

West Devon Audit Committee



West Devon
Borough
Council

Title:	Agenda
Date:	Tuesday, 12th March, 2019
Time:	2.00 pm
Venue:	Chamber - Kilworthy Park
Full Members:	<p style="text-align: center;">Chairman Cllr Davies</p> <p style="text-align: center;">Vice Chairman Cllr Ball</p> <p><i>Members:</i> Cllr Cann OBE Cllr Stephens Cllr Hockridge Cllr Watts Cllr Lamb</p>
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
Committee administrator:	Member.Services@swdevon.gov.uk

1. Apologies for absence

2. Declarations of interest

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda then please contact the Monitoring Officer in advance of the meeting.

3. Items Requiring Urgent Attention

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency (if any).

4. Confirmation of Minutes

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Meeting held on 22 January 2019

5. Audit Progress Report and Sector Update

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Report of Grant Thornton

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Report of the Head of Finance Practice and Specialist – Accountant

8. Review of the Council's Constitution: Rules of Procedure, Members' Planning Code of Practice and Petition Scheme

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Report of the Specialist – Democratic Services

9. Devon Audit Partnership - Non-Voting Partner

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Report of the Strategic Finance Lead

10. 2019/20 Internal Audit Plan

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Report of the Audit Manager

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Report of the Audit Manager

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12. Shared Services Methodology 2018/19	119 - 128
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13. Strategic Risk & Opportunity Monitoring - Regular Update	129 - 142
Report of the Strategic Finance Lead and Business Development Group Manager	

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Agenda Item 4

At a Meeting of the **AUDIT COMMITTEE** held in the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **22nd** day of **January 2019** at **2.00pm**

Present: Cllr M Davies (Chairman)

Cllr K Ball
Cllr B Lamb
Cllr B Stephens

Officers in attendance:

Section 151 Officer
Internal Auditor Manager
Specialist – Democratic Services
Senior Case Officer –Democratic Services

Also in attendance: Cllr C Edmonds (lead Hub Committee Member)

* **AC 25** **APOLOGIES FOR ABSENCE**
Apologies for absence were received from Cllrs W Cann OBE, L J G Hockridge and L Watts.

* **AC 26** **CONFIRMATION OF MINUTES**
The Minutes of the Committee Meeting held on 9 October 2018 were confirmed and signed by the Chairman as a correct record.

* **AC 27** **GRANT THORNTON EXTERNAL AUDIT PLAN**
Steve Johnson introduced the report on the external audit plan. He specifically pointed out identified risk areas being shared services with South Hams and investment property. Independent valuations would be commissioned each year on investment properties with authority owned property being valued every five years. The waste contract would be monitored as part of their value for money audit opinion, as would the leisure contract.

It was then **RESOLVED** that:

The report be noted

* **AC 28** **WEST DEVON BC –CERTIFICATE OF CLAIMS AND RETURNS – ANNUAL REPORT 2017/18**
The S151 Officer stated the Housing Benefit claim had received an unqualified audit opinion and that the Housing Benefits team had won Team of the Year in last year's staff awards. The Audit Committee thanked the Housing Benefits team for their hard work.

It was then **RESOLVED** that:

The report be noted

- * **AC 29** **UPDATE OF PROGRESS ON THE 2018/19 INTERNAL AUDIT PLAN**
The Internal Auditor gave an update on the 2018/19 Internal Audit Plan, explaining that direction of travel was upward. There was likely to be a review of the Single Persons Discount to confirm eligibility. The identified issue with Northgate system should be sorted within 12 the next 12 months. Finally the Waste contract had been awarded and was progressing well.

It was then **RESOLVED** that:

The progress made against the 2018/19 internal audit plan was APPROVED.

- * **AC 30** **TREASURY MANAGEMENT MID-YEAR REVIEW**

Cllr Edmonds, Lead Member for Performance & Resources presented the Treasury Management Mid-Year Review. He reported that three investment properties had been bought, and exchange had been made on a fourth. MRP Provision was for 50 years, the life of the building that the Council would own.

It was then **RESOLVED** that:

The content of this report be endorsed.

- * **AC 31** **PENSION STRATEGY (TRIENNIAL ACTUARIAL REEVALUATION)**

The Committee considered a report that presented the specialist pension advice that had been received and outlined options for Members to consider.

In light of the Committee wishing to raise issues on Appendix A, it was moved and seconded and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVE** that, in accordance with Section 100 (A) (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the appendix as the likely disclosure of exempt information as defined in paragraph 1 of Schedule 12A to the Act is involved.”

Once all Members were satisfied that they had no further questions or issues to raise on the Appendix, it was then moved and seconded and upon being submitted to the Meeting was declared to be **CARRIED** and “**RESOLVED** that the public and press be re-admitted to the Meeting”

It was then **RESOLVED** that:

The Audit Committee noted the contents of Appendix A and instructed officers to engage in early dialogue with the Devon Pensions Fund and the actuaries (Barnett Waddingham), ahead of the next Triennial Revaluation in 2019 to further assess the Council's options.

AC 32 REVIEW OF THE COUNCIL'S CONSTITUTION: RULES OF PROCEDURE AND MEMBERS' PLANNING CODE OF PRACTICE

Cllr Edmonds presented the review of the Council's Constitution. A discussion arose over whether meetings should be advertised on the notice board outside the council offices as well as on the website. The final decision on this was deferred to the full Council meeting on 12 February, 2019, however, the Audit Committee recommendation was that officers should continue to ensure that agendas were displayed in the cabinet on the outside of the building. The Planning Code of Good Practice was to be applied to all West Devon Members. Members of the Audit Committee made minor amendments to the presented scheme. There would be a new induction programme in place for newly elected Members in May 2019.

It was then **RESOLVED** that:

The Audit Committee recommended to full Council that:

1. The amendments to Part 4 (Rules of Procedure) of the West Devon Borough Council Constitution (as summarised in paragraph 2.5 of the report and fully outlined at Appendix A) be approved and formally adopted; and
2. The draft Members' Code of Good Practice – planning (as attached at Appendix B) be adopted.

*** AC 33 AUDIT COMMITTEE WORK PROGRAMME 2018/19**

The S151 Officer took members through the work Programme 2018/19 and its contents were noted without any debate.

(The Meeting terminated at 3.40 pm)

Dated this

Chairman

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Audit Progress Report and Sector Update

WEST DEVON BOROUGH COUNCIL
Year ending 31 March 2019
12 March 2019



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Introduction



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This paper provides the Audit Committee with a report on progress in delivering our responsibilities as your external auditors.

The paper also includes:

- a summary of emerging national issues and developments that may be relevant to you as a local authority; and
- includes a number of challenge questions in respect of these emerging issues which the Committee may wish to consider (these are a tool to use, if helpful, rather than formal questions requiring responses for audit purposes)

Members of the Audit Committee can find further useful material on our website, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications www.grant-thornton.co.uk ..

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Engagement Manager.

Progress at January 2019

Financial Statements Audit

We have started planning for the 2018/19 financial statements audit and have issued a detailed audit plan, setting out our proposed approach to the audit of the Council's 2018/19 financial statements.

We commenced our interim audit in late February 2019. Our interim fieldwork visit will include:

- Updated review of the Council's control environment
- Updated understanding of financial systems
- Review of Internal Audit reports on core financial systems
- Early work on emerging accounting issues
- Early substantive testing

We will report any findings from the interim audit to you as a verbal update to the March Audit committee.

The final accounts audit is due to begin on site on the 3 June 2019. The statutory deadline for the issue of the 2018/19 opinion is 31 July 2019. We will discuss our Audit Findings report to the Audit Committee at the meeting on 23 July 2019.

Value for Money

The scope of our work is set out in the guidance issued by the National Audit Office. The Code requires auditors to satisfy themselves that; "the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources".

The guidance confirmed the overall criterion as: "in all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people".

The three sub criteria for assessment to be able to give a conclusion overall are:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

Details of our initial risk assessment to determine our approach are included in our Audit Plan.

We will report our work in the Audit Findings Report and give our Value For Money Conclusion before the 31 July deadline on 23 July 2019.

Other areas

Certification of claims and returns

The Council's annual Housing Benefit Subsidy for 2018/19 claim will be audited by KPMG.

Meetings

We hold regular liaison meetings with Management to understand the Council's current position and future plans, and developments and to ensure the audit process is smooth and effective.

We met with Finance Officers in December and March as part of our quarterly liaison meetings and continue to be in discussions with finance staff regarding emerging developments and to ensure the audit process is smooth and effective. We also met with your Chief Executive in September to discuss the Council's strategic priorities and plans.

Events

We provide a range of workshops, along with network events for members and publications to support the Council.

Our annual accounts workshops have been taking place in February. Your finance team attended our workshop in Plymouth.

Further details of the publications that may be of interest to the Council are set out in our Sector Update section of this report.

Audit Deliverables

2018/19 Deliverables

	Planned Date	Status
Fee Letter Confirming the audit fee for 2018/19.	Issued 19 April 2018	On the October 2018 Committee agenda.
Accounts Audit Plan We are required to issue a detailed accounts audit plan to the Audit Committee setting out our proposed approach in order to give an opinion on the Council's 2018-19 financial statements.	January 2019	Presented at the January Audit committee
Interim Audit Findings We will report to you the findings from our interim audit and our initial value for money risk assessment within our Progress Report.	June 2019	Not yet due
Audit Findings Report The Audit Findings Report will be reported to the July Audit Committee.	July 2019	Not yet due
Auditors Report This is the opinion on your financial statement, annual governance statement and value for money conclusion.	July 2019	Not yet due
Annual Audit Letter This letter communicates the key issues arising from our work.	August 2019	Not yet due

Sector Update

Councils are tackling a continuing drive to achieve greater efficiency in the delivery of public services, whilst facing the challenges to address rising demand, ongoing budget pressures and social inequality.

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Our sector update provides you with an up to date summary of emerging national issues and developments to support you. We cover areas which may have an impact on your organisation, the wider NHS and the public sector as a whole. Links are provided to the detailed report/briefing to allow you to delve further and find out more.

Our public sector team at Grant Thornton also undertake research on service and technical issues. We will bring you the latest research publications in this update. We also include areas of potential interest to start conversations within the organisation and with audit committee members, as well as any accounting and regulatory updates.

- [Grant Thornton Publications](#)
- [Insights from local government sector specialists](#)
- [Reports of interest](#)
- [Accounting and regulatory updates](#)

More information can be found on our dedicated public sector and local government sections on the Grant Thornton website by clicking on the logos below:

Public Sector

Local
government

Public Sector Audit Appointments – Report on the results of auditors’ work 2017/18

This is the fourth report published by Public Sector Audit Appointments (PSAA) and summarises the results of auditors’ work at 495 principal local government and police bodies for 2017/18. This will be the final report under the statutory functions from the Audit Commission Act 1998 that were delegated to PSAA on a transitional basis.

The report covers the timeliness and quality of financial reporting, auditors’ local value for money work, and the extent to which auditors used their statutory reporting powers.

For 2017/18, the statutory accounts publication deadline came forward by two months to 31 July 2018. This was challenging for bodies and auditors and it is encouraging that 431 (87 per cent) audited bodies received an audit opinion by the new deadline.

The most common reasons for delays in issuing the opinion on the 2017/18 accounts were:

- technical accounting/audit issues;
- various errors identified during the audit;
- insufficient availability of staff at the audited body to support the audit;
- problems with the quality of supporting working papers; and
- draft accounts submitted late for audit.

All the opinions issued to date in relation to bodies’ financial statements are unqualified, as was the case for the 2016/17 accounts. Auditors have made statutory recommendations to three bodies, compared to two such cases in respect of 2016/17, and issued an advisory notice to one body.

The number of qualified conclusions on value for money arrangements looks set to remain relatively constant. It currently stands at 7 per cent (32 councils, 1 fire and rescue authority, 1 police body and 2 other local government bodies) compared to 8 per cent for 2016/17, with a further 30 conclusions for 2017/18 still to be issued.

The most common reasons for auditors issuing qualified VFM conclusions for 2017/18 were:

- the impact of issues identified in the reports of statutory inspectorates, for example Ofsted;
- corporate governance issues;
- financial sustainability concerns; and
- procurement/contract management issues.

All the opinions issued to date in relation to bodies’ financial statements are unqualified, as was the case for the 2016/17 accounts.

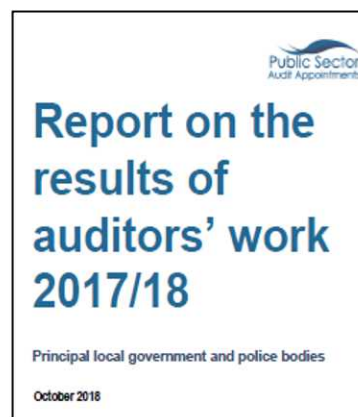
The report is available on the PSAA website:

<https://www.psa.co.uk/audit-quality/reports-on-the-results-of-auditors-work/>

PSAA Report

Challenge question:

Has your Council identified improvements to be made to the 2018/19 financial statements audit and Value for Money Conclusion?



CIPFA – Financial Resilience Index plans revised

The Chartered Institute of Public Finance and Accountancy (CIPFA) has refined its plans for a financial resilience index for councils and is poised to rate bodies on a “suite of indicators” following a consultation with the sector.

CIPFA has designed the index to provide reassurance to councils who are financially stable and prompt challenge where it may be needed. To understand the sector’s views, CIPFA invited all interested parties to respond to questions it put forward in the consultation by the 24 August.

CIPFA has also responded to concerns about the initial choice of indicators, updating the selection and will offer authorities an advanced viewing of results.

Plans for a financial resilience index were put forward by CIPFA in the summer. It is being designed to offer the sector some external guidance on their financial position.

CIPFA hailed the “unprecedented level of interest” in the consultation.

Responses were received from 189 parties, including individual local authorities, umbrella groups and auditors. Some respondents called for a more “forward-looking” assessment and raised fears over the possibility of “naming and shaming” councils.

CIPFA chief executive Rob Whiteman said with local government facing “unprecedented financial challenges” and weaknesses in public audit systems, the institute was stepping in to provide a leadership role in the public interest.

“Following the feedback we have received, we have modified and strengthened the tool so it will be even more helpful for local authorities with deteriorating financial positions,” he said.

“The tool will sit alongside CIPFA’s planned Financial Management Code, which aims to support good practice in the planning and execution of sustainable finances.”

CIPFA is now planning to introduce a “reserves depletion time” category as one of the indicators. This shows the length of time a council’s reserves will last if they deplete their reserves at the same rate as over the past three years.

The consultation response document said this new category showed that “generally most councils have either not depleted their reserves or their depletion has been low”.

“The tool will not now provide, as originally envisaged, a composite weighted index but within the suite of indicators it will include a red, amber, green (RAG) alert of specific proximity to insufficient reserve given recent trajectories,” it said.

It also highlighted the broad support from the sector for the creation of the index. “There was little dissent over the fact that CIPFA is doing the right thing in drawing attention to a matter of high national concern,” it said.

“Most respondents agreed to the need for transparency – but a sizable number had concerns over the possibly negative impacts of adverse indicators and many councils wanted to see their results prior to publication.”

As such, CIPFA plans to provide resilience measurements first to the local authorities and their auditors via the section 151 officer rather than publishing openly.

CIPFA Consultation

Challenge question:

Has your Section 151 officer briefed members on the Council’s response to the Financial Resilience Index consultation?



ICAEW Report: expectations gap

The Institute of Chartered Accountants in England and Wales (ICAEW) has published a paper on the 'expectation gap' in the external audit of public bodies.

Context:

The expectation gap is the difference between what an auditor actually does, and what stakeholders and commentators think the auditors obligations might be and what they might do. Greater debate being whether greater education and communication between auditors and stakeholders should occur rather than substantial changes in role and remit of audit.

What's the problem?

- **Short-term solvency vs. Longer-term value:**
 - LG & NHS: Facing financial pressures, oversight & governance pressures
- **Limited usefulness of auditors reports:** 'The VFM conclusion is helpful, but it is more about the system/arrangements in place rather than the actual effectiveness of value for money'
- **Other powers and duties:** implementing public interest reports in addition to VFM
- **Restricted role of questions and objections:** Misunderstanding over any objections/and or question should be resolved by the local public auditor. Lack of understanding that auditors have discretion in the use of their powers.
- **Audit qualification not always acted on by those charged with governance:** 'if independent public audit is to have the impact that it needs, it has to be taken seriously by those charged with governance'
- **Audit committees not consistently effective:** Local government struggles to recruit external members for their audit committees, they do not always have the required competencies and independence.
- **Decreased audit fees:** firms choose not to participate because considered that the margins were too tight to enable them to carry out a sufficient amount of work within the fee scales.
- **Impact of audit independence rules:** new independence rules don't allow for external auditors to take on additional work that could compromise their external audit role
- **Other stakeholders expectations not aligned with audit standards**

- **Increased auditor liability:** an auditor considering reporting outside of the main audit engagement would need to bill their client separately and expect the client to pay.

Future financial viability of local public bodies

Local public bodies are being asked to deliver more with less and be more innovative and commercial. CFOs are, of course, nervous at taking risks in the current environment and therefore would like more involvement by their auditors. They want auditors to challenge their forward-looking plans and assumptions and comment on the financial resilience of the organisation..

The ICAEW puts forward two solutions:

Solution a) If CFO's want additional advisory work, rather than just the audit, they can separately hire consultants (either accountancy firms not providing the statutory audit or other business advisory organisations with the required competencies) to work alongside them in their financial resilience work and challenging budget assumptions.

Solution b) Wider profession (IFAC, IAASB, accountancy bodies) should consider whether audit, in its current form, is sustainable and fit for purpose. Stakeholders want greater assurance, through greater depth of testing, analysis and more detailed reporting of financial matters. It is perhaps, time to look at the wider scope of audit. For example, could there be more value in auditors providing assurance reports on key risk indicators which have a greater future-looking focus, albeit focused on historic data?

More information can be found in the link below (click on the cover page)



The expectations gap

Challenge question:

How effectively is the audit meeting client expectations?



Financial Foresight: Our sustainable solution for cash-strapped councils

Grant Thornton's new Financial Foresight platform helps provide local councils with financial sustainability.

Launched in early January, Financial Foresight is a unique platform that can help us provide financial sustainability to under-pressure local councils, using a combination of data, statistics and our expertise.

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In December 2018, the Chartered Institute of Public Finance and Accountancy (CIPFA) estimated that 15% of councils are showing signs of financial distress. If the rate at which these councils are dipping into their financial reserves continues, the National Audit Office estimates that 10% of councils will have depleted their reserves by 2021. The latest figures from our Insights and Analytics team suggest this could be closer to 20%.

Alarm bells started to chime at Somerset, Surrey, Lancashire and Birmingham councils last year. Yet it was the catastrophic near-collapse of Northamptonshire County Council - after it chose for five years not to raise council tax to cover its spiralling costs - that shone the spotlight on this widespread problem.

Unless local councils can get to grips with the situation, we'll all feel the effects of deeper cutbacks in public spending.

What's causing the problem?

After eight years of government austerity which followed the financial crash of 2008, many councils are now digging deep into their financial reserves in order to provide public services to their communities – from social care to fixing potholes in the road.

Pressure on funding is further impacted by rapidly rising costs – especially for demand-led services as populations grow and age. Within just a few years, many councils will not have any reserves left to fall back on, and some have already said they will be unable to provide any non-statutory services at this time. Overlay Brexit onto this situation, along with the anticipated financial pressures this will bring, and the outlook for local authorities is extremely challenging.

How can we help?

The investments we have made in analytics coupled with the commercial success of our CFO Insights tool has enabled us to develop credible financial forecasts for every local authority in the country. From this platform we developed Financial Foresight; a unique, forward-looking financial analytics and forecasting platform designed to support financial sustainability in local government.

Financial Foresight takes account of factors such as population growth, development forecasts and demand drivers to project local authority spend, income and operating costs. It provides a baseline view on the financial sustainability of every local authority in England and allows leaders in each authority to benchmark their own outlook against others. This will help councils move on from resilience – or just getting by – to financial sustainability.

Head of Local Government Paul Dossett said: "Through Financial Foresight and our associated strategy workshops, we can support local authorities to test and appraise a range of financial strategies and levers to develop a plan for a sustainable future. The critical importance of authorities understanding their financial resilience is only going to increase, so we're proud to be leading the market with this offering."

For more information, follow the links below:

<https://www.grantthornton.co.uk/en/insights/councils-are-at-risk-but-do-they-really-know-why/>

<https://www.grantthornton.co.uk/en/insights/from-resilience-to-financial-sustainability/>

Brexit Room - Increasing readiness and resilience within your locality

Local authorities have always navigated uncertainty and faced challenges on behalf of communities and this role has never been more important than now. Whilst the outcome of Brexit remains uncertain at a national level, it is essential for councils to set a path to ensure the continued delivery of vital services and the best possible outcomes for their local communities and economies.

Whatever happens over the coming weeks and months, it is important that councils identify key Brexit scenarios and use these to frame robust local contingency plans.

From our conversations with the sector we know that local authorities are at different stages in their preparation for this big change.

Here's a brief summary of the issues that we are seeing:

Organisations

- Engaging non-EEA nationals within the workforce to ensure they understand their residency rights and are not receiving incorrect information from other sources
- Loss of access to key EU databases on policing and trading standards and changes to data sharing arrangements
- Uncertainty around continuation of EU funding beyond 2020 and the implementation of the UK Shared Prosperity Fund.

Services and suppliers

- Engaging with key suppliers to assess their risk profiles and resilience
- Dealing with the immediate strain on key services such as social care and trading standards
- Potential disruption to live procurement activities and uncertainty around the national procurement rulebook post OJEU.

Place

- Considering scenarios for economic shock, the associated social impact in the short, medium and long-term and the potential impact on local authority financial resilience
- Potential impacts on major local employers, key infrastructure investment programmes and transport improvements
- Civil contingencies and providing reassurance and support to residents and businesses.

Our approach

The Brexit Room is a flexible and interactive half-day workshop designed to sharpen your thinking on the impact Brexit could have on:

Your organisation – including considerations on workforce, funding, and changes to legislation

Your services and suppliers – ensuring that critical services are protected and building resilience within supply chains

Your place – using our proprietary Place Analytics tools we will help you to understand potential impacts on your local communities and economy and develop a place-based response, working with partners where appropriate.

We can work with you to identify key risks and opportunities in each of these areas whilst building consensus on the priority actions to be taken forward. You will receive a concise and focused write-up of the discussion and action plan to help shape the next stages of your work on Brexit.

For more information, follow the link below:

<https://www.grantthornton.co.uk/insights/brexit-local-leadership-on-the-front-line/>

Brexit

Challenge question:

How well advanced are your Council's plans for Brexit?



Links

Grant Thornton website links

<https://www.grantthornton.co.uk/>

<http://www.grantthornton.co.uk/industries/publicsector>

<https://www.grantthornton.co.uk/en/insights/a-caring-society/>

<https://www.grantthornton.co.uk/en/insights/care-homes-where-are-we-now/>

<https://www.grantthornton.co.uk/en/insights/the-rise-of-local-authority-trading-companies/>

Public Sector Audit Appointments

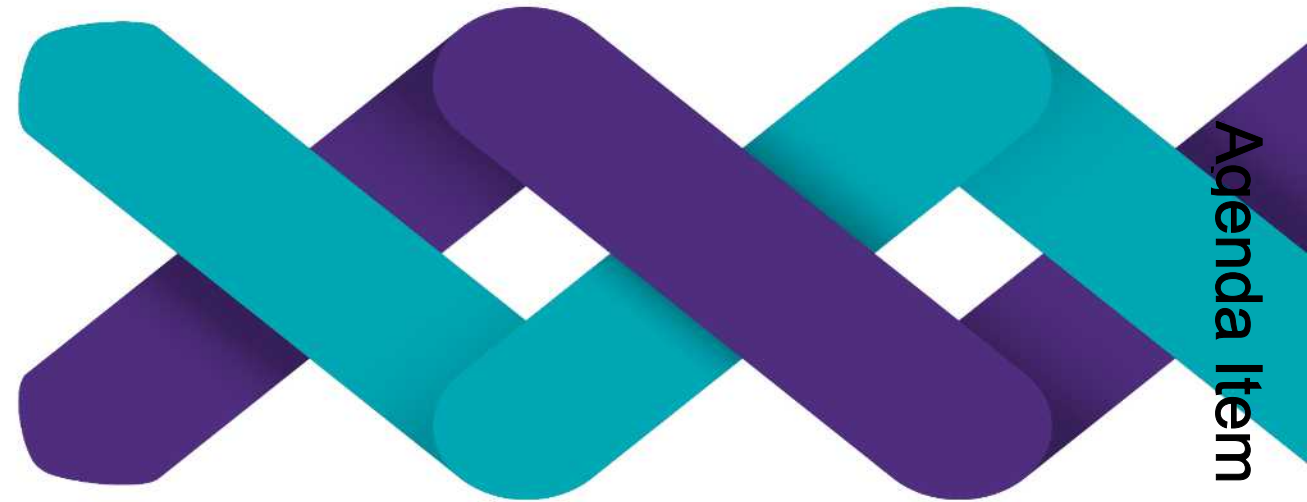
<https://www.psaa.co.uk/audit-quality/reports-on-the-results-of-auditors-work/>

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Grant Thornton's External Audit commitment

WEST DEVON BOROUGH COUNCIL

12 March 2019



Grant Thornton's External Audit commitment

Our commitment to our local government clients

- Senior level investment
- Local presence enhancing our responsiveness, agility and flexibility.
- High quality audit delivery
- Collaborative working across the public sector
- Wider connections across the public sector economy, including with health and other local government bodies
- Investment in Health and Wellbeing, Social Value and the Vibrant Economy
- Sharing of best practice and our thought leadership.
- Invitations to training events locally and regionally – bespoke training for emerging issues
- Further investment in data analytics and informatics to keep our knowledge of the areas up to date and to assist in designing a fully tailored audit approach



- *"I have found Grant Thornton to be very impressive.....they bring a real understanding of the area. Their insights and support are excellent. They are responsive, pragmatic and, through their relationship and the quality of their work, support us in moving forward through increasingly challenging times. I wouldn't hesitate to work with them."*
- Director of Finance, County Council



Our relationship with our clients– why are we best placed?

- We work closely with our clients to ensure that we understand their financial challenges, performance and future strategy.
- We deliver robust, pragmatic and timely financial statements and Value for Money audits
- We have an open, two way dialogue with clients that support improvements in arrangements and the audit process
- Feedback meetings tell us that our clients are pleased with the service we deliver. We are not complacent and will continue to improve further
- Our locally based, experienced teams have a commitment to both our clients and the wider public sector
- We are a Firm that specialises in Local Government, Health and Social Care, and Cross Sector working, with over 25 Key Audit Partners, the most public sector specialist Engagement Leads of any firm
- We have strong relationships with CIPFA, SOLCAE, the Society of Treasurers, the Association of Directors of Adult Social Care and others.
- We propose a realistic fee, based on known local circumstances and requirements.

New opportunities and challenges for your community

The Local Government economy

Local authorities face unprecedented challenges including:

- Financial Sustainability – addressing funding gaps and balancing needs against resources
- Service Sustainability
- Transformation – new models of delivery, greater emphasis on partnerships, more focus on economic development
- Technology – cyber security and risk management

At a wider level, the political environment remains complex:

- The government continues its negotiation with the EU over Brexit, and future arrangements remain uncertain.
- We will consider your arrangements for managing and reporting your financial resources as part of our work in reaching our Value for Money conclusion.
- We will keep you informed of changes to the financial reporting requirements for 2018/19 through on-going discussions and invitations to our technical update workshops.

