

CORPORATE SERVICES SCRUTINY COMMITTEE

Date: Thursday 29 September 2016

Time: 5.30 pm

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sarah Selway, Democratic Services Manager (Committees) on 01392 265275.

Entry to the Civic Centre can be gained through the Customer Service Centre, Paris Street.

Membership -

Councillors Sheldon (Chair), Warwick (Deputy Chair), Ashwood, Baldwin, Hannan, Harvey, Holland, Lamb, Musgrave and Robson

Agenda

Part I: Items suggested for discussion with the press and public present

1 Apologies

To receive apologies for absence from Committee members.

2 Minutes

To sign the minutes of the meeting held on 29 June 2016.

3 Declarations of Interests

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item.

Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

4 Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

It is considered that the Committee would be unlikely to exclude the press and public during consideration of the items on this agenda, but if it should wish to do so, the following resolution should be passed:-

RECOMMENDED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting of the particular item(s) on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part I of Schedule 12A of the Act.

5 Questions from the Public under Standing Order 19

Details of questions should be notified to the Corporate Manager Democratic and Civic Support at least three working days prior to the meeting. Further information and a copy of the procedure are available from Democratic Services (Committees) (Tel: 01392 265115) and also on the Council web site - www.exeter.gov.uk/decisions.

6 Questions from Members of the Council under Standing Order 20

To receive questions from Members of the Council to appropriate Portfolio Holders.

ITEMS FOR DISCUSSION

7 An Energy Neutral Council - A Renewables and Energy Efficiency Programme Update

To consider the report of the Corporate Manager Property.

(Pages 5 - 12)

8 New Income Generating Initiatives at RAMM: Temporary Exhibition Admission Charges

To consider the report of the Museum Manager & Cultural Lead.

(Pages 13 - 22)

9 Budget Monitoring to 30 June 2016

To consider the report of the Assistant Director Finance.

(Pages 23 - 28)

10 **Annual Workforce Profile Report 2015/16**

To consider the report of the Corporate Manager Legal Services.

(Pages 29
- 48)

ITEMS FOR CONSIDERATION BY THE EXECUTIVE

11 **Capital Monitoring Statement to 30 June 2016**

To consider the report of the Assistant Director Finance.

(Pages 49
- 54)

12 **Overview of the General Fund Budget 2016/17**

To consider the report of the Assistant Director Finance.

(Pages 55
- 68)

13 **Funding for Pinhoe Community Library**

To consider the report of the Assistant Director Finance.

(Pages 69
- 70)

14 **Creation of a Full Time Union Representative Post**

To consider the report of the Deputy Chief Executive.

(Pages 71
- 78)

Date of Next Meeting

The next scheduled meeting of the Corporate Services Scrutiny Committee will be held on **Thursday** 24 November 2016 at 5.30 pm in the Civic Centre.

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Democratic Services Officer (Committees) on (01392) 265107 for further information.

Follow us:

www.twitter.com/ExeterCouncil

www.facebook.com/ExeterCityCouncil

Individual reports on this agenda can be produced in large print on request to Democratic Services (Committees) on 01392 265107.

This page is intentionally left blank

REPORT TO SCRUTINY - RESOURCES

Date of Meeting: 29 September 2016

Report of: Corporate Manager Property

Title: An Energy Neutral Council – A Renewables and Energy Efficiency Programme Update

Is this a Key Decision?

No

Is this an Executive or Council Function?

n/a

1. What is the report about?

The report provides an update on the second year of the Renewables and Energy Efficiency Programme, feasibility work for a new programme of projects to commence in 2017/8 and the outcome of recently completed greenhouse gas emission data across all ECC operations in 2015/16.

2. Recommendations:

That Scrutiny Committee Resources note the progress made to date, the delivery of all projects included in year two of the Renewables and Energy Efficiency Programme and feasibility work underway for 2017/18.

3. Reasons for the recommendation:

This is an update report to Scrutiny Committee Resources

4. What are the resource implications including non financial resources.

The programme is delivered by the Energy Team, made up of two full-time posts and this level of resource continues to be supported.

All key projects in 2015/16 were successfully delivered before reduction of the government subsidy (FIT tariff) and introduction of local grid connection restrictions for solar PV. This is the result of the team's commitment and focus to ensure the best possible outcome for the Council, delivering identified projects on time, as well as securing the greatest financial return.

Developing an Energy Strategy, forward planning and further feasibility work, as well as the day to day energy management operation (monitoring and control), had to be put on hold to ensure delivery of 2015/16 programme. This work has re-started, however it is apparent that additional resource is needed. The capacity issue will be address in the Energy Strategy to allow project delivery and energy monitoring/ building management is carried out simultaneously.

In terms of the financial benefits of the programme, actual performance of previous PV schemes and savings made as a result of the work carried out by the Energy Team, can be seen in table format at the end of this report. The table lists new savings recently secured, however some large PV installations will not have run for a complete financial year, therefore predicted savings for 2016/17 are given. Income from energy savings and

FIT payments/export to the grid, have met expectations and the anticipated returns over the 20 year investment period are higher than initially projected. As new schemes within the programme are rolled out, it is anticipated that they will continue to deliver similar energy savings and income generation.

5. Section 151 Officer Comments:

The project continues to have a positive impact on the Council's budget position. The savings set out in the report have been included in the Council's budget and have reduced the need for savings that impact on frontline services.

6. What are the legal aspects?

There are no issues to raise on the content of this report.

7. Monitoring Officer Comments:

There are no issues to raise on the content of this report

8. Report details:

The report to Scrutiny Committee Resources on 16 March 2016 provided a summary of the full programme of work completed in year two of the Renewables and Energy Efficiency Programme. This report provides details of the last project to be completed at the Livestock Centre, further feasibility work planned for 2017/18 and Exeter's current position regarding consumption and emissions.

Livestock Centre Solar PV

The 1.5MW array installed in 2015 is thought to be the largest roof top array in the South West and is a significant addition to the Council's solar estate. The PV array provides a long term income stream, helping to secure a sustainable future for the Livestock Centre. In addition, the solar array involved substantial electrical works and included a separate High Voltage supply to the building. The separate supply completed in May provides the Council with the opportunity to supply electricity to all leaseholders within the building, via a Power Purchase Agreement. The benefits of this include the sale of discounted renewable energy to leaseholders, allowing for greater usage of energy generated on site and providing the Council with an additional income stream.

Year Three 2017/18 - Programme and Feasibility

The huge importance of the Solar PV projects in year two, and demand on what is a team of two, has inevitably delayed feasibility work. Nonetheless, initial business cases for work planned for year three of the programme are currently being prepared and below is a summary of potential projects identified for 2017/18:

Solar PV and Battery Storage

Large Solar PV

An opportunity to develop a 3.5 MW ground mounted PV array will take the authority closer to achieving Energy Neutrality. Previously a formal grid connection offer could not be authorised by WPD, having announced the grid was overloaded and

reinforcement work predicted to take 3 to 6 years. However, a further application to connect has recently been submitted after alternative works by WPD to remove the issue were announced. This is set to be completed 2018/19 and current correspondence from WPD indicates a connection requirement of a maximum 3059kW export will be supplied. Once a formal offer is received a business case can be developed.

Battery Storage

Battery storage will allow the Council to take control of solar energy use, providing many benefits, including reducing reliance on the grid at peak times and storage for use when needed outside of sunlight hours. Power generated by existing PV can be optimised where excess energy is exported. For example at Mary Arches and John Lewis Car Park, the excess energy could be stored to power lighting at night, providing a further energy bill saving. New savings can also be achieved where energy is needed predominantly outside of sunlight hours (such as for communal lighting), using batteries to store renewable energy generated in the day. In addition, the Livestock Centre array has the potential to supply direct to the grid at times of high demand, as well as utilising stored energy for its own use.

Battery storage is a fast developing technology and options available are being continuously investigated to ensure a viable smart solution is found.

Leisure Centres

Solar PV remains a feasible opportunity for three of our existing Leisure Centres, reducing operational costs and carbon emissions. This is supported by a recent Energy Survey of the Leisure Centres, and will be further investigated following a building condition survey which will identify centres where new roofs are required. An outline business case for this work will be prepared as soon as the information is available.

LED Replacement Lighting

LED has the potential to make for a robust business case where electricity use is high, reducing consumption and carbon, maintenance costs and providing improved lighting. Further sites currently identified include car parks at the Guildhall and Princesshay 2 & 3. Work will be actioned once a full condition survey of the car parks is complete.

Energy Monitoring – SMART Controls

Improved and new methods of energy and data monitoring will control energy usage through advanced scheduling and better control, optimising management of corporate buildings and in return lower energy bills. In addition monitoring is key to identifying where savings can be made and ensuring consumption information is made available so to feedback and work with the responsible building/service managers.

Advances in technology and communications are providing a more away from traditional Building Management Systems using smart controls that will better, engage building manager, reduce consumption and minimise costs.

Evaluation of opportunities and systems available, and the role of building managers is currently being investigated.

Energy Consumption and Emissions

Greenhouse gas emission reporting (previously a DECC requirement) involving calculating emissions and energy consumption for all Council operations, is a valuable measurement tool which we use to benchmark. The Energy Officer was unable to carry out this exercise in 2014/15, due to the demands of the Renewables Programme, however the exercise is now complete for both years 2014/15 and 2015/16.

The new data confirms overall CO2 emissions have fallen by 29% (since 2009) and overall consumption has declined. Yet there is a very small increase of 1.37% in carbon emissions in 2015/16 brought about by greater consumption in a number of services. Exact reasons are complex, and could include new energy hungry equipment, longer operational hours, inaccuracies of previous readings, or poor building management.

A presentation will be made at Committee to provide further details of the emissions report, the need for sound energy management across our estate, and the benefits delivered by energy saving schemes in operation..

9. How does the decision contribute to the Council's Corporate Plan?

The delivery of the programme is an essential part of the Council's capital programme over the coming years. The energy savings and income generated will assist us in our overall efficiency and income generating agenda, as well as contributing to the reduction of our carbon footprint, and making the city a more pleasant place to live and work.

10. What risks are there and how can they be reduced?

The programme has been approved and resourced in order to secure delivery of viable schemes. There will always be challenges to viability in this area as a result of changes in energy costs, the Feed in Tariff, structural building condition, etc. The mechanism we have put in place to approve business cases and their viability should ensure we do not embark on schemes that will not perform in accordance with our requirements.

Recent price changes in the energy market are noted, and to clarify what effect this may have on future and predicted savings of this work, an independent view is regularly sought from the Council's energy broker. The following updated guidance is given:

Gas and electricity prices remain volatile, and while the wholesale energy component of bills would be expected to have fallen year-on-year, we expect this to be mitigated or more than offset by an increase in non-wholesale costs – particularly in the case of electricity.

In terms of non-energy elements for electricity, these are expected to both increase in cost and also as a proportion of the total delivered rate in the coming year, with the same true for gas but to a lesser extent. The coming winter is likely to see challenges for the gas and electricity markets alike. as ever with the winter, the actual weather conditions seen in the season will be pivotal.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

No decision is sought, but it should be noted that the reduction in the City Council's carbon footprint does go some way to improving, or at least mitigating, the adverse impacts of energy use on the environment.

12. Are there any other options?

The nature of the programme appraisal and approval arrangements are that the Energy Team is constantly considering alternative approaches and other avenues of investment in this area.

