or a charging order is considered to be appropriate, there will be a case conference to discuss the individual circumstances of the debtor. This meeting will be arranged by the Senior Manager who will have responsibility for agreeing this course of action. Prior to that meeting, every attempt should be made to speak to the debtor in person and this will include making at least one home visit whenever practical/possible. The meeting will also consider the Council's equality duty and the impact of the proposed action upon the individual debtor and any member of their household.~~
- ~~3.16 The debtor will be notified in advance and informed about who will be attending the meeting. Notes recording the discussions which take place during the meeting will be kept, together with the reasons for the decision reached. There~~

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~~must be evidence to show that it was agreed during the meeting that any action taken was both fair and proportionate.~~

~~3.187 In addition, if bankruptcy is being considered as a means of recovering the debt, the meeting will take into account some additional considerations in terms of whether the action would be fair and proportionate:~~

- ~~• The history of the origin of the debt and attempts to recover it~~
- ~~• Information regarding the past, present, disputed or outstanding benefit claims or any discounts or exemptions which may be relevant~~
- ~~• Whether or not the debtor has any assets which would clear the debt if bankruptcy is pursued~~
- ~~• An assessment of the other options the debtor may have to clear the debt in a reasonable timescale~~
- ~~• An assessment of the health of the debtor and whether or not their failure to pay has arisen from a disability (including a mental health issue)~~
- ~~• An assessment of their personal circumstances and whether or not these protect them from the consequences of the proposed action.~~

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~~3.198 If bankruptcy proceedings, committal to prison or a charging order are being considered, the manager should refer to Appendix A to ensure compliance. the debtor should be provided with written information setting out the serious consequences of this action and their continued failure to make arrangements to pay the debt. They should also be urged to seek independent advice and "signposted" to local advice agencies which can provide information and support.~~

4.0 Write Offs (all debts)

- 4.1 The Council will make provision for bad debts. The Council recognises that where a debt is irrecoverable, prompt and regular write off of such debts is good practice.
- 4.2 The Council will seek to minimise the cost of write-offs to the local council tax and housing rent payers by taking all necessary action to recover what is due.
- 4.3 All debts will be subject to the full recovery, collection and legal procedures relative to the type of debt and staff will follow procedures provided to each service.
- 4.4 Irrecoverable debts will be referred to the Council's Section 151 Officer (~~Head of Finance~~Director of Finance, Assets & Resources) and the Council's Financial Regulations will apply.

Debts may be referred for write-off in the following circumstances:

- ~~The debt has been remitted by a Magistrate~~
- The Council has evidence to confirm the claimant is suffering a severe physical or mental illness which renders enforcement action inappropriate
- The Council is unable to trace the debtor
- The debt is not cost-effective to pursue due to small balance or the circumstances of the customer (for example, they may be in a nursing home or serving a long prison sentence)
- The debt is not cost-effective to pursue due to the likelihood of payment balanced against the cost of proceedings
- The claimant has died and there are no or insufficient funds in the estate to settle the debt
- The claimant is subject to formal insolvency proceedings and there is little likelihood of a dividend

(This list is not exhaustive).

5.0 Policies & Procedures

5.1 Policies and procedures for the following services are on the Council website:

- Council Tax and Non Domestic Rates
- Housing
- Housing Benefit Overpayments
- Miscellaneous Income

5.2 These are normally set by Managers and agreed by ~~Heads of Service Group~~ Managers or where appropriate, Directors. They do ~~not~~ require Member approval as they are made in line with relevant legislation.

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1. DOCUMENT HISTORY

| Date | Version | Update |
|-----------------------|----------------|--|
| 06.02.2018 | 1.0 | |
| 22.04.2014 | 1.1 | |
| 30.04.2014 | 1.2 | |
| 21.07.2014 | 1.3 | |
| 11.08.2014 | 1.4 | Proof read and updated (SH) |

Debt Recovery Procedure following Introduction of Debt Recovery Protocol

Came into effect 1 October 2017

1. Introduction

- 1.1. This note sets out the requirements on Mid Devon District Council (“Council”) and the debtor (“the Debtor”) imposed by the new Debt Recovery Protocol (“the Protocol”). It also suggests, under the paragraphs with the heading “Who does what”, which officers should be taking particular steps to comply with the Protocol.
- 1.2. The Protocol applies to (any business including) public bodies claiming payment of a debt from an individual (including a sole trader). The Protocol does not apply to business debts.
- 1.3. It sets out the conduct expected of the parties before the start of proceedings in court.
- 1.4. The aims of the Protocol are to encourage early communication between the parties and avoid court proceedings, by clarifying whether there are any issues in dispute, and enabling the parties to agree a repayment plan or consider using a form of Alternative Dispute Resolution (“ADR”).
- 1.5. Parties are also encouraged to act reasonably and proportionately to the size of the debt, and to support each other in the efficient management of proceedings that cannot be avoided.

2. Initial Information to be provided by the Council

- 2.1. The Council should send a Letter of Claim to the Debtor (example at Annex A) before proceedings are started, which has required contents set out below and enclose the Information sheet and Reply Form (Annex 1) and Financial Statement (example Annex 2).
- 2.2. The letter should contain the following information:
 - The amount of the debt.
 - Whether interest or other charges are continuing.
 - If the debt arises from an oral agreement, who made the agreement, what was agreed (including, as far as possible, what words were used), and when and where it was agreed.
 - If the debt arises from a written agreement, the date of that agreement, the parties to it and the fact that a written copy can be requested from the creditor.

- Where the debt has been assigned, details of the original debt and creditor, when it was assigned and to whom.
 - If the debt is currently being offered or paid on behalf of or by the Debtor, an explanation of why these payments are not acceptable and why proceedings are being considered.
 - Details of how the debt can be paid, and what the Debtor can do if it wishes to discuss payment options.
 - The address to which the completed Reply Form should be sent.
 - Enclose an up to date statement of account for the debt, including the amount of interest and any other charges imposed since the debt was incurred.
 - Enclose the Information Sheet and Reply Form at Annex 1 of the Protocol.
 - Enclose a Financial Statement for the Debtor to complete, an example of which can be found at Annex 2 of the Protocol.
- 2.3. The Letter of Claim should have the date of the letter at the top of the first page. It should be posted on the day it is dated, or if that is not reasonably possible, the following day.
- 2.4. The Letter of Claim should be sent by post but in addition may also be sent via the additional contact details such as an email address. Also, at the explicit request of the Debtor not to send any correspondence via post, the Council can send the Letter of Claim via the alternative contact details e.g. by email.
- 2.5. The Debtor has 30 days to reply from the date of the Letter of Claim.
- 2.6. If the Debtor does not reply to the Letter of Claim within 30 days of the date at the top of the letter, the Council may start court proceedings.
- 2.7. Who does what?
- 2.7.1. Those Services wishing to instruct Legal Services to write the Letter of Claim must provide all the information and supporting documentation that the Protocol requires to be put in the Letter of Claim.
- 2.7.2. Additionally those Services wishing to instruct Legal Services:
- must nominate an instructing officer who will have the conduct of instructing Legal Services throughout the matter and who will be able to attend any ADR meetings (for details see below). This person must have full knowledge of the case and have the authority to make decisions in relation to the case; and

- must provide Legal Services with two hard copies and scanned copies of supporting documentation i.e. written agreements, invoices, photographs etcetera, and further copies may be requested if court proceedings are issued.
- 2.7.3. Legal Services recommends that consideration is given to enclosing the supporting documentation with the Letter of Claim as this will potentially reduce the amount of time allowed under the Protocol before issue of proceedings, as some debtors may use the request of supporting documents not attached to the Letter of Claim to delay the matter.
- 2.7.4. Lists of supporting documentation required to be supplied to Legal Services for particular types of cases are attached as Annex 3.

3. Response by the Debtor

- 3.1. The Debtor should use the Reply Form in Annex 1 for their response (within 30 days of the date of the Letter of Claim). The Debtor may ask for copy documents and/or enclose copies of documents they think relevant but have not been taken into account.
- 3.2. The Council should not start court proceedings less than 30 days from receipt of the completed Reply Form or 30 days from the Council providing any documents requested by the Debtor, whichever is the later.
- 3.3. If the Debtor indicates in the Reply Form that they are seeking debt advice that cannot be obtained within 30 days of their reply, the Debtor must provide details to the Council as specified in the Reply Form. The Council should allow a further reasonable additional period after the 30 days to enable the Debtor to take debt advice. It is considered a further 14 days would normally be reasonable.
- 3.4. Where a Debtor indicates in the Reply Form that they require time to pay, both the Council and the Debtor should try to reach agreement for the debt to be paid by instalments, based on the Debtor's income and expenditure. If the Council does not agree to a Debtor's proposal for repayment, the Council should give the Debtor reasons in writing.
- 3.5. Where a Debtor returns a partially completed Reply Form, this should be taken by the Council as an attempt to engage with the matter. The Council should attempt to contact the Debtor to discuss the Reply Form and obtain any other relevant information.

3.6. Who does what?

- 3.6.1. Legal Services will within 2 working days of receipt of the completed Reply Form seek instructions from the instructing officer. If however the Reply Form is incomplete Legal Services will attempt to obtain the additional relevant information from the Debtor before referring to the instructing officer.
- 3.6.2. The instructing officer will, within 7 working days of receipt of a Legal Services request for instruction, take the following steps:-
- provide any further documentation the Debtor requests which has not already been provided to Legal Services;
 - if the Debtor requests time to pay, indicate if the Debtor's request is acceptable and if not provide reasons and alternative proposals; and
 - if the debt is disputed by the Debtor, inform Legal Services what the Council's position is with regard to the dispute with reasons.
- 3.6.3. Legal Services will set out the instructing officer's position to the Debtor and attempt to reach an agreement.

4. Disclosure of documents

- 4.1. Early disclosure of documents can help to resolve any issues in dispute and information should be exchanged about any disputes.
- 4.2. If the Debtor requests a document or information, the Council must provide this, or explain why the document or information is not available within 30 days of receipt of the request.

5. Taking Steps to Settle the Matter and Alternative Dispute Resolution (ADR)

- 5.1. If the parties still cannot agree about the existence, enforceability, amount or any other aspect of the debt, they should both take appropriate steps to resolve the dispute without starting court proceedings and, in particular, should consider the use of an appropriate form of Alternative Dispute Resolution (ADR).
- 5.2. ADR may simply take the form of discussion and negotiation, or it may involve some more formal process such as a complaint to the Financial Ombudsman Service where the dispute concerns a debt regulated under the Consumer Credit Act 1974.

- 5.3. In some cases, especially where the debt is large, mediation (a third party facilitating a resolution) might be appropriate. Details of registered mediation providers can be obtained from the Civil Mediation Provider Directory at www.civilmediation.justice.gov.uk. The potential costs of mediation should be considered in relation to the amount of the debt.
- 5.4. Where the parties reach agreement concerning the repayment of the debt, the Council should not start court proceedings while the Debtor complies with the agreement.
- 5.5. If this fails the whole process starts again with an updated Letter of Claim. If documentation was sent with the initial Letter of Claim in the preceding 6 months, that documentation need not be sent again unless it requires updating.
- 5.6. Who does what?
- 5.6.1. In the majority of cases that involve relatively small sums and where an agreement cannot be reached, Legal Services suggests that a without prejudice meeting be arranged to discuss the debt with the Debtor as the appropriate form of ADR.
- 5.6.2. The instructing officer, once notified by Legal Services that an agreement cannot be reached, will write to the Debtor with an appointment to discuss the matter on a “without prejudice” basis. This means that any discussions during the meeting will not be put before the court as evidence in any future proceedings. This prevents statements made in a genuine attempt to settle an existing dispute from being put before the court as evidence of admissions against the interest of the party which made them.
- 5.6.3. The instructing officer will attend the without prejudice meeting with the Debtor and then notify Legal Services of the outcome of any such discussion.

6. Taking Stock

- 6.1. Where the procedure set out in this Protocol has not resolved the matter between the Debtor and the Council, the parties should undertake a review of their respective positions to see if proceedings can be avoided and, at the least, to narrow the issues between them.

6.2. Where the Debtor has responded to the Letter of Claim but agreement has not been reached, the Council should give the Debtor at least 14 days' notice of their intention to start court proceedings, unless there are exceptional circumstances in which urgent action is required (for example, because the limitation period is about to expire).

6.3. Who does what?

6.3.1. The instructing officer will conduct the review and provide Legal Services with a file note setting out the review he or she has undertaken and also provide reasons for their position.

6.3.2. Legal Services will write the 14 day letter to the Debtor.

7. Compliance with this Protocol

7.1. If a matter does end in court proceedings the court will expect this protocol to have been followed.

7.2. Non-compliance will be taken into account by the court when giving directions for the management of proceedings. The court is not likely to be concerned with minor or technical infringements.

8. Notes

8.1. A copy of the Pre-Action Protocol for Debt Claims can be viewed here:

- <https://www.justice.gov.uk/courts/procedure-rules/civil/pdf/protocols/pre-action-protocol-for-debt-claims.pdf>

ANNEX 1 INFORMATION SHEET

You have received this notice because a business intends to take you to court in relation to a debt. This notice tells you what to do next, including how to avoid court action. Please read it carefully.

What should I do now to make sure I am not taken to court unnecessarily?

Read the enclosed letter from the business very carefully. Think about whether you owe the debt and whether the amount is correct. The letter should provide information about how much money you owe and any interest and fees added to the debt. If it doesn't, ask the business for more information.

Once you have read the letter, consider the following options.

- **Seeking debt advice.**

If you are in financial difficulty or need advice to help you work out whether you owe the debt, or how you might pay the debt, contact a debt advisor (particularly if you haven't been in contact with the business for a number of years).

The following organisations offer free, impartial and non-judgemental advice:

| | | |
|----------------------------|--|--|
| Citizens Advice | 03444 111 444 (England) 03444 772 020 (Wales) | www.citizensadvice.org.uk |
| Civil Legal Advice | 0345 345 4345 | www.gov.uk/civil-legal-advice |
| StepChange Debt Charity | 0800 138 1111 (Freephone) | www.stepchange.org |
| National Debtline | 0808 808 4000 (Freephone) | www.nationaldebtline.org |
| AdviceUK | 0300 777 0107 | www.adviceuk.org.uk |
| Christians Against Poverty | 0800 328 0006 (Freephone) | www.capuk.org |

It is recommended that you get debt advice if you have any doubt about whether you owe the debt or whether you can pay it now.