Delivering real value through:

- Early advice on technical accounting issues, providing certainty of accounting treatments, future financial planning implications and resulting in draft statements that are 'right first time'
- Knowledge and expertise in all matters local government, including local objections and challenge, where we have an unrivalled depth of expertise.
- Early engagement on issues, housing delivery changes, inter authority agreements, governance and financial reporting.
- Implementation of our recommendations have resulted in demonstrable improvements in your underlying arrangements, for example accounting for unique assets, financial management, and reporting and governance.
- Robust but pragmatic challenge – seeking early liaison on issues, and having the difficult conversations early to ensure a 'no surprises' approach – always doing the right thing
- Providing regional training and networking opportunities for your teams on technical accounting issues and developments and changes to Annual Reporting requirements
- An efficient audit approach, providing tangible benefits, such as releasing finance staff earlier and prompt resolution of issues.

Grant Thornton in Local Government

Our client base and delivery

- We are the largest supplier of external audit services to local government
- We audit over 150 local government clients
- We signed 95% of our local government opinions in 2017/18 by 31 July
- In our latest independent client service review, we consistently score 9/10 or above. Clients value our strong interaction, our local knowledge and wealth of expertise.

Our connections

- We are well connected to MHCLG, the NAO and key local government networks
- We work with CIPFA, Think Tanks and legal firms to develop workshops and good practice
- We have a strong presence across all parts of local government including blue light services
- We provide thought leadership, seminars and training to support our clients and to provide solutions

Our quality

- Our audit approach complies with the NAO's Code of Audit Practice, and International Standards on Auditing
- We are fully compliant with ethical standards
- Your audit team has passed all quality inspections including QAD and AQRT

Our people

- We have over 25 engagement leads accredited by ICAEW, and over 250 public sector specialists
- We provide technical and personal development training
- We employ over 80 Public Sector trainee accountants

Our technical support

- We have specialist leads for Public Sector Audit quality and technical
- We provide national technical guidance on emerging auditing, financial reporting and ethical areas
- Specialist audit software is used to deliver maximum efficiencies

Agenda Item 7

Report to: **Audit Committee**
Date: **12 March 2019**
Title: **Draft Budget Book 2019/20**
Portfolio Area: **Performance & Resources – Cllr C Edmonds**

Wards Affected: **ALL**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Pauline Henstock** Role: **Head of Finance Practice**
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Recommendations:
That the Audit Committee notes the content of the draft Budget Book for 2019/20.

1. Executive summary

Attached is a copy of the draft Budget Book for 2019/20. This sets out the Council's Revenue Budget for the year into the four areas of Commercial Services, Customer First, Strategy and Commissioning and Support Services.

2. Background

The draft Budget Book compares the Budget for 2018/19 against the Budget for 2019/20. Cost pressures and savings which were set out in the Medium Term Financial Strategy (MTFS) and agreed as part of the budget process are shown in the 'MTFS' column, with a note underneath. For example, income from investments in commercial property was increased by £100,000 for 2019/20 and this is shown in Cost Centre W1104 Land & Investment Properties. All the figures are finalised in the Budget Book apart from the individual salary estimates. These will be finalised in March 2019 but will not change the overall position. The final Budget Book for 2019/20 with a separate column showing the movement in salary estimates between 2018/19 and 2019/20 will be brought to the June Audit Committee.

The Budget Book shows any 'virements' within 2018/19. A virement is where a budget is moved from one budget holder (and cost centre) to another, to better reflect where budget responsibility should be held. Virements always net to zero.

3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council is legally required to set a Balanced Budget each financial year.
Financial	Y	There are no direct financial implications as a result of this report.
Risk	Y	The Council's budget book sets out the income and expenditure budgeted for each service area. A prudent level of reserves is held by the Council to mitigate against financial risk.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/a
Safeguarding	N	N/a
Community Safety, Crime and Disorder	N	N/a
Health, Safety and Wellbeing	N	N/a
Other implications	N	none

Appendices

Appendix A – Draft Budget Book summary 2019/20

West Devon Borough Council
Draft Budget for the Financial Year 2019/20

Service Group	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	19/20 MTFS Pressures/ (Savings)	Budget Changes to reflect the Waste & Cleansing Contract	19/20 Budget Preparation Virements	19/20 Salary Estimate Virements	19/20 Price Inflation Allocation	19/20 Draft Net Budget
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
a) Customer First	2,417,362	(323,877)	2,093,485	(106,300)	0	(643,000)	0	18,800	1,362,985
b) Strategy and Commissioning	676,610	975	677,585	17,500	0	4,000	0	0	699,085
c) Commercial Services	2,202,280	(316,200)	1,886,080	(257,000)	0	0	0	21,700	1,650,780
d) Support Services	2,571,731	639,102	3,210,833	110,600	0	639,000	0	(40,500)	3,919,933
Reversal of Depreciation	7,867,983	0	7,867,983	(235,200)	0	0	0	0	7,632,783
	(554,188)								(554,188)
Net Budget Total	7,313,795	0	7,867,983	(235,200)	0	0	0	0	7,078,595
Funded by:									
Localised Business Rates (note 1)	2,049,573								1,620,367
Business Rates Pilot Gain	460,000								0
Council Tax (an increase of 2.99% in 19/20 was approved)	4,524,706								4,673,499
Collection Fund Surplus	96,000								84,000
Rural Services Delivery Grant (note 1)	0								464,365
New Homes Bonus	560,000								375,000
National Business Rates Levy Surplus	0								25,000
Less: Contribution to Earmarked Reserves	(60,000)								(120,000)
Less: Contribution to Future Financial Stability Earmarked Reserve	(316,484)								(43,635)
	7,313,795								7,078,595

Note 1 - Rural services Delivery Grant of £464,365 has been included within the Business Rates baseline in 2018/19, as part of the Business Rates Pilot

a) Customer First	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	19/20 MTFS Pressures/ (Savings)	Budget Changes to reflect the Waste & Cleansing Contract	19/20 Budget Preparation Virements	19/20 Salary Estimate Virements	19/20 Price Inflation Allocation	19/20 Draft Net Budget
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
W1010 Customer Contact Centre	154,872	68,628	223,500	7,700	0	0	0	0	231,200
W1013 Localities	207,000	20,500	227,500	9,500	0	0	0	1,300	238,300
W1014 Case Management	958,606	(13,600)	945,006	23,000	0	0	0	0	968,006
W1015 Specialists	794,000	(15,690)	778,310	48,600	0	0	0	0	826,910
W1020 Planning Applications & Advice	(301,295)	0	(301,295)	(53,500)	0	0	0	0	(354,795)
W1040 Local Land Charges	(88,806)	0	(88,806)	0	0	0	0	0	(88,806)
W1060 Community Development	51,400	0	51,400	6,600	0	0	0	0	58,000
W1102 Tamar Valley Trust	48,082	0	48,082	0	0	0	0	900	48,982
W1104 Land & Investment Properties	0	(328,000)	(328,000)	(100,000)	0	(643,000)	0	0	(1,071,000)
W1161 Kilworthy Park Offices	275,651	(1,300)	274,351	3,900	0	0	0	10,900	289,151
W1200 Public Transport Assistance	20,785	0	20,785	(7,600)	0	0	0	0	13,185
W1250 CoP Leads & Group Manager	140,000	1,560	141,560	10,000	0	0	0	0	151,560
W1306 Countryside Recreation	10,080	0	10,080	0	0	0	0	0	10,080
W1310 Leisure Centres	390,343	(57,475)	332,868	0	0	0	0	0	332,868
W1311 Outdoor Sports and Recreation	16,510	0	16,510	(1,700)	0	0	0	0	14,810
W1400 Other Employment Estates	(10,528)	0	(10,528)	0	0	0	0	3,900	(6,628)
W1501 General Health	14,970	0	14,970	(800)	0	0	0	0	14,170
W1503 Public Health	(9,700)	9,700	0	0	0	0	0	0	0
W1531 Licensing	(84,351)	(6,200)	(90,551)	0	0	0	0	0	(90,551)
W1533 Pest Control	14,493	0	14,493	0	0	0	0	1,000	15,493
W1534 Pollution Control	(3,471)	0	(3,471)	0	0	0	0	800	(2,671)
W1535 Food Safety	5,698	(5,000)	698	0	0	0	0	0	698
W1536 Health & Safety at Work	0	1,500	1,500	0	0	0	0	0	1,500
W1544 Community Safety	5,000	1,500	6,500	0	0	0	0	0	6,500
W1545 Emergency Planning	5,370	0	5,370	0	0	0	0	0	5,370
W1551 Homelessness	128,547	0	128,547	(12,000)	0	0	0	0	116,547
W1552 Housing Advice	1,200	0	1,200	0	0	0	0	0	1,200
W1553 Housing Enabling	240	0	240	0	0	0	0	0	240
W1555 Private Sector Housing Renewal	15,700	0	15,700	(10,000)	0	0	0	0	5,700
W1565 Housing Benefit Payments	100,953	0	100,953	(50,000)	0	0	0	0	50,953
W1568 Housing Benefit Administration	(113,487)	0	(113,487)	20,000	0	0	0	0	(93,487)
W1571 Council Tax Collection	(274,500)	0	(274,500)	0	0	0	0	0	(274,500)
W1574 Council Tax Support	(56,000)	0	(56,000)	0	0	0	0	0	(56,000)
	2,417,362	(323,877)	2,093,485	(106,300)	0	(643,000)	0	18,800	1,362,985

b) Strategy and Commissioning	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	19/20 MTFS Pressures/ (Savings)	Budget Changes to reflect the Waste & Cleansing Contract	19/20 Budget Preparation Virements	19/20 Salary Estimate Virements	19/20 Price Inflation Allocation	19/20 Draft Net Budget
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
W1030 Economic Development	63,862	0	63,862	0	0	0	0	0	63,862
W3001 Electoral Registration	92,645	(500)	92,145	2,700	0	0	0	0	94,845
W3030 Staff Forum	0	5,000	5,000	0	0	0	0	0	5,000
W3041 Communications & Media CoP	65,230	(7,100)	58,130	(1,100)	0	0	0	0	57,030
W3050 Democratic Representation & Management	242,035	0	242,035	0	0	4,000	0	0	246,035
W3051 Member Support & Democratic Services	72,650	(700)	71,950	1,500	0	0	0	0	73,450
W3075 Waste & Place Strategy	60,500	(800)	59,700	5,000	0	0	0	0	64,700
W4501 Performance & Intelligence	131,540	5,075	136,615	9,400	0	0	0	0	146,015
W4511 Other Building Control Work	38,469	0	38,469	0	0	0	0	0	38,469
W6050 Interest & Investment Income	(90,321)	0	(90,321)	0	0	0	0	0	(90,321)
	676,610	975	677,585	17,500	0	4,000	0	0	699,085

c) Commercial Services	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	19/20 MTFS Pressures/ (Savings)	Budget Changes to reflect the Waste & Cleansing Contract	19/20 Budget Preparation Virements	19/20 Salary Estimate Virements	19/20 Price Inflation Allocation	19/20 Draft Net Budget
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
W2017 Street Cleaning	482,681	0	482,681	(53,600)	24,864	0	0	0	453,945
W2101 Car Parking	(726,428)	0	(726,428)	0	0	0	0	11,800	(714,628)
W2300 Landscape Maintenance	139,727	0	139,727	0	0	0	0	6,200	145,927
W2310 Dog Warden Service	3,122	0	3,122	0	0	0	0	200	3,322
W2400 Public Conveniences	180,737	0	180,737	(59,700)	(5,873)	0	0	3,500	118,664
W2701 Waste Collection & Recycling Contract	2,033,827	(337,000)	1,696,827	(160,700)	(18,991)	0	0	0	1,517,136
W2713 Trade Waste	(15,000)	0	(15,000)	0	0	0	0	0	(15,000)
W2715 Garden Waste Collection	(190,000)	0	(190,000)	0	0	0	0	0	(190,000)
W2720 Waste Collection & Recycling Staffing	83,600	8,100	91,700	6,900	0	0	0	0	98,600
W2721 Waste & Recycling Depots	49,814	15,000	64,814	0	0	0	0	0	64,814
W2733 Other Commercial Services Staffing	160,200	0	160,200	10,100	0	0	0	0	168,000
	2,202,280	(316,200)	1,886,080	(257,000)	0	0	0	21,700	1,650,780

d)	Support Services	18/19 Base	18/19	18/19 Revised	19/20	Budget	19/20 Budget	19/20 Salary	19/20 Price	19/20
		Net Budget	Virements	Net Budget	Pressures/ (Savings)	Changes to reflect the Waste & Cleansing Contract	Preparation Virements	Estimate Virements	Inflation Allocation	Draft Net Budget
		£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
W4001	Chief Executive	129,925	(20,205)	109,720	(28,700)	0	0	0	0	81,020
W4004	Corporate Training & Occ Health	22,183	(4,000)	18,183	(15,000)	0	0	0	0	3,183
W4009	Non Distributed Costs (Pension Costs)	652,000	(36,058)	615,942	0	0	0	0	0	615,942
W4010	Price Inflation Provision	50,530	(35,866)	14,664	70,000	0	(14,664)	0	(70,000)	0
W4011	Steady State Provision	0	20,000	20,000	0	0	0	0	0	20,000
W4020	Invest to Earn Initiatives	(100,000)	100,000	0	0	0	0	0	0	0
W4041	Internal Audit	20,000	(2,500)	17,500	0	0	0	0	0	17,500
W4082	Landlines	27,970	(6,970)	21,000	0	0	0	0	0	21,000
W4084	ICT Software & Support Contracts	298,333	2,100	300,433	83,000	0	0	0	21,800	405,233
W4085	Mobile Phones	14,000	0	14,000	0	0	0	0	0	14,000
W4086	Client Hardware Replacement	42,084	0	42,084	0	0	0	0	0	42,084
W4087	Photocopiers	0	10,000	10,000	0	0	0	0	0	10,000
W4100	Human Resources CoP	42,940	(2,300)	40,640	(20,000)	0	0	0	0	20,640
W4101	Legal CoP	137,100	(2,600)	134,500	6,900	0	0	0	0	141,400
W4102	Design CoP	23,400	(100)	23,300	0	0	0	0	0	23,300
W4103	Finance CoP	161,663	(400)	161,263	3,400	0	0	0	0	164,663
W4104	ICT CoP	252,379	15,100	267,479	3,600	0	0	0	0	271,079
W4150	Support Services Case Management	284,550	(11,350)	273,200	9,700	0	42,000	0	0	324,900
W4160	Corporate Management	66,984	0	66,984	0	0	10,664	0	2,500	80,148
W4180	Support Services Mgmt & O' Heads	122,164	(9,224)	112,940	2,400	0	0	0	0	115,340
W4196	Customer Support	67,600	(12,000)	55,600	800	0	0	0	0	56,400
W4199	Central Service Overheads	10,642	(2,500)	8,142	0	0	0	0	0	8,142
W4200	Insurance	41,531	30,500	72,031	0	0	0	0	5,200	77,231
W6021	Parish Support Grant	106,753	0	106,753	(5,500)	0	(42,000)	0	0	59,253
W6040	Borrowing Costs	97,000	607,475	704,475	0	0	683,000	0	0	1,387,475
W6101	Business Rates Income	0	0	0	0	0	(40,000)	0	0	(40,000)
		2,571,731	639,102	3,210,833	110,600	0	639,000	0	(40,500)	3,919,933

West Devon Borough Council
Customer First Budgets 2019/20 (Draft)

Cost Centre Code	Cost Centre Description	Budget Manager	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	(*) Other Adjustments	19/20 Draft Net Budget	
			£'s	£'s	£'s	£'s	£'s	£'s	
1	W1010	Customer Contact Centre	Anita Ley	154,872	68,628	223,500	7,700	0	231,200
2	W1013	Localities	Richard Easthope	207,000	20,500	227,500	9,500	1,300	238,300
3	W1014	Case Management	Kate Hamp	958,606	(13,600)	945,006	23,000	0	968,006
4	W1015	Specialists	Drew Powell	794,000	(15,690)	778,310	48,600	0	826,910
5	W1020	Planning Applications & Advice	Pat Whymer	(301,295)	0	(301,295)	(53,500)	0	(354,795)
6	W1040	Local Land Charges	Tom Jones	(88,806)	0	(88,806)	0	0	(88,806)
7	W1060	Community Development	Tom Jones	51,400	0	51,400	6,600	0	58,000
8	W1102	Tamar Valley Trust	Chris Brook	48,082	0	48,082	0	900	48,982
9	W1104	Land & Investment Properties	Chris Brook	0	(328,000)	(328,000)	(100,000)	(643,000)	(1,071,000)
10	W1161	Kilworthy Park Offices	Chris Brook	275,651	(1,300)	274,351	3,900	10,900	289,151
11	W1200	Public Transport Assistance	Tom Jones	20,785	0	20,785	(7,600)	0	13,185
12	W1250	CoP Leads & Group Manager	Drew Powell	140,000	1,560	141,560	10,000	0	151,560
13	W1306	Countryside Recreation	Chris Brook	10,080	0	10,080	0	0	10,080
14	W1310	Leisure Centres	Chris Brook	390,343	(57,475)	332,868	0	0	332,868
15	W1311	Outdoor Sports and Recreation	Chris Brook	16,510	0	16,510	(1,700)	0	14,810
16	W1400	Other Employment Estates	Chris Brook	(10,528)	0	(10,528)	0	3,900	(6,628)
17	W1501	General Health	Ian Luscombe	14,970	0	14,970	(800)	0	14,170
18	W1503	Public Health	Ian Luscombe	(9,700)	9,700	0	0	0	0
19	W1531	Licensing	Ian Luscombe	(84,351)	(6,200)	(90,551)	0	0	(90,551)
20	W1533	Pest Control	Ian Luscombe	14,493	0	14,493	0	1,000	15,493
21	W1534	Pollution Control	Ian Luscombe	(3,471)	0	(3,471)	0	800	(2,671)
22	W1535	Food Safety	Ian Luscombe	5,698	(5,000)	698	0	0	698
23	W1536	Health & Safety at Work	Ian Luscombe	0	1,500	1,500	0	0	1,500
24	W1544	Community Safety	Ian Luscombe	5,000	1,500	6,500	0	0	6,500
25	W1545	Emergency Planning	Ian Luscombe	5,370	0	5,370	0	0	5,370
26	W1551	Homelessness	Isabel Blake	128,547	0	128,547	(12,000)	0	116,547
27	W1552	Housing Advice	Isabel Blake	1,200	0	1,200	0	0	1,200
28	W1553	Housing Enabling	Tom Jones	240	0	240	0	0	240
29	W1555	Private Sector Housing Renewal	Ian Luscombe	15,700	0	15,700	(10,000)	0	5,700
30	W1565	Housing Benefit Payments	Isabel Blake	100,953	0	100,953	(50,000)	0	50,953
31	W1568	Housing Benefit Administration	Isabel Blake	(113,487)	0	(113,487)	20,000	0	(93,487)
32	W1571	Council Tax Collection	Isabel Blake	(274,500)	0	(274,500)	0	0	(274,500)
33	W1574	Council Tax Support	Isabel Blake	(56,000)	0	(56,000)	0	0	(56,000)
				2,417,362	(323,877)	2,093,485	(106,300)	(624,200)	1,362,985

MTFS - Medium Term Financial Strategy, cost pressures and savings agreed as part of the budget process

(*) Other Adjustments = budget changes required following the award of the new Waste & Cleansing contract, allocation of price inflation to service budgets etc.

Customer Contact Centre	Anita Ley	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
		£'s	£'s	£'s	£'s	£'s	£'s
W1010	Expenditure						
	Employees	297,772	47,928	345,700	7,700	0	353,400
	Transport Related	1,800	0	1,800	0	0	1,800
	Income						
	Recharges	(144,700)	20,700	(124,000)	0	0	(124,000)
	Net Expenditure	154,872	68,628	223,500	7,700	0	231,200

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

Localities	Richard Easthope	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
		£'s	£'s	£'s	£'s	£'s	£'s
W1013	Expenditure						
	Employees	231,400	(6,300)	225,100	9,500	0	234,600
	Transport Related	21,200	0	21,200	0	1,300	22,500
	Income						
	Recharges	(45,600)	26,800	(18,800)	0	0	(18,800)
	Net Expenditure	207,000	20,500	227,500	9,500	1,300	238,300

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

Case Management	Kate Hamp	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
		£'s	£'s	£'s	£'s	£'s	£'s
W1014	Expenditure						
	Employees	1,144,900	19,600	1,164,500	23,000	0	1,187,500
	Transport Related	2,800	0	2,800	0	0	2,800
	Supplies & Services	72,806	0	72,806	0	0	72,806
	Income						
	Recharges	(261,900)	(33,200)	(295,100)	0	0	(295,100)
	Net Expenditure	958,606	(13,600)	945,006	23,000	0	968,006

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

Specialists	Drew Powell	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
		£'s	£'s	£'s	£'s	£'s	£'s
W1015	Expenditure						
	Employees	1,172,800	18,310	1,191,110	48,600	0	1,239,710
	Transport Related	20,500	0	20,500	0	0	20,500
	Supplies & Services	400	0	400	0	0	400
	Income						
	Recharges	(399,700)	(34,000)	(433,700)	0	0	(433,700)
	Net Expenditure	794,000	(15,690)	778,310	48,600	0	826,910

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1020	Planning Applications & Advice	Pat Whymer						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		31,850	0	31,850	0	0	31,850
	Income							
	Fees & Charges		(333,145)	0	(333,145)	(53,500)	0	(386,645)
	Net Expenditure		(301,295)	0	(301,295)	(53,500)	0	(354,795)

(*) Duty Planning Service Charging (£3.5k), Increase in Planning Fee Income (£50.0k)

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1040	Local Land Charges	Tom Jones						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		3,890	0	3,890	0	0	3,890
	Third Party Payments		17,550	0	17,550	0	0	17,550
	Income							
	Fees & Charges		(110,246)	0	(110,246)	0	0	(110,246)
	Net Expenditure		(88,806)	0	(88,806)	0	0	(88,806)

The salary costs of staff delivering these services are sat within the case management and specialist budgets. An appropriate allocation of these costs will be apportioned to this budget for staff costs.

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1060	Community Development	Tom Jones						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		51,400	0	51,400	6,600	0	58,000
	Net Expenditure		51,400	0	51,400	6,600	0	58,000

(*) Changes to Partnership Funding, CAB £0.8k, Young Devon (£1.3k), CVS (£3.4k), Communities Together (£5.0k) Members Locality Fund £500 p/member, £15,500

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1102	Tamar Valley Trust	Chris Brook						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		52,332	0	52,332	0	0	52,332
	Supplies & Services		25,130	0	25,130	0	900	26,030
	Income							
	Rents		(14,050)	0	(14,050)	0	0	(14,050)
	Fees & Charges		(15,330)	0	(15,330)	0	0	(15,330)
	Net Expenditure		48,082	0	48,082	0	900	48,982

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1104	Land & Investment Properties	Chris Brook						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		0	37,000	37,000	0	0	37,000
	Income							
	Rents		0	(365,000)	(365,000)	(100,000)	(643,000)	(1,108,000)
	Net Expenditure		0	(328,000)	(328,000)	(100,000)	(643,000)	(1,071,000)

(*) Additional income from Commercial Property Investments

Other Adjustments - represents corresponding entries of £643,000 in both W1104 & W6040 to reflect gross rental position and borrowing costs

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1161	Kilworthy Park	Chris Brook						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		94,100	(1,600)	92,500	3,900	0	96,400
	Premises Related		259,016	0	259,016	0	8,900	267,916
	Transport Related		76	0	76	0	0	76
	Supplies & Services		40,484	0	40,484	0	2,000	42,484
	Capital Charges		42,725	0	42,725	0	0	42,725
	Income							
	Fees & Charges		(4,000)	0	(4,000)	0	0	(4,000)
	Rents		(136,550)	0	(136,550)	0	0	(136,550)
Recharges		(20,200)	300	(19,900)	0	0	(19,900)	
	Net Expenditure		275,651	(1,300)	274,351	3,900	10,900	289,151

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1200	Public Transport Assistance	Tom Jones						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		20,785	0	20,785	(7,600)	0	13,185
	Net Expenditure		20,785	0	20,785	(7,600)	0	13,185

(*) Changes to Partnership Funding, Okehampton Community Transport (£3.8k), Tavistock Ring & Ride (£3.8k)

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1250	Group Managers & CoP Leads	Drew Powell						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		265,500	3,120	268,620	10,000	0	278,620
	Transport Related		3,900	0	3,900	0	0	3,900
	Supplies & Services		0	0	0	0	0	0
	Income							
	Recharges		(129,400)	(1,560)	(130,960)	0	0	(130,960)
	Net Expenditure		140,000	1,560	141,560	10,000	0	151,560

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

	Countryside Recreation	Chris Brook	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1306	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		3,570	0	3,570	0	0	3,570
	Supplies & Services		6,510	0	6,510	0	0	6,510
	Income							
	Rents		0	0	0	0	0	0
	Net Expenditure		10,080	0	10,080	0	0	10,080

	Leisure Centres	Chris Brook	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1310	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		47,475	(47,475)	0	0	0	0
	Third Party Payments		10,000	(10,000)	0	0	0	0
	Capital Charges		332,868	0	332,868	0	0	332,868
	Net Expenditure		390,343	(57,475)	332,868	0	0	332,868

	Outdoor Sports and Recreation	Chris Brook	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1311	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		0	0	0	0	0	0
	Supplies & Services		16,510	0	16,510	(1,700)	0	14,810
	Income							
	Rents		0	0	0	0	0	0
	Net Expenditure		16,510	0	16,510	(1,700)	0	14,810

(*) Changes to Partnership Funding, OCRA (£0.7k), SW Rotary Youth Games (£1.0k)

	Employment Estates	Chris Brook	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1400	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related		106,289	47,000	153,289	0	3,900	157,189
	Supplies & Services		36,012	0	36,012	0	0	36,012
	Capital Charges		90,196	0	90,196	0	0	90,196
	Income							
	Fees & Charges		(10,500)	1,000	(9,500)	0	0	(9,500)
	Rents		(229,525)	(44,000)	(273,525)	0	0	(273,525)
Recharges		(3,000)	(4,000)	(7,000)	0	0	(7,000)	
	Net Expenditure		(10,528)	0	(10,528)	0	3,900	(6,628)

	General Health	Ian Luscombe	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1501	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		14,970	0	14,970	(800)	0	14,170
	Net Expenditure		14,970	0	14,970	(800)	0	14,170

(*) Changes to Partnership Funding, Junior Life Skills (£0.8k)

	Public Health	Ian Luscombe	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1503	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		1,500	(1,500)	0	0	0	0
	Income							
	Fees & Charges		(11,200)	11,200	0	0	0	0
	Net Expenditure		(9,700)	9,700	0	0	0	0

	Licensing	Ian Luscombe	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1531	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		23,560	0	23,560	0	0	23,560
	Income							
	Fees & Charges		(97,811)	(6,200)	(104,011)	0	0	(104,011)
	Recharges		(10,100)	0	(10,100)	0	0	(10,100)
	Net Expenditure		(84,351)	(6,200)	(90,551)	0	0	(90,551)

The salary costs of staff delivering these services are sat within the case management and specialist budgets. An appropriate allocation of these costs will be apportioned to this budget for staff costs.