Michael Carson
Corporate Manager Property

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

None

Contact for enquires:
 Democratic Services (Committees)
 Room 2.3

Financial Benefits - Savings 2012 - 2017

2012/2013	Generation Income	Total Gross Saving
Water Saving Project		
2012/13 Savings		£23,025
TOTAL SAVING 2012/13		£23,025
2013/2014	Generation Income	Total Gross Saving
Water Saving Project		
2013/14 Savings		£20,420
PV Arrays (Civic, Ark, MRF, Oakwood, Belle Isle)		
Income & Savings	£24,512	£47,984
TOTAL SAVING 2013/14		£68,404
2014/2015	Generation Income	Total Gross Saving
Water Saving Project		
2014/15 Savings		£21,000

2014/2015	Generation Income	Total Gross Saving
PV Arrays (Civic, Ark, MRF, Oakwood, Belle Isle) Income & Savings	£24,325	£50,728
Civic Centre LED Project		
Civic Centre (part)		£7,684
Hand Dryer Project		
Installation of efficient hand dryers & removal of paper towels		£5,200
Car Park LED Project		
LED bulb replacement - Cathedral & Quay Car Park		£14,720
LED bulb replacement - Harlequins Car Park		£5,450
LED light replacement - Mary Arches Car Park		£14,940
Car Park Total		£35,110
TOTAL SAVING 2014/15		£119,722
2015/2016	Generation Income	Total Gross Saving
Water Saving Project		£21,000
PV Arrays (Civic, Ark, MRF, Oakwood, Belle Isle)	£18,851	£37,851
John Lewis and Mary Arches Car Park PV (part)	£5596	£14387
Livestock Centre PV (part)	£4,175	£4,175
RAMM PV (part)	£677	£1,505
Quay Climb Centre PPA (part)	£602	£1,197
Wat Tyler House PPA (part)	£444	£802
PV Total		
Civic Centre		
LED lighting Project		£25,335
Hand Dryer Project		£5,200
Boiler Replacement		£22,832
Car Park LED Project		
LED bulb replacement - Cathedral & Quay Car Park		£14,720
LED bulb replacement - Harlequins Car Park		£5,450
LED light replacement - Mary Arches Car Park		£14,940
Car Park Total		£35,110
TOTAL SAVING 2015/16		£169,394

Total saving since 2012/13

£380,545

Predicted Savings for 2016/2017	Generation Income	Total Gross Saving
Water Saving Project		£21,000
PV Arrays (Civic, Ark, MRF, Oakwood, Belle Isle)	£19,937	£39,398
John Lewis and Mary Arches Car Park PV	£21,751	£45,178
Livestock Centre PV	£111,810	£146,692
RAMM PV	£1,593	£3,541
Quay Climb Centre PPA	£2,817	£4,652
Wat Tyler House PPA	£2,390	£4,040
PV Total		243,501
Civic Centre		
LED lighting Project		£27,335
Hand Dryer Project		£5,200
Boiler Replacement		£22,832
Car Park LED Project		
LED bulb replacement - Cathedral & Quay Car Park		£14,720
LED bulb replacement - Harlequins Car Park		£5,450
LED light replacement - Mary Arches Car Park		£14,940
Car Park Total		£35,110
PREDICTED TOTAL SAVING 2016/17		£354,978

This page is intentionally left blank

REPORT TO SCRUTINY COMMITTEE CORPORATE SERVICES

Date of Meeting: 29 September 2016

Report of: Museums Manager & Cultural Lead

Title: Review of: New Income Generating Initiatives at RAMM: Temporary Exhibition Admission Charges.

Is this a Key Decision?

No

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Council Function

1. What is the report about?

- 1.1. This document is a follow up and review of actions undertaken as a result of the report 'Income Generating Initiatives at RAMM' – which was presented to Economy Scrutiny Committee on 12th and 17th November 2015 (Executive). The trial it proposed was an exploratory exercise around charging for certain temporary exhibitions at RAMM. A recommendation of this report was that a second paper would be prepared for Members outlining the results of this initial trial.
- 1.2. The original report was written in the context of the financial challenges faced by the local authority, the review of public services and opportunities for income generation this had driven.

2. Recommendations:

That Scrutiny Committee – Corporate Services give their approval

- 2.1. To continue to test different strategies for income generation relating to temporary exhibitions.
- 2.2. To extend the admission charge to a forthcoming exhibition, 'Hiroshige's Japan: Stations on the Tokaido Road', an exhibition touring from the Ashmolean Museum, Oxford.
- 2.3. To explore 'give what you think' donations in the exhibition 'Queen Victoria in Paris' touring from the Royal Collection.

3. Reasons for the recommendation:

- 3.1. Admission to the museum, and all of the exhibitions has previously been free, which includes access to permanent displays, temporary exhibitions and some events and activities as well as Wi-Fi, activity bags and handling activities.
- 3.2. A number of activities are currently offered through paid tickets, these include tours, talks, lectures, evening events and workshops. In delivering these activities RAMM seeks to support its core costs.
- 3.3. Income generation for the museum is now an important need, therefore any avenue to generate funds must be developed and reviewed. The 'Stronger Exeter' report produced in 2014 stated that although residents did not want to

pay for general admission, they would be prepared to do so for temporary exhibitions.

- 3.4. This report reviews the actions that took place in order to introduce trial charging for the first exhibition, 'International Garden Photographer of the Year' (IGPOTY) shown at RAMM 23rd April to 28th August. It covers the marketing and communications to support ticket sales and to communicate the new strategy, the results and the on-going resources required to extend the trial.
- 3.5. In summary, findings from the first trial indicate that only 3% of visitors coming to the museum bought tickets for IGPOTY, the vast majority of those buying tickets in the museum (only 2% of that number bought tickets online prior to their visit). In total there were 2762 visitor to the exhibition generating £6212, 17% less income than projected. Weekends tended to be quieter, but the number of tickets per day varied vastly from 2 to 91, averaging at 25 tickets per day. See more details in 8.8.
- 3.6. It is recognised that the evidence provided by an initial trial involving one exhibition is probably insufficient to inform Members' decision so the recommendation of this report is to extend the trial with a second exhibition and a separate 'give what you think' exercise.

4. What are the resource implications including non financial resources.

- 4.1. There is a cost implication for staff covering requirements such as marketing, uploading tickets, reporting, printing tickets, postage, however these costs should be absorbed into existing communication and front of house activity.
- 4.2. The cost implications for maintaining visitor services ticketing for 'Hiroshige's Japan' principally involve controlling access to the gallery, in order to limit entry to ticket holders only. Similar visitor management is not required for the 'give what you think' scheme proposed for the 'Queen Victoria In Paris' exhibition, although we will recruit volunteers to highlight the opportunity to make a donation in connection with this visit.

5. Section 151 Officer comments:

- 5.1 The Section 151 Officer is satisfied that the costs required to set up the scheme are modest. However, the returns are also modest and it is not therefore proposed necessary to change the Museum budget at this stage. If approved and the scheme is successful, then this will be reviewed as appropriate.

6. What are the legal aspects?

This information will be sought and reported back to Committee if there is a problem.

7. Monitoring Officer's comments:

- 7.1 Bearing in mind the comments made when the initial report was submitted regarding a clear charging policy being developed, and the fact that this report suggests a continuation of the trial, this report raises no issues for the Monitoring Officer.

8. Report details:

- 8.1. RAMM's first ticketed temporary exhibitions was the 'International Garden Photographer of the Year' (IGPOTY) 23 April – 28 August 2016. IGPOTY is a well-known, popular exhibition which brings with it an audience of its own. IGPOTY is a touring exhibition and many of the venues showing it are National Trust properties, as well as other venues which have a general admission cost.
- 8.2. Ticketing was set up on Admit One (financial ticketing system) in good time for the exhibition opening, with ticket costs promoted within the regular printed event guide, on the RAMM website and through the museum's regular channels of communications including on-line listings and printed publications.
- 8.3. A press release announcing a new strategy of charging for some temporary exhibitions was distributed to the local media, who picked up on the story and gave it coverage. There was no negative comments and informal feedback recognised the need for income generation.
- 8.4. IGPOTY was a key feature used in the museum's Cultural Tourism campaign, a regional campaign using Arts Council funding. The campaign focus was *Naturally Inspired*, a season of botanical, garden and landscape themed exhibitions and activities in which IGPOTY took the lead. This campaign was launched on the 26 April and included:
 - 8.4.1. Printed leaflet (37,500 off) distributed throughout Devon to areas of high footfall to encourage day visitors to the museum, which featured IGPOTY
 - 8.4.2. A presence at local festivals and events including Toby's Garden Festival at Powderham, Devon County Show, Exeter Food Festival and Exeter Craft Festival (approx. 8,000 people engaged directly)
 - 8.4.3. Partnered activity with Toby Buckland included installation of a garden in the museum for the first 3 weeks of the opening of IGPOTY and a unique social media competition 'Planthunters'
 - 8.4.4. *Naturally Inspired* packaged flower seeds as promotional giveaways at festivals and events and via partners.
 - 8.4.5. Advertising in Dartmoor and local Wildlife Trust magazine, digital advertising and competitions with tourism bodies including Visit South Devon, Heart of Devon and Visit Exeter.
 - 8.4.6. Media competition with the Exeter Hoteliers and Restaurant Association – including tickets and IGPOTY book.
 - 8.4.7. Press activity to promote IGPOTY as part of the *Naturally Inspired* programme.
 - 8.4.8. Great Western Railway 2 for 1 offers throughout May, June, July & August.
 - 8.4.9. IGPOTY was the lead image on the printed events guide and there was an external railing panel at the museum (later relocated to the hoarding).

- 8.5. Ticket prices were set as:
- Adult: £4.00
 - Concessions: £2.00 (Students, X-card holders, supporter groups such as the Friends, Art Fund)
 - 19s and under: Free (given the requirement for full time education)
 - Groups: 1 person in 10 goes free
- 8.6. Ticket sales were made through tills at Garden Reception. Our inability to sell tickets at the gallery door through use of an iPad lost us those visitors wanting to make an 'impulse decisions' to see the show. IT difficulties linked to the City Council's PSN compliance means that it is not possible to have mobile ticket sales as used in other commercial contexts. This was a recognised problem highlighted by members of the public.
- 8.7. As requested by Members at the committee meeting, there was a free entry day as part of this campaign. This took place on Sunday 7th August. We chose a weekend specifically for residents who might be working during the week and to encourage a larger number of visitors. To promote free admission day we distributed a press release, promoted it on the RAMM website, via social media and through the regular e-shot

8.8. **Results:**

8.8.1. There were 82,979 visitors to the museum during the exhibition period, 2,762 purchased tickets for the exhibition giving a conversion rate of 3.2%

8.8.2. Ticket sales were made up of:
 Adults: 753
 Complimentary: 5
 Concessions: 1618
 Under 19s: 386
plus FREE day admission: 120

8.8.3. The free day encouraged the largest number of visitors throughout the exhibition opening. It took place on Sunday 7 August and 120 individuals saw the exhibition. £14.94 was donated to IG POTY on this day equating to 12.5p per visitors.

Conversion		Tickets SOLD		Income based on 5% (actual 3%)		Cost*	Outcome**
Predicted	Actual	Predicted	Actual	Predicted	Actual		Actual
5%	3%	5,000	2762	7,500	6.212	6242	-£30

8.8.4. ickets and

income:

*Exhibition staff costs £6,242

Staffing – Casual staff costs was £6242 (*Calculation: £8.25 x 7hrs for 109 days*)

*These costs do not include: curation, conservation, design, marketing, promotion and administration. These are provided by in-house staff.

**Outcome is income minus the extra cost of staffing which equals -£30. It excludes the exhibition's hire costs (£5655) which would have applied regardless of ticketing.

Income from ticket sales failed to cover the additional costs of Visitor Services staffing for door control (£30 deficit) and did not defray the costs of buying in the exhibition.

- 8.9. Many other museums and galleries charge for entry to temporary exhibitions, so RAMM is trialling practice already in place throughout the UK. 10% 'conversion' rate is typical (i.e. 10% of visitors visiting a free admission museum will pay the ticket price for a special exhibition). RAMM's particular visitor pattern of frequent visits from a core local audience, led to a projected conversion rate of 5% in the initial report to committee. The results of the IGPTY have provided evidence of a lower conversion rate 3%. This needs to be further tested and is likely to be affected by weather, exhibition content and season.

8.9.1. An exit survey took place which has given us the following insight:

- 79% of ticket buyers specially visited RAMM to see the exhibition.
- 25% of them found out about the exhibition on the RAMM website and 17% from the printed event guide. 14% found out about the exhibition on site at the museum and 12% word of mouth.
- 55% of ticket buyers viewed the exhibition by themselves and 39% as a group of 2.
- 89% of ticket buyers were satisfied (77%) or quite satisfied (11%) with the exhibition.
- Many visitors attending on the 'free entry day' spent a shorter period within the exhibition than those buying tickets (staff observation)
- We have sold 48 IGPTY exhibition books with a retail price of £25, a mark-up of £12.50 = £600 profit.

Clearly from this the majority of the visitors that did visit the exhibition were happy with the cost of the ticket. However for other visitors paid admission seems to have been a barrier, resulting in cost per head for those visitors who did see the exhibition of £4.31

- 8.10. We will use this data to build our knowledge of managing ticketing and develop a strategy for the next ticketed exhibition. Over a longer period similar data would be useful information for informing audience development, programming and marketing activity.

9. Observations

Key observations relating to ticket purchasing patterns were:

- 9.1. 98% of tickets sold were sold at the museum, only 2% purchased on line. The reason for this could be difficulty in using the ticketing system online, or the preference to buy in person, or visitors not wishing commit to a specific date. There was no incentive for visitors to book prior to their visit.

9.2. Visitor numbers therefore ticket sales are affected by the weather, rain days have more visitors, sunny warm days reduce the number of visitors.