If you don't have a copy of the agreement (contract) between you and the business, and you need this to decide what to do next or to help you get debt advice, you can ask the business to provide you with a copy.

- **Speaking to the business.**

If you agree you owe the debt and want to talk to the business about payment terms, or if you have any questions or concerns, get in touch with the business as soon as possible. Their contact details should be in the letter they sent you.

- **Filling in the Reply Form.**

If you have not been able to resolve the matter by speaking to the business, you should fill in the Reply Form that was provided with the letter from the business, and then send it back to the business. You should complete the Reply Form with as much information as possible to avoid court action being taken against you.

How long do I have to fill in the Reply Form?

You only have **30 days** from the date at the top of the letter from the business to send back the Reply Form. If the business does not get your Reply Form within 30 days, it could **take you to court** in relation to the debt. Make sure you allow time for posting.

If a court orders you to pay an amount of money (called “having judgment entered against you”), details of the judgment will usually be entered on the Register of Judgments, Orders and Fines. Most entries stay on the Register for six years unless you pay the amount you owe within one month of the judgment.

Organisations such as banks, building societies and credit companies use the information on the Register when someone applies for credit, such as a loan or overdraft. It helps them decide whether or not that person would be able to pay off a debt.

What happens if I fill in and return the Reply Form in time?

If you return the Reply Form within 30 days, you and the business will have at least a further 30 days to discuss the debt, or for you to seek debt advice, before the business takes you to court. During that time you should discuss with the business how you can resolve the matter, ideally without going to court.

If you request more information in the Reply Form, the business must wait at least 30 days after it gives you that information before taking you to court.

Where can I find out more?

This Information Sheet is a summary of your rights and responsibilities under the Pre-Action Protocol for Debt Claims. Where a business and an individual disagree about a debt claim, the Protocol tells them what they should do before they go to court. If you want to know more, the full Protocol is available at:
<https://www.justice.gov.uk/courts/procedure-rules/civil/protocol>.

REPLY FORM

YOU HAVE 30 DAYS FROM THE DATE AT THE TOP OF THE ENCLOSED LETTER TO FILL IN AND RETURN THIS FORM.

IF YOU DON'T, IT COULD RESULT IN COURT PROCEEDINGS.

If you have any questions or would like to discuss the debt, please call the business that sent you this form as soon as possible.

Full name:

Address and postcode:

Contact telephone numbers:

Email address:

Reference:

SECTION 1: Do you owe the debt?

Fill in one of the boxes in this section. Use more pages if you need to.

It is recommended that you get debt advice if you have any doubt about whether you owe the debt and whether you can pay it now, or if you want advice on any rights and protections you may have.

Box G below asks about debt advice.

BOX A

I agree I owe the debt.

Tick this box if you agree you owe the debt and agree the amount of the debt is correct.

IF YOU WILL PAY THE DEBT, GO TO SECTION 2.

IF YOU NEED DEBT OR LEGAL ADVICE, GO TO SECTION 3.

BOX B

I owe some of the debt, but not all of it.

Tick this box if you agree you owe some of the debt, but not all of it, for example if you think too much interest has been added or you haven't been credited for payments you made in the past.

The amount of debt I owe to you is £.....

Say how much you think you owe.

I don't owe any more than this because

Explain on a separate piece of paper why you don't owe all of the debt. Give as much detail as possible and provide copies of any supporting documents.

IF YOU WILL PAY THE PART OF THE DEBT YOU OWE, GO TO SECTION 2.

IF YOU NEED DEBT OR LEGAL ADVICE, GO TO SECTION 3.

OTHERWISE, GO TO SECTION 4.

BOX C

I don't know whether I owe the debt.

Tick this box if you're not sure whether you owe the debt and/or you need help from a debt adviser to work out whether you should pay.

NOW GO TO SECTION 3.

BOX D

I dispute the debt.

Tick this box if you don't owe the debt, for example because the debt should be paid by someone else, because you have already paid it, or because there is a legal problem with the credit agreement.

I dispute the debt because

Explain on a separate piece of paper why you dispute the debt. Give as much detail as possible and provide copies of any supporting documents.

NOW GO TO SECTION 4.

SECTION 2: How will you pay?

Only complete this section if you ticked Box A or Box B in Section 1 and you want to pay now.

The letter from the business will tell you how to pay. Keep a record of the payments you make.

BOX E

I will pay what I owe now.

Tick this box if you agree that you owe all or part of the debt and you are able to pay what you owe now. You should pay using the payment details in the letter from the business. Keep a copy of any proof of payment you receive.

BOX F

I will pay, but I need time to pay.

Tick this box if you agree that you owe all or part of the debt, but you can't pay right now.

If you offer to make repayments, you must be able to afford them. You should consider getting debt advice about how much you can afford to repay. If you are seeking debt advice, complete Section 3.

My proposals for repayment are

Explain on a separate piece of paper how you intend to pay the debt. Say how much you could pay now and how you will pay the remainder. For example, say how much you could pay each week, fortnight or month and when your first payment would be made.

I have provided a Financial Statement showing my current financial situation:

Yes No

To help the business ensure you can afford your proposed repayments, fill out the Financial Statement that is attached to this form. You should also attach a copy of any budget or financial statement that a debt advice organisation has helped you prepare.

SECTION 3: Do you intend to get, or are you already getting, debt advice?
 Only complete this section if you are getting debt advice about whether you owe the debt or whether you can afford to pay.

BOX G

I am getting or intend to get debt advice.

I am getting advice from

.....

Insert the name and contact details of the person or organisation giving you advice.

I am getting advice about

Explain on a separate piece of paper what you are getting advice about, for example whether you owe the debt or how you could pay.

I have an appointment with an adviser on

.....

If you have an appointment with a debt adviser, give the appointment date and time.

I can't obtain advice within 30 days of returning this Reply Form because

If it will take you longer than 30 days to get debt advice, explain on a separate piece of paper the reason for the delay and when you expect advice will be available.

NOW COMPLETE SECTION 4.

SECTION 4: What documents are you sending with this form? What information do you need?

Complete the boxes below if you want to provide or get more information.

BOX H

I have provided documents.

Tick this box if you want to provide documents about the debt, for example you might want to provide a letter showing you have an appointment for debt advice or a receipt showing you paid some of the debt.

I have enclosed the following documents

Describe on a separate piece of paper the documents you have provided and why they are important.

BOX I

I need more documents or information.

Tick this box if you need more information, such as copies of documents you don't currently have.

I need a copy of

.....

.....

Additional documents or information that you might need could include:

- *A copy of the written contract for the debt*
- *A full statement of account, including details of all interest and charges included on the outstanding balance of the debt, explaining how they have been calculated, and any payments already made toward the debt*
- *A calculation of the interest claimed*

- *The annual or daily rate of interest*
- *A description of the nature and amount of any administrative charges included in the debt*
- *A copy of the notice of assignment of the debt*

Signature **Date**...../...../.....

Print name

Sign and date this Reply Form once you've filled it in. Then send it to the address given in the letter from the business.

Make sure you keep a copy of this form for reference in the future.

If your circumstances change, please update the business as soon as possible.

ANNEX 2 STANDARD FINANCIAL STATEMENT



Name: _____
 D.O.B.: _____
 Application: Single Joint
 Partner: (if applicable): _____
 Partner D.O.B. (if applicable): _____
 Address: _____

Contact/team name: _____
 Agency: _____
 Agency address: _____

Dependent children: Under 16: _____ 16-18: _____
 Other dependants: _____
 Number in household: _____
 Number of vehicles in household: _____
 Housing tenure: Owner Mortgage Tenant – private
 Tenant – social Living with parents Other
 Please confirm you have considered (or discussed with an adviser) the use of any assets to make lump sum payments Tick to confirm ✓

Membership code number: _____
 Case reference number: _____
 Date of statement: _____
 Date of review (if applicable): _____
 Employment: Full-time Part-time
 Unemployed Not working due to illness / disability
 Self-employed Retired Carer Student Other
 Partner's employment: Full-time Part-time
 Unemployed Not working due to illness / disability
 Self-employed Retired Carer Student Other

| Overview | Amount (£) |
|---|------------|
| Total income | |
| Total outgoings | |
| (Income – outgoings) | |
| (Savings contribution) | |
| Debt admin fee (if applicable): | |
| Total available for priority creditors | |
| Total available for non-priority creditors | |
| Monthly Income | |
| Earnings | |
| Benefits and tax credits | |
| Pensions | |
| Other income | |
| Total income | |
| Monthly Outgoings: Fixed Costs | |
| Home and contents | |
| Utilities | |
| Water | |
| Care and health costs | |
| Transport and travel | |
| School costs | |
| Pensions and insurances | |
| Professional costs | |
| Other essential costs | |
| Total fixed costs | |
| Monthly Outgoings: Flexible Costs | |
| Communications and leisure | |
| Food and housekeeping | |
| Personal costs | |
| Total flexible costs | |
| Total monthly outgoings (fixed and flexible) | |
| Savings | |
| Please confirm that a monthly contribution to savings has been considered (or discussed with an adviser) <input type="checkbox"/> Tick to confirm ✓ | |

Additional notes (e.g. reasons for debt, circumstances, temporary situations)
 e.g. Made redundant in June 2014 and was out of work for 6 months
 e.g. Communications and leisure: Mobile phone – client has multiple family members abroad

Version 1.0

and co-ordinating the provision of infrastructure, services and facilities, Cullompton could become less sustainable and the town centre could deteriorate further.

1. BACKGROUND.

- 1.1. The Mid Devon Core Strategy 2007 sets the direction of growth for Mid Devon for the plan period to 2026. It focuses development on the three main towns: Tiverton, Cullompton and Crediton. Cullompton is the second largest settlement in Mid Devon and is strategically located adjacent to the M5 Motorway.
- 1.2. Policy COR14 of the Core Strategy sees Cullompton continuing to develop as a small, growing market town and aims to increase the self-sufficiency of the town by improving access to housing, employment and services for its population. It requires the Council to promote the removal of traffic from the town centre, improve local air quality by enhancing walking and cycling opportunities, completing a relief road system and implementing air quality action plan initiatives. It also seeks to promote public transport improvements and improve access to the rail network.
- 1.3. The emerging Local Plan Review 2013-20133 sees Cullompton becoming the strategic focus of new development in the medium to long term, reflecting its accessibility, economic potential and environmental capacity. Policy S11 states that:

Policy S11 Cullompton

Cullompton will develop as a fast growing market town with a strategic role in the hierarchy of settlements in Mid Devon. The town will become the strategic focus of new development reflecting its accessibility, economic potential and environmental capacity. This strategy will improve access to housing through urban extensions and expanded employment opportunities. There will be significant improvements to the town's infrastructure and connectivity, including the reopening of the railway station, and improved services for its population and nearby rural areas. Proposals will provide for approximately 3,930 dwellings, of which 1,100 will be affordable, and 73,500 gross square metres of commercial floor space over the plan period.

The Council will guide high quality development and other investment to:

- a) Make any necessary improvements to the M5 motorway including junction 28 to maintain highway capacity and safety;*
- b) Promote further public transport improvements within Cullompton and to other urban centres (particularly Tiverton and Exeter) and improved access to the rail network by the reopening of Cullompton Railway Station;*
- c) Continue measures to support the implementation of the Cullompton Air Quality Action Plan including the construction of new highway links to relieve the town centre and enhanced walking and cycling opportunities around the town;*
- d) Manage the town centre so that economic regeneration and heritage reinforce each other by promoting new homes, shops, leisure, offices and*

other key town centre uses which are well designed and contribute to vitality and viability;

e) Provide community infrastructure such as education and enhanced open space to support new development proposals;

f) Enhance the tourism and visitor role of the town and surrounding area; and

g) Support measures to reduce flood risk within Cullompton and make provision for green infrastructure.

- 1.4. The Local Plan Review builds on existing strategic allocations in the adopted Local Plan. The Allocations and Infrastructure DPD (AIDPD) allocated a site of 74.8 hectares to the north west of Cullompton for housing and employment with associated infrastructure including a new primary school and community facilities and a new road linking Willand Road with Tiverton Road.
- 1.5. A masterplan SPD for the NW Cullompton allocation was adopted in February 2016. The masterplan bridges the gap between the high level planning policies for the site and the implementation of development in order to ensure high quality design and a successful place that is comprehensively designed across the allocation. It sets out the infrastructure required and phases of development.
- 1.6. Policies CU1-CU6 of the emerging Local Plan Review re-allocates the land at NW Cullompton, but seeks to increase the allocated area to 100 hectares to provide 1,350 dwellings and 10,000 square metres of employment floorspace, as well as strategic green infrastructure, primary school, new road and community facilities.
- 1.7. Policies CU7-CU12 of the emerging Local Plan Review proposes to allocate a site of 160 hectares to the east of Cullompton for 2100 dwellings within the plan period and at least a further 500 dwellings post-2033, as well as a further 20,000 square metres of commercial space within the plan period and a further 12,000 square metres post-2033. The allocation also proposes community uses including a new primary school, retail and leisure uses, strategic green infrastructure and links across the motorway into Cullompton.
- 1.8. In January 2017, land to the east of Cullompton was awarded garden village status by the Government. It is proposed to allocate the land for the garden village in two phases, through the emerging Mid Devon Local Plan Review and through the Greater Exeter Strategic Plan. The garden village has the potential to deliver up to 5,000 new houses with jobs, schools and community facilities such as a new sports hub and country park and local retail and leisure facilities. Work has started on engaging the community and other stakeholders in developing the vision and principles that will shape the garden village and a masterplanning process will be required for the garden village to shape development and to ensure the quality of the place envisaged from the start is carried through to development and beyond. The garden village masterplanning process is likely to be started in the first half of 2018.
- 1.9. There are traffic congestion problems in Cullompton Town Centre which is having an adverse effect on air quality, living conditions and the attractiveness

of the town centre. Part IV of the Environment Act 1995 requires local authorities to review and assess the current and likely future air quality in their areas against those objectives in the National Air Quality Strategy. Where objectives are not likely to be met then the local authority is required to designate an Air Quality Management Area (AQMA) at the relevant locations. The local authority must then draw up an action plan setting out the measures it intends to take in pursuit of the air quality objectives within the area covered by the AQMA. Cullompton has been designated as an AQMA and an action plan was produced in 2009. Cullompton's air quality problems arise primarily from traffic flows on Station Road and the High Street.