	Pest Control	Ian Luscombe	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1533	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		14,493	0	14,493	0	1,000	15,493
	Net Expenditure		14,493	0	14,493	0	1,000	15,493

	Pollution Control	Ian Luscombe	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1534	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		19,529	0	19,529	0	800	20,329
	Income							
	Fees & Charges		(23,000)	0	(23,000)	0	0	(23,000)
	Net Expenditure		(3,471)	0	(3,471)	0	800	(2,671)

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1535	Food Safety	Ian Luscombe						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		5,698	0	5,698	0	0	5,698
	Income							
	Fees & Charges		0	(5,000)	(5,000)	0	0	(5,000)
	Net Expenditure		5,698	(5,000)	698	0	0	698

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1536	Health & Safety at Work	Ian Luscombe						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		0	1,500	1,500	0	0	1,500
	Net Expenditure		0	1,500	1,500	0	0	1,500

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1544	Community Safety	Ian Luscombe						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		5,000	1,500	6,500	0	0	6,500
	Net Expenditure		5,000	1,500	6,500	0	0	6,500

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1545	Emergency Planning	Ian Luscombe						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		5,370	0	5,370	0	0	5,370
	Net Expenditure		5,370	0	5,370	0	0	5,370

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1551	Homelessness	Isabel Blake						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		272,737	0	272,737	(12,000)	0	260,737
	Income							
	Rents		(110,000)	0	(110,000)	0	0	(110,000)
	Recharges		(34,190)	0	(34,190)	0	0	(34,190)
	Net Expenditure		128,547	0	128,547	(12,000)	0	116,547

(*) Introduction of Direct Lets Scheme

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1552	Housing Advice	Isabel Blake						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		470	0	470	0	0	470
	Supplies & Services		730	0	730	0	0	730
	Net Expenditure		1,200	0	1,200	0	0	1,200

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1553	Housing Enabling	Tom Jones						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		98	0	98	0	0	98
	Supplies & Services		5,000	0	5,000	0	0	5,000
	Income							
	Rents		(4,858)	0	(4,858)	0	0	(4,858)
	Net Expenditure		240	0	240	0	0	240

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1555	Private Sector Housing Renewal	Ian Luscombe						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		15,700	0	15,700	0	0	15,700
	Income							
	Fees & Charges		0	0	0	(10,000)	0	(10,000)
	Net Expenditure		15,700	0	15,700	(10,000)	0	5,700

(*) Energy Certificates for Eco Schemes

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1565	Housing Benefit Payments	Isabel Blake						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Transfer Payments		11,770,000	0	11,770,000	0	(3,592,500)	8,177,500
	Income							
	Government Grants		(11,584,047)	0	(11,584,047)	0	3,592,500	(7,991,547)
	Recharges		(85,000)	0	(85,000)	(50,000)	0	(135,000)
	Net Expenditure		100,953	0	100,953	(50,000)	0	50,953

(*) Additional Housing Benefit Overpayment Recoveries

Other Adjustments - this reflects the anticipated decrease in Housing Benefit expenditure due to the projected reduction in caseload from Universal Credit

			18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W1568	Housing Benefit Administration	Isabel Blake						
	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services		13,000	0	13,000	0	0	13,000
	Income							
	Government Grants		(126,487)	0	(126,487)	20,000	0	(106,487)
	Net Expenditure		(113,487)	0	(113,487)	20,000	0	(93,487)

(*) Reduction in Housing Benefit Administration Subsidy

	Council Tax Collection	Isabel Blake	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1571	Income		£'s	£'s	£'s	£'s	£'s	£'s
	Government Grants		(85,000)	0	(85,000)	0	0	(85,000)
	Recharges		(189,500)	0	(189,500)	0	0	(189,500)
	Net Expenditure		(274,500)	0	(274,500)	0	0	(274,500)

	Council Tax Support	Isabel Blake	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W1574	Income		£'s	£'s	£'s	£'s	£'s	£'s
	Government Grants		(56,000)	0	(56,000)	0	0	(56,000)
	Net Expenditure		(56,000)	0	(56,000)	0	0	(56,000)

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West Devon Borough Council
Strategy & Commissioning Budgets 2019/20 (Draft)

Cost Centre Code	Cost Centre Description	Budget Manager	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	(*) Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
1	W1030 Economic Development	Darren Arulvasagam	63,862	0	63,862	0	0	63,862
2	W3001 Electoral Registration	Liz Tucker	92,645	(500)	92,145	2,700	0	94,845
3	W3030 Staff Forum	Lesley Crocker	0	5,000	5,000	0	0	5,000
4	W3041 Communications & Media CoP	Lesley Crocker	65,230	(7,100)	58,130	(1,100)	0	57,030
5	W3050 Democratic Representation & Management Services	Darryl White	242,035	0	242,035	0	4,000	246,035
6	W3051 Member Support & Democratic Services Staffing	Darryl White	72,650	(700)	71,950	1,500	0	73,450
7	W3075 Waste & Place Strategy	Jane Savage	60,500	(800)	59,700	5,000	0	64,700
8	W4501 Performance & Intelligence	Neil Hawke	131,540	5,075	136,615	9,400	0	146,015
9	W4511 Other Building Control Work	Darren Arulvasagam	38,469	0	38,469	0	0	38,469
10	W6050 Interest & Investment Income	Darren Arulvasagam	(90,321)	0	(90,321)	0	0	(90,321)
			676,610	975	677,585	17,500	4,000	699,085

MTFS - Medium Term Financial Strategy, cost pressures and savings agreed as part of the budget process

(*) Other Adjustments = budget changes required following the award of the new Waste & Cleansing contract, allocation of price inflation to service budgets etc.

W1030	Economic Development	Darren Arulvasagam	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Premises Related		12,671	0	12,671	0	0	12,671
	Supplies & Services		51,191	0	51,191	0	0	51,191
	Net Expenditure		63,862	0	63,862	0	0	63,862

W3001	Electoral Registration	Liz Tucker	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		64,200	(500)	63,700	2,700	0	66,400
	Premises Related		1,500	0	1,500	0	0	1,500
	Transport Related		200	0	200	0	0	200
	Supplies & Services		28,045	0	28,045	0	0	28,045
	Income							
	Sales		(1,300)	0	(1,300)	0	0	(1,300)
	Net Expenditure		92,645	(500)	92,145	2,700	0	94,845

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W3030	Staff Forum	Lesley Crocker	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Supplies & Services		0	5,000	5,000	0	0	5,000
	Net Expenditure		0	5,000	5,000	0	0	5,000

W3041	Communications & Media	Lesley Crocker	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		89,360	(7,400)	81,960	2,400	0	84,360
	Transport Related		500	0	500	0	0	500
	Supplies & Services		4,970	0	4,970	0	0	4,970
	Income							
	Recharges		(29,600)	300	(29,300)	(3,500)	0	(32,800)
	Net Expenditure		65,230	(7,100)	58,130	(1,100)	0	57,030

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc £2.4k, Website advertising income (£3.5k)

W3050	Member Support & Democratic Services	Darryl White	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Supplies & Services		245,635	0	245,635	0	4,000	249,635
	Income							
	Recharges		(3,600)	0	(3,600)	0	0	(3,600)
	Net Expenditure		242,035	0	242,035	0	4,000	246,035

W3051	Member Support & Democratic Services Staffing	Darryl White	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		72,250	(700)	71,550	1,500	0	73,050
	Transport Related		400	0	400	0	0	400
	Income							
	Recharges		0	0	0	0	0	0
	Net Expenditure		72,650	(700)	71,950	1,500	0	73,450

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W3075	Waste & Place Strategy	Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		119,000	(1,500)	117,500	5,000	0	122,500
	Transport Related		700	0	700	0	0	700
	Income							
	Recharges		0	700	(58,500)	0	0	(58,500)
	Net Expenditure		60,500	(800)	59,700	5,000	0	64,700

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

	Performance & Intelligence	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W4501	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Employees		240,940	10,190	251,130	9,400	0	260,530
	Transport Related		2,200	0	2,200	0	0	2,200
	Income							
	Recharges		(111,600)	(5,115)	(116,715)	0	0	(116,715)
	Net Expenditure		131,540	5,075	136,615	9,400	0	146,015

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

	Other Building Control Work	Darren Arulvasagam	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W4511	Expenditure		£'s	£'s	£'s	£'s	£'s	£'s
	Third Party Payments		38,469	0	38,469	0	0	38,469
	Net Expenditure		38,469	0	38,469	0	0	38,469

	Interest & Investment Income	Darren Arulvasagam	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W6050	Income		£'s	£'s	£'s	£'s	£'s	£'s
	Interest		(90,321)	0	(90,321)	0	0	(90,321)
	Net Expenditure		(90,321)	0	(90,321)	0	0	(90,321)

West Devon Borough Council
Commercial Services Budgets 2019/20 (Draft)

Cost Centre Code	Cost Centre Description	Budget Manager	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	(*) Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
1 W2017	Street Cleaning	Jane Savage	482,681	0	482,681	(53,600)	24,864	453,945
2 W2101	Car Parking	Cathy Aubertin	(726,428)	0	(726,428)	0	11,800	(714,628)
3 W2300	Landscape Maintenance	Cathy Aubertin	139,727	0	139,727	0	6,200	145,927
4 W2310	Dog Warden Service	Cathy Aubertin	3,122	0	3,122	0	200	3,322
5 W2400	Public Conveniences	Cathy Aubertin	180,737	0	180,737	(59,700)	(2,373)	118,664
6 W2701	Waste Collection & Recycling Contract	Jane Savage	2,033,827	(337,000)	1,696,827	(160,700)	(18,991)	1,517,136
7 W2713	Trade Waste	Jane Savage	(15,000)	0	(15,000)	0	0	(15,000)
8 W2715	Garden Waste Collection	Jane Savage	(190,000)	0	(190,000)	0	0	(190,000)
9 W2720	Waste Collection & Recycling Staffing	Jane Savage	83,600	8,100	91,700	6,900	0	98,600
10 W2721	Waste & Recycling Depots	Jane Savage	49,814	15,000	64,814	0	0	64,814
11 W2733	Other Commercial Services Staffing	Cathy Aubertin	160,200	(2,300)	157,900	10,100	0	168,000
			2,202,280	(316,200)	1,886,080	(257,000)	21,700	1,650,780

MTFS - Medium Term Financial Strategy, cost pressures and savings agreed as part of the budget process

(*) Other Adjustments = budget changes required following the award of the new Waste & Cleansing contract, allocation of price inflation to service budgets etc.

W2017	Street Cleaning	Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Premises Related		11,350	0	11,350	0	0	11,350
	Supplies & Services		2,250	0	2,250	0	0	2,250
	Third Party Payments		478,581	0	478,581	(53,600)	24,864	449,845
	Income							
	Recharges		(9,500)	0	(9,500)	0	0	(9,500)
	Net Expenditure		482,681	0	482,681	(53,600)	24,864	453,945
	(*) Share of savings from reprocurement of Cleansing Contract (£61.8k), Contract price inflation £8.2k							

W2101	Car Parking	Cathy Aubertin	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Premises Related		187,153	0	187,153	0	10,500	197,653
	Transport Related		21,792	0	21,792	0	1,300	23,092
	Supplies & Services		35,140	10,480	45,620	0	0	45,620
	Third Party Payments		90,000	0	90,000	0	0	90,000
	Transfer Payments		50,000	0	50,000	0	0	50,000
	Capital Charges		25,620	0	25,620	0	0	25,620
	Income							
	Fees & Charges		(1,127,413)	3,520	(1,123,893)	0	0	(1,123,893)
	Recharges		(6,420)	(14,000)	(20,420)	0	0	(20,420)
	Rents		(2,300)	0	(2,300)	0	0	(2,300)
	Net Expenditure		(726,428)	0	(726,428)	0	11,800	(714,628)
	1) The salary costs of staff delivering these services are sat within the case management and specialist budgets. An appropriate allocation of these costs will be apportioned to this budget for staff costs along with support services and central overheads. 2) The net difference between income and expenditure will be used to support costs associated with the operation and maintenance of parking services, its infrastructure and the maintenance of off street car parks. It is also used to support and provide other council services such as public toilets, street cleansing, parks and open spaces and other lawfully incurred identified expenditure.							

W2300	Landscape Maintenance	Cathy Aubertin	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Premises Related		48,600	0	48,600	0	0	48,600
	Supplies & Services		10,100	0	10,100	0	0	10,100
	Third Party Payments		85,927	0	85,927	0	6,200	92,127
	Income							
	Recharges		(4,900)	0	(4,900)	0	0	(4,900)
	Net Expenditure		139,727	0	139,727	0	6,200	145,927

W2310	Dog Warden Service	Cathy Aubertin	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Transport Related		3,400	0	3,400	0	200	3,600
	Supplies & Services		5,922	0	5,922	0	0	5,922
	Income							
	Recharges		(6,200)	0	(6,200)	0	0	(6,200)
	Net Expenditure		3,122	0	3,122	0	200	3,322

W2400	Public Conveniences	Cathy Aubertin	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Premises Related		89,802	0	89,802	0	3,500	93,302
	Supplies & Services		3,510	0	3,510	0	0	3,510
	Third Party Payments		99,303	0	99,303	(9,700)	(5,873)	83,730
	Capital Charges		13,122	0	13,122	0	0	13,122
	Corporate Items		0	0	0	(50,000)	0	(50,000)
	Income							
	Fees & Charges		(2,500)	0	(2,500)	0	0	(2,500)
	Recharges		(22,500)	0	(22,500)	0	0	(22,500)
	Net Expenditure		180,737	0	180,737	(59,700)	(2,373)	118,664
	(*) Share of savings from reprocurement of Cleaning Contract (£11.5k), Contract price inflation £1.8k, Service reconfiguration (£50.0k)							

	Waste Collection & Recycling Contract Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W2701	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related	20,000	(15,000)	5,000	0	0	5,000
	Transport Related	284,864	(82,000)	202,864	0	(202,864)	0
	Supplies & Services	112,177	0	112,177	0	1,636	113,813
	Third Party Payments	1,896,891	(240,000)	1,656,891	(160,700)	182,237	1,678,428
	Income						
	Fees & Charges	(6,705)	0	(6,705)	0	0	(6,705)
	Sales	(1,050)	0	(1,050)	0	0	(1,050)
	Other Grants & Contributions	(270,350)	0	(270,350)	0	0	(270,350)
	Recharges	(2,000)	0	(2,000)	0	0	(2,000)
Net Expenditure	2,033,827	(337,000)	1,696,827	(160,700)	(18,991)	1,517,136	

(*) Share of savings from reprocurement of Waste Contract (£230.7k), Contract price inflation £70.0k

	Trade Waste Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W2713	Income	£'s	£'s	£'s	£'s	£'s	£'s
	Fees & Charges	(15,000)	0	(15,000)	0	0	(15,000)
	Net Expenditure	(15,000)	0	(15,000)	0	0	(15,000)

	Garden Waste Collection Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W2715	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	40,000	0	40,000	0	0	40,000
	Supplies & Services	92,500	0	92,500	0	0	92,500
	Income						
	Fees & Charges	(322,500)	0	(322,500)	0	0	(322,500)
	Net Expenditure	(190,000)	0	(190,000)	0	0	(190,000)

	Waste Collection & Recycling Staffing Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W2720	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	169,500	21,600	191,100	6,900	0	198,000
	Income						
	Recharges	(85,900)	(13,500)	(99,400)	0	0	(99,400)
	Net Expenditure	83,600	8,100	91,700	6,900	0	98,600

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

	Waste & Recycling Depots Jane Savage	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
W2721	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Premises Related	57,814	10,000	67,814	0	0	67,814
	Supplies & Services	0	5,000	5,000	0	0	5,000
	Income						
	Rents	(8,000)	0	(8,000)	0	0	(8,000)
Net Expenditure	49,814	15,000	64,814	0	0	64,814	

	Other Commercial Services Staffing Cathy Aubertin	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
W2733	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	294,100	(25,900)	268,200	10,100	0	278,300
	Transport Related	2,500	0	2,500	0	0	2,500
	Income						
	Recharges	(136,400)	23,600	(112,800)	0	0	(112,800)
	Net Expenditure	160,200	(2,300)	157,900	10,100	0	168,000

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

West Devon Borough Council
Support Services Budgets 2019/20 (Draft)

Cost Centre Code	Cost Centre Description	Budget Manager	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	(*) Other Adjustments	19/20 Draft Net Budget	
			£'s	£'s	£'s	£'s	£'s	£'s	
1	W4001	Chief Executive	Neil Hawke	129,925	(20,205)	109,720	(28,700)	0	81,020
2	W4004	Corporate Training & Occ Health	Andy Wilson	22,183	(4,000)	18,183	(15,000)	0	3,183
3	W4009	Non Distributed Costs (Pension Costs)	Pauline Henstock	652,000	(36,058)	615,942	0	0	615,942
4	W4010	Price Inflation Provision	Pauline Henstock	50,530	(35,866)	14,664	70,000	(84,664)	0
5	W4011	Steady State Provision	Pauline Henstock	0	20,000	20,000	0	0	20,000
6	W4020	Invest to Earn Initiatives	Neil Hawke	(100,000)	100,000	0	0	0	0
7	W4041	Internal Audit	Neil Hawke	20,000	(2,500)	17,500	0	0	17,500
8	W4082	Landlines	Mike Ward	27,970	(6,970)	21,000	0	0	21,000
9	W4084	ICT Software & Support Contracts	Mike Ward	298,333	2,100	300,433	83,000	21,800	405,233
10	W4085	Mobile Phones	Mike Ward	14,000	0	14,000	0	0	14,000
11	W4086	Client Hardware Replacement	Mike Ward	42,084	0	42,084	0	0	42,084
12	W4087	Photocopiers	Mike Ward	0	10,000	10,000	0	0	10,000
13	W4100	Human Resources CoP	Neil Hawke	42,940	(2,300)	40,640	(20,000)	0	20,640
14	W4101	Legal CoP	Neil Hawke	137,100	(2,600)	134,500	6,900	0	141,400
15	W4102	Design CoP	Neil Hawke	23,400	(100)	23,300	0	0	23,300
16	W4103	Finance CoP	Neil Hawke	161,663	(400)	161,263	3,400	0	164,663
17	W4104	ICT CoP	Neil Hawke	252,379	15,100	267,479	3,600	0	271,079
18	W4150	Support Services Case Management	Sonia Powell	284,550	(11,350)	273,200	9,700	42,000	324,900
19	W4160	Corporate Management	Neil Hawke	66,984	0	66,984	0	13,164	80,148
20	W4180	Support Services Mgmt & O'Heads	Neil Hawke	122,164	(9,224)	112,940	2,400	0	115,340
21	W4196	Customer Support	Anita Ley	67,600	(12,000)	55,600	800	0	56,400
22	W4199	Central Service Overheads	Neil Hawke	10,642	(2,500)	8,142	0	0	8,142
23	W4200	Insurance	Pauline Henstock	41,531	30,500	72,031	0	5,200	77,231
24	W6021	Parish Support Grant	Pauline Henstock	106,753	0	106,753	(5,500)	(42,000)	59,253
25	W6040	Borrowing Costs	Pauline Henstock	97,000	607,475	704,475	0	683,000	1,387,475
26	W6101	Business Rates Income	Pauline Henstock	0	0	0	0	(40,000)	(40,000)
			2,571,731	639,102	3,210,833	110,600	598,500	3,919,933	

MTFS - Medium Term Financial Strategy, cost pressures and savings agreed as part of the budget process

(*) Other Adjustments = budget changes required following the award of the new Waste & Cleansing contract, allocation of price inflation to service budgets etc.

W4001	Chief Executive	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		188,000	(20,205)	167,795	(90,900)	0	76,895
	Transport Related		3,500	0	3,500	0	0	3,500
	Supplies & Services		625	0	625	0	0	625
	Income							
	Recharges		(62,200)	0	(62,200)	62,200	0	0
	Net Expenditure		129,925	(20,205)	109,720	(28,700)	0	81,020
<i>(*) Interim Senior Leadership Team Arrangements (£34.0k)</i>								

W4004	Corporate Training & Occupational Health	Andy Wilson	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		22,183	(4,000)	18,183	(15,000)	0	3,183
	Net Expenditure		22,183	(4,000)	18,183	(15,000)	0	3,183
<i>(*) Review of Corporate Training</i>								

W4009	Non Distributed Costs	Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Employees		95,000	0	95,000	0	0	95,000
	Corporate Items		557,000	(36,058)	520,942	0	0	520,942
	Net Expenditure		652,000	(36,058)	615,942	0	0	615,942

W4010	Price Inflation Provision	Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Corporate Items		50,530	(35,866)	14,664	70,000	(84,664)	0
	Net Expenditure		50,530	(35,866)	14,664	70,000	(84,664)	0
<i>(*) Other Goods & Services Inflation</i>								

W4011	Steady State Provision	Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Expenditure							
	Corporate Items		0	20,000	20,000	0	0	20,000
	Net Expenditure		0	20,000	20,000	0	0	20,000

W4020	Invest to Earn Initiatives	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Income							
	Rents		(100,000)	100,000	0	0	0	0
	Net Expenditure		(100,000)	100,000	0	0	0	0

	Internal Audit	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
			£'s	£'s	£'s	£'s	£'s	£'s
	Income							
	Rents		(100,000)	100,000	0	0	0	0
	Net Expenditure		(100,000)	100,000	0	0	0	0

W4041	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	15,600	(2,500)	13,100	0	0	13,100
	Supplies & Services	4,400	0	4,400	0	0	4,400
	Net Expenditure	20,000	(2,500)	17,500	0	0	17,500

W4082	Landlines	Mike Ward	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	27,970	(6,970)	21,000	0	0	21,000	
	Net Expenditure	27,970	(6,970)	21,000	0	0	21,000	

W4084	ICT Software & Support Contracts	Mike Ward	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	250,484	2,100	252,584	83,000	21,800	357,384	
	Capital Charges	47,849	0	47,849	0	0	47,849	
Net Expenditure	298,333	2,100	300,433	83,000	21,800	405,233		

(*) Review of ICT Contracts (£12k), Budget increase to align with current actual expenditure £95k

W4085	Mobile Phones	Mike Ward	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	14,000	0	14,000	0	0	14,000	
	Net Expenditure	14,000	0	14,000	0	0	14,000	

W4086	Client Hardware Replacement	Mike Ward	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	42,084	0	42,084	0	0	42,084	
	Net Expenditure	42,084	0	42,084	0	0	42,084	

W4087	Photocopiers	Mike Ward	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	0	10,000	10,000	0	0	10,000	
	Net Expenditure	0	10,000	10,000	0	0	10,000	

W4100	Human Resources CoP	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	40,300	(2,300)	38,000	0	0	38,000	
	Supplies & Services	2,640	0	2,640	0	0	2,640	
	Income							
	Recharges	0	0	0	(20,000)	0	(20,000)	
Net Expenditure	42,940	(2,300)	40,640	(20,000)	0	20,640		

(*) Corporate Consultancy Income (£20k)

W4101	Legal CoP	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	202,100	14,300	216,400	6,900	0	223,300	
	Transport Related	800	0	800	0	0	800	
	Supplies & Services	18,000	0	18,000	0	0	18,000	
	Income							
	Recharges	(83,800)	(16,900)	(100,700)	0	0	(100,700)	
Net Expenditure	137,100	(2,600)	134,500	6,900	0	141,400		

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W4102	Design CoP	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	23,400	(100)	23,300	0	0	23,300	
	Net Expenditure	23,400	(100)	23,300	0	0	23,300	

W4103	Finance CoP	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	186,800	(900)	185,900	3,400	0	189,300	
	Transport Related	300	0	300	0	0	300	
	Supplies & Services	22,863	0	22,863	0	0	22,863	
	Income							
Recharges	(48,300)	500	(47,800)	0	0	(47,800)		
Net Expenditure	161,663	(400)	161,263	3,400	0	164,663		

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W4104	ICT CoP	Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	282,100	14,700	306,800	3,600	0	310,400	
	Transport Related	1,100	0	1,100	0	0	1,100	

	Supplies & Services	2,259	0	2,259	0	0	2,259
	Income						
	Recharges	(43,080)	400	(42,680)	0	0	(42,680)
	Net Expenditure	252,379	15,100	267,479	3,600	0	271,079

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W4150	Support Services Case Management Sonia Powell	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	406,750	(32,850)	373,900	10,900	0	384,800
	Transport Related	700	0	700	0	0	700
	Supplies & Services	33,500	0	33,500	(1,200)	42,000	74,300
	Income						
	Recharges	(156,400)	21,500	(134,900)	0	0	(134,900)
	Net Expenditure	284,550	(11,350)	273,200	9,700	42,000	324,900

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc £10.9k, Council Tax e-billing (£1.2k)

W4160	Corporate Management Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	0	0	0	0	2,500	2,500
	Supplies & Services	66,984	0	66,984	0	10,664	77,648
	Net Expenditure	66,984	0	66,984	0	13,164	80,148

W4180	Support Services Management and Overheads Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	129,400	5,100	134,500	2,400	0	136,900
	Transport Related	400	0	400	0	0	400
	Supplies & Services	21,264	(11,764)	9,500	0	0	9,500
	Income						
	Recharges	(28,900)	(2,560)	(31,460)	0	0	(31,460)
	Net Expenditure	122,164	(9,224)	112,940	2,400	0	115,340

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W4196	Customer Support Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	81,700	(14,200)	67,500	800	0	68,300
	Transport Related	200	0	200	0	0	200
	Income						
		Recharges	(14,300)	2,200	(12,100)	0	0
	Net Expenditure	67,600	(12,000)	55,600	800	0	56,400

(*) Allocated share of payroll cost inflation, contractual increments, pay award etc.

W4199	Central Service Overheads Neil Hawke	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Supplies & Services	11,542	(2,500)	9,042	0	0	9,042
	Income						
		Recharges	(900)	0	(900)	0	0
	Net Expenditure	10,642	(2,500)	8,142	0	0	8,142

W4200	Insurance Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Employees	29,260	0	29,260	0	0	29,260
	Premises Related	9,178	30,500	39,678	0	0	39,678
	Transport Related	3,093	0	3,093	0	5,200	8,293
	Net Expenditure	41,531	30,500	72,031	0	5,200	77,231

W6021	Parish Support Grant Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS (*)	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Corporate Items	106,753	0	106,753	(5,500)	(42,000)	59,253
	Net Expenditure	106,753	0	106,753	(5,500)	(42,000)	59,253

(*) Reduction in Town & Parish Council Tax Support Grant

W6040	Borrowing Costs Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
	Capital Charges	137,000	607,475	744,475	0	643,000	1,387,475
	Income						
	Other Grants & Contributions	(40,000)	0	(40,000)	0	40,000	0
	Net Expenditure	97,000	607,475	704,475	0	683,000	1,387,475

(*) Includes borrowing for commercial and non commercial property, waste vehicle fleet and leisure services

Other Adjustments - represents corresponding entries of £643,000 in both W1104 & W6040 to reflect gross rental position and borrowing costs

W6101	Business Rates Income Pauline Henstock	18/19 Base Net Budget	18/19 Virements	18/19 Revised Net Budget	MTFS	Other Adjustments	19/20 Draft Net Budget
	Income						

Recharges	0	0	0	0	(40,000)	(40,000)
Net Expenditure	0	0	0	0	(40,000)	(40,000)

Report to: **Audit Committee**

Date: **12 March 2019**

Title: **Review of the Council's Constitution: Rules of Procedure, Members' Planning Code of Practice and Petition Scheme**

Portfolio Area: **Resources and Performance (Cllr Edmonds)**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **The Committee recommendations will be presented to the Council meeting on 26 March 2019**

Author: **Kathy Trant** Role: **Specialist – Democratic Services**

Contact: kathryn.trant@swdevon.gov.uk

RECOMMENDATION

That the Audit Committee RECOMMEND to Council that:

- 1. the amendments to Part 4 (Rules of Procedure) of the West Devon Borough Council Constitution (as summarised in paragraph 2.5 of the report and fully outlined at Appendix A) be approved and formally adopted;**
- 2. the draft Members' Code of Good Practice - Planning (as attached at Appendix B) be adopted; and**
- 3. the amended Rules for the Petition Scheme (as attached at Appendix C) be adopted.**

1. Executive summary

1.1 The Council is required to formally adopt its Constitution.

1.2 The Audit Committee is responsible for '*maintaining an overview of the Council's Constitution*' and for making any necessary recommendations to the Council.