9.3. Ticket numbers increased slightly during the school holiday period, but this could be due to the exhibition coming to an end during that time, or the good weather which reduced the number of visitors earlier in the period. Some exhibitions will be more attractive to the family market, this exhibition was aimed at an older audience. Seasonality and holiday periods need to be reviewed as part of the ticketing strategy.

9.4. Other factors that may be the cause of our low conversion rate; include:

- Resistance to ticketing and the public's expectation of free admission.
- The richness of the museum offer beyond the exhibition producing a free/no cost alternative.
- Our inability to respond to 'spur of the moment' ticket purchases at the 'gallery door'.
- The appeal of this particular show.

9.5. Bristol Museum & Art Gallery are currently trialling charging, which they started in 2012 providing a strategic evidence base. We are looking at their findings and they have kindly shared their experience. Though the make-up of their visitors differ to RAMM's, there are some key points that can help inform our future strategy. Their experience with 'give what you think' as an alternative to ticketing suggests:

- The target market and the timing of the exhibition will have a direct result on whether an exhibition should be ticketed, free or specifically include a 'give what you think' message.
- The 'give what you think' message needs to be used sparingly otherwise its strength is lost and it becomes just part of the museum make-up, so donations will reduce.
- The donations from Bristol's pay what you think campaigns vary wildly dependent on exhibition type and time of year, for example the Art from Elsewhere exhibition generated 7p per visitor compared with 60p per visitor from the Death, the Human Experience.
- Exhibitions with emotive subjects have a positive response to a 'give what you think' strategy. If this is supported by messaging before exhibition entry (such as a donation envelope) the levels increase.
- Supporting activity and offers can be used, in Bristol their visitors favoured the likes of '2 for 1' 'pay once and return as often as you like' and other incentives such as a free tea or coffee.

10. Proposal

10.1. The number of IGPTY ticket sales was disappointing but it is difficult to draw conclusions from one exhibition. We wish to repeat the trial with a different type of exhibition: 'Hiroshige's Japan: Stations on the Tokaido Road' on tour from the Ashmolean Museum and also to investigate other mechanisms to encourage income

contributions, particularly 'give what you think'. In understanding the latter, we have been able to draw on the experience of sector colleagues.

10.2. With Committee's agreement our next steps would be

- 10.2.1. To look at other ways of generating income through a stepped up donations campaign including a 'pay what you think' initiative on exiting a temporary exhibition. In order to pursue this investigation in a timely fashion and within the existing booked programme 'Queen Victoria in Paris: Watercolours from the Royal Collection' has been identified as a focus for 'give what you think' project.
- 10.2.2. To extend the paid admission trial to a further temporary exhibition: 'Hiroshige's Japan: Stations of the Tokaido Road'.
- 10.2.3. To continue to gather statistics and develop our knowledge (within RAMM and through other museums) to build our strategy for temporary ticketing, pay what you think, incentivisation and how this fits in with on-going in museum donation campaigns.

11. How does the decision contribute to the Council's Corporate Plan?

- 11.1. These proposals are based on the findings of 'Stronger Exeter', a public consultation exercise described in the Council's Corporate Plan 2014/15 update. The plan recognised that 'in order to meet the challenge over the next three years fundamental changes to the services in Exeter will be needed'. The trial of exhibition charges were explored as a way of meeting the wider financial challenges. The decision to extend the trial to another charged exhibition will build our knowledge of this as an income generating exercise. Undertaking a 'give what you think' scheme for another exhibition will provide evidence that can be compared against more traditional ticketing activity.

12. What risks are there and how can they be reduced?

- 12.1. Public concern about the introduction of a charge for a service that was previously free was identified as a risk. This was carefully communicated and there was very little negativity.
- 12.2. Adding a ticket cost to an exhibition is a barrier which reduces visitor numbers to temporary exhibition which may affect the overall visitor numbers to the museum as temporary exhibitions encourage visitors to revisit the museum to see a new show. Maintaining a pattern of charging for some but not all exhibitions will help encourage 'repeat' visitors including those unwilling to pay.
- 12.3. This initial exercise indicates exhibition hire costs may not be matched by admission income. This is a risk that could be mitigated over time as visitors become more familiar with paying and we can vary ticket prices appropriately according to cost and offer.

13. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

13.1. There will be no admission charge to the museum and large parts of RAMM will remain free entry (i.e. permanent collections; other temporary exhibitions, cafe etc.). Concessionary rates will be offered to holders of the X-card. RAMM will continue to make a positive contribution to these social issues affecting individuals and communities.

14. Are there any other options?

14.1. Temporary exhibitions are important drivers of museum visitor numbers which are a key performance indicator for RAMM's funders (City Council; Arts Council, England and other trusts and foundations). These exhibitions are a key component of RAMM's active programme and these proposals will help defray some of their associated costs. The recommendation of this report is to extend the trial to a second exhibition and to a 'give what you think' scheme. The option to continue a policy of free admission remains open to Members but closes an income generating route which has already been established in other UK towns and cities.

**Camilla Hampshire
Museums Manager & Cultural Lead**

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

FAQ's

Why do I have to pay for this exhibition?

A survey carried out by Exeter City Council showed that people would be prepared to pay for temporary exhibitions at RAMM and that they would prefer this method of charging to an entrance fee for the museum.

I didn't see that survey

The survey, called Stronger Exeter, was carried out by Exeter City Council in autumn 2014. It was in the Express and Echo and was delivered to residencies in the city.

Why does RAMM need donations?

City Council budgets are tight – that's why people were asked for their thoughts about how money should be spent. Additional funding is also very limited so the museum needs to generate some funds through its activities.

I've already paid for RAMM once in my council tax. Why do I have to pay again to see this exhibition?

The money allocated to RAMM through the Council tax pays for the upkeep of the museum and safeguards its collections. We don't have the additional funds to bring exhibitions like this without generating some income from them.

The museum has always been free before. Why are you charging now?

In the past, we've had enough funding through Exeter City Council and other organisations. All the organisations who give us public funding have had their budgets cut, so there is less money available for RAMM. This is why we're looking at other ways to generate funds to keep the museum going and to continue to bring high quality exhibitions such as this to Exeter.

I don't think this is high quality. It wasn't worth paying for. Can I have my money back?

This exhibition is a touring exhibition put together by professional curators. We're not able to give refunds to people who've seen the exhibition, but we're very keen to hear your feedback which we'll take into account in our future planning.

Now that I've paid for this exhibition, where does the money go?

The funds generated by ticketed exhibitions go towards future exhibitions taking place within the museum, for conservation, acquisitions, activities and events.

Why do I have to pay for this exhibition when the rest of the museum is free?

A survey carried out by Exeter City Council showed that people would be prepared to pay for temporary exhibitions at RAMM and that they would prefer this method of charging to an entrance fee for the museum. That's why we're charging for some of our temporary exhibitions.

Will you be charging for all exhibitions in future?

The museum will remain free to enter. We are currently trialling ticketing for temporary exhibitions and we will take a view as to the success of the trial using feedback from visitors and evaluating income generated. It is envisaged that there will be a small number of paid for exhibitions per year with the vast majority of the museum space being free to access

I can't afford £4

We have a concession rate of £2 for people who have an X-card which supports people who are on lower incomes, are unemployed or have disabilities. Full details of the card, including

eligibility and other offers and discounts is available at www.exeter.gov.uk/X-card. The card is only available to Exeter residents. We also offer the concession rate to Friends of RAMM. Students with a valid NUS card and children are free.

NB – this list will be updated to respond to visitor queries.

REPORT TO SCRUTINY COMMITTEE CORPORATE
Date of Meeting: 29 September 2016
Report of: Assistant Director Finance
Title: Budget Monitoring Report to 30 June 2016

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

This report advises Members of any material differences to the revised budget in respect of Corporate Committee.

2. Recommendations:

That Members of Scrutiny Committee – Corporate note the content of this report in order to be satisfied that prudent steps are being taken to address the key areas of budgetary pressure highlighted in this report.

3. Reasons for the recommendation:

Local authorities have a statutory duty to set and monitor their budgets during the year and to take any actions necessary because of potential overspending or potential shortfalls in income. Members are therefore presented with a quarterly financial update in respect of Corporate.

4. What are the resource implications including non financial Corporate

The financial resources required to deliver Corporate Services during 2016-17 are set out in the body of this report.

5. Section 151 Officer comments:

This report has been prepared on behalf of the Section 151 Officer to set out the projected financial position of Corporate Services as at 31 March 2017.

6. What are the legal aspects?

Part 2 of the Local Government Act 2003 provides the legislative framework for the process of setting and managing budgets. In particular, Section 28 of the 2003 Act requires local authorities to monitor their budgets during the financial year.

7. Monitoring Officer's comments:

This report raises no issues for the Monitoring Officer

8. Report Details:

Corporate Budget Monitoring to 30 June 2016

8.1 Key Variations from Budget

The current forecast suggests that net expenditure for this committee will increase from the revised budget by a total of £79,780 after transfers from reserves and revenue contributions to capital, as detailed in Appendix 1. This represents a variation of 1.93% from the revised budget. This includes supplementary budgets of £797,040 already agreed previously.

8.2 The only significant variation (by management unit) is:

MU Code	Management Unit	Over / (Underspend)	Detail
86A6	Grants/Cent Supp/Consultation	£67,120	<ul style="list-style-type: none">An overspend is anticipated on consultants fees budget in respect of Press & Public Relations and Policy Support.

9. How does the decision contribute to the Council's Corporate Plan?

Corporate budgets contribute to 3 key purposes, as set out in the Corporate Plan; maintain the assets of our city, well run Council and customer access to help me with my housing and financial problem.

10. What risks are there and how can they be reduced?

An action plan addressing the key areas of budgetary risks within Corporate will be included if and when they arise.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

No impact

12. Are there any other options?

No

DAVE HODGSON

Assistant Director Finance

Author: FINANCIAL SERVICES TEAM

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

None

Contact for enquiries:

Democratic Services (Committees)

Room 2.3

(01392) 265275

**CORPORATE SERVICES SCRUTINY COMMITTEE
OUTTURN**

APRIL 2016 TO MARCH 2017

ACTUAL TO DATE			YEAR END FORECAST			
PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	CODE	APPROVED BUDGET	OUTTURN	OUTTURN VARIANCE
£	£	£		£	£	£
(1,463,083)	(1,377,022)	86,061	83A1	(2,554,990)	(2,542,330)	12,660
(41,088)	(41,174)	(86)	83C4	(28,710)	(28,710)	0
492,544	230,935	(261,608)	83C5	1,901,500	1,901,500	0
26,284	27,686	1,402	83C6	102,760	102,760	0
74,796	80,710	5,914	86A2	374,040	374,040	0
18,155	15,551	(2,604)	86A3	630,350	630,350	0
37,537	42,829	5,292	86A4	240,160	240,160	0
147,618	152,552	4,933	86A5	772,320	772,320	0
612,181	636,394	24,212	86A6	902,360	969,480	67,120
396,293	352,829	(43,464)	86A7	1,802,750	1,802,750	0
132,245	99,475	(32,770)	86B1	0	0	0
25,106	27,114	2,008	86B2	0	0	0
135,490	124,003	(11,487)	86B3	0	0	0
124,760	118,686	(6,075)	86B4	39,130	39,130	0
335,124	337,581	2,456	86B5	0	16,990	16,990
494,937	528,408	33,471	86B6	53,700	53,700	0
79,188	86,887	7,699	86B7	0	0	0
14,202	30,878	16,675	86B8	0	0	0
1,642,290	1,474,321	(167,970)	NET EXPENDITURE	4,235,370	4,332,140	96,770
			REVERSE OUT CENTRAL SUPPORT SERVICES WHICH ARE RECHARGE	92,830	109,820	16,990
			ADJUSTED NET EXPENDITURE	4,142,540	4,222,320	79,780
			TRANSFERS TO / (FROM) EARMARKED RESERVES			
			REVENUE CONTRIBUTION TO CAPITAL			
			OUTTURN FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES		4,222,320	
			REVISED BUDGETS		4,142,540	
			OUTTURN VARIANCE AFTER TRANSFERS TO/FROM RESERVES & CONTRIBUTIONS TO CAPITAL		79,780	

This page is intentionally left blank

AREAS OF BUDGETARY RISK

The table below identifies areas that have been identified as a budgetary risk within the Corporate Services revenue and capital budgets.

The revenue budget areas of risk are:

Budget Title	Approved Budget	Risk
Revenue: Estates Services	(£2,554,990)	<p>The income budget in respect of the council's property portfolio is in the region of £3.4m. A void allowance is included in the budget to cover any shortfall of income for the unoccupied properties. However if properties remain void for a long period, there is a risk that the income budget may not be achieved.</p> <p>In addition, if properties remain void for a long period the Non Domestic Rates liability falls on the council.</p>

This page is intentionally left blank

REPORT TO SCRUTINY COMMITTEE (RESOURCES)
Date of Meeting: 29 June 2016
Report of: Corporate Manger Legal & HR
Title: Annual Workforce Profile & Learning & Development Report

Is this a Key Decision?