- 1.10. One key objective is the implementation of a town centre relief road to take traffic away from the town centre. The provision of a relief road has been assessed as having a very high impact on air quality, as well as a reduction in traffic noise along town centre routes and reduced congestion. Provision of a town centre relief road is an integral part of the existing development strategy for Cullompton with a relevant adopted policy and is also the subject of policy CU19 of the emerging Local Plan Review. Potential routes for the relief road are currently being modelled and suggested options for the route will be subject to public consultation before the plans are finalised. Funding opportunities are being sought towards the provision of the relief road.
- 1.11. In addition to the requirement for a town centre relief road, there is also a requirement to increase capacity at J28 of the M5 in order to cater for the planned growth in Cullompton, including the new garden village. The work to improve access to and from the M5 will involve improvements to the existing junction to improve the capacity of the road network at the junction, linking into the town centre relief road. Ultimately, the relief road will connect into a new motorway junction onto the M5 with new south facing slips onto the motorway. This will require a new bridge over the railway and river Culm. The Government recently announced that Mid Devon's bid under the Housing Infrastructure Fund towards implementing improvements to the existing junction have been successful. A process of further engagement with Homes England over the £10 million in question is underway.
- 1.12. The Council is also working with Taunton Deane Borough Council, Devon County Council and Somerset County Council over a project that seeks to secure new railway stations for both Cullompton and Wellington. This is also being undertaken with the support of both Town Councils. The adopted and emerging local plans identify a site for the railway station. There is potential at Cullompton to also consider transport interchange facilities in association with the proposed railway station.
- 1.13. With the level of anticipated growth in and around Cullompton, there is an urgent need to ensure that the existing town, its facilities and infrastructure keep pace with the increase in housing numbers. The significant growth anticipated in Cullompton can be made sustainable through investment in infrastructure, addressing long-standing issues of air quality and motorway capacity and ensuring services and facilities within the town are fit for a

growing market town and provide an attractive environment in which to live, work and visit.

- 1.14. Policy AL/CU/17 of the AIDPD recognises the need to improve the town centre through physical regeneration and enhancement and the need for the town centre to be managed so that economic regeneration and heritage reinforce each other. The policy recognises the need to improve air quality, redesign parking arrangements, implement traffic relief, and improve the historic building fabric of the town centre. The importance of infrastructure and its relationship with town centre regeneration and enhancement is also recognised in Policy CU20 of the emerging Local Plan Review (2013-2033).
- 1.15. Policy CU20 of the emerging Local Plan Review relates to Cullompton's infrastructure requirements. It states that:

The Council will promote the reopening of the Cullompton Railway Station. A site for a new railway station north of Station Road is allocated for this purpose. The Council will use developer funding via planning obligations and the Community Infrastructure Levy where appropriate, seek external sources of funding and work with partners to deliver the following infrastructure for Cullompton:

- a) Provision of a Town Centre Relief Road and implementation of other measures in the Cullompton Air Quality Action Plan;*
- b) Mitigation to reduce traffic impacts on the Trunk and Local Road network in association with the East Cullompton Urban Extension and other Cullompton allocations;*
- c) Town centre regeneration and enhancement;*
- d) Extra care housing provision;*
- e) Expansion of library facilities;*
- f) Primary and secondary education facilities;*
- g) Public open space and green infrastructure;*
- h) Bus service enhancements;*
- i) Provision of railway and bus interchange;*
- j) Expansion of emergency fire and rescue services;*
- k) Provision of healthcare facilities; and*
- l) Community facilities including sports and leisure facilities; and*
- m) Provision of works to reduce flood risk.*

- 1.16. In December 2017, a bid was made to the Heritage Lottery Fund for funding in respect of improvements to the Cullompton conservation area, which is considered to be "at risk". The focus on the funding is on improving the condition of listed properties and unlisted historic buildings in the town and a significant improvement to the quality of the public realm in the town. The bid identifies issues affecting the character and appearance of the town centre, including the impact of heavy traffic creating soot and dust and the visual impact of traffic and parking management, with signs, poles and yellow/white lines. Removal of through traffic from the town centre would allow for a major uplift in the environmental quality of the town centre including improvements to the public realm, a reduction in noise and an improvement in air quality.

- 1.17. In addition to Mid Devon planning policy, the Cullompton Neighbourhood Plan Steering Group has produced a draft Neighbourhood Plan which went out to public consultation in October/November 2017. The Neighbourhood Plan seeks to represent the community's vision and priorities for how they would like to see the Cullompton area develop and change in the coming years. It sets out a number of planning policies to be taken into account when proposals for development come forward in the town and covers issues such as traffic impacts, public rights of way networks, timing of infrastructure, improving and enhancing the town centre and the provision of community facilities, as well as protecting and enhancing the environment and heritage assets. Town centre policies include promoting pedestrian priority, improving service arrangements, promoting art, cultural and leisure facilities, improving the town centre retail offer and promoting visitor and evening economies. The Plan has an aspiration to develop a new public transport hub, including the re-opening of Cullompton railway station. There is also a policy on accessibility and making Cullompton a dementia-friendly town. Once adopted, the Neighbourhood Plan will form part of the Development Plan for Mid Devon.
- 1.18. With the extent and pace of change and the significant planned growth in and around Cullompton, there is a need to ensure that the economic function of the town centre keeps pace with housing and develops as a prosperous and attractive place for businesses to thrive and the issues currently affecting the town centre are addressed and not exacerbated as the population rises. There is a need to ensure that the function of the town centre is safeguarded and that the retail and leisure offering in the garden village development complements rather than competes with the town centre. Linkages across the motorway and integrated transport options must be delivered as part of any town centre regeneration project.

2. THE ROLE AND PURPOSE OF A MASTERPLAN.

- 2.1. Key to delivery of regeneration of the town centre is the development of a masterplan to guide the process. A masterplan is a comprehensive plan that acts as a blueprint for the development of an area: setting out principles for the way in which it will develop on a comprehensive basis, coordinating policy and planning requirements.
- 2.2. A masterplan has been prepared for the NW Cullompton strategic allocation and a comprehensive masterplan will be prepared for the garden village, including the east Cullompton strategic allocation. It is therefore considered essential that the town centre also goes through a masterplanning process to ensure that the development, regeneration and enhancement of the town centre develops in tandem to the housing and employment growth elsewhere in and around the town.
- 2.3. Once this masterplan is finalised it will set out the firm direction for the regeneration of town and provide the basis for detailed consultation with all interested parties.

- 2.4. It is proposed that the masterplan includes a delivery plan to ensure that the masterplan outcomes are deliverable. This would include details of potential incentives and funding opportunities.
- 2.5. The masterplan would be adopted as a Supplementary Planning Document (SPD). Whilst the SPD will not in itself form part of the Development Plan, it is a material consideration in the determination of planning applications. The preparation of an SPD requires two stages of public consultation in accordance with Mid Devon's Statement of Community Involvement. The masterplan SPD would provide detail to supplement policies S11 and CU20 of the Local Plan Review and also focus on implementation and delivery of the key priorities envisaged by those policies. It is anticipated that the work on this SPD would be completed at a similar time to the formal adoption to the Local Plan Review and the SPD itself could be adopted by the Council shortly thereafter.

3. AIM AND SCOPE OF THE CULLOMPTON TOWN CENTRE REGENERATION MASTERPLAN AND DELIVERY PLAN.

- 3.1. The aim of the masterplan is to provide a clear strategy to ensure that Cullompton town centre meets its full potential as an attractive, thriving vibrant place with a strong economic function, now and into the future.
- 3.2. Cullompton town centre should be a place of choice and quality, with a good range of shops, services, cultural and leisure opportunities, offering something different to nearby centres, set within an attractive and pleasant environment reflecting the history and character of the place.
- 3.3. The project will need to pull together the different strands of work ongoing at present and envisaged in the near future into a comprehensive masterplan for the town centre which addresses the key issues, makes recommendations for regeneration and enhancement of the town centre, as well as a wider focus on transport infrastructure and set out delivery and funding options.
- 3.4. The masterplan should seek to strengthen the economy by creating new opportunities for businesses, jobs, shops, leisure, heritage and culture, and transform public spaces to make the town a more attractive place to shop, relax and stay, strengthening the town's role as growing market town and focus of strategic growth for Mid Devon. It should also consider sustainable transport options and the potential of a new transport interchange, and movement linkages with the proposed garden village. It is seen a complementing the work on the garden village and will also need to consider the relationship between these places: the existing town of Cullompton and the proposed new community.
- 3.5. The key objectives of the masterplan are considered to be:
 - Improving the quality of the town centre in terms of heritage, public realm, air quality and traffic congestion.

- Improving sustainable transport, walking and cycling within the town and physical links to and from existing and new housing developments.
 - Consideration of transport management initiatives and rationalising car parking. Identification of how these may deliver public realm benefits.
 - Improving the retail, leisure, cultural and tourism offerings within the town centre.
 - Improving the economic function of the town centre so that it is able to compete with /complement new business, retail and leisure offerings within the garden village.
 - Achieving a prosperous town centre developed in pace with significant planned housing growth.
 - Developing an evening economy.
 - Identifying development opportunities within/adjacent to the town centre.
- 3.6. The masterplan would sit alongside and supplement other initiatives such as the Neighbourhood Plan and Townscape Heritage Initiative project.
- 3.7. A map of the centre of Cullompton showing the suggested geographical area of the masterplan is attached as **Appendix 1**.
- 3.8. The Council wishes the local community to have a key role in the development of the masterplan and the masterplan should build on the aspirations for the town set out in the emerging Neighbourhood Plan. This will involve engagement with stakeholders such as the Town Council, Neighbourhood Plan Steering Group and Highway Authority as well as at least two stages of public consultation.
- 3.9. It is envisaged that the masterplan would be developed in two stages: an initial scoping exercise leading to the development of options, followed by the development of a draft masterplan with delivery and funding options.
- 3.10. It is intended to commission consultants to assist in the preparation of this masterplan. This report seeks authority to do so.

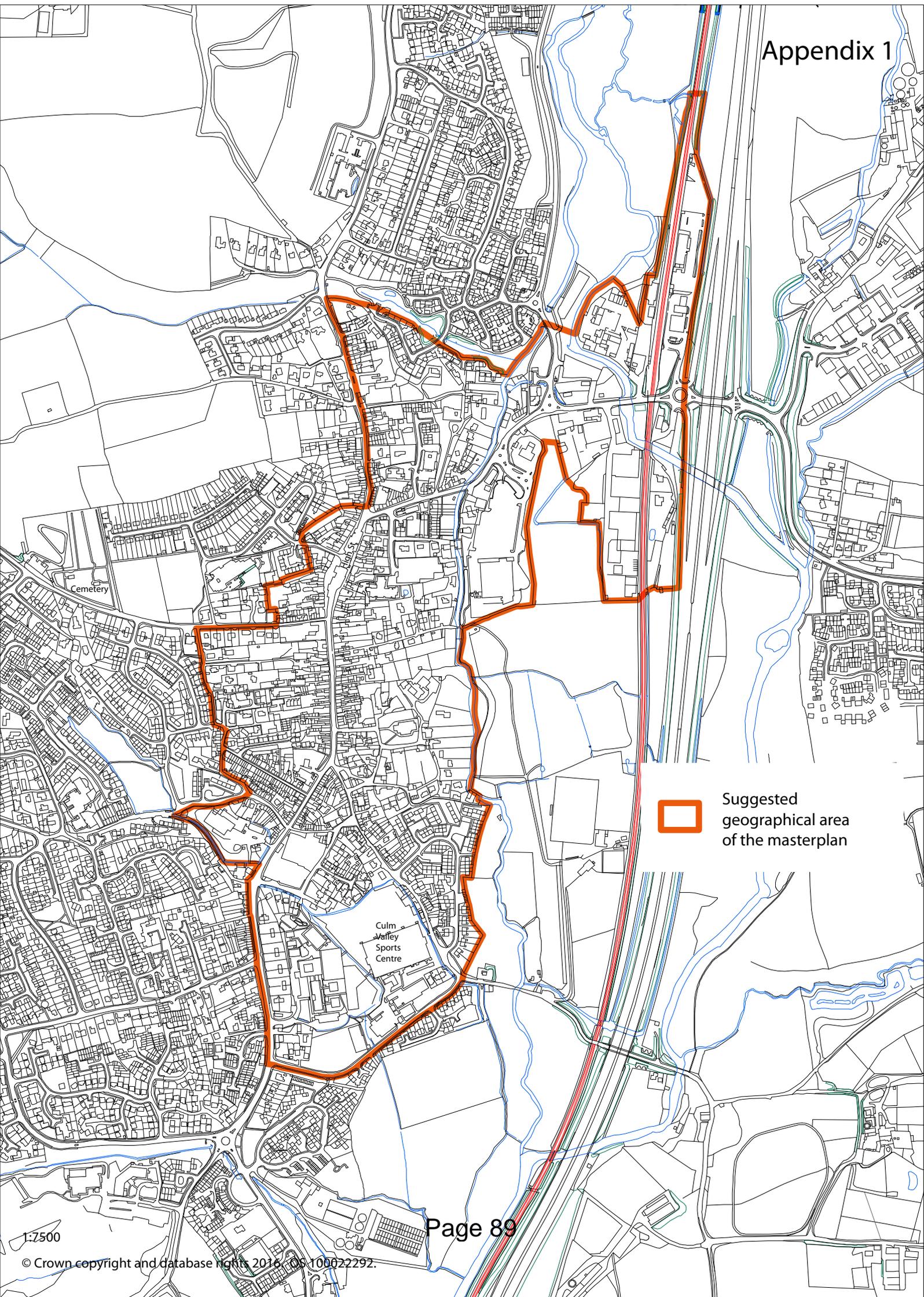
Contact for more Information:

Tina Maryan, Area Planning Officer, (Major Projects, Cullompton)
 Tel: 01884 234336 Email: tmaryan@middevon.gov.uk

List of Background Papers:

Emerging Local Plan Review
 Draft Neighbourhood Plan
 NW Cullompton Masterplan
 Culm Garden Village Expression of Interest

Circulation of the Report: Members of Cabinet



Cemetery

Culm Valley Sports Centre

 Suggested geographical area of the masterplan

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CABINET
5 April 2018

MID DEVON DESIGN GUIDE – SUPPLEMENTARY PLANNING DOCUMENT

Cabinet Member: Cllr Richard Chesterton
Responsible Officer: Mrs Jenny Clifford, Head of Planning, Economy and Regeneration

Reason for Report: To approve the use of an external consultant to prepare a Design Guide Supplementary Planning Document for Mid Devon.