- 1.3 This report seeks to ensure that Part 4: 'Rules of Procedure' of the Constitution is amended to reflect the changes that have either occurred in the Council over the previous year, or to implement any necessary changes to ensure that it is up to date, lawful and reflects the Council's current practices and priorities.
- 1.4 This report also presents a draft Members' Code of Good Practice - Planning (Appendix B refers) for the consideration of the Committee.
- 1.5 Finally, Appendix C sets out the revised rules in relation to the Petition Scheme, which has been amended in light of the Localism Act 2011.
- 1.6 The Committee will recall that the Constitution Review was presented to its last meeting on 22 January 2019. When the recommendations were subsequently presented to the Council on 12 February 2019, it was agreed that further revisions were required and the decision was therefore taken to defer for further consideration at the next Audit Committee meeting on 12 March 2019.

2. Background

- 2.1 In order that the Audit Committee can make informed recommendations to the Council on the adoption of the Constitution, the Committee is required to undertake regular reviews;
- 2.2 Changes to the Constitution are made throughout the year by the Council and through its consideration of recommendations arising from Committee minutes and are effective from the date of approval (unless otherwise agreed by Council). Examples over the past year include:
 - Revisions to the Development Management and Licensing Public Participation Scheme;
 - Adoption of the Discretionary Powers contained within the Animal Welfare Act 2006 and the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018;
 - Approval of a revised Planning Scheme of Delegation; and
 - The establishment and appointment of additional Member Bodies (e.g. the Tavistock BID).
- 2.3 In addition, the Monitoring Officer has delegated authority to make minor (or legal) amendments to the Constitution during the course of the year. The changes that have been made under these powers this year mainly relate to minor amendments to officer job titles and format and style;
- 2.4 Members will recall that the first part of the Review was undertaken last year and this report presents the second part of the Review that focuses on Part 4 (Rules of Procedure) and the establishment of a Members' Planning Code of Practice. The intention is for the Committee to review

the Rules of Procedure and the Code of Practice before then making its recommendations to the Council.

2.5 Whilst the proposed changes are not extensive (and are fully outlined at Appendix A), the key amendments to the Rules of Procedure are summarised as follows:-

- The creation of a standalone set of Procedure Rules for the Hub Committee;
- The inclusion of a separate set of Procedure Rules for 'Other Bodies' that includes the Audit Committee; Development Management & Licensing Committee; and Council Tax Setting Panel;
- In line with the recent DM Peer Review, to make it a constitutional requirement whereby the role of the Chairman of the Development Management and Licensing Committee cannot be held by the Leader of the Council (NB. if approved by the Council, it is recommended that this amendment does not come into effect until the 2019/20 Municipal Year); and
- Changes to the Access to Information Procedure Rules to reflect the fact that the Council membership now operates a 'paperless agenda' way of working.

Since there are no proposed revisions to the Council Procedure Rules, these have not been appended to this report.

Members' Code of Good Practice - Planning

2.6 At its meeting on 24 July 2018, the Council approved the formation of a Members' Planning Code of Practice Working Group (Minute CM 26 refers) and appointed Cllrs Cheadle, Lamb, Mott, Parker, Pearce and Roberts to serve on this Group;

2.7 The primary purpose of the Working Group was to develop a draft Members' Code of Good Practice - Planning for the ultimate adoption of Council;

2.8 The Group has since met formally on two separate occasions. During the meetings, the Group considered example Codes of Practice and took into account the 'Probity in Planning' guidance issued by the Local Government Association. At its last meeting, the Group recommended approval of a draft Code (as attached at Appendix B).

Petition Scheme

2.9 The Localism Act 2011 has repealed the rules on petitions, and therefore the requirement to have a petition scheme no longer applies. The Localism Act makes petitions a local issue and therefore the Council can decide whether it wants provisions for petitions and if so what rules it wants to reasonably apply.

2.10 The Monitoring Officer has suggested wording for revising the Council's Petition Rules and these are set out at Appendix C.

3. Outcomes/outputs

3.1 The Council is required to have an up to date Constitution which reflects the law, its working practices together with best practice to ensure that it delivers efficient services and lawful decisions. The Constitution is a living document and changes are made throughout the year when necessary.

4. Options available and consideration of risk

4.1 The options are limited as the Council has a statutory duty to adopt its Constitution annually and to review that document to ensure that it is fit for purpose and reflects both statutory requirements and the Council's working practices;

4.2 If the Council does not review the Constitution there is a risk that the Council may make unlawful decisions with a consequent risk of challenge;

4.3 Senior Officers have been consulted on the Constitution and any necessary amendments incorporated.

5. Proposed Way Forward

5.1 The Audit Committee is asked to review these parts of the Constitution and make any necessary recommendations to Council in order that the Constitution can be adopted in time for the May 2019 local elections.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Local Government Act 2000 requires the Council to have (and to maintain) a Constitution. The Monitoring Officer must review the Constitution annually and make recommendations to the Audit Committee, who in turn must recommend its adoption to full Council. Only the Council can approve and adopt the Council's Constitution.
Financial	N	There are no financial implications to this report
Risk	Y	There is a risk arising from a failure to review the Constitution and approve the necessary changes because it may lead to unlawful decisions being taken by the Council. By undertaking an annual review of the Constitution the Council mitigates this risk by ensuring that the

		Constitution is up to date and reflects current practice and law.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None arising from this report
Safeguarding		n/a
Community Safety, Crime and Disorder		n/a
Health, Safety and Wellbeing		n/a
Other implications		n/a

Supporting Information

Appendices:

- A: Revised Draft Procedure Rules;
- B: Draft Members' Planning Code of Practice;
- C: Petition Rules

Background Documents:

Constitution Reviews 2017 and 2018 (Part 1).

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Access to Information Procedure Rules

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Access to Information Procedure Rules

1. **Scope**

These rules apply to all meetings of the Council and its Committees.

2. **Rights to attend meetings**

Members of the public may attend all meetings subject only to the exceptions in these rules.

3. **Notices of meeting**

The Council will give at least **five clear** days notice of any meeting by posting details of the meeting at West Devon Borough Council offices (Kilworthy Park, Drake Road, Tavistock, Devon, PL19 0BZ) and on its website (www.westdevon.gov.uk).

4. **Access to Agenda and reports before the meeting**

The Council will make copies of the agenda and reports open to the public available

for inspection at the designated offices at least **five clear days** before the meeting. If

an item is added to the agenda later, ~~the revised agenda will be open to inspection~~

~~from the time the item was added to the agenda. Where reports are prepared after~~

~~the agenda has been sent out~~, the Head of Paid Service shall make each such report

available to the public as soon as the report is completed by uploading onto the Council website and notifying Members..and sent to Councillors.

5. **Supply of copies**

The Council will supply copies of:

(a) any agenda and reports which are open to public inspection;

~~(b) any further statements or particulars necessary to indicate the nature of the items in the agenda; and~~

(c) any other documents (already supplied to Councillors in connection with an item), if the Head of Paid Service or Monitoring Officer thinks fit, to any member of the public,

~~person~~

on payment of a charge for postage and any other costs.

6 **Access to Minutes etc after the meeting**

The Council will make available copies of the following for six years after a meeting:

- (a) the minutes of the meeting excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
- (b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- (c) the agenda for the meeting; and
- (d) reports relating to items when the meeting was open to the public.

7. **Background Papers**

7.1 **List of Background Papers**

The ~~Monitoring Officer Head of Paid Service~~ will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) which have been relied on to a material extent in preparing the report.

This list does not include published works or those which disclose exempt or confidential information (as defined in Rule 9).

7.2 **Public Inspection of Background Papers**

The Council will make available for public inspection for six years after the date of the meeting one copy of each of the documents on the list of background papers.

8. **The Constitution**

A copy of this Constitution shall be ~~kept available to the public at the Council Offices, Kilworthy Park, Drake Road, Tavistock, Devon PL19 0BZ~~ and available on the Council's website at www.westdevon.gov.uk

9. **Exclusion of access by the public to meetings**

9.1 **Confidential Information - Requirement to Exclude Public**

The public **must** be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

9.2 **Meaning of Confidential Information**

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

9.3 **Exempt Information - Discretion to Exclude Public**

The public **may** be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6 of the Human Rights Act 1998.

9.4 **Meaning of Exempt Information**

Exempt information means information falling within the following 10 categories (subject to any conditions):

Table of the exempt categories in Schedule 12A

Description of exempt information	Condition
1. Information relating to any individual.	Information relating to individuals is covered by the Data Protection Act 1998.
2. Information which is likely to reveal the identity of an individual.	
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).	"Financial or business affairs" includes contemplated as well as past or current activities.
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office-holders under the authority.	"Labour relations matters" are as specified in paragraph (a) to (g) of section 29(1) of the trade Unions and Labour Relations Act 1974, i.e. matters which may be the subject of a trade dispute.

5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.	
6. Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment	
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.	
Qualifications	
8. Information falling within paragraph 3 is not exempt if it must be registered under the Companies Act, Friendly Societies Acts, Industrial and Provident Societies Acts, the Building Societies Act or the Charities Act.	
9. Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.	
10. Information which: <ul style="list-style-type: none"> • falls within paragraphs 1 to 7 and • is not prevented from being exempt by virtue of paragraphs 8 and 9 is exempt information if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	

10. **Exclusion of access by the public to reports**

If the Head of Paid Service thinks fit, the Council may exclude access by the public to reports which in his or her opinion relate to items during which, in accordance with Rule 9, the meeting is likely not to be open to the public. Such reports will be marked “Not for Publication” together with the category of information likely to be disclosed.

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Overview and Scrutiny Procedure Rules

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Overview and Scrutiny Procedure Rules

~~The Council Procedure Rules as set out in Part 4(1) of this Constitution shall apply to the Overview & Scrutiny Committees and sub-committees unless otherwise specified by these Rules.~~

1. Overview and Scrutiny Committee

1.1 The Council will appoint ~~one~~**two** Overview & Scrutiny Committee as set out in Article xs as set out in the terms of reference in Part 3.

2. Terms of Reference

~~2.1 The terms of reference of the Overview & Scrutiny Committees shall be:~~

2.2 The performance of all overview and scrutiny functions on behalf of the Council are specified in including those functions specified in the terms of reference set in the Part 3 of this Constitution.

3. Membership and Composition

3.1 **Number:** ~~The~~**Each** Committee shall consist of ~~fifteen~~**eleven** Members of the Council appointed in accordance with Council Procedure Rule 7.

3.2 **Eligibility:** All Members of the Council, with the **exception** of Members of the Hub Committee ~~and Audit Committee will~~**shall be eligible to** be members of the Overview & Scrutiny Committees. However, no Member shall be involved in scrutinising a decision taken by a committee of which, at the time of the decision, s/he is a voting member.

3.3 **Chairman:** The Chairmen and Vice Chairmen shall be appointed by Council in accordance with the Council Procedure Rules in Part 4 of the Constitution. The Chairmen of the Overview & Scrutiny Committees ~~s~~ cannot also be the Chairman of the Audit Committee.

3.4 **Co-optees:** The Committee shall be entitled to recommend to the Council the appointment of co-opted members (including members of the public).

7. Meetings

7.1 **Frequency:** There shall be at least **five meetings** of the Committee in each year. In addition, other meetings may be called in accordance with the Council's Procedure Rules as set out in Part 4 of this Constitution.

7.2 **Quorum:** The quorum for the Committee shall be **sevenfour members.**

7.3 **Substitution** is not permitted on the Overview & Scrutiny Committees (see Procedure Rule 10).

8.03 **Annual report**

The Overview & Scrutiny Committee shall report annually to Council on their workings and make evidence based recommendations for future work programmes and amended working methods if appropriate.

1. Powers and Duties

4.1 **Sub-Committees:** The Overview and Scrutiny Committee shall have the power to appoint such sub-committees as it considers appropriate to discharge its functions. These Procedure Rules, including those on eligibility for membership, shall apply to any such sub-committee.

4.2 **Task and Finish Groups:** The Committees shall have the power to appoint and discontinue Task and Finish Groups.

4.2.1 The Task and Finish Groups shall be appointed to undertake such work and within such time-scales as may be specified by the Committees.

4.2.2 All Members of the Council are eligible for membership of the Task and Finish Groups.

4.2.3 The Committees ~~(in consultation with leaders of the political groups)~~ shall establish the membership of the Task and Finish Groups.

4.2.4 A Task and Finish Group shall report to the Overview & Scrutiny Committee which appointed it.

4.3 **Work programmes:** ~~Each~~ Overview & Scrutiny Committee shall be responsible for setting its own work programme.

~~4.5—The Committees may call that a joint meeting is held to discuss the Work Programme~~

4.6 **Agenda Items:** Any member of the Committees shall be entitled to give notice to the Chairman that s/he wishes an item to be included on the next appropriate agenda and the Chairman shall arrange for this to be done.

4.7 **Consideration of Overview and Scrutiny Reports:** The Head of Paid Service

will ensure that reports of the Overview & Scrutiny Committee are placed on the agenda for the appropriate committee or Council Summons if appropriate for consideration, ~~and in the case of a joint committee referred to that committee.~~

- 4.8 Members or Officers may propose that Overview & Scrutiny consider a particular matter by completing a Scrutiny Proposal Form (which can be obtained from member.servicesDarryl.White@swdevon.gov.uk). See below for rules on Public Forum

5. Overview

~~5.1 The terms of reference in relation to overview functions are set out in the terms of reference in Part 3.~~

5.2 **Policy Review/Development:** In relation to the review or development of Council policies, the Overview & Scrutiny Committees may make proposals for consideration by the relevant committees, joint committees or Council if appropriate.

5.3 The Overview & Scrutiny Committees may receive requests from the Council and committees to review particular areas of Council activity. The Committees, having regard to their work programme, shall consider and respond to such requests.

5.4 The Overview & Scrutiny Committees may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist it in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.

6. Scrutiny

~~6.1 The terms of reference in relation to scrutiny functions are set out in the terms of reference in Part 3.~~

~~6.2 **Proposed decisions:** To assist with the function of scrutiny, members of the Overview & Scrutiny Committees shall be sent copies of the Council Summons and agenda of all committees.~~

6.3 **Call-in of decisions:** Call-in should only be used in exceptional circumstances, e.g. where members of the Overview & Scrutiny Committees have evidence which suggests that the Hub Committee did not take the decision in accordance

with the principles set out in Article 6 (Decision Making). Call-in may be exercised only by the Committee who remit covers the decision in question.

6.3.1 Call-in will **not apply** to decisions of individual applications under development control, licensing, standards, registration, consents or other permissions where there is a statutory right of appeal.

6.3.2 Within **two days** (where reasonably practicable) of a meeting of the Hub Committee:

- the minutes of that meeting shall be published on the council website and Members advised (where possible by electronic means) and shall be available at the main offices of the Council

~~copies of the minutes will be sent to all Members.~~

6.3.3 The minutes (as referred to in 6.3.2) will specify that any decision will come into force (and may then be implemented) on the **expiry of three working days** after the publication of the minutes, **unless** ~~the~~ Overview & Scrutiny Committee calls it in.

6.3.4 Before the **expiry of the three working days**, the Head of Paid Service shall call-in a decision for scrutiny by an Overview & Scrutiny Committee if so requested by the Chairman or any three members of the relevant Overview & Scrutiny Committee. The Head of Paid Service will notify all Members of the call-in of the decision.

6.3.5 The Head of Paid Service shall call a meeting of the relevant Overview & Scrutiny Committee on such date as he may determine (where possible after agreement with the Chairman of the Committee) and in any case within **five working days** of the decision to call-in.

6.3.6 If, having considered the decision, the Overview & Scrutiny Committee remains concerned about it then the Committee may set out in writing the nature of its concerns and:

- refer the decision back to the relevant committee for re-consideration, or
- refer the matter to Council for determination.

If the matter is referred back to a Committee or Council, that body shall determine at the earliest practicable opportunity whether or not to amend the decision.

6.3.7 If, following a call-in of a decision, the Overview & Scrutiny Committee:

- does not meet in the period set out above, or

- does meet but does not refer the matter back to the relevant Committee or to Council)

the decision shall take effect on the date of the Overview & Scrutiny meeting or the expiry of that further five working day period, whichever is the earlier.

- 6.4 **Urgency:** The call-in procedure set out above shall not apply where the decision being taken by a committee is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interest. Where the record of the decision, and notice by which it is made public, states that in the opinion of the Head of Paid Service the decision is an urgent one, it will not be subject to the call-in process.

~~7. Meetings~~

~~7.1 **Frequency:** There shall be at least **five meetings** of the Committee in each year. In addition, other meetings may be called in accordance with the Council's Procedure Rules as set out in Part 4 of this Constitution.~~

~~7.2 **Quorum:** The quorum for the Committee shall be **four members**.~~

~~7.3 **Substitution** is not permitted on the Overview & Scrutiny Committees (see Procedure Rule 10).~~

7.4 **Attendance by Others:** ~~Each~~ Overview & Scrutiny Committee may:

- (i) require Hub Members, members and Senior Officers of the Council to attend a meeting to answer questions and it is the duty of those persons to attend if so requested;
- (ii) request, but not compel, officers from partnership organisations to attend if so required;
- (iii) invite any person to attend to address the Committee or to discuss issues of local concern and/or to answer questions;
- ~~(iv) pay any person attending a reasonable fee and expenses for doing so.~~

7.5 **Party Whip:** When considering any matter in respect of which a member of the Committee is subject to a party whip, the member must declare the existence of the whip and the nature of it before the commencement of the Committee's deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

7.6 **Procedure:** Each Overview & Scrutiny Committees shall consider the following business:

- (i) minutes of the last meeting;
- (ii) declarations of interest (including whipping declaration);
- (iii) the Hub Forward Plan
- (iv) consideration of any matter referred to the Committee for a decision in relation to the calling in of a decision;
- (v) responses of the committees to reports of the Overview & Scrutiny Committee; and
- (vi) the business otherwise set out on the agenda for the meeting.

Reports on policy proposals or investigations

7.6.1 The Committee may adopt its own procedures as it so chooses when carrying out a review or conducting an investigation.

7.6.2 Following any investigation or review, the Committee shall prepare a report, for submission to the relevant committee, joint committee and/or Council as appropriate.

8. Public Forum Procedures

a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting.

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to ~~Darryl White~~ (member.servicesdarryl.white@swdevon.gov.uk) by 5.00pm on the Thursday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Development and Licensing Planning & Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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Hub Committee Procedure Rules

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Hub Committee Procedure Rules

1. HOW DOES THE HUB COMMITTEE OPERATE?

1.1 Who may make Hub Committee decisions?

1.1.1 The role, form, and composition of the Hub Committee are as laid out in

Article 6 of the Council's Constitution.

1.1.2 Hub Committee functions may be discharged, in accordance with the Scheme of Delegation by:

- i) the Hub Committee as a whole;
- iii) a committee of the Hub Committee;
- iv) an officer; or
- v) another local authority, whether under joint arrangements or otherwise.

1.5 Conflicts of Interest

1.5.1 Where the Leader of the Council has a conflict of interest this should be dealt with as set out in the Council's Members' Code of Conduct in Part 5 of this Constitution.

1.5.2 If every Member of the Hub Committee has a conflict of interest this should be dealt with as set out in the Council's Members' Code of Conduct in Part 5 of this Constitution.

1.5.3 If the exercise of an Hub Committee function has been delegated to a committee of the Hub Committee, an individual member or an officer, and should a conflict of interest arise, then the function will be exercised in the first instance by the Hub Committee and otherwise as set out in the Council's Members' Code of Conduct in Part 5 of this Constitution.

1.6 Hub Committee meetings

- 1.6.1 The Hub Committee will meet at least 8 times per year.
- 1.6.2 The Head of Paid Service may also call for additional meetings at his or her discretion.
- 1.6.3 The Monitoring Officer and/or the Section 151 Officer may call an additional meeting if either believes it is necessary so to do in order to fulfil their statutory duties.
- 1.6.4 In other circumstances where any of the Head of Paid Service, Section 151 Officer and Monitoring Officer are of the opinion that a meeting of the Hub Committee needs to be called to consider a matter that requires a decision he/she will have the right to call such a meeting.
- 1.6.5 The Hub Committee shall meet at the Council's main offices or another location to be agreed by the Leader of the Council.

1.7 Public or private meetings of the Hub Committee?

- 1.7.1 The Hub Committee and any sub Committee of the Hub Committee will normally meet in public in line with the principles set out in Article 11. The exception will be when considering exempt or confidential items.
- 1.7.2 It may also choose to meet on occasion in informal sessions and those sessions may be in private.

1.8 Quorum

- 1.8.1 The number of Members of the Hub Committee shall be nine including the Leader of the Council and Deputy Leader of the Council.
- 1.8.2 The quorum for a meeting of the Hub Committee shall be four.
- ~~1.8.3 In the event that both the Leader and the Deputy Leader of the Council are prevented from attending a meeting of the Hub Committee, in circumstances which any two of the statutory officers consider to be exceptional, the quorum at a meeting of the Hub Committee will be 50% plus one of the Hub Committee membership.~~
- 1.8.4 The quorum at a meeting of a sub committee of the Hub Committee shall be two members.

1.9 How are decisions to be taken by the Hub Committee?

1.9.1 Hub Committee decisions which are to be taken by the Hub Committee as a whole will be taken at a meeting convened in accordance with the Access to Information Rules in Part 4 of the Constitution.

1.9.2 Where decisions are taken by a Committee of the Hub Committee, the rules applying to Hub Committee decisions taken by them, shall be the same as those applying to those taken by the Hub Committee as a whole.

2. HOW ARE HUB COMMITTEE MEETINGS CONDUCTED?

2.1 Who presides?

If the Leader of the Council is present he/she will preside. In his/her absence, then the Deputy Leader of the Council shall preside. In the exceptional circumstances contemplated in paragraph 1.8 (Quorum) then a person appointed to do so by those present at the meeting will preside.

2.2 Who may attend?

2.2.1 All borough councillors can attend meetings of the Hub Committee or a committee of the Hub Committee.

2.2.2 The press and public can attend meetings of the Hub Committee or a committee of the Hub Committee subject to the Access to Information Procedure Rules.

2.2.3 On occasion the Hub Committee may wish to meet informally for discussion purposes only and those informal sessions will be held in private. Informal sessions will not constitute meetings of the Hub Committee.

2.2.4 The Hub Committee will actively encourage wherever possible the involvement of the specific expertise or knowledge of other borough councillors as part of the deliberations of the Hub Committee whether those deliberations are at meetings of the Hub Committee or a committee of the Hub Committee or at informal sessions.

2.3 Who may speak and vote?

2.3.1 All borough councillors can attend and speak, subject to adherence to the Council Rules of Debate. Only Hub Committee Members may vote.

2.3.2 Members of the public may speak only to ask questions at the start of the meeting in accordance with Article 3 of the Council's Constitution and the guidance currently in place.

2.4 What business?

At each meeting of the Hub Committee, the following business will be conducted:

- i) consideration of the minutes of the last meeting;
- ii) declarations of interest, if any;
- iii) public questions;
- iv) the Hub Committee Forward **Plan**;
- v) matters referred to the Hub Committee (whether by Scrutiny or by the Council) for reconsideration by the Hub Committee in accordance with the provisions contained in the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of this Constitution;
- vi) consideration of reports from any non-Hub Committee body of the Council; and
- vii) matters set out in the agenda for the meeting.

Comment [KT1]: This will be included on future Hub Committee agendas

2.5 Consultation

2.5.1 All reports to the Hub Committee from any Member of the Hub Committee or an officer on proposals relating to the budget and policy framework must contain details of the nature and extent of consultation with stakeholders and relevant non-Hub Committee bodies of the Council, and the outcome of that consultation. Reports about other matters will set out the details and outcome of consultation as appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

~~2.6 Who can put items on the Hub Committee agenda?~~

~~2.6.1 The Leader of the Council will decide upon the schedule for the meetings of the Hub Committee. He/she may put on the agenda of any Hub Committee meeting any matter which he/she wishes, whether or not authority has been delegated to the Hub Committee, or officer or another local authority in respect of that matter. The Monitoring Officer will comply with the Leader of the Council's requests in this respect.~~

~~2.6 Who can put items on the Hub Committee agenda? (cont'd)~~

~~2.6.2 Any Member of the Hub Committee may require the Monitoring Officer to make sure that an item is placed on the agenda of the next available meeting of the Hub Committee for consideration. If he/she receives such a request the Monitoring Officer will comply.~~

~~2.6.3 Full Council may require any item to be placed on the agenda of the next reasonably available meeting of the Hub Committee.~~

~~2.6.5 Any Member of the Council may ask the Leader of the Council to put an item on the agenda of an Hub Committee meeting for consideration, and if the Leader of the Council agrees the item will be considered at the next reasonably available meeting of the Hub Committee. The notice of the meeting will give the name of the Councillor who asked for the item to be considered.~~

~~2.6.6 The Head of Paid Service, or any Senior Officer may include an item for consideration on the agenda of an Hub Committee meeting. In addition, the Monitoring Officer and the Section 151 Officer may put an item on the agenda if either believes it is necessary to do so to carry out his or her statutory duties.~~

Part 4
**Rules for Other Bodies of
the Council**

Rules for other Bodies of the Council

1. AUDIT COMMITTEE

1.1 Membership

The Audit Committee shall have seven Councillors.

1.2 Quorum

The Quorum shall be three Councillors.

1.3 Meetings

The Committee shall normally meet at least four times per year.

1.4 Training

- a. All Members of the Committee will be expected to attend Audit training refresher sessions as and when they are provided;

2. DEVELOPMENT MANAGEMENT AND LICENSING COMMITTEE

DEVELOPMENT MANAGEMENT

2.1 Membership

The Development Management and Licensing Committee shall have ten Councillors.

2.2 Training

- a. All Members will be expected to attend planning and licensing training refresher sessions as and when they are provided;
- b. Newly elected Members will have to attend appropriate induction Planning and Licensing Training before they can take part in the decision making process;
- c. Repeat sessions will be held in conjunction with South Hams District Council to provide additional opportunities for Members to meet the requirement to attend the induction training;
- d. If they so wish, re-elected Members will be welcome to attend the induction sessions.