No

Is this an Executive or Council Function?

This report is for information only.

1. What is the report about?

The purpose of this report is to provide:

- A comprehensive profile of the Council's workforce (as at 31 March 2016). benchmarked where appropriate against the Labour Market Statistics for Exeter as captured by the 2011 Census and the workforce profile as at 31 March 2015.
- HR performance data in respect of people resources and sickness absence during 2015-16.
- Information in respect of approach to Learning & Development activity for 2015-16.

In order to inform members of ongoing people management activity.

2. Recommendations:

There are no recommendations resulting from this report.

3. Reasons for the recommendation:

Not applicable.

4. What are the resource implications including non financial resources.

None.

5. Section 151 Officer comments:

There are no financial implications as a result of this report.

6. What are the legal aspects?

None identified

7. Monitoring Officer's comments:

This report is for information only and therefore raises no issues to concern the Monitoring officer.

8. Report details:

8.1 Context

The Council's workforce has been consciously and significantly reduced over the last 7 or 8 years. However over the last 12 months there are signs that this trend has slowed with employee numbers starting to level off.

Staff turnover continues to be active and as a result the HR team continue to look for ways to improve the recruitment and selection process so that the best person is appointed, helping to ensure the Council delivers high quality and effective services to our communities.

The Council will continue to face significant changes over the coming years in respect of challenges such as the financial impact of diminishing government grant funding. The Council's priorities in respect of its people resources therefore has to be focussed on building flexibility and resilience in its existing workforce, and supporting its employees through an ever changing horizon.

8.2 Existing Activity

Human Resources has undertaken a review of the Council's employee data to ensure that our monitoring activity is aligned with the public sector general equality duty and reporting / publishing of such data is reasonably achievable and relevant.

In July 2013 a monthly performance monitoring data in respect of use of people resources and sickness absence statistics was introduced and this has been reported to the Strategic Management Team (Performance) meetings. From July 2014 these reports changed to quarterly reports and these will now also be reported to the Joint Consultation and Negotiation Committee.

DCLG published the Local Government Transparency Code in 2014. Many of the requirements of this code in respect of employee related data are already in place, with further work underway in respect of gathering and reporting data relating to time off for Trade Union activities.

The Council is now using the Devon Grapevine Website to make its vacancies more visible to candidates from black and minority ethnic communities. We are also already a disability "two tick" employer and have ensured our new internet recruitment pages highlight this and our commitment to be a Mindful Employer.

8.3 Workforce Profile and Performance Data

Attached as Appendix A is a comprehensive workforce profile which explains the diversity of employees at Exeter City Council and where appropriate, provides a comparison in respect of the diversity of the community we serve.

Information in respect of the Council's human resources performance data for 2015-16 is contained in Appendix B incorporating information which highlights the Council's establishment as well as providing information on sickness absence, case management and employee turnover.

Finally, the Council's approach to Learning and Development Activity during 2014-15 is contained in Appendix C. Particular emphasis has been made about the introduction of the apprentice levy due to be introduced April 2017

9. How does the decision contribute to the Council's Corporate Plan?

The information contained in this report is for noting only.

10. What risks are there and how can they be reduced?

The information contained in this report is for noting only.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

The information contained in this report is for noting only.

12. Are there any other options?

The information contained in this report is for noting only.

Originator: HR Transactional Services Manager

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

[Http://www.nomisweb.co.uk/census/2011/key_statistics](http://www.nomisweb.co.uk/census/2011/key_statistics)

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

This page is intentionally left blank

Exeter City Council Learning & Development 2015-16

1 BACKGROUND

- 1.1 Within the Corporate Plan 2015 – 2016 the Chief Executive & Growth Director states that it is his task to ensure that we have the money and people in place to deliver all the councillor's priorities. It is the task of the Learning & Development Team to ensure that the people in place have the most up to date qualifications and role specific training that is on offer and that we develop and support them through the Council's future priorities.

2 PROGRESS IN 2015-16

- 2.1 All the mandatory, essential and desirable training (including CPD qualifications and bespoke training) that was requested has either been delivered or is underway and the Assistant Directors, Service Managers, HR Business Partners and the L&D Business Partner are continuing to work closely to provide comprehensive Service L&D Plans which allow us to prioritise our spend.
- 2.2 Following recent service restructures, we have worked closely with specific teams to provide them with bespoke change management, team building and leadership workshops where they created their own Vision, Culture, Values and Action Plans. These plans will "guide them through the challenges ahead and make the changes required to exceed everyone's expectations." (Direct quote from their Action Plan)
- 2.3 We continue to review our provision and have made some substantial changes to ensure that delivery of training is of the highest quality, best value for the budget and provides the organisation with innovative and current requirements to meet the organisational needs. In 2014 we joined forces with Teignbridge District Council who continue to provide all of our e-learning packages through the e-Academy. Take up by employees has been much improved through 2015 with the introduction of mandatory corporate courses such as Data Protection, Counter Fraud Strategy and Information Security for all pc users. Mandatory training should be refreshed every three years and this will ensure a permanent rolling programme for the e-Academy.
- 2.4 In April 2015 we expanded our relationship with Teignbridge District Council by increasing our commitment to the L&D Partnership and taking out full membership. This membership provides all of our employees, councillors and partners with a wide range of flexible blended learning options based on identified training needs through Growth & Development Reviews, Service L&D Plans, Coaching and personal development plans. Learning options include; facilitated courses, workshops and e-learning via the e-Academy and the sessions are held in locations throughout the Partnership. However, a large percentage of their sessions are now being held here in our training rooms as:
- a) The Partners enjoy our central location and
 - b) "Our facilities and services are exemplary" (direct quote from a delegate)

Over 100 of our employees and councillors have accessed courses in excess of 25 different topics in our first year of membership and waiting lists for future training are very healthy. Negotiations have just been finalised regarding a corporate Conflict Management Programme which will involve over 200 employees accessing half-day sessions throughout September & October.

- 2.5 Throughout 2015/16 we have continued to provide the ILM Level 5 & 7 qualifications in Coaching in affiliation with South West Councils. We provide the Council with a team of qualified Workplace Coaches who are available to all employees to assist in developing them within the organisation, perform more effectively and reach their potential. Take up by employees has been steady and manageable.
- 2.6 The Apprenticeship scheme continues with some excellent successes and to date we have supported:
- 5 apprentices through their initial qualification and into external positions
 - 4 apprentices through their initial qualification, onto a subsequent qualification and now employed by the Council
 - 3 apprentices through their initial qualification and about to commence their next level in September
 - 2 new apprentices will start in the summer of 2016, 1 in Chief Executive & Growth Director and 1 in Member Services.
 - 1 place soon to be advertised for Waterways

Negotiations are currently underway with WESC and Exeter College regarding the two ring-fenced vacancies for those students with disabilities or learning difficulties.

3 **ONGOING IN 2016/17**

- 3.1 The Apprenticeship Levy is to be introduced by the government in April 2017 as part of a broader programme of reforms to significantly increase the quantity and quality of apprenticeships in England. Impact on the Council will be huge and we are already in negotiations with the Skills Funding Agency and the National Apprenticeship Service regarding the steps we need to take to ensure we meet all the necessary public sector targets successfully:

- 2.3% of workforce annually to be comprised of apprenticeships starts for those employing over 250 people
- The levy will be 0.5% of the pay bill, paid through PAYE for any UK employer with a pay bill of more than £3 million per year
- Ages of apprentices will be immaterial
- National Insurance Contributions for apprentices under the age of 25 abolished

Employers who pay the levy and are committed to apprenticeships training will be able to get out more than they pay in to the levy. The government will apply a 10% top-up to monthly funds entering our new digital account to put towards the apprenticeship training and assessment. Exeter City Council are about to embark on a new chapter in our already successful apprenticeship programme which will rely on support from Councillors, Assistant Directors, Service Managers and our workforce to ensure that the quality of our training maintains our present high standards.

- 3.2 Our modular based Management Development Programme aimed at providing ground roots learning in human resources issues and corporate management continues to meet the needs of existing and new managers. The programme was created in conjunction with South West Councils and 9 of our managers have also achieved an ILM Level 3 Award in Leadership & Management alongside the associated modules. This facility will be transferring to The Learning & Development Partnership when the current cohort has completed their programme.

- 3.3 We continue support for SMT with regard to their ongoing organisational and personal development needs whilst working with Sampson Hall Ltd and are prepared to continue with support for the organisation and its employees when further needs have been identified.
- 3.4 Continuing to support students from Year 10's through to University graduates from the UK and abroad with their requests for work experience in a variety of departments across the Council. This year we have successfully placed 25 students with more requests received weekly.

LEARNING AND DEVELOPMENT PARTNER

This page is intentionally left blank

Appendix A

Exeter City Council Workforce Profile 2015/16

BACKGROUND

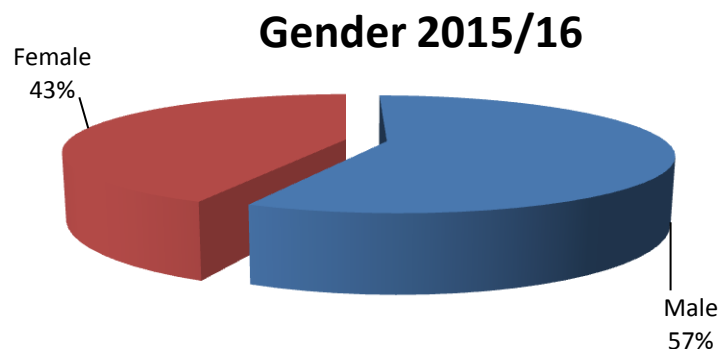
1. Employee numbers have stayed static over the last 12 months however turnover has been buoyant and we are always looking to improve our recruitment process so the best person as possible is appointed, ensuring we are delivering the right and effective services to our communities.
2. Activities are already in place to ensure recruitment activity is more visible to the black and minority ethnic community and also apprenticeships opportunities are made available to disabled applicants.
3. Over the coming 5 years the Council will continue to change, the focus of the Council must be to building a flexible and resilient workforce and supporting employees through the process.

WORKFORCE PROFILE

1. The following information sets out the make-up of the Council's workforce by Gender, Disability, Ethnic Origin, Hours Worked, Religion and Age and compares the Council's workforce profile with that of Exeter as captured in the 2011 Census (Exeter nomis). Any minor ECC variance between 2014/15 and 2015/16 figures are likely as a result of a reduction in the Council's workforce.

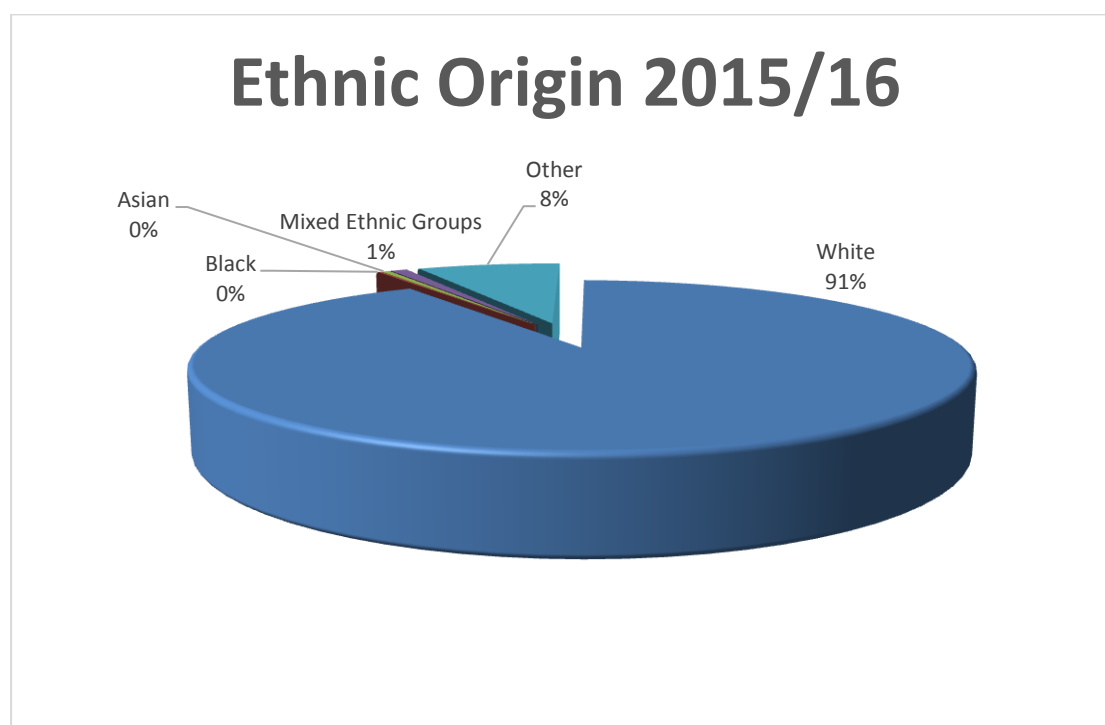
GENDER

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
Male	48.6	56.6	56.6	0.0
Female	51.4	43.4	43.4	0.0