RECOMMENDATIONS:

That Cabinet approve the commissioning of a suitable external consultant to prepare the Mid Devon Design Guide Supplementary Planning Document

Relationship to Corporate Plan: The Mid Devon Design Guide Supplementary Planning Document (SPD) will contain guidance on the urban, village and rural design issues for development in Mid Devon. It will therefore help deliver all four of the Corporate Plan priorities.

Financial Implications: The estimated contract value between £50,000 - £60,000 has been identified for the production of the Mid Devon Design Guide SPD. This has been budgeted for in the 18/19 service budget.

Legal Implications: The process of preparing the SPD will need to comply with the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Council's Statement of Community Involvement. Adoption of the Mid Devon Design Guide SPD will help raise design standards in development proposals that are submitted to the Council for determination and help guide planning decisions made on these. This will be a below threshold procurement for the purposes of the Public Contracts Regulations 2015, but there are still certain steps that need to be followed – the Council's Procurement Manager will need to advise on these. The Council's own Financial Regulations must also be followed.

Risk Assessment: The SPD will provide guidance on design issues in Mid Devon. The document will reduce the risks of costs being awarded against the Council providing decisions are based on its content.

Equality Impact Assessment: A full Equality Impact Assessment has been prepared as part of the Local Plan Review Evidence Base. The assessment undertaken for Policy DM1 (High Quality Design) indicates a high possibility of a positive impact in regard to the protected characteristics. This policy provides the baseline for the more detailed guidance to be included in the Design SPD.

1.0 Introduction

1.1 Mid Devon District Council is proposing to expand on existing and proposed planning policy through a new Supplementary Planning Document (SPD) to provide detailed guidance on urban, village and rural design issues in Mid

Devon. It is intended that the SPD will raise design awareness and standards through the planning process.

1.2 Securing good design is central to good planning and place-making. The National Planning Policy Framework (NPPF) states within its core planning principles that planning should always seek to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings. The SPD will need to comply with the NPPF including its forthcoming revisions (currently subject to public consultation).

1.3 The SPD will be prepared in accordance with Part 5 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Council's Statement of Community Involvement. The SPD will complement existing adopted local planning policy on design (DM2):

1.4 **DM2: High quality design.**

Designs of new development must be of high quality, based upon and demonstrating the following principles:

- a) Clear understanding of the characteristics of the site, its wider context and the surrounding area;
- b) Efficient and effective use of the site, having regard to criterion (a);
- c) Positive contribution to local character including any heritage or biodiversity assets and the setting of heritage assets;
- d) Creation of safe and accessible places that also encourage sustainable modes of travel such as walking and cycling;
- e) Visually attractive places that are well integrated with surrounding buildings, streets and landscapes, and do not have an unacceptably adverse effect on the privacy and amenity of the proposed or neighbouring properties and uses, taking account of:
 - i) Architecture
 - ii) Siting, layout, scale and massing
 - iii) Orientation and fenestration
 - iv) Materials, landscaping and green infrastructure
- f) Appropriate drainage including sustainable drainage systems (SUDS) and connection of foul drainage to a mains sewer where available.

Major residential development proposals will be required to achieve 'green' status under at least 8 of the 12 Building for Life criteria. The proposed Local Plan Review Policy DM1 (High Quality Design) will continue to provide the baseline for the more detailed guidance to be included in the SPD:

1.5 **DM1: High quality design.**

Designs of new development must be of high quality, based upon and demonstrating the following principles:

- a) Clear understanding of the characteristics of the site, its wider context and the surrounding area;
- b) Efficient and effective use of the site, having regard to criterion (a);
- c) Positive contribution to local character including any heritage or biodiversity assets and the setting of heritage assets;
- d) Creation of safe and accessible places that also encourage and enable sustainable modes of travel such as walking and cycling;
- e) Visually attractive places that are well integrated with surrounding buildings, streets and landscapes, and do not have an unacceptably adverse effect on the privacy and amenity of the proposed or neighbouring properties and uses, taking account of:
 - i) Architecture
 - ii) Siting, layout, scale and massing
 - iii) Orientation and fenestration
 - iv) Materials, landscaping and green infrastructure
- f) Appropriate drainage including sustainable drainage systems (SUDS), including arrangements for future maintenance, and connection of foul drainage to a mains sewer where available.

2.0 Content and Timescales

2.1 A project brief / invitation to tender is being prepared that will set out the requirements for the completion of the project. A proposed content of the SPD currently includes the following matters. This will be subject to refinement prior to the invitation to tender.

- Introduction and Vision
- Importance and principles of good design
- Design principles
- Design and viability – adding value through quality design
- Aspects of development form – scale, mass, materials, placement of buildings and the spaces between them
- Relevant planning policy and guidance
- Character appraisal of Mid Devon
- Promoting Health and Wellbeing in Mid Devon
- Development themes (principles of design and character for differing contexts to inform the following chapters):
 - Urban
 - Village
 - Rural

2.2 These sections can cover a range of topics including, but not limited to: sustainable places - mixed use and accessibility; public realm; landscaping, trees and public open space; access and parking; residential development (including custom and self-build); commercial development; barn conversions; shopfront design and security; street scene principles, resilience - energy efficiency, flood risk and climate change, listed buildings and conservation areas. The exact scope and content of the SPD will be further refined through

stakeholder engagement early on in the process and will reflect and respond to the unique design context of Mid Devon.

- Submitting a planning application
- Design quality checklist and clarity about what is good design and where proposals with poor design are likely to be rejected
- Glossary of terms

2.3 A proposed timetable for the SPD is as follows. This will be subject to refinement prior to the invitation to tender.

| | |
|----------------------------------|---------------------------------|
| Tender process | April 2018 |
| Appoint Consultants | June 2018 |
| Phase 1 (Evidence Gathering) | June – July 2018 |
| Design Workshop | July 2018 |
| Draft SPD Production | July – November 2018 |
| Public Consultation on Draft SPD | December 2018 – January 2019 |
| Adoption | March 2019 |

3.0 Stakeholder Engagement

3.1 The Council's Statement of Community Involvement requires one stage of public consultation for Supplementary Planning Documents that are not masterplans. It is proposed this will be for a minimum 6 week period.

3.2 A design workshop will be held early in the process for preparing the SPD. Participation for external stakeholders with interests in design in Mid Devon will be through invitation. The design workshop will be facilitated by the appointed consultant and will provide an opportunity to refine the scope of the SPD and inform its content.

4.0 Groups Consulted

4.1 The Planning Policy Advisory Group (PPAG) is to consider a draft project brief for the Design SPD at its meeting of 22 March 2018. The views of PPAG over the procurement and appointment of a suitable external consultant to prepare the Design SPD will be reported verbally to Cabinet.

Contact for more information: Arron Beecham, Forward Planning Officer – 01884 234221 / abeecham@middevon.gov.uk or Tristan Peat, Forward Planning Team Leader – 01884 234344 / tpeat@middevon.gov.uk

Background Papers: Mid Devon Local Plan Review Proposed Submission (incorporating proposed modifications (January 2017) Policy DM1 High Quality Design. Local Plan Part 3 (Adopted October 2013) Development Management Policy DM2 High Quality Design.

Circulation of the report: Cllr Richard Chesterton, Leadership Team

**CABINET
5 APRIL 2018
PAY POLICY REPORT**

Cabinet Member Cllr Clive Eginton
Responsible Officer Jane Cottrell, Group Manager for Human Resources

Reason for Report: To comply with the legislative requirements of the Localism Act 2011 relating to senior pay in particular the role of the Chief Executive, Directors and other senior officers. The Localism Act 2011 requires an annually published Pay Policy which has been adopted by full Council.

RECOMMENDATION(S): That the Council agree to adopt the Pay Policy 2018.

Relationship to Corporate Plan: To have a robust Pay Policy which ensures good use of public money in respect of the salaries of the most senior employees of the Council that is both transparent and visible. To ensure the Council is able to recruit and retain staff of a sufficiently high calibre who are able to deliver the objectives of the Corporate Plan.

Financial Implications: None arising from this report which aims to ensure that the Council pays enough to recruit and retain senior staff, but avoids excessive pay levels.

Legal Implications: None directly arising from this report.

Risk Assessment: The risk to the Council of not complying with the legislative requirement is mitigated by this report and having a robust performance management system.

Equalities: No equality issues identified for this report.

1.0 Introduction

1.1 Local authorities must publish a pay policy statement for each financial year. A relevant authority's pay policy statement must be approved by resolution of that authority before it comes into force.

2.0 Current Performance Management Arrangements

2.1 At the present time, the Chief Executive is appraised on an annual basis by a group of members as set out in the Constitution. The Leader consults Cabinet colleagues and the other two main party leaders on the objectives to be set and these are agreed with the Chief Executive.

2.2 Cabinet and Leadership Team meet on a monthly basis to monitor progress in each service area. Cabinet members can raise issues with the Chief Executive and Directors on performance in any area of the Council.

Contact for more Information: Jane Cottrell, Group Manager for Human Resources – 01884 234919/ jcottrell@midddevon.gov.uk

Circulation of the Report: Cllr Clive Eginton, Leadership Team, Cabinet, All Members of the Council

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Human Resources Policy

Title: Pay Policy Statement 2018

Purpose: The Localism Bill requires that all local authorities publish a Pay Policy on an annual basis. The Policy should be agreed by a meeting of Council and be published on the Council's website.

The purpose of having a Pay Policy Statement is so that the pay and related rewards structure of the Council is transparent.

Owner: **Group Manager for Human Resources**
jcottrell@middevon.gov.uk
01884 234919

Date: **March 2018**

Review Frequency: **Annually**

Next Review Date: **February 2019 to be published by April 2019**

Pay Policy

March 2018

1. INTRODUCTION

Local authorities must publish a pay policy statement for each financial year. This must be approved by a Council resolution each year. The Act specifies a number of elements that must be covered by the statement including: the level and elements of remuneration for each chief officer, remuneration of chief officers on recruitment, increases and additions to remuneration for each chief officer, the use of performance-related pay for chief officers, the use of bonuses for chief officers, the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and the publication of and access to information relating to remuneration of chief officers.

The specific part of the Localism Act 2011 relating to a pay policy is Section 38. Pay is an emotive issue for staff, Councillors and also for the public at large. Transparency in what and how we pay our senior staff particularly, but also all council employees is of paramount importance.

A pay policy statement will be updated and taken to full Council each year, in this way a clear view of the salaries and benefits paid to the most senior staff at the Council can be tracked.

2. REFERENCES

Equal Pay Act
Equality Act 2010
Localism Act 2011

3. SCOPE

This statement sets out the Council's policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers' remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

For the purpose of this statement the Council regards the following as its 'Chief Officers'

- Chief Executive Officer including Head of Paid Service responsibilities
- Directors and Monitoring Officer responsibilities and Section 151 Officer responsibilities
- Head of Planning

4. POLICY

Clarity in the provision of pay and other benefits is essential to ensure that the Council can attract and retain good calibre employees at all levels but particularly so at the most senior level.

In the context of managing scarce public resources, remuneration at all levels within the Council needs to be adequate to secure and retain high-quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

This pay policy statement applies specifically to chief officers (a term which includes both statutory and non-statutory chief officers) and addresses the legal requirement to set out how the policy for agreement of chief officer remuneration differs to that of other Council employees. For the purpose of this statement this includes:

- **Chief Executive Officer (Head of Paid Service)**
- **Director of Finance, Assets & Resources Section 151**
- **Director of Corporate Affairs & Business Transformation**
- **Director of Operations**
- **Head of Planning**
- **Group Manager for Legal Services and Monitoring Officer**

The definition of chief officers (as set out in section 43(2) of the Localism Act 2011) is not limited to Directors, Heads of Paid Service or statutory chief officers. It also includes those who are their direct reports (who may or might not be statutory chief officers).

The metric used for pay dispersion is the multiple of Chief Executive to mean earnings. Tracking this multiple will ensure public service organisations are accountable for the relationship between the pay of their executives and the wider workforce. Through this pay policy statement Mid Devon will track this multiple annually. **(This is shown as Officer Remuneration in accounts)**

- the level and elements of remuneration for each chief officer
- the remuneration of the lowest paid employees
- the relationship between the remuneration of its chief officers and other officers
- other specific aspects of chief officer remuneration.

In respect of Officer Remuneration Notes in accounts: It should be noted that this information will relate to the previous year as shown in the annual accounts.

- Salary, fees and allowances
- Bonuses
- Expenses allowance
- Compensation for loss of employment
- Employers pension contribution
- Any other emoluments

Pay multiple

This is calculated by comparing all taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of benefits in kind) for the Chief Executive compared to mean earnings and the lowest paid in the organisation.

Specific Policy Areas

The National Joint Negotiating Committee has previously emphasised that ‘it is good governance that local authorities can demonstrate that decisions on pay and reward packages for chief executives and chief officers have been made in an open and accountable way.’

Currently the remuneration package payable to the Chief Executive is derived from the National Joint Council guidance. The Chief Executive remuneration is paid on a scale relating to the population of Mid Devon.

The remuneration package payable to the Directors is negotiated through the Joint National Council and more specifically each role is subject to job evaluation. The job evaluation that the Council uses is the Green Book Scheme. However, unlike the remainder of the Council’s employees for whom the process is entirely self-contained within the Council, all job evaluation requests/reviews for the Directors are addressed externally via South West Councils. South West Councils are expert in the field of job evaluation and in particular the Green Book Scheme and also give a transparency and impartiality to the process.

The Leader of the Council may recommend to Full Council changes to the remuneration package following an annual review. Any changes to the remuneration packages will be subject to Full Council approval.

Salary increases in relation to the cost of living will be made in line with National Joint Council recommendations.

The cost of living increase does not apply automatically to the Chief Executive and the three Director roles. Any increase given to them will be determined by the Leader of the Council, having sought the views of the Cabinet, and will be based on performance. The annual assessment/pay award for the Chief Executive and Directors has been delayed until the end of June each year, in order to allow for adequate reflection on the previous year's performance. As such any increase will take effect from 1st July annually (salary increases for all other employees continue to take effect from 1st April each year).