2.3 Quorum

The Quorum shall be four councillors adjusted annually if necessary.

2. DEVELOPMENT MANAGEMENT AND LICENSING COMMITTEE (cont'd)

2.4 Rules of Debate

The Rules of Debate, as outlined under Council Procedure Rule XX, apply with one exception. The exception is as follows:-

In the event of a Member wishing to propose a motion which is contrary to the case officer recommendation, the Member must give their reasons for this proposal at the time of making it.

2.5 Voting

In view of the quasi – judicial nature of much of the business of the Committee there is a general obligation for Councillors to remain for the whole of the debate or to have participated in any previous consideration on any particular application and certainly to refrain from voting if either of these essential requirements have not been achieved. Members should refer to the Planning Code of Good Practice.

2.6 Meetings

The Development Management and Licensing Committee shall normally meet every four weeks.

Eligibility

Every Member of Council is eligible to be a Member of the Development Management and Licensing Committee. The Leader of Council cannot be Chairman of Development Management and Licensing Committee.

4. LICENSING SUB-COMMITTEES

Licensing Sub Committees will be convened to hear licensing applications in accordance with the Delegation Scheme and the Rules as set out below. Members of the Development Management and Licensing Committee will include substitute Members of that committee who will have undertaken the same training as full Committee Members.

1. Licensing Sub-Committees shall be established to hear applications under the Licensing Act 2003.

4.1 Membership

Each Licensing Sub-Committee shall have three councillors, drawn from the Development Management & Licensing Committee. Local Members will not be appointed onto a sub- committee to consider any applications which are located within their local ward.

4.2 **Quorum**

The Quorum shall be three councillors.

4.3 **Meetings**

The Licensing Sub-Committees meet as required.

2. Licensing Sub-Committees shall be established to hear applications under the Gambling Act 2005.

4.1 **Membership**

Each Licensing Sub-Committee shall have three councillors, drawn from the Development Management & Licensing Committee. Local Members will not be appointed onto a sub-committee to consider any applications which are located within their local ward.

4.2 **Quorum**

The Quorum shall be three councillors.

4.3 **Meetings**

The Licensing Sub-Committees meet as required.

3. Licensing Sub-Committees shall be established to hear applications under the Taxi Licensing Legislation.

4.1 **Membership**

Each Licensing Sub-Committee shall have three councillors, drawn from the Development Management & Licensing Committee.

4.2 **Quorum**

The Quorum shall be three councillors.

4.3 **Meetings**

The Licensing Sub-Committees meet as required.

5. **COUNCIL TAX SETTING PANEL**

5.1 **Membership**

The Council Tax Setting Panel shall consist of four Members and comprises:-

Leader of Council

Deputy Leader of the Council

Mayor of Council
Leader of the Opposition Group

5.2 **Meetings**

The Council Tax Setting Panel shall meet annually, following the Council's agreement of the budget for the forthcoming municipal year and notification from Devon County Council, the Devon and Cornwall Police Authority, Devon and Somerset Fire and Rescue Service, the Dartmoor National Park Authority and each Parish/Town Council of their individual precepting requirements.

6. **STANDARDS COMMITTEE**

The Standards Committee will have a specific role in the determination of Member Code of Conduct Complaints (including Town and Parish Council Members) in accordance with the Council's adopted procedure for dealing with Code of Conduct complaints.

4.1 **Membership**

The Standards Committee shall have five councillors.

4.2 **Quorum**

The Quorum shall be three councillors.

4.3 **Meetings**

The Standards Committee must meet at least once each year.

WEST DEVON BOROUGH COUNCIL

Members' Code of Good Practice - Planning

Introduction

- 1. Relationship to the Members' Code of Conduct**
- 2. Development Proposals and Interests under the Members' Code of Conduct**
- 3. Fettering Discretion in the Planning Process**
- 4. Contact with Applicants, Developers and Objectors**
- 5. Lobbying of Councillors**
- 6. Lobbying by Councillors**
- 7. Site Visits**
- 8. Public Speaking at Meetings**
- 9. Officers**
- 10. Decision Making**
- 11. Training**

WEST DEVON BOROUGH COUNCIL

Members' Planning Code of Good Practice

Introduction

The aim of this Code is to promote good practice: to ensure that in the planning process there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way, and to set out the standards of conduct required of **all** Members in dealing with planning matters including applications, policy development and enforcement.

Your role as a Member of the Local Planning Authority: to make planning decisions openly, impartially, with a sound judgement and for justifiable reasons. You are also a democratically accountable decision taker who had been elected to provide and pursue policies. You are entitled to be predisposed to make planning decisions provided that you have considered all material considerations and have given fair consideration to relevant points raised.

When the Code of Good Practice applies: this Code applies to Members at all times when involving themselves in the planning process. (This includes, where applicable, when part of decision making meetings of the Council in exercising the functions of the Planning Authority or when involved on less formal occasions, such as meetings with officers or the public and consultative meetings). It applies as equally to planning enforcement matters or site specific policy issues as it does to planning applications.

If you have any doubts about the application of this Code to your own circumstances you should seek advice early, from the Monitoring Officer or one of his or her staff, and preferably well before any meeting takes place.

1. Relationship to the Members' Code of Conduct

1.1 **You should** apply the rules in the adopted Members' Code of Conduct first, which must always be complied with.

1.2 **You should** then apply the rules in this Planning Code of Good Practice, which seek to explain and supplement the Members' Code of Conduct for the purposes of planning. If you do not abide by this Code of Good Practice, you may put:

- the Council at risk of legal challenge ; and
- yourself at risk of either being named in a Code of Conduct Complaint and report made to the Standards Committee or Council, or if the failure is also likely to be a breach of the interest provisions of Localism Act 2011, a complaint being made to the police to consider criminal proceedings.

2. Development Proposals and Interests under the Members' Code

- 2.1 **You should** disclose the existence and nature of your interest as required by the Authority's Code of Conduct, at any relevant meeting, including in informal meetings or discussions with officers and other Members, so that everyone taking part in the meeting, whether it is formal or informal, is aware of your interest. Disclose your interest at the beginning of the meeting.
- 2.2 **You should not** seek or accept any preferential treatment, or place yourself in a position that could lead the public to think that you are receiving preferential treatment, because of your position as an elected Member. (This would include, where you have a personal or Disclosable Pecuniary Interest (DPI) in a proposal, using your position to discuss that proposal with officers or fellow Members when other members of the public would not have the same opportunity to do so).
- 2.3 **You should** be aware that, whilst you are not prevented from seeking to explain and justify a proposal in which you have a personal or DP Interest to an appropriate officer, in person or in writing, the Code places greater limitations on you in representing that proposal than would apply to a normal member of the public. (For example, where you have a DPI in a proposal to be put before a meeting, you will have to withdraw from the room or Chamber whilst the meeting considers it, whereas an ordinary member of the public would be able to make use of the Council's public participation scheme to address the meeting in either objection or support of the proposal and observe the meeting's consideration of it from the public gallery).
- 2.4 **You should** notify the Monitoring Officer in writing where it is clear to you that you have a DPI or personal conflict of interest, by application or objection, or for any other reason, and note that:
- You should send the notification no later than submission of that application where you can
 - **On** your own applications note that:
 - Any proposal made by or on behalf of any Member of Council will always be reported to the Committee as a main item and not dealt with by officers under delegated powers;
 - you must not get involved in the processing of the application; and
 - it is advisable that you employ an agent to act on your behalf on the proposal in dealing with officers and any public speaking at Committee.

3. Fettering Discretion in the Planning Process

- 3.1 Fettering your discretion is a specific term that means you are not approaching the decision with an open mind. You should participate in planning decision making at this Council with an open mind, and should not appear to have already made up your mind (particularly in relation to an external interest or lobby group), on how you will vote on any planning matter prior to formal consideration of the matter at the meeting of the planning authority and of your hearing the officer's presentation and evidence and arguments on both sides.

- 3.2 You should be aware that in your role as an elected Member you are entitled, and are often expected, to have expressed views on planning issues and that these comments have an added measure of protection under the Localism Act 2011.
- 3.3 You should keep at the front of your mind that when you come to make the decision, you:
- Have a duty, under planning legislation, to apply the policies of the Development Plan unless material considerations indicate otherwise;
 - Are entitled to have and to have expressed your own views on the matter, provided you are prepared to reconsider your position in the light of all the evidence and arguments;
 - Must keep an open mind and hear all of the evidence before you, both the officers presentation of the facts and their advice as well as the arguments from all sides;
 - Are not required to cast aside views on planning policy you held when seeking election or otherwise acting as a members, in giving fair consideration to points raised; and
 - Are to come to a decision after giving what you feel is the right weight to the Development Plan and relevant material considerations
- 3.4 **You should** be aware that you are likely to have ‘fettered your discretion’ where the Council is the landowner, developer or applicant and you have acted as, or could be perceived as being, a chief or major advocate for the proposal. (NB: This is more than a matter of membership of both the proposing committee and the Development Management and Licensing committee, but that through your significant personal involvement in preparing or advocating the proposal you will be, or perceived by the public as being, no longer able to act impartially or to determine the proposal purely on its planning merits)
- 3.5 **You** will be able to take part in the debate at a meeting of the Council on a proposal when acting as part of a consultee body (where you are also a member of the town or parish council, for example) provided:
- the proposal does not substantially affect the well being or financial standing of the consultee body;
 - you make it clear to the consultee body that:
 - your views are expressed only on the limited information before you at that time;
 - you can reserve judgement and the independence to make up your own mind on each separate proposal, based on your overriding duty to the whole community and not just to the people in that area, ward or parish, as and when it comes before a Committee and you hear all of the relevant information; and
 - you will not in any way commit yourself as to how you or others may vote when the proposal comes before the meeting; and
 - you disclose the personal interest regarding your membership or role when the meeting comes to consider the proposal.
- 3.6 **You should not** speak and vote on a proposal where you do not have an open mind. You do not also have to withdraw, but you may prefer to do so for the sake of appearances or abstain from voting

- 3.7 **You should** explain that you do not intend to speak and vote because you have or you could reasonably be perceived as having judged (or reserve the right to judge) the matter elsewhere, so that this may be recorded in the minutes.
- 3.8 **You should** take the opportunity to exercise your separate speaking rights as a Ward/Local Member (*where this has granted by the authority's standing orders or by the consent of the Chairman and Committee*) where you have represented your views or those of local electors and 'fettered your discretion', but do not have a personal and disclosable pecuniary interest. Where you do have a disclosable pecuniary interest:
- advise the proper officer or Chairman that you wish to speak in this capacity before commencement of the item; and
 - remove yourself from the room for the duration of that item; and ensure that your actions are recorded in the published minutes of that meeting.

4. **Contact with Applicants, Developers and Objectors**

- 4.1 **You should** refer those who approach you for planning, procedural or technical advice to officers.
- 4.2 **You should not** agree to any formal meeting with applicants, developers or groups of objectors without first discussing with the planning case officer and agreeing a course of action in writing.

Where you feel that a formal meeting would be useful in clarifying the issues, unless agreed otherwise with the officer, you should not seek to arrange that meeting yourself but should request the **Planning Case Officer** to organise it. The officer(s) will then ensure that those present at the meeting are advised from the start that the discussions will not bind the authority to any particular course of action, that the meeting is properly recorded on the application file and the record of the meeting is disclosed when the application is considered by the Committee.

- 4.3 **You should** otherwise:
- follow the rules on lobbying (section 5);
 - always make notes when contacted; and
 - report in writing to the **Head of Development Management Practice** any significant contact with the applicant and other parties, explaining the nature and purpose of the contacts and your involvement in them, and ensure that this is recorded on the planning file.

In addition in respect of presentations by applicants/developers:

- 4.4 You are able to attend a planning presentation at a town or parish council meeting, or a public meeting. When attending public meetings, including town and parish council meetings, Councillors should take great care to maintain their impartial role as a Councillor, listen to all the points of view expressed by the speaker and public and not state a conclusive decision on any pre-application proposals and submitted planning applications.

- 4.5 **You should** ask relevant questions for the purposes of clarifying your understanding of the proposals.
- 4.6 **You should** remember that the presentation is not part of the formal process of debate and determination of any subsequent application, this will be carried out by the appropriate Committee.
- 4.7 **You should** be aware that a presentation is a form of lobbying and you must not express any strong view or indicate how you or other Members might vote.

5. Lobbying of Councillors

- 5.1 **You should** explain to those lobbying or attempting to lobby you that, whilst you can listen to what is said, to express an intention to vote one way or another, or such a firm point of view that it amounts to the same thing, prejudices your impartiality and therefore your ability to participate in the Committee's decision making.
- 5.2 **You should** remember that your overriding duty is to the whole community not just to the people in your ward/local area and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
- 5.3 **You should not** accept gifts or hospitality from any person involved in or affected by a planning proposal.
- 5.4 **You should** copy or pass on any lobbying correspondence you receive to the **Planning Case Officer** at the earliest opportunity
- 5.5 **You should** inform the Monitoring Officer where you feel you have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality), who will in turn advise the appropriate officers to follow the matter up.
- 5.6 **You should** note that, unless you have a DPI, you will not have breached this Planning Code of Good Practice through:
- listening or receiving viewpoints from residents or other interested parties;
 - making comments to residents, interested parties, other Members or appropriate officers, provided they do not consist of or amount to pre-judging the issue and you make clear you are keeping an open mind;
 - seeking information through appropriate channels; or
 - being a vehicle for the expression of opinion or speaking at the meeting as a Ward/Local Member, provided you explain your actions at the start of the meeting or item and make it clear that, having expressed the opinion or ward/local view, you have not committed yourself to vote in accordance with those views and will make up your own mind having heard all the facts and listened to the debate.

6. Lobbying by Councillors

- 6.1 **You should not** become a member of, lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals. If you do, you will have fettered your discretion and are likely to have a personal and disclosable pecuniary interest and have to withdraw.

- 6.2 **You can** join general interest groups which reflect your areas of interest and which concentrate on issues beyond particular planning proposals, such as the Victorian Society, Ramblers Association or a local civic society, but disclose a personal interest where that organisation has made representations on a particular proposal and make it clear to that organisation and the Committee that you have reserved judgement and the independence to make up your own mind on each separate proposal.
- 6.3 **You should not** lobby fellow councillors regarding your concerns or views nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken
- 6.4 **You should not** decide or discuss how to vote on any application at any sort of political group meeting, or lobby any other Member to do so. Political Group Meetings should never dictate how Members should vote on a planning issue.

7. Site Visits

- 7.1 Do try to attend site visits organised by the Council where possible. The Site Inspection Protocol is attached at Appendix A.
- 7.2 **You should not** enter a site which is subject to a proposal other than as part of an official site visit (either a Borough council site visit or a town/parish council site visit), even in response to an invitation, as this may give the impression of bias **unless**:
- you feel it is essential for you to visit the site other than through attending the official site visit,
 - you have first spoken to the **Head of Development Management Practice** about your intention to do so and why (which will be recorded on the file) and
 - you can ensure you will comply with these good practice rules on site visits.
- 7.3 **You should not** request a site visit unless you feel it is strictly necessary because:
- particular site factors are significant in terms of the weight attached to them relative to other factors, or the difficulty of their assessment in the absence of a site inspection; or
 - there are significant policy or precedent implications and specific site factors need to be carefully addressed.

8. Public Speaking at Meetings

- 8.1 **You should not** allow members of the public to communicate with Committee Members during the Committee's proceedings (orally or in writing) other than through the scheme for public speaking, as this may give the appearance of bias.
- 8.2 **You should** ensure that you comply with the Council's procedures in respect of public speaking at the Development Management and Licensing Committee.

9. Officers

- 9.1 **You should not** put pressure on officers to put forward a particular recommendation. (This does not prevent you from asking questions or submitting views to the **Head of Development Management Practice**, which may be incorporated into any committee report).
- 9.2 **You should** recognise that officers are part of a management structure and only discuss a proposal, outside of any arranged meeting, with the **Head of Development Management Practice** or those officers who are authorised to deal with the proposal at a Member level, ie. the appropriate **Planning Case Officer**.
- 9.3 **You should** recognise and respect that officers involved in the processing and determination of planning matters must act in accordance with the Council's Code of Conduct for Officers and their professional codes of conduct, primarily the Royal Town Planning Institute's Code of Professional Conduct. As a result, planning officers' views, opinions and recommendations will be presented on the basis of their overriding obligation of professional independence, which may on occasion be at odds with the views, opinions or decisions of the Committee or its Members.

10. Decision Making

- 10.1 **You should** ensure that, if you request a proposal to go before the Committee rather than be determined through officer delegation, that your reasons are recorded, and repeated in the report to Committee.
- 10.2 In the event of a Member referring an application to Committee, there will be an expectation for that Member (unless in exceptional circumstances) to attend the relevant Committee meeting and explain the **material planning reasons** behind their referral. This requirement applies to all Members irrespective of whether or not they are Members of the Committee.
- 10.3 **You should** come to meetings with an open mind and demonstrate that you are open-minded.
- 10.4 **You should** comply with Section 38(6) of the Planning & Compulsory Purchase Act 2004 and make decisions in accordance with the Development Plan unless material considerations indicate otherwise.
- 10.5 **You should** come to your decision only after due consideration of all of the information reasonably required upon which to base a decision. If you feel there is insufficient time to digest new information or that there is simply insufficient information before you, request that further information. If necessary, defer.
- 10.6 **You should not** vote or take part in the meeting's discussion on a proposal unless you have been present to hear the entire debate, including the officers' introduction to the matter.
- 10.7 **You should** make sure that if you are proposing, seconding or supporting a decision contrary to officer recommendations or the development plan that you clearly identify and understand the **material planning reasons** leading to this conclusion/decision. These reasons must be given prior to the vote and be recorded. Be aware that the Council may have to justify the resulting decision in the event of any challenge.
- 10.8 When taking part as a substitute at the DM&L Committee, you are entitled to come to your own view on an application, and are not bound to reflect the views of the Committee Member that you are replacing.

11. Training

- 11.1 **You will not be able to** participate in decision making at meetings dealing with planning matters if you have not attended all mandatory planning training sessions prescribed by the Council.
- 11.2 **You should** endeavour to attend any other specialised training sessions provided, since these will be designed to extend your knowledge of planning law, regulations, procedures, Codes of Practice and the Development Plans beyond the minimum referred to above and thus assist you in carrying out your role properly and effectively.
- 11.3 **You should** participate in annual refresher training and periodic reviews of samples of planning decisions and appeals to ensure that judgements have been based on proper planning considerations and sound decision making.

SITE INSPECTION PROTOCOL

DECEMBER 2016

Purpose:

The purpose of site visits is to enable Members to view particular aspects of an application in context. No decision is reached on site and there is no debate as to outcome at the site meeting.

Attendees:

In addition to the Council's officers and advisors (eg. County Highways), those who are entitled to attend and take part and who make up the Site Inspection Panel are:

- a. All Development Management and Licensing Committee Members, and
- b. The WDBC Member(s) representing the Ward in which the site is located

The applicant/agent may attend the site meeting but not participate, however, they will be expected to 'peg out' the proposed development.

Representatives of the respective Parish/Town Council may attend the site meeting but not participate.

At the discretion of the Chairman, the applicant or agent, and one representative from the Parish/Town Council, may be allowed to answer questions of clarity. Specific requests to view the proposal from a particular place (e.g. objector's home) may be accommodated at the Chairman's discretion.

Procedure on Site:

1. The site inspection will be chaired by the Chairman (or in his absence, the Vice Chairman) who will formally open the site inspection with introductions and then invite the Planning Officer to describe the application
2. The Planning Officer then describes the proposal and relevant site specific considerations, and guides the Members to appropriate vantage points which may be within and/or outside the site
3. The Chairman will invite questions from Members to seek clarification but not opinion from the Planning Officer and advisors. At the Chairman's discretion, and in exceptional circumstances, questions may be asked of the applicant/agent or one of the representatives of the Parish/Town Council

4. Any questions that the Case Officer is unable to answer will be listed and a full response given by the Case Officer at the Committee meeting the following week
5. Chairman formally closes the meeting

To request a site inspection:

The Scheme of Delegation sets out the circumstances when a Member can call an application to Committee. At that point, if the Member feels a site inspection should take place, the request should be made in writing to Head of Development Management Practice giving material planning reasons

At the DM&L Briefing meeting held the week prior to the publication of the agenda, which is attended by the Chairman, Vice Chairman, Head of Development Management Practice and Specialist Democratic Services, the Chairman and Vice Chairman will discuss with the Head of Development Management Practice which applications should be referred for site inspection

The site inspection itinerary will be prepared by the Specialist Democratic Services and circulated one week prior to the site inspections taking place. The itinerary will be included as part of the agenda

The site inspection will take place on the Thursday prior to the Committee date, and will receive their agenda papers prior to the site inspection taking place

Petitions

The Localism Act has repealed the rules on petitions, and therefore the requirement to have a petition scheme no longer applies. The Localism Act makes petitions a local issue and the Council is no longer required to:

- Make a scheme for the handling of petitions (except where other rules say so, for example, asking for a referendum on an elected mayor)
- Publish a petition scheme
- Accept petitions electronically
- Follow the current prescribed steps when it receives a petition
- Set thresholds (for example, different rules for petitions with a specific number of signatories)
- Have a right of appeal, for example, to O&S if the petitioner is not happy with the way petition has been dealt with (concerns can be instead progressed through the Council's usual complaints policy)
- Tell people what we intend to do with their petitions or place petitions on the website
- Cite the specified reason for rejecting

The Council can decide whether it wants provisions for petition and if it does what rules it wants to reasonably apply. It is recommended that in the interests of transparency that the public interests does warrant some sort of petition scheme but without any of the prescribed complications.

Suggested amended wording for CPR 21(2)

Petitions

A petition may be made to the Council provided that the petition includes:

- A clear and concise statement on the subject of the petition
- The statement should include the action that the petitioners wish the Council to take.
- Name, address and signature of any person supporting the petition (who must be persons living, working or studying in the Borough of West Devon)
- Contact details and address of the petition organiser
- A clear statement as to whether the petition organiser wishes to present the petition to a Council meeting and/or whether the petition organiser requests a Councillor to present the petition

The Council will refuse to accept a petition where the petition:

- Relates to:
 - A planning or licensing application
 - A statutory petition (for example, requesting a referendum)
 - A matter where there is an existing right of appeal
- Is considered vexatious, abusive, or otherwise inappropriate (as determined by the Monitoring Officer)
- Is substantially the same as a petition submitted in the previous 12 months

The Council may respond to the petition in one of more of the following ways:

- Taking the action requested in the petition
- Considering the petition at a Council meeting
- Undertaking research into the matter
- Holding a public meeting
- Holding a consultation
- Holding a meeting with the petitioners
- Refer the matter for consideration by the Overview & Scrutiny Committee
- Not taking any action
- The Head of Paid Service has a discretion to deal with petitions differently in the period immediately before an election or referendum (the 'purdah' period)

Further guidance on Petitions is set out on the Council's website.

Agenda Item 9

Report to: **Audit Committee**

Date: **12 March 2019**

Title: **Devon Audit Partnership – Non-voting Partner**

Portfolio Area: **Support Services – Cllr C Edmonds**

Wards Affected: **all**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Lisa Buckle** Role: **Strategic Finance Lead (S151 Officer)**

Contact: **Email lisa.buckle@swdevon.gov.uk
01803 861413**

Recommendations:

That Council be RECOMMENDED to:

- 1) join the Devon Audit Partnership as a Non-voting partner from 1st April 2019 (or as soon as is reasonably practicable thereafter); and**
- 2) delegate the details of the Service Legal Agreement (including terms of reference) to the Monitoring Officer and S151 Officer, in consultation with the Hub Committee Member for Support Services and the Chairman of the Audit Committee.**

1. Executive summary

- 1.1 The purpose of this report is to inform Members of the opportunity to join the Devon Audit Partnership from the new financial year, 2019/20, as a 'non-voting' partner.

2. Background

- 2.1 In 2014, West Devon Borough Council and South Hams District Council jointly procured the provision of management of the internal audit service. This followed the Councils' Joint Transformation Programme. The successful bidder was Devon Audit Partnership.
- 2.2 The Councils' currently procure 60 days of internal audit management time through the Devon Audit Partnership annually. A summary of the work undertaken is set out in Appendix A.
- 2.3 The Devon Audit Partnership currently provides internal audit services to the following Devon Councils:-
- Devon County Council
 - Plymouth City Council
 - Torbay Council
 - Torridge District Council
 - Mid Devon District Council

3. Outcomes/Outputs

- 3.1 The benefits of becoming a non-voting partner on the Devon Audit Partnership (DAP) are that it would provide:-
- A seat at the Management Board of DAP (which consists of the s151 Officers of the Councils in the Partnership)
 - A seat at the Partnership Committee of DAP (two Councillors would be invited from each Council, one is needed to be quorate – It is envisaged that this would be the Chairman and Deputy Chairman of the Audit Committee)
- 3.2 The 'non-voting' part means that the Council would not be able to vote on:
- The Partnership (DAP) budget
 - The Partnership (DAP) Accounts
 - Admitting new Partners to DAP

4. Options available and Consideration of Risk

- 4.1 There is an option to become a full partner, however the Councils' two internal audit staff would need to be TUPE transferred into the Partnership and be available to the Partnership to utilise on any of the audits of the Councils within the Devon Audit Partnership.

4.2 Being a full partner would also cost the Councils more money for the provision of internal audit services (as a day rate would need to be paid for staff within DAP and the day rate currently exceeds the salaries of having staff in-house). The Senior Leadership Team recommend that the Council retains this service in-house (therefore doesn't become a full partner of DAP), with only the management of the service being outsourced to the Devon Audit Partnership.

5. **Proposed Way Forward**

5.1 It is recommended to Council to join the Devon Audit Partnership as a Non-voting partner from 1st April 2019 (or as soon as is reasonably practicable).

5.2 Devon Audit Partnership bring a number of benefits to customers. DAP provide a local service with senior management support available on site and also access to a wider resource pool and specialist skills.

5.3 Devon Audit Partnership can provide greater resilience and a more effective service through:-

- Economies of scale
- Flexibility of resources
- Specialism and experience in local government
- Experience and expertise in delivering 'value added' work
- Professional standards
- Local presence
- The opportunity to share operational knowledge and best practice
- Access to a larger pool of specialist knowledge
- Opportunity for partnering
- Competitive cost per audit day

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	If the recommendation is approved, Legal agreements will be prepared to reflect the 'non-voting partner' status.
Financial	Y	There will be no change in the annual amount paid to the Devon Audit Partnership as a result of becoming a 'non-voting partner'.
Risk	Y	There are no new risks that have been identified as a result of the Council joining the Partnership as a non-voting partner. The legal agreements will set out the service level agreement.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/a
Safeguarding	N	N/a
Community Safety, Crime and Disorder	N	N/a
Health, Safety and Wellbeing	N	N/a
Other implications	N	none

Appendices

A - Summary of Services Provided by Devon Audit Partnership

Background Papers

None

APPENDIX A

The below is a summary of the services provided by Devon Audit Partnership

The purpose of the Service is to provide "internal audit management" for the internal audit function at the Councils. This will include the following:-

- Acting as line manager for the two Specialist staff currently employed by WDBC and SHDC
- Liaise with the Strategic Finance Lead and S151 Officer over risk, control and governance issues.
- Audit Planning
 - Create a risk based 3/5 year plan
 - Update this plan regularly and translate it into an annual plan, considering emerging audit risks and impact on the annual audit plan;
 - Prepare the Internal Audit Charter in line with Public Sector Internal Audit Standards (as set out by the Chartered Institute of Public Finance and Accounting) (PSIAS) and present to the Audit Committee
 - Prepare an Internal Audit Strategy (in accordance with the PSIAS), setting out how the Audit Plan will be delivered;
- Audit Engagements
 - Match the appropriate Specialist auditor to individual audit engagements based on skills, and steer the scope of each audit.
 - Review the work of both Specialists to ensure professional standards (PSIAS) are upheld and the consistency of reports to clients and working papers (electronic or paper).