ETHNIC ORIGIN

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
White	93.1	94.36	90.44	-3.92
British ¹	88.3	89.16	85.09	-4.07
Irish	0.5	0.30	0.43	0.13
Gypsy or Irish Traveller	0.1			
Other White	4.1	4.90	4.92	0.02
Mixed Ethnic Groups	1.6	0.75	0.86	0.11
White and Black Caribbean	0.3	0.30	0.29	-0.01
White and Black African	0.2			
White and Asian	0.7	0.15	0.14	-0.01
Other Mixed	0.4	0.30	0.43	0.13
Asian/Asian British	3.9	0.45	0.43	-0.02
Indian	0.8	0.30	0.29	-0.01
Pakistani	0.1			
Bangladeshi	0.2			
Chinese	1.7			
Other Asian	1.1	0.15	0.14	-0.01
Black/Black British	0.6	0.30	0.14	-0.16
African	0.4	0.15		-0.15
Caribbean	0.1			
Other Black		0.15	0.14	-0.01
Other Ethnic Group/ Not Declared	0.8	4.14	8.11	3.97
Arab	0.6			
Any other ethnic group	0.3	0.59	0.58	-0.01
Not declared		3.55	7.53	3.98



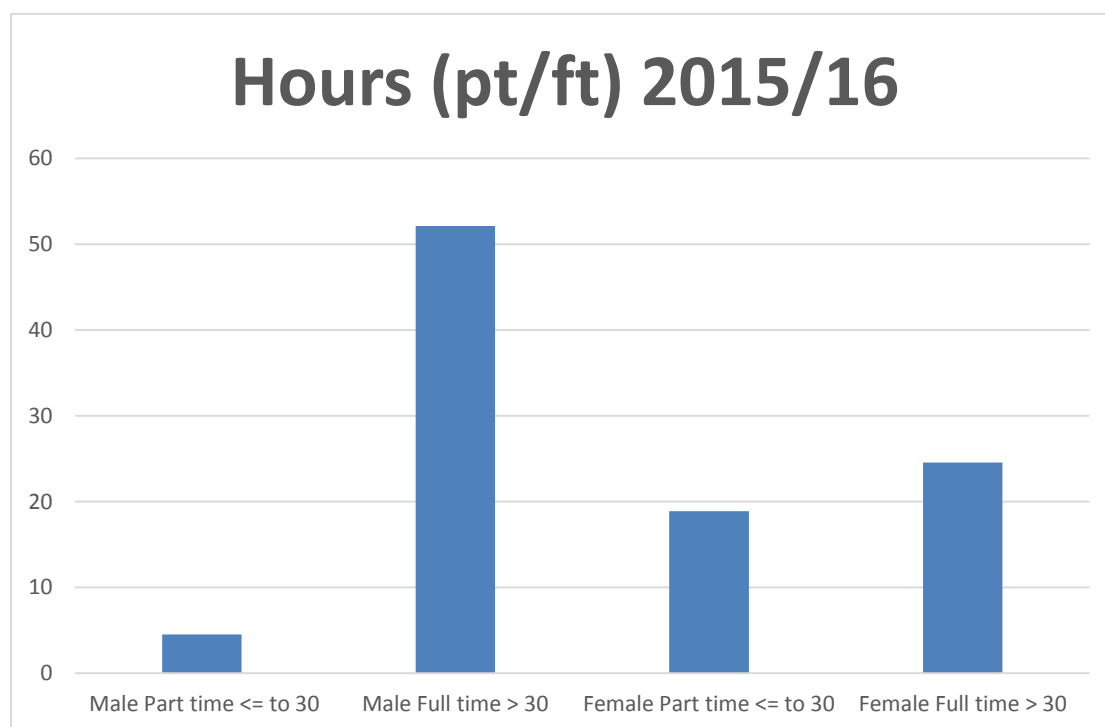
¹Includes English, Welsh, Scottish & Northern Irish

DISABILITY

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
Disability	16.71	2.36	2.56	0.20

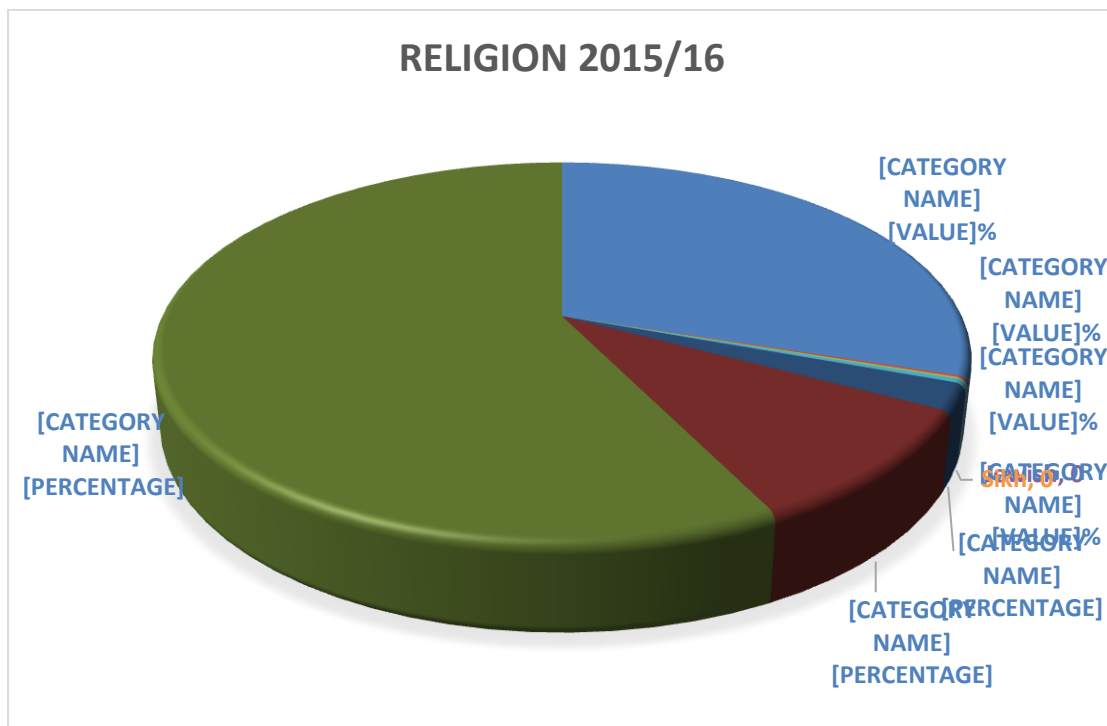
HOURS (PT/FT)

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
Male	51.3	56.74	56.59	-0.15
Part time <= to 30	9.6	4.74	4.49	-0.25
Full time > 30	41.8	52.00	52.10	0.10
Female	48.7	43.26	43.41	0.15
Part time <= to 30	23.7	17.33	18.86	1.53
Full time > 30	25.0	25.93	24.55	-1.38



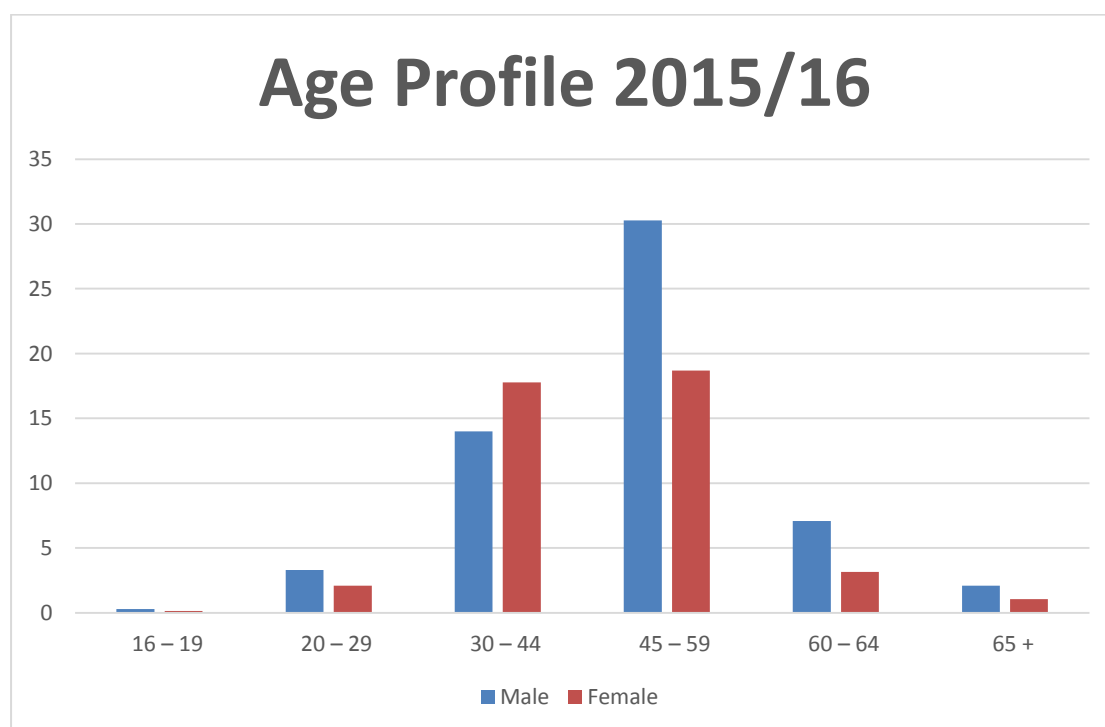
RELIGION

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
Has a religion	57.2	34.44	32.84	-1.60
Christian	53.9	31.61	30.00	-1.61
Buddhist	0.60	0.30	0.15	-0.15
Hindu	0.30	0.15	0.15	0.00
Jewish	0.10			
Muslim (Islam)	1.60	0.30	0.30	0.02
Sikh	0.10			
Other	0.60	2.07	2.24	0.17
No Religion	34.70	8.86	9.85	0.99
Not stated	8.10	56.70	57.31	0.61



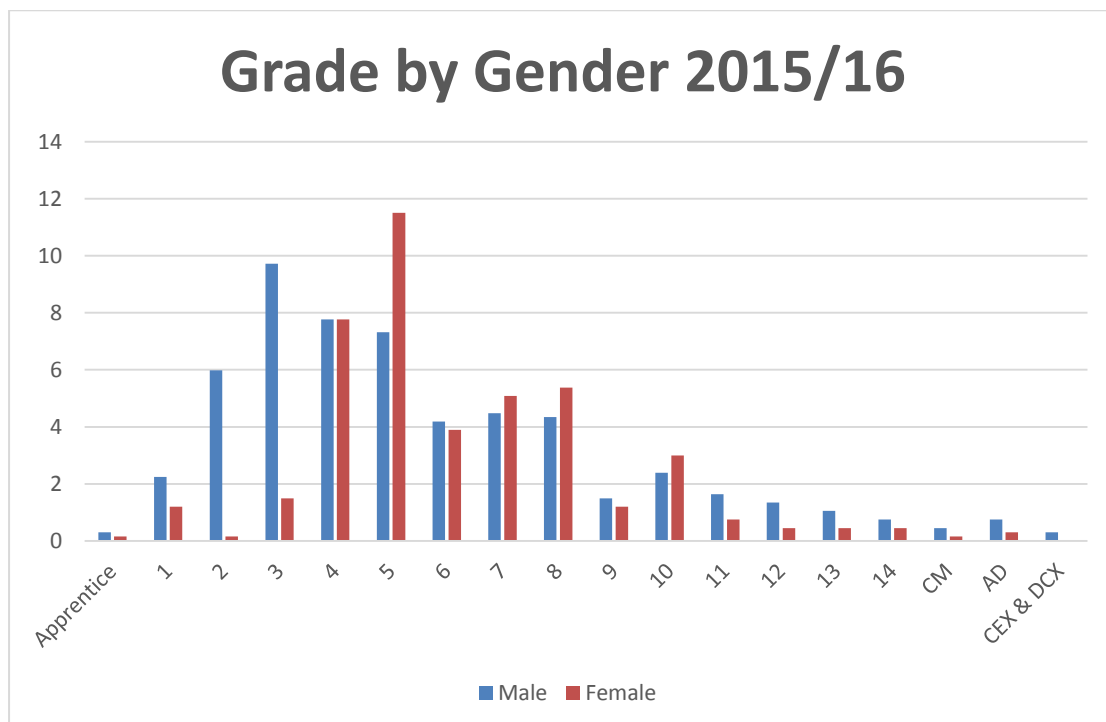
AGE

Category	Exeter nomis %	ECC % 2014/15	ECC % 2015/16	ECC % variance
Male	40.45	56.60	57.08	0.48
16 – 19	3.45	0.15	0.30	0.15
20 – 29	9.76	3.69	3.31	-0.38
30 – 44	9.94	14.34	14.01	-0.33
45 – 59	8.37	29.55	30.27	0.72
60 – 64	2.52	7.39	7.08	-0.31
65 +	6.41	1.48	2.11	0.63
Female	43.68	43.40	42.92	-0.48
16 – 19	3.60	0.30	0.15	-0.15
20 – 29	9.92	2.81	2.11	-0.70
30 – 44	9.59	17.34	17.77	0.33
45 – 59	8.76	18.96	18.68	-0.28
60 – 64	2.70	3.10	3.16	0.06
65 +	9.11	0.89	1.05	0.16