The use of market supplements may be applied in certain circumstances but at present are not considered necessary for any senior role.

At present, there are no additional payments made to senior officers which specifically relate to performance such as performance bonuses; neither is there an element of pay which can be enhanced for performance, other than those already mentioned in respect of the Chief Executive and Director roles. Performance issues will be dealt with through the achievement of agreed objectives and appraisal review process.

Any termination payments to chief officers on ceasing office will comply with Mid Devon District Council's Redundancy Policy and no additional payments will be made without the express approval by Full Council.

Through this policy the pay multiple of the Chief Executive will be monitored annually. Should the multiplier between the annual salary paid to a full time employee on the lowest spinal column point and the annual salary paid to the Chief Executive be greater than 10, this will be reported by the Leader of the Council to Full Council for consideration.

Our support for apprenticeships, which may be considered a temporary employment, will not be used to skew the pay multiple metric and we will therefore be using the same pay level measure as before. In order to ensure complete transparency however we have also included the salary of apprentices.

There are no arrangements currently in place for tax and national insurance payments to be paid other than through the normal channels, i.e. through the normal PAYE route for all officers of the Council.

5. PAYMENT OF RETURNING OFFICER

Additional payments are set and made by Central Government to officers carrying out additional duties at elections. These payments will only be received when elections take place and although fixed, do vary according to the type of election for which the payment is made. These payments are not within the scope of this policy.

6. OUTCOMES

In introducing this policy Mid Devon District Council will ensure that the process for setting pay at a senior level is transparent. This policy will be reviewed annually to track the relationship of chief officer pay with the rest of the workforce.

7. PERFORMANCE MONITORING

Annual monitoring of this policy will take place in March. Monitoring of the Chief Executive's performance takes place through an annual appraisal process.

8. POLICY/STRATEGY CONSULTATION

This policy will be agreed with the Council's Leadership Team, Cabinet and Full Council.

9. EQUALITY IMPACT CONSIDERATIONS

The principles of equal pay are integral to this policy. 'Equal work' is defined as:

- Like work where the woman and the man are doing the same job or
- Work rated as equivalent where the 2 jobs are different but have been evaluated by the employer's job evaluation scheme (JES) at the same level/grade or
- Work of equal value where the jobs are again different but an argument is made that both jobs should be regarded as being of equal value or worth.

10. RESPONSIBILITIES

The Group Manager for Human Resources will be responsible for this policy and for updating information on an annual basis.

11. RECORDS

Documents and records generated as a result of the application of this policy will be retained permanently on the individuals' personnel file.

Records of any changes will be held electronically will be held in accordance with the retention policy on the Council's HR information system.

All records will be maintained and processed in compliance with the Data Protection Act.

12. DOCUMENT HISTORY

| Date | Version | Update |
|------------|---------|----------------------|
| 13/02/2018 | 1 | Pay Policy Statement |
| | | |

1. The Chief Executive and Directors' salary changes on 1st July each year, so for full transparency the table below shows the total amount earned in the financial year, and any revision to salary level from 1st July. The levels and elements of remuneration for each chief and senior officer are:

| Post Title | Remuneration | | Car Allowances | |
|---|--|--|----------------|---------|
| | 2017/18 | 2016/17 | 2017/18 | 2016/17 |
| Chief Executive (Incl Director of Growth role from 01/09/16 onwards) | £105,625 (£107,500 From 1 July 2017) | £90,526 to £100,586 | N/A | N/A |
| Head of Service Financial Services | | £60,770 to £64,489 Until 31 August 2016 | N/A | N/A |
| Director of Finance, Assets and Resources (New post from 1/9/16) | £74,563 (£74,750 From 1 July 2017) | £74,000 From 1 September 2016 | N/A | N/A |
| Head of Service HR and Development | | £60,770 to £64,489 Until 31 August 2016 | N/A | N/A |
| Director of Corporate Affairs and Business Transformation (New post from 1/9/16) | £74,563 (£74,750 From 1 July 2017) | £74,000 From 1 September 2016 | N/A | N/A |
| Director of Operations (New post from 1/3/17) | £74,563 (£74,750 From 1 July 2017) | £74,000 From 1 st March 2017 | N/A | N/A |
| Head of Service: • Planning and Regeneration | £61,378 to £65,134 | £60,770 to £64,489 | N/A | N/A |
| Head of Service: • Housing and Property Services (left on 3/9/17) | £61,378 to £65,134 | £60,770 to £64,489 | N/A | N/A |

| | | | | |
|--|--------------------|--------------------|-----|-----|
| Head of Service: • Communities and Governance (left on 31/12/16) | | £60,770 to £64,489 | N/A | N/A |
| Head of Service: • Customer Services (left on 31/12/17) | £52,384 to £55,591 | £51,865 to £55,040 | N/A | N/A |
| Group Manager: • Legal Services and Monitoring Officer (new post from 10/4/17) | £52,384 to £55,591 | | N/A | N/A |

2. The FTE remuneration of the lowest paid employee.

| Post Title | Remuneration | | Other Allowances | |
|----------------|--------------|------------------------------------|------------------|---------|
| | 2017/18 | 2016/17 | 2017/18 | 2016/17 |
| Office Cleaner | £15,014 | £14,514 | None | None |
| Apprentice | £6,752 | £6,367 (from 1/10/16 £6,559) | None | None |

3. The multiplier of the remuneration of the Chief Executive based upon taxable earnings.

| Category | Total Remuneration (including cash value of Car and travel allowances) | |
|--|--|-----------------------------------|
| | 2017/18 | 2016/17 |
| Pay multiple of Chief Executive to Mean | 5.81 | 5.34 |
| Pay multiple of Chief Executive to lowest paid FT employee | 7.03 (based on office cleaner) | 6.88 (based on office cleaner) |

| Category | Total Remuneration (including cash value of Car and travel allowances) | |
|--|--|-------------------------------------|
| | 2017/18 | 2016/17 |
| | 15.64 (based on apprentice rate) | 15.24 (based on apprentice rate) |
| Annual Mean Pay of all employees (Total Salaries/Number of contracts) | £18,493.05 | £18,723.99 |

4. Officer Remuneration

We are required to publish the following information in respect of officer remunerations:

- a) The number of employees whose remuneration in the year was greater or equal to £50,000, grouped in rising bands of £5,000.
- b) An analysis by job title of the remuneration and employer's pension contributions in respect of senior employees whose salary is £50,000 or more per year (or by name and job title where the salary is £150,000 per year)

4. Officers' Emoluments

This information is contained within Mid Devon District Council Financial Statements and Notes to the Accounts for the year ended 31 March 2017 please refer to Page 20 - 22 (13 & 14) here: [.Accounts 2016-17 Final](#)

CABINET

5 APRIL 2018:

PERFORMANCE AND RISK FOR 2017-18

Cabinet Member Cllr Clive Eginton
Responsible Officer Director of Corporate Affairs & Business Transformation,
Jill May

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2017-18 as well as providing an update on the key business risks.

RECOMMENDATION: That the Committee reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

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

1.0 Introduction

- 1.1 Appendices 1-5 provide Members with details of performance against the Corporate Plan and local service targets for the 2017-18 financial year.
- 1.2 When benchmarking information is available it is included.
- 1.3 Appendix 6 shows the higher impact risks from the Corporate Risk Register. This includes Operational and Health & Safety risks where the score meets the criteria for inclusion. See 3.0 below.
- 1.4 Appendix 7 shows the risk matrix for the Council.
- 1.5 All appendices are produced from the Corporate Service Performance And Risk Management system (SPAR).

2.0 Performance

Environment Portfolio - Appendix 1

- 2.1 Regarding the Corporate Plan Aim: **Increase recycling and reduce the amount of waste**: The Council is broadly on track with **Residual household waste per household (measured in Kilograms)** until the end of December at 285kg. We have been above target all year which means less residual waste but we are still a little below target for **% of household waste reused, recycled and composted** at 52.8% against a target of 53%.
- 2.2 Regarding the Corporate Plan Aim: **Reduce our carbon footprint**: The energy switching scheme went live on MDDC's website on 1 December 2017 and referrals are now also being made through the LEAP scheme. The first full quarter numbers will be available at the end of Q4 2017/18
- 2.3 Regarding the Corporate Plan Aim: **Protect the natural environment**: 18 of the 27 recommendations from the Street Cleansing review have now been implemented. All the priority activities for Street Scene for 2017/18 in the Corporate Plan have now been completed except the above.
- 2.4 In addition the draft outturn figures for 2017/18 indicate the Street Scene Service is comfortably on target to reduce the net cost of waste collection per household by 20% compared to 2014/15 by 2019/20 which is a real achievement especially considering residual waste has been reduced by 18% and the recycling rate increased by 5% at the same time.

Homes Portfolio - Appendix 2

- 2.5 Regarding the Corporate Plan Aim: **Build more council houses**: No new **Council Houses** were completed however work is progressing on Birchen Lane and Palmerston Park, both due for completion in 2018/19.
- 2.6 Regarding the Corporate Plan Aims: **Facilitate the housing growth that Mid Devon needs, including affordable housing; and Planning and enhancing the built environment**: The independent review of the Local Plan Sustainability Appraisal Update 2017 has been completed and the consultants concluded that the work carried out for the proposed modifications to the Plan "was proportionate and appropriate to meet the Strategic Environmental Assessment regulations". This precautionary approach has caused delay to the examination hearings but the work undertaken was justified. It reflected due diligence by the Council in meeting its obligations and this would help the examination process and participants at the forthcoming hearings.

A proposed timetable was set out as follows:

6 week public consultation - February – April 2018

Submission of the suite of documents and consultation responses - April 2018

Officers estimate that examination hearings will take place during summer/autumn 2018 but it is for the Inspectorate to determine when the examination hearings should be reconvened.

- 2.7 **Percentage of Properties with a Valid Gas Safety Certificate (LGSR):** There are currently eight properties where MDDC has been unable to carry out the annual service and issue a Landlord Gas safety Record. Failure to renew the safety record was not due to inaction by the contractor but is centred on tenant issues that have prevented the contractor from delivery of the necessary works.

Economy Portfolio - Appendix 3

- 2.8 Regarding the Corporate Plan Aim: **Focus on business retention and growth of existing businesses:** We are now recording **Businesses assisted** which is on target at 195, as at end of December, against an annual target of 250.
- 2.9 Regarding the Corporate Plan Aim: **Improve and regenerate our town centres with the aim of increasing footfall, dwell-time and spend in our town centres:** for **Empty Shops**, counting takes place at the start of the quarter so we now have the final position for 2017/18 compared to 2016/17: 7 more empty shops for Tiverton, 1 more in Crediton and 1 more in Cullompton.
- 2.10 The Tiverton Town Centre Masterplan went to Cabinet on 1 March 2018 prior to stage 1 public consultation. A £1.2M bid was submitted to the Heritage Lottery fund to help restore historic buildings in Cullompton. We will know the outcome in May 2018.
- 2.11 Regarding the Corporate Plan Aim: **Grow the tourism sector:** the Mid Devon Destination Management Plan for Tourism is on the agenda for this meeting.
- 2.12 Mid Devon is quite well placed economically; for example Mid Devon had lower than average income deprivation levels in 2015. The rate of unemployment for 2015/16 was less than half the average for England at 0.8% and for long term unemployment the figure is a quarter of the average. Educationally we do well too with a higher than average number of children attaining 5 or more A* to C grades at GCSE (including English and Maths) at 62.2%.
- 2.13 For housing, according to the 2011 census, Mid Devon has half the average number of overcrowded houses but over double the number without central heating. Residents are quite healthy and live longer than the English average.

Community Portfolio - Appendix 4

- 2.14 An update on this meeting will be provided on the next report.

Corporate - Appendix 5

- 2.15 **Working days lost due to sickness** is well below target but not higher than the average for English authorities according to LGA.
- 2.16 The **Response to FOI requests** is still well below target. However 87% have been on time in the 2 months since the new Information Management Officer started. The PIs for Customer First are all on or above target.
- 2.17 GDPR project; further updates have been given at team meetings, 2 workshops for privacy notices have been scheduled in March along with 2 for Business Continuity planning.
- 2.18 The **Performance Planning Guarantee determined within 26 weeks** remains slightly below target but the 4 speed and quality measures are all well above the required target.

3.0 Risk

- 3.1 The Corporate risk register is reviewed by Management Team (MT) and updated; risk reports to committees include risks with a total score of 10 or more. (Appendix 6)
- 3.2 Appendix 7 shows the risk matrix for MDDC for this quarter. If risks are not scored they are included in the matrix at their inherent score which will be higher than their current score would be.

4.0 Conclusion and Recommendation

- 4.1 That the Committee reviews the performance indicators and any risks that are outlined in this report and feeds back any areas of concern.