- Report progress to S.151 Officer/ Monitoring Officer;
 - Liaise over key issues and the risk, control and corporate governance with the S.151 and Monitoring Officers;
 - Liaise with external audit colleagues, and ensure a smooth and effective interaction between their work and the work of external audit.

- Audit Committee
 - Attend the Councils' Audit Committees (estimated at 5 meetings per year) for the following:
 - Approval of the Audit Plans, Charter and Strategy, including any amendments for emerging risks;
 - Progress against the plan (3 quarters) and Opinion summary of key issues from audit engagements;
 - Annual audit report and opinion on the effectiveness of internal control;
 - Annual review of the effectiveness of the system of internal audit;

- To oversee production of the:
 - Annual report to Committee on counter fraud arrangements;
 - Annual letter for Audit Committee Chairman /S.151 Officer to the external auditor;
 - Review of the Systems of Internal Control and produce the Annual Governance Statement;

- Equipment and Audit Management System
 - Provide suitable and effective audit management software (e.g. Mki) for use by the Specialists

Agenda Item 10

Report to: **Audit Committee**

Date: **12 March 2019**

Title: **2019/20 Internal Audit Plan**

Portfolio Area: **Support Services – Cllr C Edmonds**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Dominic Measures** Role: **Audit Manager**
Robert Hutchins **Head of Partnership**

Contact: Dominic.measures@swdevon.gov.uk **01803 861375**
Robert.hutchins@swdevon.gov.uk **01392 383000**

RECOMMENDATION:

It is recommended that:

- 1. The report be approved, and**
- 2. The proposed Internal Audit Plan for 2019/20 at Appendix A be approved.**

1. Executive summary

- 1.1 The purpose of this report is to provide Members with the opportunity to review and comment upon the proposed internal audit plan for 2019/20.
- 1.2 Whilst South Hams District Council and West Devon Borough Council operate as two unique councils, services are delivered by one integrated organisation; to reflect that working arrangement, the 2019/20 audit plan is now presented as one combined plan. Where there are risks or issues that relate specifically to one council and not

the other, the audit plan will be varied to include those areas of work as appropriate.

- 1.3 The report provides information on the legislative requirement for local authorities to provide an Internal Audit (IA) service in accordance with the Accounts and Audit Regulations and Public Sector Internal Audit Standards; the need for an annual risk-based IA plan to be prepared; and the methodology of identifying the audit needs for the Authority.
- 1.4 The 2019/20 audit plan sets out the proposed audit resource allocated to each audit area, although the plan needs to remain flexible to be able to respond to any changing risks and priorities of the Authority given the significant changes across the public sector.

2. Background

- 2.1 All principal Local Authorities, including West Devon Borough Council, are subject to the Accounts and Audit (England) Regulations 2015, which state:

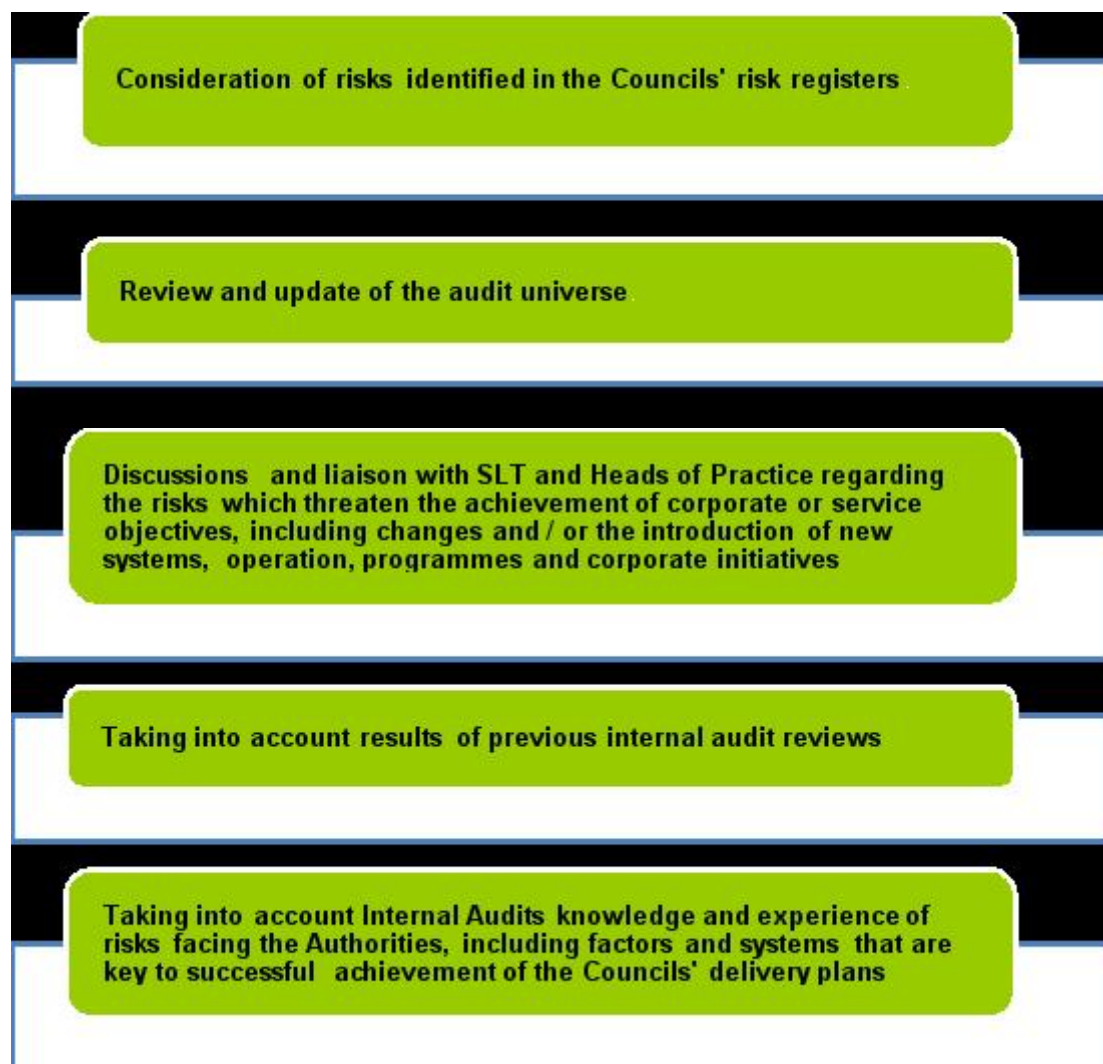
“A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance”.

- 2.2 The Public Sector Internal Audit Standards require that the Head of Internal Audit must “establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organisation’s goals”. When completing these plans, the Head of Internal Audit should take account of the organisation’s risk management framework. The plan should be adjusted and reviewed, as necessary, in response to changes in the organisation’s business, risk, operations, programs, systems and controls. The plan must take account of the requirement to produce an internal audit opinion and assurance framework.
- 2.3 This audit plan has been drawn up, therefore, to enable an opinion to be provided at the end of the year in accordance with the above requirements.

3. Outcomes/outputs

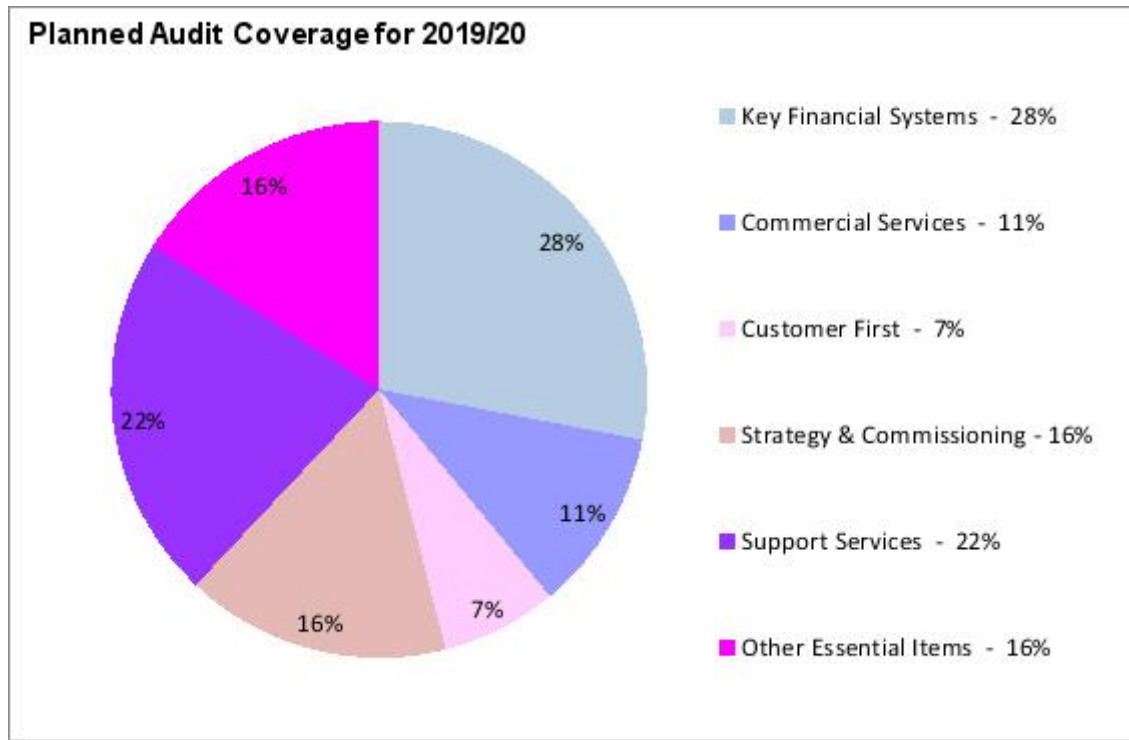
- 3.1 We employ a risk based priority audit planning tool to identify those areas where audit resources can be most usefully targeted. This involves scoring a range of systems, services and functions across the both West Devon Borough Council and South Hams District Council, known as the “Audit Universe” using a number of factors/criteria. The final score, or risk factor, for each area determines an initial schedule of priorities for audit attention.

The audit plan for 2019/20 has been created by:



3.2 The overall percentage of internal audit coverage proposed for each area of the audit plan is represented in the chart at figure 1 below. The combined planned audit coverage for 2019/20 totals 430 days, see Appendix A for the proposed detailed plan. It should be borne in mind that, in accordance with the Public Sector Internal Audit Standards, the plan needs to remain flexible to be able to respond to the changing risks and priorities of the Authority with any changes reported back to this Committee. To provide for some flexibility, the Internal Audit Plan includes a small contingency to allow for unplanned work.

Figure 1



4. Options available and consideration of risk

4.1 No alternative approach has been considered as the failure to develop a risk-based plan to determine the priorities of internal audit activity which is consistent with the priorities of the organisation would be in contravention of the Public Sector Internal Audit Standards and the Accounts and Audit Regulations 2015.

5. Proposed Way Forward

5.1 We will be flexible in our approach to ensure that the audit plan continues to reflect the changing risks and corporate priorities of the Council with the timetabling of audits agreed with management to ensure our work is delivered at the most effective time for the organisation.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>The Accounts and Audit Regulations 2015 issued by the Secretary of State require every local authority to undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards.</p> <p>The work of the internal audit service assists the Council in maintaining high standards of public accountability and probity in the use of public funds. The service has a role in promoting robust service planning, performance monitoring and review throughout the organisation, together with ensuring compliance with the Council's statutory obligations.</p>
Financial	Y	There are no additional or new financial implications arising from this report. The cost of the internal audit team is in line with budget expectations.
Risk	Y	The work of the internal audit service is an intrinsic element of the Council's overall corporate governance, risk management and internal control framework.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no specific equality and diversity issues arising from this report.
Safeguarding	N	There are no specific safeguarding issues arising from this report.
Community Safety, Crime and Disorder	N	There are no specific community safety, crime and disorder issues arising from this report.
Health, Safety and Wellbeing	N	There are no specific health, safety and wellbeing issues arising from this report.
Other implications	N	There are no other specific implications arising from this report.

Supporting Information

Appendices:

Appendix A – Proposed 2019/20 Combined Audit Plan for WDBC and SHDC;

Background Papers:

None

Appendix A

Proposed 2019/20 Combined Audit Plan for West Devon Borough Council and South Hams District Council		
	Priority/Risk	Days
KEY FINANCIAL SYSTEMS		
Main Accounting System (inc budgetary control)	H	20
Payroll	H	15
Creditor (Payments)	M	15
Debtors (Income Collection)	M	15
Business Rates	M	15
Council Tax	M	15
Housing Benefits	M	15
Treasury Management	L	10
KEY FINANCIAL SYSTEMS		120
COMMERCIAL SERVICES		
Salcombe Harbour (S.Hams)	H	10
Contract Management - Waste Collection and Street Cleansing Contract	H	10
Car Parks – PCN and Appeals Process	H	10
Dartmouth Lower Ferry (S.Hams)	H	8
Environmental Services – Enforcement Process (Fly Tipping, Abandoned Vehicles etc) Follow Up	M	3
Grounds Maintenance Operations (inc control of bedding plants) Follow Up	M	3
Depots & Stores Follow Up (S.Hams)	M	3
COMMERCIAL SERVICES		47
CUSTOMER FIRST		
Commercial Property & Rents (Tenancies, Reviews, Collection)	H	10
Use of Social Media	H	5
Duplicate Data Entry and Processes	H	5
Planning (Applications) Follow Up	H	5
Section 106 agreements Follow Up	H	5
CUSTOMER FIRST		30

STRATEGY & COMMISSIONING		
Project Management – Governance and Process	H	15
Performance Management (KPI's & data quality) (deferred from 18/19)	M	15
Change Control – Business Processes	H	10
Contract Management - ICT Contracts	H	7
Peer Review Action Plan	M	5
Risk Management Further Follow-Up	M	5
Contract Management Strategy and Process Follow-Up	H	5
Business Continuity within the Supply Chain Follow Up	M	3
Health & Safety Further Follow-Up	M	3
STRATEGY & COMMISSIONING		68
SUPPORT SERVICES		
ICT Audit inc Use of Email and Internet, Change Management Further Follow-up, Asset Control Follow- Up	H	23
Corporate Information Management (Data Protection)	H	15
Capital Expenditure and Receipts	H	10
Insurance – Review of Cover	M	8
Online Payments	M	7
Employment/Recruitment Checks/Leavers Process	M	7
Elections – Post May Election Review	M	5
V.A.T. – Sample Check Income Transactions	M	5
Recharging – test of re-charge calculations	H	5
Business Continuity Follow-Up (inc BCP exercises)	H	5
Comments and Complaints Follow Up	M	5
SUPPORT SERVICES		95
OTHER ESSENTIAL ITEMS		
Audit Management including:- - Audit planning, - Monitoring & reporting, - Audit Committee		28
Annual Governance Statement		2
Exemptions from Financial Regulations		5
Grants – LEAF and LAG		30
Contingency & Advice		5
OTHER ESSENTIAL ITEMS		70
TOTAL AUDIT PLAN		430

Please note: Plymouth City Council have requested a review of the governance arrangements for the Joint Local Plan be included in the City Council's 2019/20 Audit Plan. The objective is to confirm that there are effective arrangements for ensuring the monitoring and delivery of the Plan, including the tools needed to support this, such as databases and ICT systems that work across the three Councils (Plymouth City, West Devon and South Hams). The Terms of Reference for this audit will be agreed with all parties and the resulting report shared with West Devon and South Hams.

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Agenda Item 11

Report to: **Audit Committee**

Date: **March 12th 2019**

Title: **Update on Progress on the 2018-19 Internal Audit Plan**

Portfolio Area: **Support Services – Cllr C Edmonds**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny Committee

Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Dominic Measures** Role: **Audit Manager**
Robert Hutchins **Head of Partnership**

Contact: dominic.measures@swdevon.gov.uk **01803 861375**
Robert.hutchins@swdevon.gov.uk **01392 383000**

Recommendations:

It is recommended that the progress made against the 2018/19 internal audit plan, and any key issues arising are approved.

1. Executive summary

The purpose of this report is to inform Members of the principal activities and findings of the Council's Internal Audit team for 2018/19 to 28 February 2019, by:

- Showing the progress made by Internal Audit against the 2018/19 annual internal audit plan, as approved by this Committee in March 2018; and
- Highlighting any revisions to the 2018/19 internal audit plan;

2. Background

The Audit Committee, under its Terms of Reference contained in West Devon Borough Council's Constitution, is required to consider the Chief Internal Auditor's audit reports, to monitor and review the internal audit programme and findings, and to monitor the progress and performance of Internal Audit.

The Accounts and Audit (Amendment) (England) Regulations 2015 require that all Authorities need to carry out an annual review of the effectiveness of their internal audit system, and need to incorporate the results of that review into their Annual Governance Statement (AGS), published with the annual Statement of Accounts.

The Internal Audit plan for 2018/19 was presented to and approved by the Audit Committee in March 2018. A Progress Report for the period from 1 April to 31 December 2018 was presented to the last Audit Committee in January and this latest Progress report covers the period up until 28 February 2019. Progress has been in line with expectations. There has been slight impact due to sickness absence totalling 15 days (apportioned WDBC 4 days, SHDC 11 days) in the year to date.

The 2018/19 audit plan currently includes two audits that utilise additional Devon Audit Partnership resources. These are:

- a. Business Continuity within the Supply Chain – this audit has been completed, our audit conclusions and management responses can be found in Appendix B.
- b. Cyber Security – this audit is currently in progress.

These audits are to be funded from officer time spent on and claimed against LAG and LEAF administration in this financial year.

3. Outcomes/outputs

In carrying out systems and other reviews, Internal Audit assess whether key, and other controls are operating satisfactorily within the area under review, and an opinion on the adequacy of controls is provided to management as part of the audit report.

All final audit reports include an action plan which identifies responsible officers, and target dates to any address control issues or recommendations for efficiencies identified during each review. Implementation of action plans are reviewed during subsequent audits or as part of a specific follow-up process.

Overall, and based on work performed to date during 2018/19, Internal Audit is able to provide reasonable assurance on the adequacy and effectiveness of the Authority's internal control environment.

The 2018/19 Internal Audit Plan is attached at **Appendix A**. This has been extended to show the position for each audit as at 28 February 2019.

The reporting of individual high and medium priority recommendations is set out at **Appendix B**. This is an ongoing part of the report to advise the Audit Committee, in detail, of significant findings since the last report and confirm that the agreed action has been implemented or what progress has been made.

Appendix C provides a summary of work where the planned work is complete but no audit report produced.

Non Compliance with Contract or Financial Procedure Rules - there are no significant issues to bring to the attention of the Committee so far this year. 3 applications for exemptions to Contract / Financial Procedure Rules have been received in the year to date, all were accepted.

Irregularities

There are no irregularities to report.

4. Options available and consideration of risk

No alternative operation has been considered as the failure to maintain an adequate and effective system of internal audit would contravene the Accounts and Audit Regulations, 2003, 2006, 2011 and 2015.

5. Proposed Way Forward

We continue to be flexible in our approach and with the timetabling of audits to ensure that resources are assigned to specific areas of the plan to enable our work to be delivered at the most effective time for the organisation.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Accounts and Audit Regulations 2015 issued by the Secretary of State require every local authority to undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal

		auditing standards. The work of the internal audit service assists the Council in maintaining high standards of public accountability and probity in the use of public funds. The service has a role in promoting robust service planning, performance monitoring and review throughout the organisation, together with ensuring compliance with the Council's statutory obligations.
Financial	Y	There are no additional or new financial implications arising from this report. The cost of the internal audit team is in line with budget expectations.
Risk	Y	The work of the internal audit service is an intrinsic element of the Council's overall corporate governance, risk management and internal control framework.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no specific equality and diversity issues arising from this report.
Safeguarding	N	There are no specific safeguarding issues arising from this report.
Community Safety, Crime and Disorder	N	There are no specific community safety, crime and disorder issues arising from this report.
Health, Safety and Wellbeing	N	There are no specific health, safety and wellbeing issues arising from this report.
Other implications	N	There are no other specific implications arising from this report.

Supporting Information

Appendices:

Appendix A – Status Reports;

Appendix B – Planned Audit 2018/19 – Final Reports; and

Appendix C – Planned Audit 2018/19 – Work Complete (No Audit Report).

Background Papers:

Annual Internal Audit Plan 2018/19 as approved by the Audit Committee on 20 March 2018.

■ Status as reported in previous Progress Reports ✓ Change to Status since 31st December 2018

Appendix A

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
2017/18 Plan										
Housing Benefit		■	■	■	■		■			Summary presented to Audit Committee in October 2018
2018/19 Plan										
MAIN FINANCIAL SYSTEMS										
Main Accounting System (inc budgetary control)	20	✓								
Creditor (Payments)	15	■	✓							
Debtors (Income Collection)	15	✓								
Payroll	15	✓	✓							
Business Rates	15	■	■	✓	✓			■		Summary in Appendix B below
Council Tax	15	■	■	✓	✓			■		Summary in Appendix B below
Housing Benefits	15	✓								
Treasury Management	10	■	■				■			
Main Financial Systems	120									

■ Status as reported in previous Progress Reports ✓ Change to Status since 31st December 2018

Appendix A

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
COMMERCIAL SERVICES										
Salcombe Harbour (S.Hams)	10	■								
Dartmouth Lower Ferry (S.Hams)	8	■	■	■	■	-	-	-	-	Resources used on Theft investigation
Environmental Services – Enforcement Process (Fly Tipping, Abandoned Vehicles etc)	10	■	■	■	■		■			Summary presented to Audit Committee in January 2019
Grounds Maintenance Operations (inc control of bedding plants)	15	✓								
Environmental Services - Coastal Work Follow-Up (S.Hams)	3	■	■	■	■		■			Summary presented to Audit Committee in October 2018
Depots & Stores Follow-Up (S.Hams)	3	■	■	■	■			■		Summary presented to Audit Committee in January 2019
Environmental Services – Beach and Water Safety (S Hams)	5	■	■	■	■		■			Summary presented to Audit Committee in October 2018
Commercial Services	54									

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■ Status as reported in previous Progress Reports ✓ Change to Status since 31st December 2018

Appendix A

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
CUSTOMER FIRST										
Planning (Applications) – (Completion of 17/18 audit)	10	■	■	■	■			■		Summary presented to Audit Committee in October 2018
Housing - Homelessness	10	■	■	■	■		■			Summary presented to Audit Committee in January 2019
Section 106 agreements (follow up)	5	■	■	■	■			■		Summary presented to Audit Committee in October 2018
Environmental Services – Food Safety – Progress with Food Standards Agency Action Plan	5	■	■	■	■		■			Summary presented to Audit Committee in January 2019
Asset Management (deferred from 17/18)	5									
Customer First	35									
STRATEGY & COMMISSIONING										
Performance Management (KPI's & data quality) (deferred from 17/18)	15									

■ Status as reported in previous Progress Reports ✓ Change to Status since 31st December 2018

Appendix A

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
SUPPORT SERVICES										
ICT Audit - Incident Management	25	■	■	■	■		■			Summary presented to Audit Committee in October 2018
ICT Audit – Change Management Follow-up		■	■	■	■			■		Summary presented to Audit Committee in October 2018
ICT Audit Asset Control		■	■	■	■			■		Summary presented to Audit Committee in January 2019
Corporate Information Management (GDPR compliance)	10	✓								
Cyber Security	6	■								
Business Continuity Follow-Up (inc BCP exercises)	5	✓	✓							
Comments and Complaints	10	■	■	✓	✓			■		Summary in Appendix B below
Review of Financial Regulations	5	■	■	■	■		■			Summary presented to Audit Committee in October 2018.
Cash Collection	3									
Support Services	69									

■ Status as reported in previous Progress Reports ✓ Change to Status since 31st December 2018

Appendix A

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
OTHER ESSENTIAL ITEMS										
Audit Management including:- - Audit planning, - Monitoring & reporting, - Audit Committee	28	■	-	-	-	-	-	-	-	Includes attendance at Audit Committee – Annual Report presented to Audit Committee on 21 June 2018,
Annual Governance Statement	2	-	-	-	-	-	-	-	-	Review of the Code of Corporate Governance presented to June 2018 Audit Committee under separate cover
Exemptions from Financial Regulations	5	■								
Grants - Greater Dartmoor Local Enterprise Action Fund (LEAF) & South Devon Coastal Action Group (LAG)	20	■	-	-	-	-	-	-	-	19 days spent on claims to date. Estimate further 7 days required – totalling 26 days in all.
Contingency & Advice	10	■	-	-	-	-	-	-	-	
OTHER ESSENTIAL ITEMS	65									
Total Days	430									

Planned Audit 2018/19 – Final Reports

As at 28th February, 21 final reports have been issued in respect of 2018/19 work. 16 of these, together with one report finalised in the current year in respect of the 2017/18 audit plan, were reported to the Audit Committee in either October 2018 or January 2019. Final reports issued since 31st December 2018 are included below.