GRADE BY GENDER

Grade	Male	Female	ECC % 2014/15	ECC % 2015/16	ECC % variance
Apprentice	0.30	0.15	0.89	0.45	-0.44
1	2.24	1.20	6.79	3.44	-3.35
2	5.98	0.15	8.12	6.13	-1.99
3	9.72	1.49	6.35	11.21	4.86
4	7.77	7.77	17.72	15.55	-2.17
5	7.32	11.51	17.35	18.83	1.48
6	4.19	3.89	6.65	8.07	1.42
7	4.48	5.08	10.78	9.57	-1.21
8	4.34	5.38	9.30	9.72	0.42
9	1.49	1.20	2.51	2.69	0.18
10	2.39	2.99	5.02	5.38	0.36
11	1.64	0.75	2.06	2.39	0.33
12	1.35	0.45	1.48	1.79	0.31
13	1.05	0.45	1.47	1.49	0.02
14	0.75	0.45	1.48	1.20	-0.28
CM	0.45	0.15	0.59	0.60	0.01
AD	0.75	0.30	1.04	1.05	0.01
CEX & DCX	0.30		0.30	0.30	0.00



LENGTH OF SERVICE BY GENDER

Category	Male	Female	ECC % 2013/14	ECC % 2014/15	ECC % variance
<2 years	2.60	2.76	10.93	5.37	-5.56
2–4 years	5.53	6.83	12.41	12.36	-0.05
5–10 years	18.37	14.80	35.32	33.17	-2.15
11–20 years	18.05	15.12	25.54	33.17	7.63
21–30 years	6.67	4.72	10.78	11.38	0.60
>30 years	3.74	0.81	5.02	4.55	-0.47

BEST VALUE PERFORMANCE INDICATORS

Category	ECC % 2014/15	ECC % 2015/16	ECC % variance
Top 5% of employees that are women	29	29	0.00
Top 5% of employees that are BME	10.53	10.53	0.00
Top 5% of employees that are disabled	2.63	2.63	0.00
Avg working days sickness per employee	9.55 days	8.92 days	-0.63 days

The top 5% earners in the organisation are made up of employees on spinal point 46 (top of grade 12) or greater, Corporate Managers, Assistant Directors, Deputy Chief Executive and Chief Executive & Growth Director.

This page is intentionally left blank

Appendix B

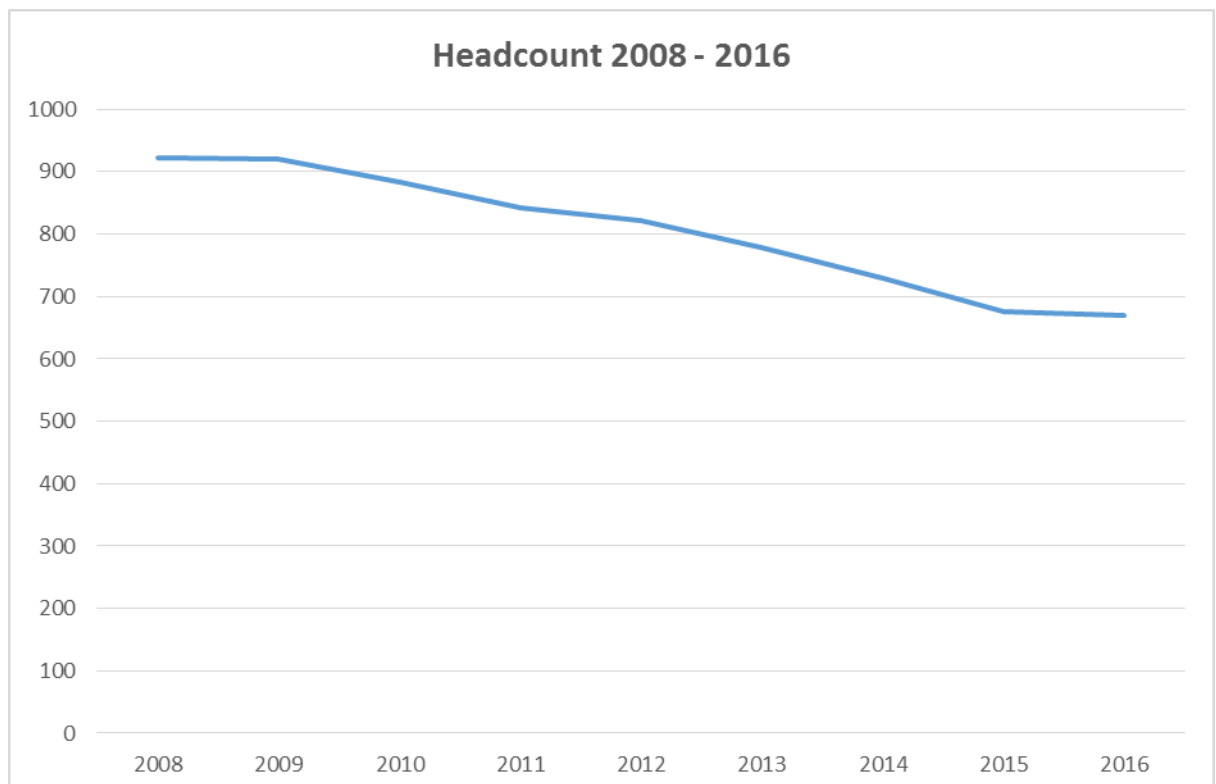
Exeter City Council HR Performance Data 2015/16

1 BACKGROUND

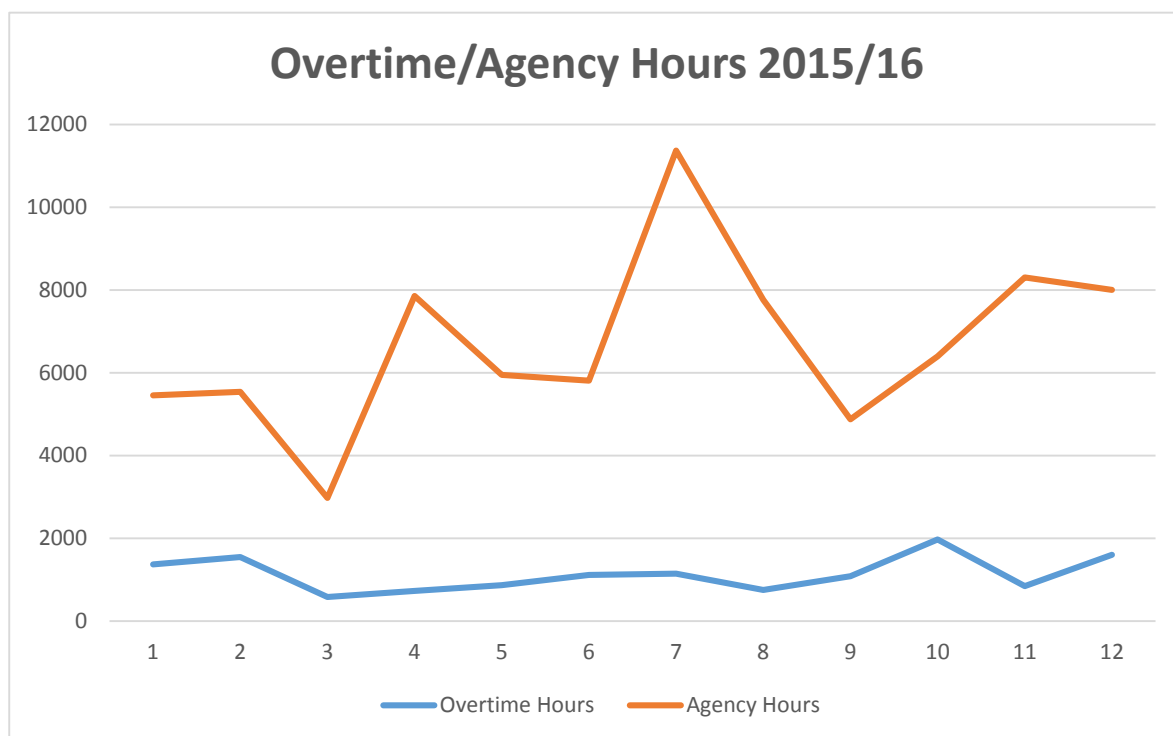
- 1.1 The Council recognises that its workforce is a valuable asset. However, the ongoing economic climate and continued reduction in income resulting from changes to Local Government funding against a backdrop of rising expectations means the current environment remains difficult.
- 1.2 A significant challenge facing the authority will be to continue to build resilience and flexibility among remaining services.
- 1.3 It is likely that the future delivery of services will require greater reliance by the Council on formulating partnerships with all sectors including the communities we support.

2 ESTABLISHMENT

- 2.1 The table below demonstrates that over the last 8 years there has been a significant reduction in the Council's headcount, since the onset of the recession. This reduction has been achieved through ongoing redundancies and restrictions on recruitment as a result of budget reductions and unit restructures. There are signs that the decline in numbers has started to slow. The Council's Headcount at the end of March 2016 was 669 (603.68 FTE), compared to 675 (604.51 FTE) the previous year.



2.2 There is evidence that some service delivery is currently being underpinned by use of overtime and temporary/agency workers.



2.3 The Council's turnover (expressed as the number of all leavers in 2015/16 divided by the average number of employees multiplied by 100) for 2015-16 was 11.38%. The Council's voluntary turnover (i.e. excluding all dismissals) was 8.53%.

LEAVERS

Category	Male	Female	Total ECC 2015/16
ECC Dismissals	15	4	19
Dismissal	5		5
Compulsory Redundancy	3		3
Voluntary Redundancy	5	1	6
End of Temporary Contract	2	2	4
TUPE		1	1
Voluntary Leavers / Non-dismissals	37	20	57
Resignation	26	19	45
Death in service			
Early Voluntary Retirement	5	1	6
Retirement	6		6