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

Circulation of the Report: Management Team and Cabinet Member

Corporate Plan PI Report Environment

Monthly report for 2017-2018
 Arranged by Aims
 Filtered by Aim: Priorities Environment
 For MDDC - Services

Key to Performance Status:

Performance Indicators: No Data Well below target Below target On target Above target Well above target

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

Corporate Plan PI Report Environment

Priorities: Environment

Aims: Increase recycling and reduce the amount of waste

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Note: |
|---|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|--|
| <u>Residual household waste per household (measured in Kilograms)</u> | 276.89 (9/12) | 374.20 | 420.00 | 32.80 | 63.57 | 98.56 | 130.52 | 166.92 | 195.29 | 224.36 | 255.24 | 285.00 | | | | 285.00 (9/12) | Stuart Noyce | (April Janu Figur suppl by DC one montl behin repor cycle (LD)) |
| <u>% of Household Waste Reused, Recycled and Composted</u> | 54.5% (9/12) | 53.3% | 53.0% | 51.3% | 52.6% | 51.3% | 51.8% | 52.4% | 52.5% | 52.6% | 52.7% | 52.8% | | | | 52.8% (9/12) | Stuart Noyce | (Janu Figur for Ja 2018 recyc rate suppl by DC one montl behin repor cycle (LD)) |
| <u>Net annual cost of waste service per household</u> | £58.66 | £58.66 | £50.35 | n/a | £50.24 | £50.24 | Stuart Noyce | |
| <u>Number of Households on Chargeable Garden Waste</u> | 8,327 (10/12) | 8,536 | 9,000 | 8,692 | 8,973 | 9,107 | 9,343 | 9,449 | 9,537 | 9,520 | 9,268 | 9,286 | 9,330 | | | 9,330 (10/12) | Stuart Noyce | |
| <u>% of missed collections reported (refuse and organic waste)</u> | 0.03% (10/12) | 0.04% | 0.03% | 0.04% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.04% | 0.04% | 0.04% | 0.04% | | | 0.04% (10/12) | Stuart Noyce | |
| <u>% of Missed Collections logged (recycling)</u> | 0.03% (10/12) | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | 0.03% | | | 0.03% (10/12) | Stuart Noyce | |

Aims: Protect the natural environment

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|--|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|---------------|
| <u>Number of Fixed Penalty Notices (FPNs) Issued (Environment)</u> | 8 (10/12) | 10 | | 5 | 9 | 10 | 13 | 16 | 21 | 24 | 31 | 36 | 41 | | | 41 (10/12) | Vicky Bowden | |

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Corporate Plan PI Report Homes

Monthly report for 2017-2018
 Arranged by Aims
 Filtered by Aim: Priorities Homes
 For MDDC - Services

Key to Performance Status:

Performance Indicators: No Data Well below target Below target On target Above target Well above target

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

Corporate Plan PI Report Homes

Priorities: Homes

Aims: Build more council houses

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|-----------------------------|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|---------------|
| <u>Build Council Houses</u> | 0 (3/4) | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 (10/12) | Angela Haigh | |

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

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|--|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|----------------|---------------|
| <u>Number of affordable homes delivered (gross)</u> | 27 (3/4) | 31 | 80 | n/a | n/a | 26 | n/a | n/a | 59 | n/a | n/a | 72 | n/a | n/a | | 72 (3/4) | Angela Haigh | |
| <u>Deliver 15 homes per year by bringing Empty Houses into use</u> | 21 (10/12) | 33 | 25 | 7 | 11 | 13 | 23 | 34 | 43 | 54 | 84 | 98 | 111 | | | 111 (10/12) | Simon Newcombe | |

Aims: Other

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|-----------------------------|--------------------|---------------|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|---------------|
| <u>Number of Successful</u> | 224 (3/4) | 295 | No Target - for | n/a | n/a | 99 | n/a | n/a | 159 | n/a | n/a | 240 | n/a | n/a | | 240 (3/4) | Angela Haigh | |

| Corporate Plan PI Report Homes | | | | | | | | | | | | | | | | | | |
|--|--------------------|---------------|----------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------|---------|------------------|---------------|---------------|
| Priorities: Homes | | | | | | | | | | | | | | | | | | |
| Aims: Other | | | | | | | | | | | | | | | | | | |
| Performance Indicators | | | | | | | | | | | | | | | | | | |
| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
| <u>Homelessness Prevention Cases</u> | | | information only | | | | | | | | | | | | | | | |
| <u>% Decent Council Homes</u> | 100.00% (10/12) | 100.00% | 100.0% | 99.9% | 99.9% | 100.0% | 99.9% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% (10/12) | Mark Baglow | |
| <u>% Properties With a Valid Gas Safety Certificate</u> | 99.95% (10/12) | 99.86% | 100.00% | 99.95% | 99.64% | 99.87% | 99.82% | 99.96% | 99.91% | 99.82% | 99.87% | 99.82% | 99.64% | | | 99.64% (10/12) | Angela Haigh | |
| <u>Rent Collected as a Proportion of Rent Owed</u> | 100.05% (10/12) | 100.18% | 100.00% | 93.76% | 95.18% | 96.25% | 96.87% | 99.14% | 98.73% | 99.08% | 98.85% | 99.73% | 99.37% | | | 99.37% (10/12) | Angela Haigh | |
| <u>Current Tenant Arrears as a Proportion of Annual Rent Debit</u> | 0.95% (10/12) | 0.60% | 1.00% | 0.93% | 1.06% | 1.16% | 1.30% | 1.26% | 1.30% | 1.17% | 1.33% | 1.05% | 1.28% | | | 1.28% (10/12) | Angela Haigh | |
| <u>Dwelling rent lost due to voids</u> | 0.5% (10/12) | 0.5% | no target - for information only | 0.4% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | | | 0.5% (10/12) | Angela Haigh | |
| <u>Average Days to Re-Let Local Authority Housing</u> | 16.4days (10/12) | 15.7days | 16.0days | 14.0days | 13.9days | 14.9days | 14.1days | 13.8days | 14.3days | 14.4days | 14.0days | 13.5days | 13.1days | | | 13.1days (10/12) | Angela Haigh | |

Corporate Plan PI Report Economy

Monthly report for 2017-2018
 Arranged by Aims
 Filtered by Aim: Priorities Economy
 For MDDC - Services

Key to Performance Status:

Performance Indicators:

| | | | | | |
|---------|-------------------|--------------|-----------|--------------|-------------------|
| No Data | Well below target | Below target | On target | Above target | Well above target |
|---------|-------------------|--------------|-----------|--------------|-------------------|

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

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Corporate Plan PI Report Economy

Priorities: Economy

Aims: Attract new businesses to the District

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|---|--------------------|---------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|-------------------------------|---------------|
| <u>Number of business rate accounts</u> | 2,906 (10/12) | 2,930 | Can only increase if there are actual new properties brought into the Valuation List as a result of | 2,933 | 2,936 | 2,942 | 2,951 | 2,951 | 2,963 | 2,963 | 2,987 | 3,004 | 3,004 | | | 3,004 (10/12) | John Chumbley, Andrew Jarrett | |

Aims: Focus on business retention and growth of existing businesses

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|----------------------------|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|-------------------------------------|
| <u>Businesses assisted</u> | n/a | n/a | 250 | 20 | 38 | 53 | 92 | 112 | 137 | 159 | 195 | 207 | 227 | | | 227 (10/12) | None | (November) Provisional figures (JB) |

Aims: Improve and regenerate our town centres

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Improve and regenerate our town centres

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|---|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|----------------|--|
| Increase in Car Parking Vends | 48,951 (10/12) | 55,241 | | 48,051 | 53,937 | 54,086 | 54,730 | 54,417 | 54,734 | 53,420 | 51,810 | 51,051 | 48,993 | | | 48,993 (10/12) | Andrew Jarrett | |
| The Number of Empty Shops (TIVERTON) | 18 (3/4) | 16 | 18 | n/a | n/a | 19 | n/a | n/a | 25 | n/a | n/a | 23 | n/a | n/a | | 23 (3/4) | Adrian Welsh | (Quarter 3) Vacancies as of 30th October 2017 = 23 representing 9.9% of total units (JB) |
| The Number of Empty Shops (CREDITON) | 8 (3/4) | 7 | 8 | n/a | n/a | 8 | n/a | n/a | 8 | n/a | n/a | 8 | n/a | n/a | | 8 (3/4) | Adrian Welsh | (Quarter 3) As of 30th October 2017 there are 8 vacancies, representing a vacancy rate of 6.8% (JB) |
| The Number of Empty Shops (CULLOMPTON) | 10 (3/4) | 8 | 8 | n/a | n/a | 11 | n/a | n/a | 9 | n/a | n/a | 9 | n/a | n/a | | 9 (3/4) | Adrian Welsh | (Quarter 3) As of the 30th October 2017 there are 9 vacancies, representing a vacancy rate of 10.5% (JB) |

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Aims: Other

Performance Indicators

| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
|------------------------|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|--------------------------------|
| Funding awarded | £56,842 (3/4) | £61,842 | | n/a | n/a | £0 | n/a | n/a | £25,459 | n/a | n/a | £35,899 | n/a | n/a | | £35,899 (3/4) | Adrian | (Quarter 3) Crediton Town Team |

| Corporate Plan PI Report Economy | | | | | | | | | | | | | | | | | | |
|-------------------------------------|--------------------|---------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|---|
| Priorities: Economy | | | | | | | | | | | | | | | | | | |
| Aims: Other | | | | | | | | | | | | | | | | | | |
| Performance Indicators | | | | | | | | | | | | | | | | | | |
| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
| <u>to support economic projects</u> | | | | | | | | | | | | | | | | | Welsh | were awarded £500 from Esmee Fairbairn Trust Cheriton Fitzpaine Community Shop was awarded £9,940 from the LEADER programme (JB) |

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Print Date: 27 February 2018 14:38

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Corporate Plan PI Report Corporate
Monthly report for 2017-2018
Arranged by Aims
Filtered by Aim: Priorities Delivering a Well-Managed Council
For MDDC - Services

Key to Performance Status:

Performance Indicators: No Data Well below target Below target On target Above target Well above target

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

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| Corporate Plan PI Report Corporate | | | | | | | | | | | | | | | | | | |
|--|--------------------|---------------|----------------------|---------|---------|---------|---------|---------|----------|---------|---------|---------|---------------------------------|---------|---------|----------------|------------------------------|---------------|
| Priorities: Delivering a Well-Managed Council | | | | | | | | | | | | | | | | | | |
| Aims: Put customers first | | | | | | | | | | | | | | | | | | |
| Performance Indicators | | | | | | | | | | | | | | | | | | |
| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
| <u>% of complaints resolved w/in timescales (10 days - 12 weeks)</u> | 93% (10/12) | 92% | 90% | 100% | 96% | 88% | 91% | 92% | 93% | 94% | 95% | 93% | 92% | | | 92% (10/12) | Lynsey Chilcott | |
| <u>Number of Complaints</u> | 20 (10/12) | 21 | For information only | 13 | 13 | 23 | 15 | 27 | 38 | 19 | 30 | 15 | 19 | | | 19 (10/12) | Lynsey Chilcott | |
| <u>New Performance Planning Guarantee determine within 26 weeks</u> | 98% (3/4) | 98% | 100% | n/a | n/a | 99% | n/a | n/a | 99% | n/a | n/a | 99% | n/a | n/a | | 99% (3/4) | Jenny Clifford, Adrian Welsh | |
| <u>Major applications determined within 13 weeks (over last 2 years)</u> | 71% (3/4) | 74% | 60% | n/a | n/a | 83% | n/a | n/a | 83% | n/a | n/a | 83% | n/a | n/a | | 83% (3/4) | Jenny Clifford, Adrian Welsh | |
| <u>Minor applications determined within 8 weeks (over last 2 years)</u> | 75% (3/4) | 76% | 65% | n/a | n/a | 79% | n/a | n/a | 79% | n/a | n/a | 79% | n/a | n/a | | 79% (3/4) | Jenny Clifford, Adrian Welsh | |
| <u>Major applications overturned</u> | 8% (3/4) | 9% | 10% | n/a | n/a | 4% | n/a | n/a | 4% | n/a | n/a | 4% | n/a | n/a | | 4% (3/4) | Jenny Clifford, Adrian | |
| Printed by: Catherine Yandle | | | | | | | | | SPAR.net | | | | Print Date: 02 March 2018 09:32 | | | | | |

| Corporate Plan PI Report Corporate | | | | | | | | | | | | | | | | | | |
|--|--------------------|---------------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------|---------|------------------|-------------------------------|-----------------------------------|
| Priorities: Delivering a Well-Managed Council | | | | | | | | | | | | | | | | | | |
| Aims: Put customers first | | | | | | | | | | | | | | | | | | |
| Performance Indicators | | | | | | | | | | | | | | | | | | |
| Title | Prev Year (Period) | Prev Year End | Annual Target | Apr Act | May Act | Jun Act | Jul Act | Aug Act | Sep Act | Oct Act | Nov Act | Dec Act | Jan Act | Feb Act | Mar Act | Actual to Date | Group Manager | Officer Notes |
| <u>at appeal (over last 2 years)</u> | | | | | | | | | | | | | | | | | Welsh | |
| <u>Minor applications overturned at appeal (over last 2 years)</u> | n/a | n/a | 10% | n/a | n/a | 0% | n/a | n/a | 0% | n/a | n/a | 0% | n/a | n/a | | 0% (3/4) | Jenny Clifford, Adrian Welsh | |
| <u>Response to FOI Requests (within 20 working days)</u> | 94% (11/12) | 94% | 100% | 79% | 85% | 82% | 80% | 78% | 78% | 74% | 69% | 67% | 69% | 70% | | 70% (11/12) | Catherine Yandle | (February) 62 replies 7 late (CY) |
| <u>Working Days Lost Due to Sickness Absence</u> | 6.54days (10/12) | 7.89days | 7.00days | 0.61days | 1.25days | 1.88days | 2.54days | 3.12days | 3.79days | 4.66days | 5.71days | 7.54days | 8.44days | | | 8.44days (10/12) | Jane Cottrell | |
| <u>Return on Commercial Portfolio</u> | | 8.6% | 7.5% | n/a | n/a | | n/a | Andrew Busby | |
| <u>% total Council tax collected - monthly</u> | 94.05% (10/12) | 98.10% | 98.50% | 11.34% | 20.61% | 29.74% | 38.73% | 51.60% | 56.69% | 66.58% | 75.68% | 84.68% | 93.72% | | | 93.72% (10/12) | John Chumbley, Andrew Jarrett | |
| <u>% total NDR collected - monthly</u> | 92.87% (10/12) | 99.18% | 99.20% | 12.20% | 19.88% | 33.72% | 40.57% | 50.41% | 57.38% | 65.32% | 73.47% | 81.02% | 89.31% | | | 89.31% (10/12) | John Chumbley, Andrew Jarrett | |
| <u>Number of visitors per month</u> | 2,797 (10/12) | 2,761 | 3,000 | 2,351 | 2,673 | 2,784 | 2,787 | 2,724 | 2,703 | 2,715 | 2,714 | 2,610 | 2,604 | | | 2,604 (10/12) | Lynsey Chilcott | |
| <u>Satisfaction with front-line services</u> | 82.46% (10/12) | 81.58% | 80.00% | 0.00% | 0.00% | 97.59% | 97.59% | 97.59% | 97.14% | 97.14% | 97.14% | 97.14% | 97.14% | | | 97.14% (10/12) | Lynsey Chilcott | |
| <u>Increase Number of Digital payments</u> | 60,034 (10/12) | 69,567 | 70,960 | 6,326 | 12,698 | 19,179 | 25,446 | 31,703 | 38,810 | 48,423 | 56,854 | 62,510 | 68,383 | | | 68,383 (10/12) | Lynsey Chilcott | |

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Risk Report Appendix 6

Report for 2017-2018

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

For MDDC - Services

Filtered by Performance Status: Exclude Risk Status: Low

Not Including Risk Child Projects records or Mitigating Action records

Key to Performance Status:

Risks: No Data (0+) High (15+) Medium (6+) Low (1+)

Risk Report Appendix 6

Risk: Affordable and Council Housing Demand Housing supply does not meet local demand or reflect demographic shifts like increased demand for single occupancy

Effects (Impact/Severity):

- Increased costs for paying for private accommodation to house homeless
- Increase in number of homeless people in Mid Devon

Causes (Likelihood):

- Impact of economic downturn and reduced funding has reduced number of affordable housing units being built
- Under-occupation in existing stock
- Reduction in number of Right to Buys results in less HRA funding available for new builds

Service: Housing Services

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Claire Fry

Review Note: There is still a significant deficit between permissions granted and build-out rates

Risk: Asset Management • The Council may not be optimising its portfolio of assets

- Assets purchased without prior approval may not be supported by Council policies and systems
- Misuse of assets could have a financial impact to the Council
- Inadequate inventory records could invalidate insurance claims, disrupt the business continuity process and hide instances of theft
- Failure to maintain the Asset Management Strategy could result in an inefficient use of resources

Not making a commercial ROI

Effects (Impact/Severity): • Theft of stocks and stores

Causes (Likelihood): • Mismanagement of stocks and stores

Service: Property Services

Current Status: Medium (12)

Current Risk Severity: 3 - Medium

Current Risk Likelihood: 4 - High

Service Manager: Andrew Busby

Review Note: Capital Asset Management Strategy 2016-2020 on the website

Risk Report Appendix 6

Risk: Car Parks Car Park Overcrowding

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status: Medium
(12)**

**Current Risk Severity: 4 -
High**

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Darren Beer

Review Note:

Risk: Carlu Close Depot Inherent risk at Carlu Close site - highest scoring risk

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

**Current Status: High
(15)**

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

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Stuart Noyce

Review Note: The risk was reviewed as the result of carbon monoxide levels building up now transfer station work completed. Detailed trials and monitoring plan now in place.