Subject	Audit Findings	Management Response
Council Tax	<p>Audit Opinion - Improvements Required</p> <p>Conclusions</p> <p>We acknowledge that improvements have continued to be made over the last year, but there remain some key areas where controls can still be strengthened, principally around recovery and enforcement and confirming continued eligibility to discounts and exemptions. However, we have identified very few areas where it has been necessary to raise additional recommendations.</p> <p>Revenues staff are in the process of phasing in the use of the Northgate recovery module, which will allow automation of an increased number of recovery and enforcement activities, thus releasing staff resource for those areas which must still be completed manually. Implementation is being phased in over a period of time, with the need to thoroughly test technological solutions before these go live, whilst also continuing to deliver day to day work.</p> <p>Once fully operational, the recovery module will address some of the recommendations which remain outstanding. We have therefore repeated those which are not yet complete, or otherwise resolved, as a reminder. The most significant issues relate to recovery and enforcement, including:</p> <ol style="list-style-type: none"> 1. No programme of reviews for all discounts and exemptions to confirm continued eligibility, the most significant being Single Persons Discount; 2. There is no process to investigate and refund credits where either a credit bill hasn't been raised or those which are historical; 3. Software within the Northgate recovery module (SPA Manager), to automatically progress enforcement against accounts with broken 	<ol style="list-style-type: none"> 1. Agreed. It is acknowledged that reviews of Discounts and Exemptions would generate additional income for the Councils. Consideration will be given to which will be of most benefit to prioritise for review, given limited staff resource, Also, the best means of carrying out the reviews and a timetable of delivery. DCC have provided funding to review the most significant, the Single Person Discount (SPD). A project proposal is to be taken to the SHWD Project Board, to use the funding for additional staff resource which will focus on reviewing SPDs and other Discounts and Exemptions as time allows. The intention is that income will be generated by identifying accounts in receipt of Discounts or Exemptions to which they are not entitled. Localities could be provided with lists of properties receiving Empty Exemptions assist with the review of these. 2. The Northgate software could offer a cost-effective solution to dealing with many credits on revenues accounts without manual intervention. This is being considered as part of wider work to upgrade the

Subject	Audit Findings	Management Response
	<p>arrangements to pay, is currently being tested. This will also highlight those accounts which still require manual intervention to continue enforcement;</p> <ol style="list-style-type: none"> 4. Software within the Northgate recovery module, which will provide an interface between the Councils and the appointed enforcement agents, needs to be installed to generate efficient transmission of data between the two parties; 5. There has been no contract between the Councils and the current enforcement agency, since the previous Service Level Agreement expired. However, we understand that a tender is to be carried out to appoint a contract for future enforcement agency services; 6. Debts returned by the enforcement agents as unenforceable, are often left on the account with limited resource to address them. There is currently no policy or resource to determine how these should be routinely dealt with; and 7. There is no policy or associated procedures to determine when a debt should be written off, to avoid investing limited staff resource in attempting to recover debts where it may be no longer cost-effective to do so. 	<p>Northgate revenues and benefits software in the coming year. However, it is likely that although any upgrade should allow credits to be dealt with where the customer still has an existing account, it would not be possible to automatically refund those where there is no further liability.</p> <p>The review of historic credits is considered to be a low priority compared to other work, including installing new/upgraded software.</p> <ol style="list-style-type: none"> 3. Agreed. The Northgate SPA Manager is now fully operational and was used in October and November 2018 to issue broken arrangement letters to all relevant accounts. Letters are now being automatically issued on a timely basis. The SPA Manager automatically moves accounts on to an Attachment of Earnings/Benefits where the information is held to allow this. 4. Agreed. The portal is to be set up before the tender to appointment enforcement agents is carried out, as the portal will allow more effective communications between the Councils and the agents, as well as automating the progression of debts being sent to the agents or returned by them as unenforceable. 5. The Specialist – Council Tax has commenced preparation of a tender to appoint enforcement agents. The work has been delayed due to the need to set up the bailiff interface on the Northgate revenues software. 6. Agreed. The Specialist – Council Tax is drafting an enforcement agent policy, to include recommendations about when a debt should be

Subject	Audit Findings	Management Response
		<p>written off. Also, the new tender being prepared (see 5 above) will allow for the appointment of at least two enforcement agents, it being the intention that if one agent fails to recover a debt, it will be automatically sent to another agent. The introduction of the Northgate bailiff interface (see 4 above) will also help automate management of debts reaching this stage of recovery.</p> <p>7. Agreed. The Specialist – Council Tax has been asked to prepare a write off policy and associated procedures and the work is in progress. Before finalising the document(s), it is logical to first complete some of the other actions described above as these may impact on the final policy.</p>
Business Rates	<p>Audit Opinion - Improvements Required</p> <p>Conclusions</p> <p>The findings following the review of the business rates system is similar to that of Council Tax above. Both taxes are administered by the same officers and assurance can be given that the Business Rate bills are calculatedly correctly.</p>	See Council Tax above
Business Continuity within the Supply Chain	<p>Audit Opinion - Improvements Required</p> <p>Conclusions</p> <p>The audit review found a number of areas where improvements should be made. The issues raised included:</p> <ol style="list-style-type: none"> 1. There is no strategy/policy currently in place which outlines how the Council addresses Business Continuity within its key supply chains. There are also no standard processes as to when suppliers should submit a Business Continuity 	<ol style="list-style-type: none"> 1. The Council has recently ensured that key officers have undertaken Business Continuity training in order to develop our services Business Continuity plans. This will include its key supply chains. Plans are currently being implemented to develop these plans. <p>Following the BCP training and Strategy adoption, guidance will be provided to officers on how they should review any BCPs submitted by suppliers.</p>

Subject	Audit Findings	Management Response
	<p>Plan (BCP) and there are no guidelines as to when a BCP should be reviewed. It is understood that it depends on the stakeholder involved as to whether BCP is discussed;</p> <ol style="list-style-type: none"> 2. A contract register is held and is quite comprehensive, however it does not contain details relating to the current leisure contract nor does it cover all of the requirements listed within the Contract Procedure Rules 2017 documents. 3. The Councils do not identify the risk factors of the contracts awarded for critical service/supply areas where continuity of service is key and this may leave the Councils at unnecessary risk. 4. The Council's standard Terms & Conditions in respect of low and high value procurement for services do not contain any references to BCP requirements. 	<p>BCP is a key aspect of the Contract Toolkit and the Procurement Lead has now added guidance on this to the Procurement Manual.</p> <ol style="list-style-type: none"> 2. We are currently reviewing our Contract Register and developing an in-house system to ensure all required information is captured. This should be in place for March 2019. <p>As procurements are undertaken, the Corporate Procurement Lead updates the contract register. Once the in-house system has been implemented, we will undertake an analysis of any gaps and ensure that all contracts are recorded centrally.</p> <ol style="list-style-type: none"> 3. The Corporate Procurement Lead is aiming to implement this with a Supplier Risk matrix in place by April 2019. 4. The Corporate Procurement Lead has updated the Terms & Conditions for contracts >£50k. We consider this to be excessive for contracts under this value (although will consider on a case by case basis).
<p>Comments and Complaints</p>	<p>Audit Opinion - Improvements Required</p> <p>Conclusions</p> <p>A number of adjustments have been made to the complaints process since our previous audit in 2015/16 and training has been provided to most customer-facing officers. However, there remain several areas where further improvements could be made, to improve the efficiency of handling complaints, as well as enabling the Councils to learn more effectively from those complaints received, The areas highlighted include:</p> <ol style="list-style-type: none"> 1. Provision of sufficient staff resource to review and co-ordinate 	<ol style="list-style-type: none"> 1. The review of the complaints process has been completed and amendments implemented, including the use of the W2 system. This is subject to delivery of a package of training being planned that will cover complaints and other corporate issues such as Data Protection and Freedom of Information. <p>The Head of Legal Practice has reviewed the Complaints Policy and is satisfied that it is fit for purpose.</p> <ol style="list-style-type: none"> 2. Revised W2 processes will resolve issues

Subject	Audit Findings	Management Response
	<p>improvements to the complaints and compliments process;</p> <ol style="list-style-type: none"> 2. Ensuring all staff involved in administering complaints have received adequate training and are provided with adequate guidance. This includes the use of the W2 system which is used to record and administer the majority of complaints. Areas of concern include the attaching of evidence, updating the case status and the presence of duplicate accounts in W2; 3. Ensuring that 'lessons learned' from complaints are recorded, and revised processes identified and implemented where appropriate; and 	<p>highlighted in the audit report and will be covered as part of the corporate training package mentioned above.</p> <p>Merging duplicate accounts and maintaining a single account per contact would be of great benefit. It is not possible to do this work in house and a solution was put forward by Civica as part of a wider package of work which is under consideration as part of a technology review.</p> <ol style="list-style-type: none"> 3. Agreed. The revised W2 process for Stage 1 complaints means that a case cannot be closed until the Lessons Learned field has been completed. <p>The Lessons Learned will be used to review and revise procedures where appropriate, with checks to confirm that these are implemented and working. However, this work has not yet formally commenced.</p> <p>There is limited resource to update lessons learned on the websites and it is felt to be of limited value. It is intended to include a summary of such matters in the annual report to Members which considers the Ombudsman's Letter, which will be available to the public through the published committee meeting agendas.</p> <p>The Complaints Policy will be amended to reflect this.</p>

Definitions of Audit Assurance Opinion Levels

High Standard

The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.

Good Standard

The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures.

Improvements Required

In our opinion there are a number of instances where controls and procedures do not adequately mitigate the risks identified. Existing procedures need to be improved in order to ensure that they are fully reliable. Recommendations have been made to ensure that organisational objectives are not put at risk.

Fundamental Weaknesses Identified

The risks identified are not being controlled and there is an increased likelihood that risks could occur. The matters arising from the audit are sufficiently significant to place doubt on the reliability of the procedures reviewed, to an extent that the objectives and / or resources of the Council may be at risk, and the ability to deliver the service may be adversely affected. Implementation of the recommendations made is a priority.

Planned Audit 2018/19 – Work Complete (No Audit Report)

Subject	Comments
Waste Collection and Front Line Services Procurement	<p>Internal Audit have provided support and challenge to the project team established to oversee the selection of a suitable contractor to undertake waste collection, street cleansing and the cleaning of public conveniences.</p> <p>Audit have attended regular Project Team meetings, was present at the receipt and opening of Detailed Solutions & Final Tenders from bidders as well as the subsequent moderation of evaluators scores. In addition, Audit has taken part in “dialogue sessions” with bidders which form part of the “Competitive Dialogue” procurement process. Audit will continue its role during the mobilisation phase until the start of the contract in April 2019.</p>
System of Internal Control (SIC), and Annual Governance Statement (AGS)	<p>Included within the Internal Audit Annual Report presented to the June Audit Committee was the internal audit opinion providing assurance that the Council's systems contain a satisfactory level of internal control.</p> <p>In addition, there is a requirement for the Council to prepare an AGS statement. Internal Audit provided support and challenge, as appropriate, to the Senior Leadership Team as they drafted the statement in respect of the 2017/18 financial year. The S151 Officer presented the 2017/18 AGS to the Audit Committee on 19 June 2018.</p>
Exemptions to Financial Procedure Rules	<p>3 applications for Contract / Financial Procedure Rules have been received in the year to date, all were accepted.</p>

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Agenda Item 12

Report to: **Audit Committee**

Date: **12 March 2019**

Title: **Shared Services Methodology 2018/19**

Portfolio Area: **Performance & Resources - Cllr C Edmonds**

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Pauline Henstock** Role: **Head of Finance Practice**

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RECOMMENDATION

That the Audit Committee notes the methodology of the shared services apportionment of costs between West Devon Borough Council and South Hams District Council, as attached in Appendix A.

1. Executive summary

- 1.1. The methodology for the apportionment of costs (predominantly staffing costs) between West Devon Borough Council and South Hams District Council is set out in the attached Appendix. The staffing costs of a particular service team are split on a defined basis as set out. The split of costs reflects the level of caseload which is attributable to each Council's individual service.

2. Background

- 2.1. This report is the annual report to the Audit Committee which sets out the methodology and mechanisms that are being used to calculate the cost allocations between the two Councils.

- 2.2. West Devon Borough Council and South Hams District Council have been shared service partners since 2007. The Councils have a shared non-manual workforce.
- 2.3. Appendix A sets out the methodology and the percentage on which staff costs and other related costs for each service are split between West Devon Borough Council and South Hams District Council. The caseload statistics are the actual caseloads for each service mainly for the period April 2018 to the end of January 2019.
- 2.4. The final actual shared services split formulae have only been adjusted if they exceed a tolerance level of 3% from the original estimate of the shared services split. Anything where the difference between the actual and the estimate is 3% or below has not been changed.
- 2.5. In KPMG's annual report to the Audit Committee in July 2018 they stated that having reviewed the appropriateness of the basis of allocations, no issues were identified with the final audit concluding that:
- 2.5.1. The basis of allocation is appropriate and reflects the nature of the activities involved;
- 2.5.2. The allocation basis, and any changes from prior year, have been approved appropriately by management and was subject to appropriate review; and
- 2.5.3. The allocation had been appropriately calculated and the resulting costs recognised.

3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council is legally required to maintain adequate governance and financial arrangements to ensure a fair allocation of shared costs is absorbed by each individual Council.
Financial	Y	As above.
Risk	Y	The allocation of shared costs was identified by KPMG as a key financial statements audit risk. KPMG's final report concluded that 'No issues were identified.' Grant Thornton are now the Council's External Auditors for 2018/19 onwards and they will be carrying out testing on the 2018/19 shared services allocations as part of the Interim Audit and Final Accounts Audit.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/a
Safeguarding	N	N/a

Community Safety, Crime and Disorder	N	N/a
Health, Safety and Wellbeing	N	N/a
Other implications	N	none

Appendices

Appendix A – List of shared service apportionments for 2018/19

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Shared Services Allocations of costs for the Financial Year 2018/2019

Appendix A

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Strategy and Commissioning			
Place Making	50%/50%	Equal due to the nature of the work	N/A
Member Services	50%/50%	Equal due to the nature of the work	N/A
Business Development Team	50%/50%	Equal due to the nature of the work	N/A
Customer First			
Customer Contact Centre	66%/34%	Number of calls to the Customer Contact Centre April 2018 - Jan 2019	South Hams – 100,623 West Devon – 52,189
Case Management Managers and Team Leaders	50%/50%	Management of case managers and workload	N/A – reflects managerial element of roles

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Planning	70%/30%	Planning applications Planning Enforcement cases	South Hams - 1,966 West Devon - 716 South Hams - 310 West Devon - 107
Housing Benefits	60%/40%	Housing Benefit new claims processed Change of circumstances processed	New claims: South Hams - 600 West Devon - 366 Change of circs: South Hams - 3,582 West Devon - 2,368
Council Tax	63%/37%	Council Tax rated properties (Valuation office list as at Jan 2019)	South Hams - 44,413 West Devon - 25,757
Business Rates	63%/37%	Business Rates Rating List	South Hams –

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
		(Rateable Values as at Jan 2019). The Rateable Values are an indicator but an assessment of workload is used for the apportionments	£86,945,318 West Devon – £32,090,789
Environmental Health CoP – various apportionments	Main team allocation 60%/40%	Various depending on their work	Various depending on their work
	Disabled Facility Grants work (61%/39%)	Disabled Facility Grant cases received	South Hams – 70 West Devon - 45
	Licensing (50%/50%)	Policy work	N/A
	Food Inspections (71%/29%)	Number of Food Inspections	South Hams – 346 West Devon - 139
	Private Water Supplies (52%/48%)	Number of Private Water Supplies	South Hams – 209 West Devon - 173
Assets	65%/35%	Balance Sheet Assets in each Council's Accounts	South Hams £76.0m West Devon £41.1m

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
		including Investment Properties purchased in 2018/19	
Leisure	67%/33%	Number of Leisure Centres	South Hams - 4 West Devon - 2
Housing CoP – various apportionments	Housing caseload data 60%/40%	Number of contacts Number of housing preventions Numbers on the housing register Number of Direct Lets	South Hams - 596 West Devon - 344 South Hams - 338 West Devon - 200 South Hams - 1481 West Devon - 863 South Hams - 36 West Devon - 4

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Commercial Services			
Waste	80%/20% 100%/0% 60%/40%	Dependent on specific activity	Each role is assessed
Facilities	50%/50%	Time allocation	N/A
Support Services			
Communications CoP	50%/50%	Time allocation	N/A
HR CoP	79%/21%	Permanent posts on the establishment (this relates to the number of persons employed not the number of FTEs).	South Hams – 380 West Devon – 101
Legal CoP	60%/40%	Time allocation	N/A
Finance CoP	60%/40%	Time allocation	N/A
ICT Infrastructure team	50%/50%	Time allocation	N/A
ICT Helpdesk team	60%/40%	Time allocation	N/A
Case Management	60%/40%	Time allocation	N/A

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Support Services			
Digital Mailroom	70%/30%	Time allocation	N/A
Internal Audit	78%/22% 68%/32%	Time recording of productive time only	Each role is assessed
Extended Leadership Team	Various splits of individual posts, mainly 50%/50% and some 60%/40%	Time allocation	Each role is assessed
Senior Leadership Team	All 50%/50% with the exception of the Group Manager for Commercial Services (60%/40%)	Time allocation	Each role is assessed

Report to: **Audit Committee**

Date: **12th March 2019**

Title: **Strategic Risk & Opportunity Monitoring – Regular Update**

Portfolio Area: **Strategy & Commissioning**
Cllr Philip Sanders

Wards Affected: **All**

Scrutiny Committee: **N/A**

Urgent Decision: **No** Approval and clearance **Y**
obtained:

Date next steps can be taken: **N/A**

Authors: **Lisa Buckle, Strategic Finance Lead (S151 Officer)**
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Recommendations:

That the Audit Committee REVIEW the strategic risk & opportunity register (see Appendix 1a & b) and make recommendations to Council on any further action the Committee concludes should be considered.

1. Executive summary

- 1.1. In accordance with the Risk & Opportunity Management Strategy adopted on 4th December 2018 by West Devon Borough Council, this report forms the required bi-annual update to Audit Committee Members.
- 1.2. The strategy sets out the roles and responsibilities for various Council Committees and officer groups. The Audit Committee is to "Provide independent assurance to the Council on the effectiveness of the Council's risk and opportunity management, internal control and overall assurance framework".
- 1.3. This report aims to provide the Committee with the information required in order to provide that assurance to the Council. Included is a copy of the current strategic risk (Appendix 1a) & opportunities register (Appendix 1b). These include a summary of the management and mitigating actions to address the identified risks and the categorisation and next steps of the identified opportunities.

2. **Background**

- 2.1. The Council at its meeting on 4 December 2018 resolved to adopt the Risk & Opportunity Management Strategy.
- 2.2. The strategy requires the Audit Committee to “provide independent assurance to the Council on the effectiveness of the Council’s risk and opportunity management, internal control and overall assurance framework”.
- 2.3. Additionally, the strategy requires the Senior Leadership Team (SLT) to:
 - ✓ Identify, evaluate, prioritise and control risks and opportunities facing the Council in achieving its objectives
 - ✓ Ensure the Council implements and manages risk effectively through the delivery of the Risk and Opportunity Management Strategy and consider risks affecting delivery of services
 - ✓ Ensure risk and opportunity management is considered by SLT on a quarterly basis
- 2.4. To aid the achievement of these tasks, monitoring reports are presented for approval to the SLT and to the Audit Committee on a six-monthly basis. Operational red risks may be referred to the Overview and Scrutiny Panel.
- 2.5. The questions to be asked during monitoring include:
 - ✓ Is the risk still relevant?
 - ✓ Is there any movement in the risk score?
 - ✓ Are the controls still in place and operating effectively?
 - ✓ Has anything occurred which might change its impact and/or likelihood?
 - ✓ Have potential opportunities been considered and maximised?
 - ✓ Have any significant control failures or weaknesses occurred since the last monitoring exercise?
 - ✓ If so, does this indicate whether the risk is increasing or decreasing?
 - ✓ If the risk is increasing do I need to devise more controls or think of other ways of mitigating the risk?
 - ✓ If the risk is decreasing can I relax some existing controls?
 - ✓ Are controls / actions built into appropriate documented action plans?
 - ✓ Are there any new or emerging risks?
 - ✓ Have any of the existing risks ceased to be an issue (and can therefore be archived?)

3. **Outcomes / Outputs**

- 3.1. The most up-to-date strategic risk register is enclosed at Appendix 1a.
- 3.2. The tables include a summary of mitigating and management actions undertaken or proposed, to manage the identified risks. Monitoring requires both a proactive approach to assessing potential risk, as well as carrying out retrospective reviews to improve learning from risk and embedding it across the two Councils.

- 3.3. Scoring is split to more clearly define the risk impact – with financial, legal/regulatory, health & safety, reputation, morale/staffing, service quality factors all being considered independently. To create a risk score, the likelihood is multiplied by the impact “worst child”.
- 3.4. The most up-to-date opportunity register is enclosed at Appendix 1b. This is a working register (snapshot) and as such, only pertinent information available at the time of publishing is shown. Some opportunities may be pursued, whilst others may not and all will be subject to business case and the relevant leadership / Member sign-off or business case as applicable. The information contained will alter as investigations / research into the opportunities continue.
- 3.5. Opportunities are categorised into response categories:
 - 3.5.1. **Ignore:** Minor opportunities can be ignored, by adopting a reactive approach without taking any explicit actions.
 - 3.5.2. **Share:** Seek a partner/stakeholder able to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits
 - 3.5.3. **Enhance:** Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit.
 - 3.5.4. **Exploit:** Seek to make the opportunity definitely happen. Aggressive measures to ensure the benefits from the opportunity are realised
- 3.6. Appendix 2 shows the current Risk Scoring Matrix which has been used to identify risk status. A risk rating is developed by assessing risk impact/severity and multiplying it by the likelihood / probability of the risk occurring. The risk score identified is the assessment based on the mitigation being successful.
4. **Options available and consideration of risk**
 - 4.1. Members could opt to follow, amend or reject the recommendations.
 - 4.2. The tables are living documents and will regularly change in response to issues arising.
 - 4.3. Members should note that while risk is assessed collectively within SLT, the judgements in relation to the scores are inevitably subjective and Member challenge of officer conclusions is therefore welcomed.
 - 4.4. If the Committee deems necessary, Members may make recommendations to Council on amendments to the register(s) or referred risks (if applicable) Overview and Scrutiny for further detail and investigation.
5. **Proposed Way Forward**
 - 5.1. It is suggested that the Committee’s attention is focussed on those risks with the highest score i.e. the risks with a score of 16 and over.
 - 5.2. While Members are invited to focus on the key risks, Members are welcome to review any of the risks identified, including questioning as outlined in paragraph 2.5 above.

6. Implications

Implications	Relevant to proposals	Details and proposed measures to address
Legal / Governance	Y	The Audit Committee has a role in keeping under review and recommending to Council improvements in relation to effective risk management. There are no direct legal implications arising from the report although a strategic focus on risk and opportunity management is good practice. Any specific legal implications are to be considered in individual risk assessments.
Financial	Y	There are no direct financial implications arising from the report, although effective corporate risk and opportunity management can help protect the Council from budget variances.
Risk	Y	Members should note that while risk and opportunity is assessed collectively within SLT, the judgements in relation to the scores are inevitably subjective and Member challenge of the officer conclusions is therefore welcomed.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	Factored into individual risk assessments where appropriate. Equalities Impact Review of the Risk Management Policy in place.
Safeguarding	N	Factored into individual risk assessments where appropriate.
Community Safety, Crime and Disorder	N	Factored into individual risk assessments where appropriate.
Health, Safety and Wellbeing	N	Factored into individual risk assessments where appropriate.
Other implications	N	N/A

Supporting Information

Appendices:

Appendix 1a: Strategic Risk Register

Appendix 1b: Opportunities Register

Appendix 2: Risk & Opportunity Scoring Matrix

Background Papers:

Risk & Opportunity Management Strategy adopted 4th December 2018 - view at:

<http://mg.swdevon.gov.uk/documents/s19577/Appendix%203%20Updated%20Risk%20Opportunity%20Management%20Strategy.pdf>

Appendix 1A - WDBC Corporate Risk Report - Last Update Feb 2019

#	Risk Title	Description	What is (or are the) Uncertainties	Likelihood	Financial	Service Quality	Reputation	Legal/Regulatory	Health & Safety	Morale/Staffing	Mar '18 Risk Score	Oct '18 Risk Score	Current Risk Score	Change (Oct to Now)	Mitigating Actions / Internal Controls	Latest Note (as at February 2019)
1	Political commitment for change	On-going political commitment to support changes needed for ongoing financial sustainability & community resilience	Considerable external change with devolution and Governmental funding cuts; leading to uncertainty within the South West and beyond.	4	4	3	4	4	1	4	16	16	16	—	Regular leader & deputy meetings. Regular surgery and informal sessions for wider membership. Jan '19: Preparation for post-May 2019 through induction and ongoing training for all Members. Introduction of some of the suggested actions from the LGA peer review.	LGA Peer Review took place in November - final report now published. Officers working with Members to prepare action plan to address recommendations regarding political direction and leadership. May '19 elections will bring significant changes.
2	WDBC Adherence to Medium Term Financial Strategy (MTFS), due to changes in Government Policy and/or Income Streams	Failure to sustain a robust on-going medium term financial strategy in WDBC with adequate reserves to meet unforeseen circumstances, due to cost pressures and reduced income, council decisions, changes in Government policy with regard to business rates and affordable housing; Potential impact on delivering the MTFS, particularly if national/regional businesses successfully appeal against business rate valuations or litigation proceedings / legal challenges / planning appeals, etc.	Reduction in Government grant, increasing demand for services and other cost pressures and increased risks associated with localised business rates and council tax support. Additionally, income from activities may not materialise or may be reduced, e.g. business rate appeals or a reduction in the commercial property market. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area. Business rates pilot 2018/19 – 100% local business rate retention of growth above baseline is confirmed for one year only.	4	4	4	4	4	2	2	16	16	16	—	Robust horizon scanning to monitor changes in Government policy. SLT awareness of the risks, cautious approach to budgeting and robust systems of financial control. The Council is not intending to rely heavily on sources of income which may not be sustainable. SLT actively participate in Government consultations, MP discussions and keep aware of changes and the response by peer group, ensuring where appropriate the learning from this is incorporated into strategic plans. SLT engaged in the development of the MTFS. Latest MTFS approved by Council September 2018 with Member Workshops in both Councils conducted in October 2018.	Budget for 2019-20 was approved by Council in February 2019. Waste contract procurement has delivered significant financial savings. Grounds maintenance business review and ICT review to be carried out to deliver either growth opportunity or efficiencies in working methods. Commercial Property Acquisition Strategy has achieved its current objectives. 1 development project has been approved, which subject to planning approval, will contribute revenue in future years. Confirmed in finance settlement for 2019/20 that negative rural support grant (RSG) will be taken away for 19/20. No confirmation on what will happen to it post 2020. Possibility of removal of New Homes Bonus (NHB) in 2020 will have a significant negative impact. Larger unknowns on resetting of business rate baseline and fairer funding review which could have a negative impact on finances. The Council responded to consultations on the Fair Funding Review and Business Rates reform in February 2019 and copies were sent to all Members and SHWD MPs.
3	Service Performance	Any service failure or degradation of service impacts on the customer, which then impacts on all areas of the council and members	Process implementation is now complete. Uncertainties could be due to a lack of appropriate resources. In the past, a lack of appropriate resource and the T18 transformation and change in processes combined to affect our ability to deliver appropriately on occasion. This pressure was increased due to county and general elections in 2017.	3	3	4	4	3	2	4	12	16	12	✓	Jan '19: A Customer Survey was carried out in Autumn 2018 and staff Customer Away days were held in September 2018. Getting it right the first time, getting back to people appropriately and more timely. Better channel recognition to clear responses. Keep better records. Appropriate resources in the right places. Increased customer engagement; new complaints policy in place. Ongoing review of internal and external policies.	Customer Satisfaction survey results last year were poor and showed that the customer experience is not at the standard that we want or that customers expect. However, call volumes continue to reduce as are complaints in most service areas. It could be argued that the reduction in call volume could be due to improvement in service levels and getting things right first time. A new complaints response system has been introduced. Performance benchmarking shows most services to be performing as well as or better than others nationally/locally. Risk likelihood reduced to 3 from 4. Previously reported increase in waste complaints (in South Hams) and service issues have been addressed via training, performance management regime and working with Ubico.
4	Delivery of local plan (Inc. 5 Year Land Supply)	Risk of speculative development without a 5 year land supply in SH & WD, following recent planning appeal losses. Risk of designation in relation to Development Management & local plan across both councils.	Lack of detail / contingency around 5 year land supply until the joint local plan is completed.	3	4	2	3	3	2	2	16	12	12	—	Jan '19: JLP monitoring team recruited and high level process agreed, work underway.	Have now consulted on main modifications and submitted responses to the inspector.