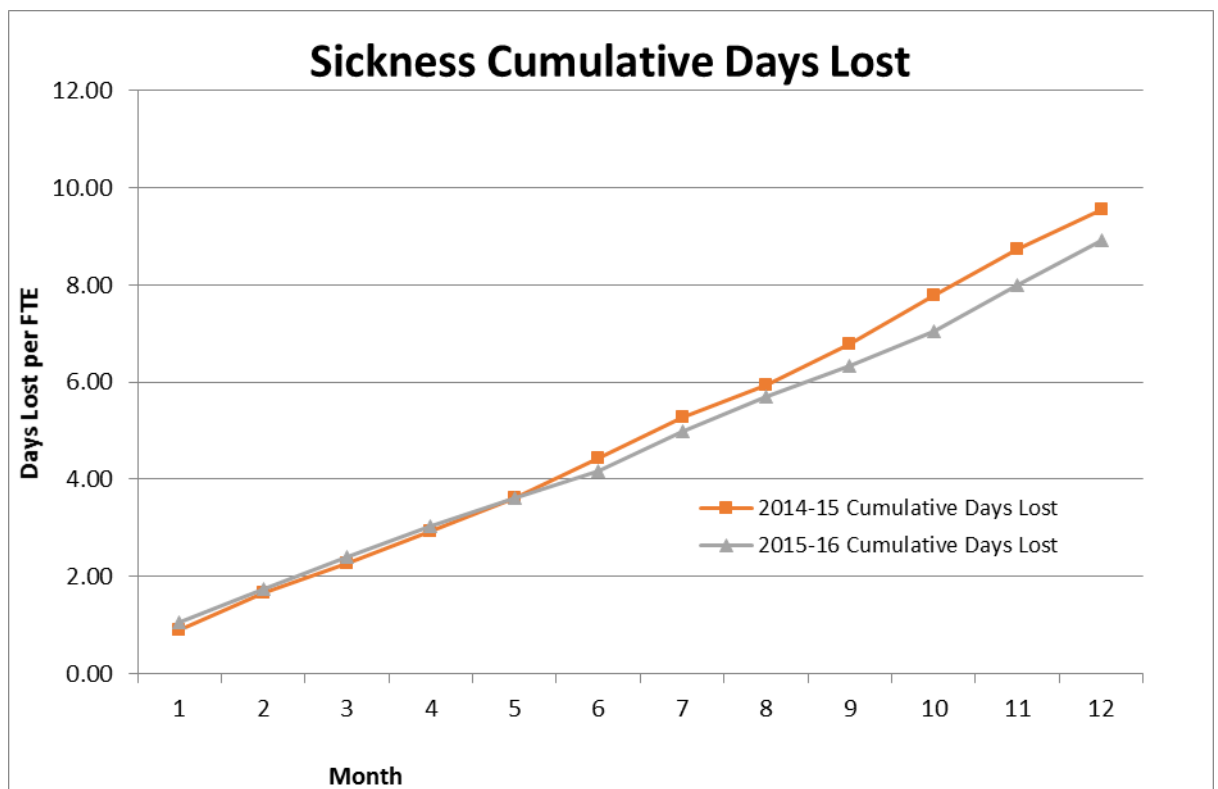
3 CASE MANAGEMENT

3.1 The following table provides information in respect of formal action taken under the Council's employment policies

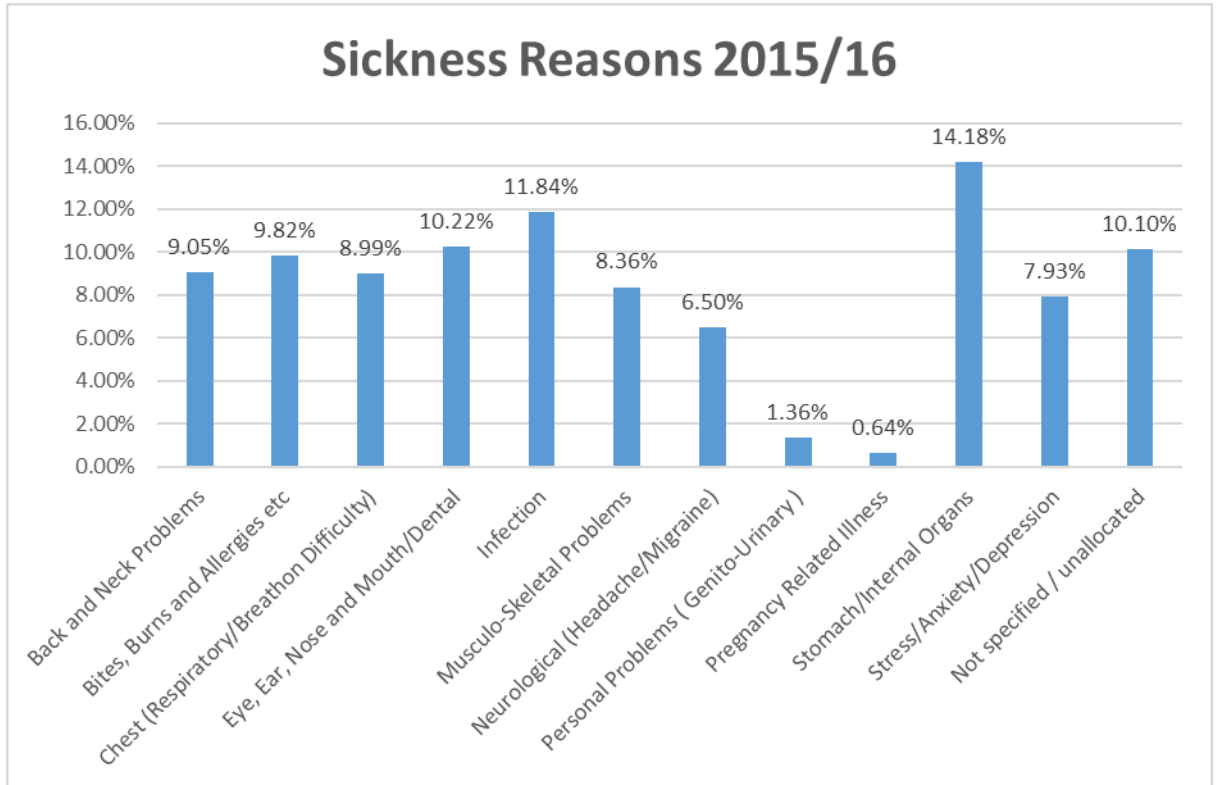
Category	Male	Female	Total ECC 2014/15	Total ECC 2015/16	ECC variance
Capability	1			1	1
Disciplinary	4		3	4	1
Harassment & Bullying					
Long Term Sickness	1		1	1	0
Sickness (short term)	4	2	5	6	1

4 SICKNESS ABSENCE

4.1 The average number of working days lost due to sickness per employee. The outturn for the year was an average of 8.92 days / employee, down from last year's 9.55 days / employee.



4.2 Reasons for sickness absence during 2015-16 shows a predominance of Stomach/Internal organs and Infection related absences which together make up a quarter of all absences. The Council has introduced a more comprehensive employee welfare provision in the form of an Employee assistance Programme in 2014, and continues to utilise Occupational Health advice in respect of supporting employees to return to work.



HR Transactional Services Manager

REPORT TO CORPORATE SERVICES SCRUTINY COMMITTEE,
EXECUTIVE AND COUNCIL
Date of Meeting: Corporate Services Scrutiny - 29 September 2016
Executive - 11 October 2016
Council - 18 October 2016
Report of: Assistant Director Finance
Title: Capital Monitoring Statement to 30 June 2016

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

To report the current position in respect of the Council's revised annual capital programme and to advise Members of the anticipated level of deferred expenditure into future years.

The report seeks Member approval to amend the annual capital programme in order to reflect the reported variations.

2. Recommendations:

It is recommended that Corporate Services Scrutiny Committee notes and Council approves:

- (i) **The revision of the annual capital programme to reflect the reported variations detailed in 8.4 and 8.5**
- (ii) **The additions to the capital programme detailed in 8.7**

3. Reasons for the recommendation:

Local authorities are required to estimate the total of capital expenditure that it plans to incur during the financial year when it sets the prudential indicators for capital expenditure. This shows that its asset management and capital investment strategies are affordable, prudent and sustainable.

Capital expenditure is a significant source of risk and uncertainty since cost variations, delays and changing specifications are often features of large and complex capital projects.

In order to manage the risks associated with capital programming the annual capital programme is updated every three months to reflect any cost variations, slippage or acceleration of projects.

4. What are the resource implications including non financial resources

The financial resources required are set out in the body of this report.

5. Section 151 Officer comments:

This report has been prepared on behalf of the Section 151 Officer to set out the financial position of the Capital Programme as at 30 June 2016.

6. What are the legal aspects?

The capital expenditure system is framed by the Local Government and Housing Act 1989.

7. Monitoring Officer's comments:

This report raises no issues to concern the Monitoring Officer.

8. Report Details:

CAPITAL MONITORING STATEMENT TO 30 JUNE 2016

8.1 REVISIONS TO THE CAPITAL PROGRAMME

The 2016/17 Capital Programme, including commitments brought forward from 2015/16, was last reported to Corporate Services Scrutiny Committee on 29 June 2016. Since that meeting the following changes have been made that have increased the programme:

Description	£	Approval/Funding
Capital Programme, as reported to Corporate Services Scrutiny Committee, 29 June 2016	31,343,030	
Play Area Refurbishments	48,460	S106 Funding and Interest
Disabled Facilities Grants	292,330	Additional funding awarded from the Better Care Fund
eFinancials - Version 5	50,000	Approved by Council 26 July 2016
Canal Pontoon	26,220	Funding awarded by ECQT
Idox	75,700	Approved by Council 15 December 2015 (Strata Joint Executive Committee 24 November 2015)
Revised Capital Programme	31,835,740	

8.2 PERFORMANCE

The revised capital programme for the current financial year is £31.836 million. During the first three months of the year the Council spent £2.167 million on the programme, which equates to 6.8% of the revised programme. This compares with £1.534 million (6.6%) being spent in the first three months of 2015/16.

The current programme is detailed in Appendix 1. The Appendix shows a total forecast spend for 2016/17 of £23.140 million with £7.765 million of the programme potentially being deferred to 2017/18 and beyond.

Appendix 2 shows the approved budgets for 2017/18 with the proposed 2016/17 budget to be carried forward to 2017/18 and beyond for Executive and Council to consider for approval.

Appendix 3 shows the overall position for those schemes which span more than one financial year.

8.3 AVAILABLE CAPITAL RESOURCES

The available capital resources for the General Fund for 2016/17 are £4.053 million. An estimated spend of £8.635 million is required of which £4.582 million will have to be funded from borrowing. The available capital resources for the HRA for 2016/17 are £21.875 million. An estimated spend of £14.505 million is required leaving £7.370 million to be

carried forward into 2017/18. Appendix 4 sets out the forecast use of the resources available for the General Fund and the HRA and the likely amounts of borrowing that will be necessary to fund the capital programme over the next two years.

The value of actual capital receipts received in the quarter in respect of the General Fund and the HRA are:

	General Fund £	HRA £
New Receipts	0	902,010
Less HRA Pooling		(107,536)
Balance as at 30 June 2016	0	794,474

8.4 EXPENDITURE VARIANCES

The main variances and issues concerning expenditure in 2016/17 are:

Scheme	Estimated Overspend / (Underspend) £	Reason
Northbrook Flood Alleviation	(498,130)	This scheme is dependent on partner funding which has not been forthcoming, therefore it is unlikely this scheme will go ahead in the near future.
Replace Car Park Ticket Machines	9,521	More fibre connections than originally anticipated were required in order to complete the project.
RAMM Development	(382,380)	It is unlikely that this budget will now be required.
City Centre Enhancements – TV Screens	(40,000)	Despite extensive research a suitable location could not be found.
Heavitree Environmental Improvements	(22,880)	Agreement on this S106 funded scheme has not been reached with local groups.
eTendering System	(15,000)	A less expensive solution will be purchased from revenue.
Other Works	7,881	Additional health and safety measures at Faraday House including the provision of a roof guard-rail have resulted in a minor overspend against these two budget headings.
Faraday House Roof Replacement	3,254	

Lift Replacement at 98 Sidwell Street	7,000	Delays associated with undertaking leasehold flat consultation has required seeking revised quotations and a forecast overspend is reported due to contract price rises. Works are expected to start on site week commencing 15 August.
---------------------------------------	-------	---

8.5 SCHEMES TO BE DEFERRED TO 2017/18 AND BEYOND

Schemes which have been identified as being wholly or partly deferred to 2017/18 and beyond are:

Scheme	16/17 Budget £	Budget to be Deferred £	Reason
Newcourt Community Hall (Grant)	36,240	20,000	The Community Association are making the funds stretch further than originally envisaged.
Newtown Community Centre (1 st Grant)	50,000	50,000	Efforts are continuing to raise sufficient funds from elsewhere.
Newtown Community Centre (2 nd Grant)	46,750	46,750	
Bus Station Complex	6,126,240	5,029,660	The budget has now been re-profiled in-line with projected expenditure.
Leisure Complex – Build Project	1,538,210	175,410	This is a minor re-profiling of the budget.
Energy Conservation	86,000	20,000	A £20k contribution towards the placement of solar panels at the new Rennes House car park development will not be required until 2017/18 as it will form part of the later stages of the project.
Rennes House Structural Works	400,000	400,000	Significant works are not expected to be undertaken until 2017/18 whilst consultants carryout an options appraisal including potential grant funding for energy conservation measures.

Common Area Footpath/Wall Improvements	2,244,050	1,300,000	Surveys of 2/3rds of HRA footpaths and walls have been completed to date and works identified for 2016/17 total £944,050. The remaining budget will be deferred into 2017/18 until all the surveys have been completed and the full extent of improvement works have been established. A budgetary risk has been highlighted due to the uncertainty of outstanding survey results.
Electrical Re-wiring	1,768,100	590,000	The contract for programmed electrical testing and remedial works commenced from 1 August with slippage of £300k into 2017/18 forecast. Further slippage of £290k is expected in respect of electrical repairs to communal areas whilst capacity of the in-house electricians is reviewed.
COB Wave 2 – Rennes House car park	2,466,060	33,410	The budget for the development of this site has been re-profiled in accordance with the latest cash-flow projections. Minor slippage of the main scheme has occurred whilst ancillary works to install a new substation were completed. The next key stage is the demolition of the existing car park which is scheduled for mid-August.
Acquisition of Social Housing	416,810	100,000	The acquisition of 3 new affordable housing units are expected to complete this financial year. Further spend of this budget is pending Section 106 negotiations and slippage into 2017/18 is expected.