Risk: Commercial Land supply Failure to identify commercial land supply will stunt economic growth

Effects (Impact/Severity):

Causes (Likelihood):

Service: Planning

**Current Status: High
(15)**

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

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Jenny Clifford

Review Note:

Risk: Contingency - Business Continuity The Council fails to have an effective Business Continuity Plan in place that is up-to-date and complements the Emergency Plan, Disaster Recovery Plan and Risk Management Plan leading to service failure and loss in reputation.

Effects (Impact/Severity):

- Staff are not enabled or adequately prepared to deal with incidents in the event that senior managers are unavailable
- Poor management of a major incident will affect the Council's reputation
- There is a risk to decision-making processes and maintaining quorate committees in the event of loss of Members.
- Software Failure, leading to potential inability to pay staff, creditors, benefits etc and inability to

Risk Report Appendix 6

access key data affecting service delivery and customer experience

- Increase in workforce homeworking

Causes (Likelihood): • Severe weather including snow, flooding and heatwaves can cause disruption to normal service operation

- Severe space weather can cause disruption to a range of technologies and infrastructure, including communications systems, electronic circuits and power grids. The next period of such solar activity is forecast to occur around May 2013.
- There are predictions of scheduled power cuts from 2015. Failure to plan for this and implement contingency procedures will affect service delivery.
- Fuel strikes
- Industrial action

Service: Governance

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Catherine Yandle

Review Note: Use of Business Continuity Template from DEPS launched in December and published on SharePoint for use

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

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

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

Service: Financial Services

Current Status: No Data

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 1 - Very Low

Service Manager: Andrew Jarrett

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

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

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

Causes (Likelihood): • Future banking collapses

Service: Financial Services

Current Status: No Data

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 1 - Very Low

Service Manager: Andrew Jarrett

Review Note:

Risk Report Appendix 6

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Financial Services

Current Status: No Data

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 1 - Very Low

Service Manager: Andrew Jarrett

Review Note:

Risk: Dangerous Equipment Risks associated with using powered equipment and machinery or that which has moving parts eg fans, woodworking machines, abrasive wheels. Also risks with using powered portable tools eg electric drill, off-hand grinders as well as manual tools eg knife, guillotine. There are risks that some equipment may produce electromagnetic interference with pace-makers.

Effects (Impact/Severity): High if no PPE worn or risk assessments not followed

Causes (Likelihood): medium if procedures followed.

Service: Property Services

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Andrew Busby

Review Note:

Risk: Decline in National economics A decline in national economics could result in level of influence by local government being limited and having little or no impact on local economic activity

Effects (Impact/Severity): High - Inability to meet Council objectives, customer requirements or financial commitments

Causes (Likelihood): High - no control over macro-economics but Council objectives and action plan currently in process to increase local economic activity

Service: Community Development

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: John Bodley-Scott

Review Note:

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

Effects (Impact/Severity):

- The Council may be disadvantaged in taking or defending legal action if prime documents are not retained;
- Performance statistics cannot be verified;

Risk Report Appendix 6

- The external auditor may not be able to verify the Council's final accounts and subsidy may be lost.
- Mismanagement of burial records

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

Service: Customer First

Current Status: No Data

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 1 - Very Low

Service Manager: Lynsey Chilcott

Review Note:

Risk: Economic Development Service Failure to promote economic activity within the District will suppress the potential for new jobs and increased prosperity for residents

A continuing economic recession could jeopardise our ability to achieve corporate objective of 'A Thriving Economy'

Effects (Impact/Severity): - Inability to meet Council objectives

- A lack of inward investment
- Uncertain economic recovery, impact on employment and infrastructure development

Causes (Likelihood): - Decline in national macro-economics

Service: Community Development

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Adrian Welsh

Review Note: Economic Strategy currently being prepared which will focus the District Council's intervention in a more focused way and will also enable improved monitoring for this risk.

Risk: Electrical testing Risk of electrocution or fire in Council Properties

Effects (Impact/Severity): Failure to carry out periodic electrical testing could result in the risk of electrocution or fire.

Causes (Likelihood):

Service: Housing – Building Maintenance

Current Status: No Data

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 1 - Very Low

Service Manager: Mark Baglow

Review Note: Every Council property is tested every 5 years as part of the cyclical testing programme.

Risk: Evictions Tenants being evicted could become violent.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

Risk Report Appendix 6

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Claire Fry

Review Note: The pre-eviction risk assessment identifies household composition and layout, and any issues such as mental health and drug use relating to the tenant(s) and their families as well as whether or not there are any dogs present at the property.

Risk: First Aid availability First Aid availability when maintaining green spaces etc. because of the nature of the work which can be in areas of limited access to emergency services and of a high risk all team members should be Emergency First Aid at Work (EFAW)

Effects (Impact/Severity):

Causes (Likelihood):

Service: Grounds Maintenance

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Joe Scully

Review Note: Staff trained 2 in Office
Grass cutting all
Arborist team all

Risk: Five year housing land Supply Risk: Housing land supply. Inability to demonstrate the required 5 year housing land supply (+20%) until Local Plan Review approved

Effects (Impact/Severity): Effects (Impact /severity):

- Receipt of speculative housing applications in unplanned locations with less community benefit and less infrastructure / coordination compared with allocated sites.
- Objections
- Pressure on major application appeal performance (Government indicator of quality of decision making). Risk of intervention: loss of fee and less local control over major application decision making.

Causes (Likelihood): - Lack of sufficient housing completions, housing market conditions.

Service: Planning

Current Status: High (15)

Current Risk Severity: 3 - Medium

Current Risk Likelihood: 5 - Very High

Service Manager: Jenny Clifford

Review Note: Found to not have sufficient housing supply at appeal. Mitigation principally via new Local Plan once adopted. Close monitoring of applications, decisions and associated appeal performance.

Risk Report Appendix 6

Risk: GDPR compliance That the Council cannot demonstrate that we are prepared for GDPR

Effects (Impact/Severity):

Causes (Likelihood):

Service: Governance

**Current Status: High
(15)**

Current Risk Severity: 5 - Very
High

Current Risk Likelihood: 3 -
Medium

Service Manager: Catherine Yandle

Review Note: The project team meet weekly, progress is steady

Risk: H&S RA - Recycling Depot Operatives Risk assessment for role - Highest Risks scored -
Vehicle Movements inside Depot/Risk of Fire

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

**Current Status: Medium
(10)**

Current Risk Severity: 5 - Very
High

Current Risk Likelihood: 2 -
Low

Service Manager: Stuart Noyce

Review Note: SSoW/designated walkways/PPE/Reversing Assistants/Equipment servicing.
Regular alarm testing and equipment checks/flammable materials outside.

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

**Current Status: Medium
(10)**

Current Risk Severity: 5 - Very
High

Current Risk Likelihood: 2 -
Low

Service Manager: Stuart Noyce

Review Note: SSoW/Training & Instruction/Mobile phones

Risk: H&S RA - Street Cleansing Operative Risk assessment for role - highest risk from role - Risk of
accident/injury when working roadside

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

**Current Status: Medium
(10)**

Current Risk Severity: 5 - Very
High

Current Risk Likelihood: 2 -
Low

Service Manager: Stuart Noyce

Risk Report Appendix 6

Review Note: SSoW/Induction training /PPE - Hi viz conforming to Class 3 requirements/
No working in peak hours 7am -10am & 4pm - 7pm/Operatives to litter pick facing
against traffic/Operatives to be certificated on Chapter 8/Operative to remain alert
to traffic at all times/Warning beacons on vehicle/Warning signage must be used
in correct locations

Risk: Hoarding Some tenants are known hoarders but we have policies in place and we do regular inspections.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

**Current Status: Medium
(10)**

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

**Current Risk Likelihood: 2 -
Low**

Service Manager: Claire Fry

Review Note: Staff are trained to respond to such issues and we have a policy setting out our approach to this type of management issue.

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

Effects (Impact/Severity): - Dissatisfied customers and increase in complaints.

- This will involve an increase in officer time in dealing with Homelessness prevention and early intervention.

- Possible increase in temporary accommodation usage.

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

- Lack of private sector housing.

Service: Housing Services

Current Status: High (16)

Current Risk Severity: 4 - High

Current Risk Likelihood: 4 - High

Service Manager: Claire Fry

Review Note: Homelessness strategy to be reviewed early 2018.

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

**Current Status: High
(15)**

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

**Current Risk Likelihood: 3 -
Medium**

Risk Report Appendix 6

Service Manager: Claire Fry

Review Note:

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

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: I C T

**Current Status: High
(20)**

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

**Current Risk Likelihood: 4 -
High**

Service Manager: None

Review Note: Increased awareness training for all staff and members, Information Security training calendar to ensure all year reminders.
Trialing systems to send phishing emails to staff as training tool.

Risk: Legionella Legionella

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

**Current Status: High
(15)**

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

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Darren Beer

Review Note: Following the adverse sampling for Legionella at LMLC and subsequent review of risk assessment the score has been increased due to a failure in the management processes. Corporate Property are responsible for carrying through the action points raised in the safety review carried out by the Health and Safety Officer

Risk Report Appendix 6

Risk: Local Plan Whether the Inspector will find the Plan unsound

Effects (Impact/Severity):

Causes (Likelihood):

Service: Planning

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Jenny Clifford

Review Note: Steps taken to mitigate risks by commissioning additional work to strengthen evidence base.

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Property Services

Current Status: Medium
(12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Andrew Busby

Review Note:

Risk: New Homes A low housing build rate would equal less affordable housing resulting in a reduction in potential New Homes Bonus

Effects (Impact/Severity): - Loss of Affordable Housing Income Section 106

- Failure to meet targets in Development Plan

- Potentially unallocated sites being developed as 5-year housing supply reduces

Causes (Likelihood):

Service: Planning

Current Status: Medium
(12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Jenny Clifford

Review Note:

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Financial Services

Current Status: High
(15)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 3 - Medium

Risk Report Appendix 6

Service Manager: Andrew Jarrett

Review Note: Mitigation – Local and national working groups and advice from experts – liaise with DCLG and then attempt to model/plan.

Risk: Plant Room Plant Room

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Darren Beer

Review Note: • Only authorized personnel to enter storage areas

- Pool plant operator certification required by operators
- Backwash only when pool not in use
- Planned storage of combustible materials
- Staff carry two way radios.

Risk: Pool Inflatable Pool Activities

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Darren Beer

Review Note:

Risk: Power Take Off (PTO)shaft use That the PTO shaft is not correctly guarded

Effects (Impact/Severity):

Causes (Likelihood):

Service: Grounds Maintenance

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Joe Scully

Review Note: that includes safe use of PTO's etc. The specifics of PTO are to be clarified with those operatives using the machine.

Risk: Premier Inn Construction site Increased difficulty in management of the car parking facility while the Premier Inn is being built

Effects (Impact/Severity):

Risk Report Appendix 6

Causes (Likelihood):

Service: Property Services

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Andrew Busby

Review Note: Premier Inn are reviewing plans to secure VfM and will come back to MDDC with a start date asap.

MDDC will update the RA on receipt of the Construction Phase Schedule from Premier Inn.

Risk: Recycling Income Reduction in material income levels due to market forces.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Street Scene Services

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Stuart Noyce

Review Note: With China banning imports of recycling materials in the New Year this risk is currently at a higher level

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

Effects (Impact/Severity):

Causes (Likelihood):

Service: Communications

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: None

Review Note:

Risk Report Appendix 6

Risk: Reputational re Council Housing Stock Handling a disaster/mistake properly would prevent any reputation damage.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Claire Fry

Review Note:

Risk: Safeguarding Awareness Failure to ensure that awareness of safeguarding issues and what to do if one's suspicions are raised are not adequately dissipated throughout the council.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Safeguarding

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Nicola Cuskeran

Review Note: Compulsory training for all staff has been re-launched.
Policy reviewed and updated annually
Councillor briefing given
Recent audit

Risk: School Swimming Sessions School Swimming Sessions

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

Current Status: Medium (10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Darren Beer

Review Note:

Risk: Stress The physical and mental well-being of Officers could be affected by work environment and pressures caused by work demands and work relationships.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Legal Services

Current Status: Medium (12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Risk Report Appendix 6

Service Manager: Kathryn Tebbey

Review Note: The risk is not well-related to Legal Services. The risk for Legal Services is from a constant high workload leading to burnout and stress. Some of this will be alleviated through improved systems, but this may prove insufficient mitigation.