#	Risk Title	Description	What is (or are the) Uncertainties	Likelihood	Financial	Service Quality	Reputation	Legal/Regulatory	Health & Safety	Morale/Staffing	Mar '18 Risk Score	Oct '18 Risk Score	Current Risk Score	Change (Oct to Now)	Mitigating Actions / Internal Controls	Latest Note (as at February 2019)
5	Business Continuity	Officers fail to develop robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems	Following the event, how quickly will certain systems and processes be able to be back on-line	3	3	4	4	2	3	3	12	12	12	—	Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service. Agile working further reduces reliance on two office buildings. Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust	Key officers have now attended a training exercise. Officers are updating plans as a result. Business Impact assessments have been completed for most areas and were tested in the above exercise. A recent internal audit has been completed and identified some weaknesses but acknowledged a positive direction of travel.
6	Emergency Response, e.g. Coastal Erosion / Storm Damage / Flooding	There is high public expectation in relation to supporting communities during coastal erosion/storm damage/flooding events, as well as engagement in longer term recovery, in particular assumptions about capital investment to restore assets. The risk relates to how best to support dispersed communities, e.g. with filling, transporting and laying sandbags as well as providing workforce on site, given limited resources and expectations during an event.	Following the event, the expectation that coastal defences and asset repairs will be urgently undertaken despite competing claims on capital resources	4	3	1	2	1	3	1	12	12	12	—	Continued management and officer focus on this area to ensure risk is minimised as much as possible; continued close engagement work with DCC and Environment Agency to ensure all parties are aware of each others responsibilities and capacity	Due to current climate events, likelihood remains very high. No new issues to raise.
7	Inadequate Staffing Resources	Failure to have sufficient staffing arrangements. Loss of staff morale, and inadequate resources for training and re-skilling in an ongoing period of change. Failure to engage staff resulting in uncertainty regarding changes in working practices and job security. Particular risk in relation to future terms and conditions. Cost and time of retraining/up-skilling staff. Unrealistic expectations in relation to staffing capacity.	Performance being reviewed to understand whether resourcing levels are correct; difficult to assess accurately as organisation continues to experience change effects and processes being embedded / roll-out of new technology and working practices	3	3	3	3	2	2	4	12	12	12	—	Customer Satisfaction Survey has been initiated and staff away days undertaken to update staff and embed solutions to tackle issues raised. Mechanism in place for ELT to appoint within budget where appropriate without recourse to SLT. Apprenticeship scheme developed by HR.	Difficulty in recruiting waste professionals now resolved through change to interim structure, reduction in failure demand & new contract from April 2019. Resilience going forward can be maintained and SLT will ensure specialist resources are allocated where needed during service transition stages.
8	Contractor Failure	Failure to manage a major failure of a significant council contractor including, any significant related industrial relations issues.	Contingency plans if contractor were to fail; affect on service delivery	2	5	4	4	2	2	3	8	10	10	—	Good contract and people management, effective Contract Team, use of shared procurement expertise, frequent credit checks (including parent companies), requirement for bonds when appropriate. Jan '19: NB: Bond will be required for Waste & Cleansing contract.	Should the Fusion leisure contract fail (likelihood is low) there is a significant financial impact based on the capital expenditure for the improvements to the leisure centres which the councils would become liable for. Checklist for contract monitoring in place for major contracts - part of the procedures are regular financial healthchecks. These will apply to the updated waste and cleansing contract.
9	Achievement of Income	There are risks relating to the Council's income streams which could result in the budget cost pressures and a failure to meet the annual budget / medium term financial plan.	The Council's income is based around business rates, council tax, car parking and other fees and charges, investment returns, commercial property lettings and bad debt collections processes / credit management. Each of these have inherent risks, some of which are outside of the Council's control.	3	3	3	2	2	1	2	9	9	9	—	Regular monitoring of investment income and management / analysis of monthly budget reports. Regular performance management analysis at SLT / ELT level. Reporting of budget adherence through committee process. Robust business plan / business case appraisal.	Q3 budget monitoring reports were reported during February committee cycle.

#	Risk Title	Description	What is (or are the) Uncertainties	Likelihood	Financial	Service Quality	Reputation	Legal/Regulatory	Health & Safety	Morale/Staffing	Mar '18 Risk Score	Oct '18 Risk Score	Current Risk Score	Change (Oct to Now)	Mitigating Actions / Internal Controls	Latest Note (as at February 2019)
10	Data Protection	Failure to control the appropriate use of data and unauthorised access.	To manage the risk of non compliance with Cabinet Office PSN CoCo, PCI DSS, GDPR, Data Protection Act, RIPA, Human Rights Act.	2	3	3	3	4	1	2	16	8	8	—	DPO is member of SLT. Information Security Policy; All employees responsible for adequacy of data security arrangements within their control. Access to electronic data is only available via council managed devices. Look out for advice from the Information Commissioners office. Compliance with relevant PSN CoCo through implementation of security changes required. All staff have been and new starters will be completing a data protection awareness course in via the Council's new eLearning tool.	2018 GDPR implementation date passed with minimal increases in contact from data subjects (SAR's remain low). The Council has made good steps in reviewing its processes and procedures and continues to refine in light of developing guidance from the Information Commissioners Office. Revised policy approved by council in December. Comms to staff / members to be updated during Q4 2018/19. Regular monitoring by Information Governance group. Data Breaches are investigated in a timely manner and generally there is an increased awareness of Data Protection matters among staff. As guidance becomes clearer, the assessment of Impact has been revised and lowered however there is always a risk that data breach could occur.
11	Page 135 Governance: Adherence to Council policies & processes and Government guidelines	Failure to maintain effective Corporate Governance arrangements. Failure to manage/enforce s106 conditions. Ombudsman complaints could lead to finding of maladministration due to management of issues, e.g. poor record keeping; time to resolve issues or meet imposed timelines; reputational damage. Failure to meet current and changing needs of customers and to manage customer feedback. There is a risk of failure to respond to changes and to recognise external influences such as changes in government policy; Risks of losing JRs, appeals and Ombudsman rulings	To maintain effective Member standards and develop new Council Constitution. To continue to raise awareness of the risk of fraud and the implications of the Bribery Act 2010. To ensure that there is on-going review and self assessment of the effectiveness of governance arrangements within the Council. T18 programme rollout saw service levels reduce but these have now recovered	2	3	3	4	4	3	3	16	8	8	—	Promotion of necessary policies via staff intranet. Reviewed and implemented new Council constitution. To provide necessary Annual governance self assessment review by both ELT and SLT. Audit Committee established with wider terms of reference. External reviews including the Council's external auditors. Appropriate committee monitoring. Service based risk assessments and action plans, with a particular focus on high risk service activity. Training & Development plans being developed. Policies for H&S and wellbeing and lone working all being updated. Work underway in respect of data protection / GDPR readiness and audit completed. Stat officers panel set up and meeting qtrly. Internal audit programme of work confirmed for 18/19.	Resource in place to monitor and manage s106s. Organisation wide project board in place to manage implementation of projects, to approved PM principles. Regular Statutory Officers Group & Information Governance meetings. RIPA training undertaken for key staff in February. Policy updated and approved by Council in December 2018.
12	Inadequate asset maintenance	Failure to maintain all Council owned assets and buildings (including fleet).	To manage the health and safety risks of customers and staff and to ensure budgets are managed effectively to maintain assets to a satisfactory standard, To consider and manage the risk of redundant properties / assets.	2	3	1	4	4	4	2	10	8	8	—	Effective budget monitoring, sound management of assets/ buildings including a planned maintenance approach along with planned capital expenditure programme. Risk assessments and regular health and safety inspections.	Estate team have been collating assets within Concerto and need to develop a proactive asset maintenance plan. 6 month review by SLT took place Feb 19.
13	Health & Safety	Failure to manage the health, safety and welfare of the public, visitors and staff. Key consideration in relation to number of external frontline staff, including lone workers.	High impact on service delivery resulting in resources / services being unavailable for long periods	2	4	3	4	4	4	3	8	8	8	—	Safe working environment, policies and procedures, e.g. fire safety policy, travel at work policy. IIP, PDRs. Revised sickness absence policy, health and other wellbeing initiatives. Awareness of appropriate legislation e.g. Corporate Manslaughter Act, Equalities Act. Up-to-date corporate Health & Safety Policy/procedures. Jan '19: Regular virtual CoP meetings to discuss issues / plans / risks / strategies.	H&S CoP driving improvement programme that requires commitment from all areas and appropriate monitoring by SLT. Good progress being made.

#	Risk Title	Description	What is (or are the) Uncertainties	Likelihood	Financial	Service Quality	Reputation	Legal/Regulatory	Health & Safety	Morale/Staffing	Mar '18 Risk Score	Oct '18 Risk Score	Current Risk Score	Change (Oct to Now)	Mitigating Actions / Internal Controls	Latest Note (as at February 2019)
14	Safeguarding	Council and/ or contractors fail to adhere to meet safeguarding obligations as set out in legislation such as Children Act 2004 section 11.	Do staff, members and contractors know what is required and how to react?	2	3	1	4	3	3	2	8	8	8	—	Policies in place and key staff & management have received appropriate training and contact details to spot and report safeguarding issues. Training is ongoing and reviewed as legislation changes and also is reactive to local emerging issues. There is a robust reporting process in place to key designated safeguarding leads (KDSL) how to guides on intranet, sessions are delivered particularly to relevant front line staff such as localities, housing and customer service staff through small group and one to one sessions and to larger groups of "general" staff in staff briefings.	W2 process test stage has been finalised is ready to use. Link to all safeguarding is accessed through Safeguarding on the intranet which is under final amendments. An article will go in the Friday Flash to all staff. Document is intelligence led and is straightforward. Training requirements and relevant courses for KDSL identified, online training through learning pool finalised and available now the adult package has been finalised.
15	External Fraud	Fraud, financial impropriety or improper business practises anywhere against the organisation	Fraud could occur anywhere against the organisation; but the likely impact is limited due to existing management controls	3	2						6	6	6	—	Audit has highlighted generally ok. Management to remain vigilant; random spot checks where appropriate (e.g. expense claim forms)	SLT happy that controls are in place and any fraudulent activity is identified quickly and investigated thoroughly
16	Financial Systems & Budget Monitoring	Financial Systems & Budget Monitoring	Can the current system, use of the system and our financial processes support transforming the way we manage our budgets and financial reporting. There is a risk that any changes could jeopardise year end processes.	2	3	1	2	2	1	2	6	6	6	—	Temporary resource was brought in to drive process changes and recommend & implement changes to our set up of the financial system. S151 & CoP lead role now dis-aggregated, to provide more focus and resilience on each aspect. We engaged with the system provider to review our system set-up through a process known as Assessment of Current Use (AoCU).	17/18 accounts closed on time with an unqualified Audit opinion. Whilst progress has been made on enabling budget holders to self serve, it is recognised that further changes need to be made to financial systems to provide the full self serve experience, such as training for budget holders in accessing the web financials system. The Web Financials update will be made available by Civica next financial year.
17	Internal Fraud	Fraud, financial impropriety or improper business practises anywhere in organisation	Fraud could occur anywhere throughout the organisation; but the likely impact is limited due to existing management controls	2	2						6	4	4	—	Audit has highlighted generally ok. Management to remain vigilant; random spot checks where appropriate (e.g. expense claim forms)	SLT happy that controls are in place and any fraudulent activity is identified quickly and investigated thoroughly
18	Procurement	The risk is that we don't follow procurement procedures. A number of contracts to be let by the Council over the next 2 year period which will be in excess of the EU procurement thresholds.	There are a number of contracts to be let by the Council over the next 2 year period which will be in excess of the EU procurement thresholds. These will require specialist input and project teams to ensure best value for money is achieved. Current level of procurement competence is unknown	1	4	3	3	3	2	2	4	4	4	—	The procurement elements required should be captured and prioritised within the service planning exercise being carried out currently. It is important therefore that the project mgmt of major procurements is robust. Dedicated resources have been recruited to ensure this is done.	The Council continues to access procurement services through a shared arrangement with Teignbridge which provides expert knowledge to ensure compliance with regulations. Opportunities to widen the shared procurement arrangement have been explored and discounted. An internal procurement guidance manual is currently being prepared and consulted upon - before being shared amongst the organisation.

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#	Type	Opportunity	Doing Now	Internal / External Delivery?	If Int: Capacity to deliver	If Ext: Contract for Delivery?	Net Additional Income Potential (H >£100k/M £10-100k/L <£10k)	Can we drive?	Complexity	Next Step	SH / WD / Both	Opportunity Response Category	Priority
1	SHWD Income Initiatives	Commercial Property Development	Y	Internal	Yes	n/a	High	Yes	High	Work ongoing	Both	Exploit	1
2	SHWD Income Initiatives	Commercial Property Acquisitions	Y	Internal	Yes	n/a	High	Yes	Medium	Continue	Both	Exploit	1
3	B2C (Discretionary) Services	Beach Huts / Chalets	N	Internal	Yes	N/A	High	Yes	Medium	Design / Planning	SH	Exploit	1
4	B2C (Discretionary) Services	Chargeable Garden Waste	Y	WD only currently		Yes	High	Yes	Medium	Underway in WDBC; Growing Uptake. Decision in SH is currently to maintain a free garden waste service	Both	Exploit	1
5	B2B Expertise	Disabled Facilities Grant Administration	Y	Internal	yes		Med/High	Yes	Medium	Continue	Both	Exploit	1
6	B2C (Discretionary) Services	Duty Planning	Y	Internal	Yes		Med	Yes	Low	Continue	Both	Exploit	1
7	B2B Expertise	Parking Enforcement	Y	Internal	yes		Med	Yes	Low	Various T/PCs / Oke Hosp /	Both	Exploit	1
8	SHWD Income Initiatives	Investment in SW Mutual	Y	Internal	Yes	n/a	Med (4 yrs + before realisation)	Yes	Low	Work ongoing	Both	Exploit	1
9	B2C (Discretionary) Services	Seamoor Lotto	Y	Both	Yes	Yes	Low	Yes	Low	Promote	Both	Exploit	1
10	SHWD Income Initiatives	Accommodation Strategy	Y	Internal	Yes	n/a	High	Yes	High	Work ongoing	Both	Enhance	1
11	B2C (Discretionary) Services	Controlled Waste Regulation (CWR / 2nd Home)	Y	Both	Yes	Yes	Med	Yes	Medium	Progress	Both	Enhance	1
12	B2C (Discretionary) Services	"Premium Planning Service"	N	Internal	yes		Med	Yes	Low	Trial underway	Both	Enhance	1
13	B2C (Discretionary) Services	Private Water Supply - RA/sampling	Y	Internal	no		Med	yes	Medium	Calculate Costs	Both	Enhance	1
14	B2B Consultancy	HR (Behaviours / Recruitment)	Y	Internal	yes		Med	Yes	Medium	Develop offer	Both	Enhance	1
15	B2C (Discretionary) Services	Conservation/LB - Pre-app/works to LB/Curtilege qus	Y	Internal	yes		Med	yes	Medium	Develop offer	Both	Enhance	1
16	B2C (Discretionary) Services	Grounds Maintenance	Y	Both	No		Med	yes	Low	More staff needed to expand	Both	Enhance	2
17	B2C (Discretionary) Services	Trade Waste & Recycling	Y	Both	yes	No	Med	Yes	Medium		Both	Enhance	2
18	SHWD Income Initiatives	Renewable Energy Investment	N	Internal	TBC	n/a	Med	Yes	Low	ID opportunities	Both	Enhance	?
19	SHWD Income Initiatives	Treasury Management	Y	Internal	TBC	n/a	Med	Yes	Low	ID opportunities	Both	Enhance	?

Appendix 1b - Opportunities Register - February 2019

#	Type	Opportunity	Doing Now	Internal / External Delivery?	If Int: Capacity to deliver	If Ext: Contract for Delivery?	Net Additional Income Potential (H >£100k/M £10-100k/L <£10k)	Can we drive?	Complexity	Next Step	SH / WD / Both	Opportunity Response Category	Priority
20	SHWD Income Initiatives	Kiosks / Concessions on Council Land	Y	Internal	TBC	n/a	Med	Yes	Low	Linked to WCs	Both	Enhance	?
21	B2B Consultancy	Constraints Theory	N	Internal	yes		Low	Yes	High	Develop offer	Both	Enhance	1
22	B2B Consultancy	CoP / Case Management Model	N	Internal	yes		Low	Yes	Medium	Develop offer	Both	Enhance	1
23	B2B Consultancy	Agile (Skype / Home Working / No	N	Internal	yes		Low	Yes	Medium	Develop offer	Both	Enhance	1
24	B2C (Discretionary) Services	Chargeable Public Toilets	Y	Internal	Yes	N/A	Low	Yes	Medium	In Progress	Both	Enhance	1
25	B2B Consultancy	IT (Security / Planning / Telecoms)	N	Internal	yes		Low	Yes	High	Scope	Both	Enhance	2
26	B2C (Discretionary) Services	Bulky Waste	Y	Both	yes	Yes	Low	Yes	Low		Both	Enhance	2
27	B2C (Discretionary) Services	Waste Containers / Recycling Bags	Y	Both	yes	yes	Low	Yes	Low		Both	Enhance	2
28	B2B Expertise	Design Team	Y	Internal	yes		Low	Yes	Medium	Continue	Both	Enhance	2
29	B2B Expertise	Seamoor Lettings	Y	Internal	yes		Low	Yes	Medium	Continue	Both	Enhance	2
30	B2B Expertise	Town & Parish Support / Advice	N	Internal	no		Low	Yes	Medium	Develop offer	Both	Enhance	2
31	B2C (Discretionary) Services	Tourist Tax	N	TBA	TBC	No	High	No	High	No Formal Consideration By Councillors. Requires Legislation Change	Both	Share	3
32	SHWD Income Initiatives	Inward Investment	Y	Internal	TBC	n/a	Med	Yes	High	ID opportunities	Both	Share	2
33	B2C Services (Trusted Trader / Council as Middleman)	Pest Control	Y	External	N/A	Yes	Med	yes	low	Options appraisal - charge for rats/mice or add fee to other services	Both	Share	2
34	B2C (Discretionary) Services	Advertising / Sponsorship	Y	Either	TBC	Yes (Web) / No (Other locations)	Med	Yes	Medium	Scope	Both	Share	1
35	SHWD Income Initiatives	Housing Investment / Development	Y	Internal	TBC	n/a	Low	Yes	High	Work ongoing	Both	Share	2
36	B2B Expertise	Food Safety Advice	Y	Internal	yes		Low	Yes	Medium	Continue	Both	Share	2
37	B2B Expertise	Primary Authority EH Services	Y	Internal	yes		Low	Yes	Medium	Continue	Both	Share	2
38	B2B Expertise	Planning Enforcement	Y	Internal	yes		Low	Yes	Medium	Discuss with Taunton	Both	Ignore	2
39	B2B Expertise	HR Support / Technical Advice	N	Internal	no		Low	Yes	Medium	Hold	Both	Ignore	2
40	B2B Expertise	Legal Support / Advice	N	Internal	no		Low	Yes	Medium	Hold	Both	Ignore	2
41	B2C Services (Trusted Trader / Council as Middleman)	Private Water System Testing	Y	External	N/A	no	Low	yes	Medium	Calculate Costs	Both	Ignore	3

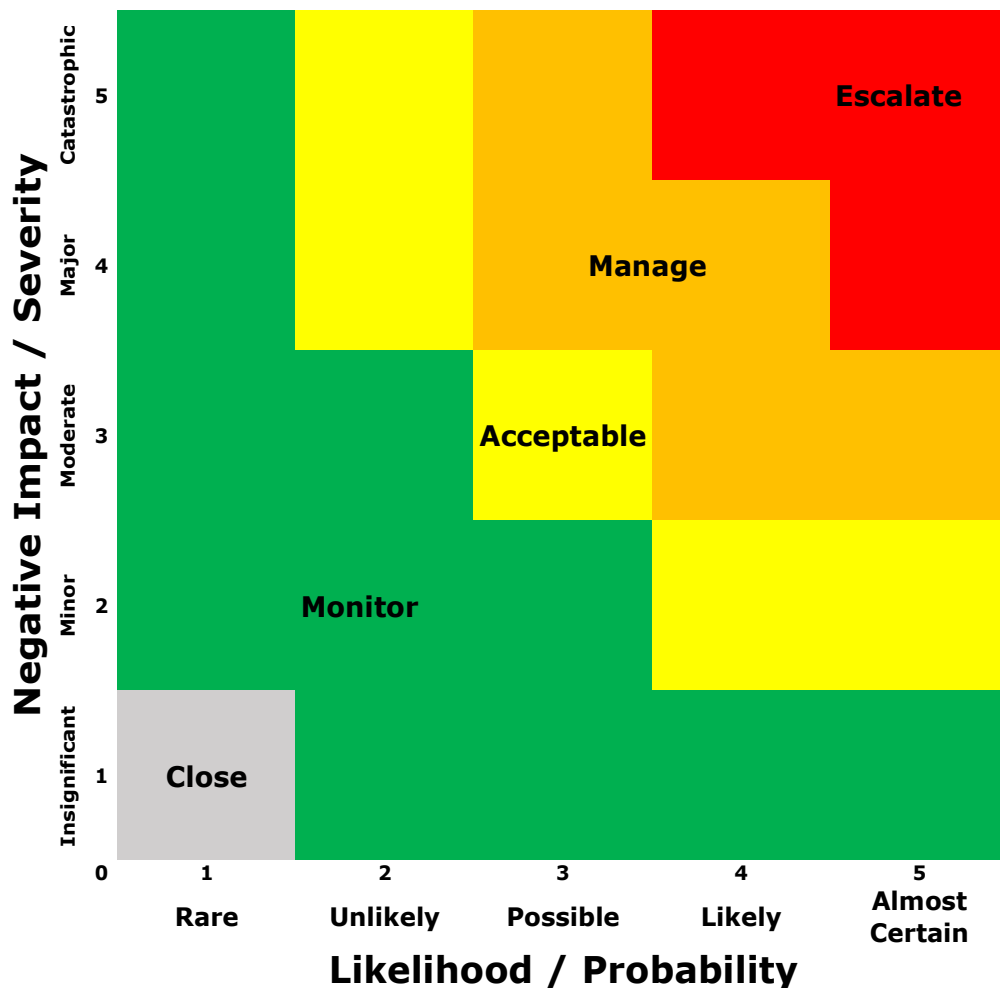
Appendix 1b - Opportunities Register - February 2019

#	Type	Opportunity	Doing Now	Internal / External Delivery?	If Int: Capacity to deliver	If Ext: Contract for Delivery?	Net Additional Income Potential (H >£100k/M £10-100k/L <£10k)	Can we drive?	Complexity	Next Step	SH / WD / Both	Opportunity Response Category	Priority
42	B2C Services (Trusted Trader / Council as Middleman)	Skip Hire	N	External		No	Low	Yes	Medium	Hold	Both	Ignore	3
43	B2C (Discretionary) Services	Skilled Handyman / Man with Van Services	N	Either	yes		Low	Yes	Medium	Needs portal	Both	Ignore	3
44	B2C (Discretionary) Services	Garden Clearance	N	Either	yes		Low	Yes	Medium	Needs portal	Both	Ignore	3
45	B2C (Discretionary) Services	Fire Risk Assessments	N	Either	no		Low	Yes	Medium	Needs portal	Both	Ignore	3
46	B2C (Discretionary) Services	PAT Testing	N	Either	no		Low	Yes	Medium	Needs portal	Both	Ignore	3
47	B2C (Discretionary) Services	Gas Safe Safety Checks	N	Either	no		Low	Yes	Medium	Needs portal	Both	Ignore	3
48	B2C Services (Trusted Trader / Council as Middleman)	Handyman / Man with Van Services	N	External	N/A	no	Low	yes	Low		Both	Ignore	3
49	B2C Services (Trusted Trader / Council as Middleman)	Garden Clearance	N	External	N/A	no	Low	yes	Low		Both	Ignore	3
50	B2C Services (Trusted Trader / Council as Middleman)	Fire Risk Assessments	N	External	N/A	no	Low	Yes	Low		Both	Ignore	3
51	B2C Services (Trusted Trader / Council as Middleman)	PAT Testing	N	External	N/A	no	Low	Yes	Low		Both	Ignore	3
52	B2C Services (Trusted Trader / Council as Middleman)	Gas Safe Safety Checks	N	External	N/A	no	Low	Yes	Low		Both	Ignore	3

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Appendix 2 - Risk Scoring Matrix

# Likelihood	# Impact
<p>Rare - Unlikely to occur under normal circumstances 0-10%</p> <p>1 Is never likely to occur Very unlikely this will ever happen e.g. Once in 100 years</p>	<p>Insignificant Risk Financial: Financial loss of less than £10k Service Quality: Drop in performance or delays to a process or temporary loss of an access route to a service Reputation: Limited local interest, single story Legal/Regulatory: Not reportable to regulator/Ombudsman, simple fix Health & Safety: Minor first aid required Morale/Staffing: Isolated staff dissatisfaction</p>
<p>Unlikely - Potential to occur however likelihood remains low 10 - 25%</p> <p>2 May occur only in exceptional circumstances Not expected to happen, but is possible e.g. Once in 25 years Not known in this activity</p>	<p>Minor Risk Financial: Financial loss of between £10k & £100k Service Quality: Drop in performance or delays to a service area or sustained loss of access routes for services Reputation: Local or 'industry' interest, single story over multiple news outlets Legal/Regulatory: Reportable to regulator/Ombudsman, no or little follow up needed Health & Safety: Minor injuries to employees or third parties Morale/Staffing: Pockets of staff morale problems and increased turnover</p>
<p>Possible - Could occur 25 - 50%</p> <p>3 Could occur in certain circumstances May happen occasionally, e.g. Once in 10 years Has happened elsewhere</p>	<p>Moderate Risk Financial: Financial loss of between £100k & £500k Service Quality: Drop in performance or delays to delivering a wide range of services Reputation: Short term negative media exposure Legal/Regulatory: Regulator/Ombudsman report with immediate correction to be implemented, or risk of prosecution Health & Safety: Simple 'medical professional' type care for employees or third parties, e.g. GP visit, minor injuries unit visit Morale/Staffing: General staff morale problems and increased turnover</p>
<p>Likely - Most likely will occur 50 - 80%</p> <p>4 Will probably occur in many circumstances Will probably happen, but not a persistent issue e.g. Once in 3 years Has happened in the past</p>	<p>Major Risk Financial: Financial loss of between £500k & £1Mill Service Quality: Major drop in performance or inability to deliver discretionary services Reputation: Sustained negative media coverage, or South West or 'affected industry' publication exposure Legal/Regulatory: Regulator/Ombudsman report requiring major project to correct or prosecution with fines, etc. Health & Safety: Limited hospital care required for employees or third parties Morale/Staffing: Widespread morale problems and high turnover. Not perceived as employer of choice</p>
<p>Almost certainly will occur 80 - 100%</p> <p>5 Is expected to occur in most circumstances Will undoubtedly happen, possibly frequently e.g. Annually or more frequently Imminent/near miss</p>	<p>Catastrophic Financial: Financial loss of over £1Mill Service Quality: Major drop in performance or inability to deliver mandatory services Reputation: Long term negative media coverage, or national media exposure Legal/Regulatory: Significant prosecution or fines, incarceration of directors Health & Safety: Significant injuries or fatalities to employees or third parties Morale/Staffing: Some senior leaders leave / high turnover of experienced staff, insufficient staff to complete statutory functions</p>



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