Risk: Stress The physical and mental well-being of Officers could be affected by work environment and pressures caused by work demands and work relationships.

Effects (Impact/Severity):

Causes (Likelihood):

Service: Housing Services

Current Status: Medium
(12)

Current Risk Severity: 4 - High

Current Risk Likelihood: 3 - Medium

Service Manager: Claire Fry

Review Note: In the case of potential stress and related conditions, Managers should undertake regular supervision meetings to monitor the situation and provide support.

Risk: Swimming Lessons Swimming Lessons

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Darren Beer

Review Note:

Risk: Swimming Pool Swimming pool & spectator walkway

Effects (Impact/Severity):

Causes (Likelihood):

Service: Leisure Services

Current Status: Medium
(10)

Current Risk Severity: 5 - Very High

Current Risk Likelihood: 2 - Low

Service Manager: Darren Beer

Review Note:

Risk: Tenants with Complex Needs As our housing stock shrinks, the proportion of such tenants will increase.

Effects (Impact/Severity):

Causes (Likelihood):

Risk Report Appendix 6

Service: Housing Services

**Current Status: Medium
(12)**

**Current Risk Severity: 4 -
High**

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Claire Fry

Review Note: Good links with other partners including the Police, Social Services, support agencies etc.

Risk: Welfare Reform Act - Benefits Failure to implement and communicate the new benefits framework effectively could result in applications not being completed in time

Effects (Impact/Severity): If the changes from current benefits system to Universal Credit go ahead, the system will require greater staff resource

Causes (Likelihood): Will now happen

Service: Revenues - Benefits

**Current Status: Medium
(12)**

**Current Risk Severity: 4 -
High**

**Current Risk Likelihood: 3 -
Medium**

Service Manager: Andrew Jarrett

Review Note:

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Risk Matrix

Report
For MDDC - Services
Current settings

| | | | | | | |
|------------------------|----------------------|-----------------|-------------------|-----------------|----------------------|-----------------|
| Risk Likelihood | 5 - Very High | No Risks | 1 Risk | 1 Risk | No Risks | No Risks |
| | 4 - High | No Risks | No Risks | 1 Risk | 3 Risks | 2 Risks |
| | 3 - Medium | No Risks | 3 Risks | 15 Risks | 18 Risks | 6 Risks |
| | 2 - Low | 3 Risks | 17 Risks | 38 Risks | 35 Risks | 26 Risks |
| | 1 - Very Low | 6 Risks | 10 Risks | 10 Risks | 16 Risks | 23 Risks |
| | 1 - Very Low | 2 - Low | 3 - Medium | 4 - High | 5 - Very High | |
| | Risk Severity | | | | | |

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MID DEVON DISTRICT COUNCIL – NOTIFICATION OF KEY DECISIONS

April 2018

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) |
|---|---|--------------------------------|---|--|--|
| 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 | Director of Finance, Assets and Resources | Not before 2nd Apr 2018 | Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242 | | Open |
| Corporate Debt Recovery Policy To consider a revised policy. | Audit Committee Cabinet | 20 Mar 2018 5 Apr 2018 | Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242 | Cabinet Member for Finance (Councillor Peter Hare-Scott) | Open |
| Community Safety Partnership Plan 2 yearly review | Community Policy Development Group Cabinet | 27 Mar 2018 10 May 2018 | Andrew Pritchard, Director of Operations Tel: 01884 234950 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |

Agenda Item 14.

| 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) |
|---|---|------------------------------------|---|--|---|
| Regulation of Investigatory Powers To consider the annual review of the policy. | Community Policy Development Group Cabinet | 27 Mar 2018 10 May 2018 | Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |
| Kitchen Supply Contract 2018-2022 To consider the outcome of the procurement exercise for the supply of kitchens to Council property. | Cabinet | 10 May 2018 | Andrew Pritchard, Director of Operations Tel: 01884 234950 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Revised Freedom of Information Policy To consider a revised policy | Cabinet | 10 May 2018 | Catherine Yandle, Group Manager for Performance, Governance and Data Security Tel: 01884 234975 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |
| Revised Data Protection Policy To consider a revised policy | Cabinet | 10 May 2018 | Catherine Yandle, Group Manager for Performance, Governance and Data Security Tel: 01884 234975 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | 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) |
|--|----------------|------------------|--|--|---|
| Supply of Boilers To consider the outcome of the procurement process | Cabinet | 10 May 2018 | Andrew Pritchard, Director of Operations Tel: 01884 234950 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Tiverton Eastern Urban Extension Area B Masterplanning To consider the outcome of the tender process | Cabinet | 10 May 2018 | Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346 | Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton) | Part exempt |
| Cleaning Contractors To approve the outcome of the procurement exercise. | Cabinet | 10 May 2018 | Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |
| Vehicle Maintenance Contract To consider the maintenance contract. | Cabinet | 10 May 2018 | Stuart Noyce, Group Manager for Street Scene and Open Spaces | Leader of the Council (Councillor Clive Eginton) | Open |
| Crediton Office To consider the options for | Cabinet | 10 May 2018 | Andrew Jarrett, Director of Finance, | Cabinet Member for Housing | Fully exempt |

| Title of report and summary of decision | Decision Taker | Date of Decision | Officer contact | Cabinet Member | Intention to consider report in private session and the reason(s) |
|---|--|--|--|---|---|
| disposal for the Crediton Office following the 6 month moratorium/marketing. | | | Assets and Resources Tel: 01884 234242 | (Councillor Ray Stanley) | |
| Review of Bereavement Services To receive a report regarding a review of Bereavement Services, to include National Assisted Burials | Environment Policy Development Group Cabinet | 15 May 2018 7 Jun 2018 | Andrew Pritchard, Director of Operations Tel: 01884 234950 | Leader of the Council (Councillor Clive Eginton) | Open |
| Repairing Footpaths and Roads Policy | Environment Policy Development Group Cabinet Council | 15 May 2018 7 Jun 2018 27 Jun 2018 | Steve Densham, Development Services Manager | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Market Rights Policy A report proposing the adoption of a new Market Policy. | Economy Policy Development Group Cabinet Council | 17 May 2018 7 Jun 2018 27 Jun 2018 | Alan Ottey, Tiverton Town Centre and Market Manager | Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton) | Open |

| Title of report and summary of decision | Decision Taker | Date of Decision | Officer contact | Cabinet Member | Intention to consider report in private session and the reason(s) |
|--|--|--|---|--|---|
| Community Housing Fund Grant Policy To receive a report from the Housing Services Manager regarding the new Community Housing Fund Policy. | Homes Policy Development Group Cabinet Council | 22 May 2018 7 Jun 2018 27 Jun 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Tenant Involvement Policy To consider a revised policy | Homes Policy Development Group Cabinet | 22 May 2018 7 Jun 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Tenant Involvement Strategy To consider a revised strategy | Homes Policy Development Group Cabinet | 22 May 2018 7 Jun 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Single Equalities Policy and Equality Objective Report outlining the Council's statutory duties under the Equality Act 2010, and to | Community Policy Development Group | 29 May 2018 | Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381 | Cabinet for the Working Environment and Support Services (Councillor | Open |

| Title of report and summary of decision | Decision Taker | Date of Decision | Officer contact | Cabinet Member | Intention to consider report in private session and the reason(s) |
|--|---|---------------------------|--|---|---|
| seek Members' approval for the revised Single Equality Scheme and Equality Objective. | Cabinet | 7 Jun 2018 | | Margaret Squires) | |
| Town Centre Masterplan following public consultation To consider that masterplan. | Cabinet | 7 Jun 2018 | Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346 | Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton) | Open |
| Annual Treasury Management Report To consider the outturn report | Cabinet Council | 7 Jun 2018 27 Jun 2018 | Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242 | Cabinet Member for Finance (Councillor Peter Hare-Scott) | Open |
| Hoarding Policy To receive a report from the Group Manager for Housing presenting the revised Hoarding Policy. | Homes Policy Development Group Cabinet | 22 May 2018 7 Jun 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Harassment Policy To receive a report from the Group Manager for Housing | Homes Policy Development Group | 22 May 2018 | Claire Fry, Group Manager for Housing Tel: 01884 | Cabinet Member for Housing (Councillor Ray | 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) |
|--|--------------------|---------------------------|--|--|---|
| presenting the revised Harassment Policy. | Cabinet | 7 Jun 2018 | 234920 | Stanley) | |
| Greater Exeter Strategic Plan To consider a report of the Head of Planning, Economy and Regeneration regarding a draft strategic plan. | Cabinet Council | 5 Jul 2018 29 Aug 2018 | Jenny Clifford, Head of Planning, Economy and Regeneration Tel: 01884 234346 | Cabinet Member for Planning and Economic Regeneration (Councillor Richard Chesterton) | Open |
| Proposals for Improvements to Tiverton Town Centre To receive a presentation on proposals for improvements to Tiverton Town Centre, seeking authority to go out to tender with a view to progress project work'. | Cabinet | 5 Jul 2018 | Andrew Jarrett, Director of Finance, Assets and Resources Tel: 01884 234242 | Cabinet Member for Housing (Councillor Ray Stanley) | Fully exempt |
| Human Resources Strategy To consider the revised strategy | Cabinet | 5 Jul 2018 | Jane Cottrell, Group Manager for Human Resources Tel: 01884 234919 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | 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) |
|---|---|-----------------------------------|--|--|---|
| Cemetery Works To receive a report detailing proposed works for the cemeteries in Tiverton and Crediton regarding concrete bases as foundations for headstones. | Environment Policy Development Group Cabinet | 10 Jul 2018 2 Aug 2018 | Andrew Pritchard, Director of Operations Tel: 01884 234950 | Leader of the Council (Councillor Clive Eginton) | Open |
| Tenancy Strategy To consider a report regarding the revised strategy. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Rechargeable Repairs To receive a report reviewing the Rechargeable Repairs policy. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Mark Baglow, Group Manager for Building Services Tel: 01884 233011 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Gas Safety Policy To consider a report regarding the revised Gas Safety Policy. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Mark Baglow, Group Manager for Building Services Tel: 01884 233011 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Void Management Policy To receive a report from the | Homes Policy Development | | Mark Baglow, Group Manager for Building | Cabinet Member for Housing | 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) |
|--|---|---------------------------|--|---|---|
| Group Manager for Building Services presenting the revised Void Management Policy. | Group Cabinet | 17 Jul 2018 2 Aug 2018 | Services Tel: 01884 233011 | (Councillor Ray Stanley) | |
| ASB Policy and Procedures To receive a report from the Group Manager for Housing presenting the revised Anti-Social Behaviour Policy and procedures. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Asbestos Management Plan To receive a report from the Group Manager for Building Services presenting the revised Asbestos Management Plan. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Mark Baglow, Group Manager for Building Services Tel: 01884 233011 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Corporate Asbestos Policy To receive a report from the Group Manager for Building Services presenting the revised Corporate Asbestos Policy. | Homes Policy Development Group Cabinet | 17 Jul 2018 2 Aug 2018 | Mark Baglow, Group Manager for Building Services Tel: 01884 233011 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Illegal Encampment Policy To receive a report regarding | Community Policy | | Andrew Busby, Group Manager for | Cabinet Member for Community | 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 regarding to Illegal Encampment | Development Group Cabinet Council | 24 Jul 2018 2 Aug 2018 29 Aug 2018 | Corporate Property and Commercial Assets Tel: 01884 234948 | Well Being (Councillor Colin Slade) | |
| Public Health Enforcement Policy Yearly review | Community Policy Development Group Cabinet | Before 31 Jul 2018 Before 31 Aug 2018 | Simon Newcombe, Group Manager for Public Health and Regulatory Services Tel: 01884 234615 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |
| Exe Valley Area of Outstanding Natural Beauty To consider the setting up of a partnership to explore an AONB for the Exe Valley and other issues. | Environment Policy Development Group Cabinet Council | 4 Sep 2018 27 Sep 2018 24 Oct 2018 | Adrian Welsh, Group Manager for Growth, Economy and Delivery | Leader of the Council (Councillor Clive Eginton) | Open |
| Economic Strategy To consider a new policy. | Economy Policy Development Group | 6 Sep 2018 | Adrian Welsh, Group Manager for Growth, Economy and Delivery | Cabinet Member for Planning and Economic Regeneration (Councillor | Open |

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| Title of report and summary of decision | Decision Taker | Date of Decision | Officer contact | Cabinet Member | Intention to consider report in private session and the reason(s) |
|---|---|----------------------------|---|--|---|
| | Cabinet Council | 27 Sep 2018 24 Oct 2018 | | Richard Chesterton) | |
| Customer Care Policy 3 yearly review | Community Policy Development Group Cabinet | 18 Sep 2018 27 Sep 2018 | 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 Engagement Strategy 2018 Report updating Members on progress made with the Community Engagement Action Plan and to review the strategy and focus for 2018 | Community Policy Development Group Cabinet | 18 Sep 2018 27 Sep 2018 | Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381 | Cabinet Member for Community Well Being (Councillor Colin Slade) | Open |
| Neighbourhood Management Policy To receive a report from the Group Manager for Housing presenting the revised Neighbourhood Management Policy. | Homes Policy Development Group Cabinet | 11 Sep 2018 27 Sep 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | 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) |
|---|---|--------------------------------|---|--|---|
| Community Engagement Action Plan To consider a revised action plan | Community Policy Development Group Cabinet | 18 Sep 2018 27 Sep 2018 | Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381 | Cabinet for the Working Environment and Support Services (Councillor Margaret Squires) | Open |
| ICT Strategy Report regarding a review of the ICT Strategy | Cabinet | 25 Oct 2018 | Jill May, Director of Corporate Affairs and Business Transformation Tel: 01884 234381 | Cabinet Member for Community Well Being (Councillor Colin Slade) | Open |
| Supply and Demand Policy To receive a report from the Group Manager for Housing presenting the revised Supply and Demand Policy. | Homes Policy Development Group Cabinet | 13 Nov 2018 22 Nov 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | Cabinet Member for Housing (Councillor Ray Stanley) | Open |
| Severe Weather Emergency Protocol and Extended Winter Provision Protocol To receive a report from the Group Manager for Housing presenting an updated Severe Weather Emergency Protocol and Extended Winter Provision Protocol. | Homes Policy Development Group Cabinet | 13 Nov 2018 22 Nov 2018 | Claire Fry, Group Manager for Housing Tel: 01884 234920 | 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) |
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