8.6 ACHIEVEMENTS

The following schemes have been completed during the first quarter of 2016/17:

- **Replace Car Park Ticket Machines**

A new parking control system to replace the failing one at Guildhall and Mary Arches Street car parks has been installed with the additional benefit of automated links to John Lewis car park and St Stephens Control Centre.

Reusable plastic discs have replaced expensive paper/card ones and will net revenue savings over the course of the life of the equipment (7-8 years).

Newer more reliable equipment enhances customer experience. Alterations to the entrance and exit at Guildhall means the middle lane can be utilised for maximum benefit to traffic flow (e.g. two lanes in and one lane out during the morning changing to one lane in and two lanes out during the afternoon, or

when circumstances dictate). These sites take approximately £2.2 million income per year.

- **Repair to Turf Lock Gates**

The outer gates of the canal into the estuary had not been refurbished for 25 years and were becoming unstable. These were lifted out, rebuilt and replaced.

8.7 ADDITIONS TO THE CAPITAL PROGRAMME

- **Railway Arches at Riverside, Cowick Street (£50,000)**

Under Section 21 of Financial Regulations regarding Urgency the decision was made on 8 August 2016 to approve £50,000 emergency capital funding for improvements to the railway arches at Riverside in order to prevent unauthorised access to the under-space of the arches and the south access strip of land between the arches and the rear gardens of Beaufort Road.

- **Farmers Market Electricity Supply (additional £10,000)**

£20,000 has previously been approved by Council in order to provide a permanent electricity supply to the Farmers Market and any other markets located at the junction of Fore Street and South Street. The scheme has now been tendered and the prices are £10,000 higher than the original estimates, mainly due to DCC's requirement for a more stringent bollard specification to match those already installed.

9. How does the decision contribute to the Council's Corporate Plan?

The Capital Programme contributes to all of the key purposes, as set out in the Corporate Plan.

10. What risks are there and how can they be reduced?

Areas of budgetary risk are highlighted to committee as part of the quarterly budget monitoring updates.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

No impact

12. Are there any other options?

No

David Hodgson, Assistant Director Finance

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

None

Contact for enquiries:

Democratic Services (Committees)

Room 2.3

(01392) 265275

REPORT TO RESOURCES SCRUTINY COMMITTEE

Date of Meeting: 29 September 2016

REPORT TO EXECUTIVE

Date of Meeting: 11 October 2016

REPORT TO COUNCIL

Date of Meeting: 18 October 2016

Report of: Assistant Director Finance

Title: OVERVIEW OF REVENUE BUDGET 2016/17

Is this a Key Decision?

No

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Council

1. What is the report about?

- 1.1 To advise Members of the overall projected financial position of the HRA & General Fund Revenue Budgets for the 2016/17 financial year after three months and to seek approval for a number of supplementary budgets.

2. Recommendations:

It is recommended that Scrutiny Resources Committee and the Executive note the report and Council notes and approves (where applicable):

- 2.1 The General Fund forecast financial position for the 2016/17 financial year;
- 2.2 The HRA forecast financial position for 2016/17 financial year;
- 2.3 The additional supplementary budgets listed in Appendix C;
- 2.4 The outstanding Sundry Debt position as at June 2016;
- 2.5 The creditors' payments performance;

3. Reasons for the recommendation:

- 3.1 To formally note the Council's projected financial position and to approve additional expenditure required during the financial year.

4. What are the resource implications including non financial resources.

4.1 The impact on the General Fund working balance, HRA working Balance and Council Own Build working balance are set out in sections 8.3.6, 8.2.1 and 8.2.3 respectively.

4.2 A request for supplementary budgets totalling £637,900 has been included in the report. £260,000 of these budgets requests were approved by Council on 26 July 2016.

5. Section 151 Officer comments:

5.1 The report represents the projected financial position to 31 March 2017. In respect of the year end projections, the overall position in respect of the General Fund is positive, with a reduction in the estimated take from the working balance. The variance is down to continued low interest rates and ta reduction in the repayment of debt caused by lower than expected capital expenditure by the end of the last financial year. The HRA is showing a very small overspend.

6. What are the legal aspects?

6.1 There are no legal aspects to the report.

7. Monitoring Officer's comments:

7.1 This report raises no issues of concern for the Monitoring Officer

8. Report details:

8.1 Financial Summary

FUND	Planned Transfer (to) / from Working Balance	Budget Variance Over / (under)	Outturn Transfer 2015/16
	£	£	£
General Fund	1,487,825	(232,000)	1,255,825
HRA	142,125	26,188	168,313
Council own Build Houses	(38,020)	0	(38,020)

8.2 Housing Revenue Account (Appendix A)

8.2.1 The first quarter projection shows a small increase in the amount taken from the working balance. The projected reduction is £168,313 to leave the working balance at £6,900,357.

Movement	2016/17
Opening HRA Balance, as at 01/04/16	£7,068,670
Deficit	(£168,313)
Projected balance, as at 31/3/17	£6,900,357

8.2.2 The key variances are as follows:

Management Unit	Over / (Underspend)	Detail
Capital Charges	£76,688	Depreciation charges are higher than budgeted due to a rise in the valuation of certain components of housing assets. Depreciation is a real cost to the HRA as it represents the amount of money which needs to be set aside in the Major Repairs Reserve to provide for the cost of future capital works or to repay debt
Housing Assets	(£39,000)	<p>Additional employee costs are forecast in respect of the agency cover of vacant posts. However, these costs are offset by a forecast variance in the appointment of external consultants.</p> <p>A £100,000 budget was set aside for a review of operating models in respect of this service, but it is anticipated that £75,000 will need to be deferred into 2017-18 as the review is expected to commence in January '17. For these reasons Executive approval will be sought to carry forward the budget.</p>

8.2.3 The Council's new properties at Rowan House and Knights Place form part of the overall Housing Revenue Account, but separate income and expenditure budgets are maintained in order to ensure that they are self-financing. There is no projected variance to the projected surplus at the end of the first quarter.

Movement	2016/17
Opening Council Own Build, as at 01/04/16	£169,043
Surplus	38,020
Projected balance, as at 31/3/17	£207,063

8.3 General Fund (Appendix B)

8.3.1 The Service Committees show projected overspends of £127,221 against a revised budget of £14,167,699. The main variances are:

8.3.2 People Scrutiny Committee – (An overspend in total of £19,000)

There are no significant variances to report this quarter.

8.3.3 Place Scrutiny Committee – (An overspend in total of £11,451)

Management Unit	Over / (Underspend)	Detail
Cleansing Chargeable Services	42,500	<ul style="list-style-type: none"> Due to net income from trade refuse/recycling being lower than the budget.
Car Parking	(72,270)	<ul style="list-style-type: none"> Income from off street parking fees anticipated to exceed budget, partially offset by additional expenditure on equipment tools and materials.
Planning Services	60,000	<ul style="list-style-type: none"> Additional expenditure on legal fees in respect of the claim for costs awarded against the Council for the planning appeal at Exeter Road, Topsham.

8.3.4 Corporate Scrutiny Committee – (An overspend in total of £96,770)

Management Unit	Over / (Underspend)	Detail
Grants/Cent Support/Consultation	£67,120	<ul style="list-style-type: none"> An overspend is anticipated on consultants fees budget in respect of Press & Public Relations and Policy Support.

8.3.5 Other Financial Variations

Other items	Over / (Underspend)	Detail
Net Interest	(250,000)	<ul style="list-style-type: none"> Continued low interest rates and advice not to borrow longer term from our advisors mean a reduction in the spend on interest.
Repayment of debt	(109,221)	<ul style="list-style-type: none"> Lower than forecast need to borrow leading to a reduced repayment of debt calculation.

8.3.6 General Fund Balance

In 2016/17 it is projected that there will be an overall net contribution from the General Fund Balance of £1,255,825. The minimum requirement for the General Fund working balance was approved by Council in February 2016 at £3 million.

Movement	2016/17
Opening Balance, as at 01/04/15	£5,516,722
Deficit	(£ 1,255,825)
Balance, as at 31/3/16	£4,260,897

8.3.7 Supplementary Budgets

There is a requirement for further supplementary budgets in 2016/17. It is therefore proposed that General Fund supplementary budgets totalling £637,900, identified in Appendix C are approved in 2016/17.

8.3.8 £260,000 of additional budgets were approved by Council in July 2016 and are merely being reported in this report as a formal method of adding them to the budget. It should be noted that additional supplementary budgets are being proposed in a number of reports in this committee cycle and they will be reported if approved.

8.3.9 The additional supplementary budgets being requested in this report are:

- £27,900 to support the production of a staff survey and the subsequent actions arising from responses;
- £350,000 to enable a detailed feasibility study into the benefits of setting up a Housing Development Company;

8.4 OUTSTANDING SUNDRY DEBT

8.4.1 An aged debt analysis of the Council's sundry debts is shown in the table below. The latest data shown is to the end of August in order to demonstrate how for much of the debt, there is significant recovery in the two months after the data is run. This is due to the fact that our quarterly invoices are run just prior to the end of each quarter.

Age of Debt	June 2015	March 2016	August 2016
Up to 29 days (current)	£1,795,454	£1,362,755	£370,261
30 days – 1 Year	£1,783,582	£1,923,474	£1,274,107
1 – 2 years	£636,979	£730,460	£1,172,225
2 – 3 years	£367,355	£430,920	£406,840
3 – 4 years	£229,290	£258,353	£324,989
4 – 5 years	£82,318	£173,540	£165,598
5 + years	£215,423	£230,572	£265,882
Total	£5,110,401	£5,110,074	£3,979,902

8.4.2 Of the outstanding debt, the table below sets out the split in aged debt between Housing Benefits and the rest of the services at the end of August 2016. Housing Benefits makes up two thirds of the outstanding sundry debt at the Council and owing to the circumstances of the debtors takes much longer to recover.

Age of Debt	Housing Benefits	Other Sundry Debt	Total
Up to 29 days (current)	£89,449	£280,812	£370,261
30 days – 1 Year	£766,892	£507,215	£1,274,107
1 – 2 years	£1,017,569	£154,656	£1,172,225
2 –3 years	£262,926	£143,914	£406,840
3 – 4 years	£199,326	£125,663	£324,989
4 – 5 years	£118,796	£46,802	£165,598
5 + years	£187,521	£78,361	£265,882
Total	£2,642,479	£1,337,423	£3,979,902

8.5 DEBT WRITE-OFFS

8.5.1 The following amounts have been written-off during 2016/17:

	2015/16 total	2016/17 (Qtr 1)
• Council Tax	£244,748	£36,867
• Business Rates	£533,862	£0
• Sundry Debt	£81,673	£34,280
• Housing Rents	£65,313	£6,133

8.6 CREDITOR PAYMENTS PERFORMANCE

8.6.1 Creditors' payments continue to be monitored in spite of the withdrawal of statutory performance indicator BVPI8. The percentage paid within 30 days was 93.15% for the first quarter of 2015/16 compared with 92.64% for 2015/16.

9. How does the decision contribute to the Council's Corporate Plan?

9.1 This is a statement of the projected financial position to the end of the 2016/17.

10. What risks are there and how can they be reduced?

10.1 The risks relate to overspending the Council budget and are mitigated by regular reporting to the Strategic Management Team and Members.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 Not applicable

12. Are there any other options?

12.1 Not applicable

Assistant Director Finance

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

This page is intentionally left blank

HOUSING REVENUE ACCOUNT

ACTUAL TO DATE

YEAR END FORECAST

PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
169,105	140,142	(28,963)	85A1 MANAGEMENT	1,161,560	(26,000)	1,135,560
285,154	268,030	(17,124)	85A2 HOUSING CUSTOMERS	1,273,940	29,500	1,303,440
74,106	37,080	(37,026)	85A3 SUNDRY LAND MAINTENANCE	375,870	0	375,870
1,408,203	1,098,833	(309,370)	85A4 REPAIRS & MAINTENANCE PROGRAMME	6,112,390	0	6,112,390
0	0	0	85A5 REVENUE CONTRIBUTION TO CAPITAL	4,689,075	0	4,689,075
2,656,950	2,733,638	76,688	85A6 CAPITAL CHARGES	2,656,950	76,688	2,733,638
319,212	251,757	(67,455)	85A7 HOUSING ASSETS	1,521,790	(39,000)	1,482,790
(4,916,460)	(4,804,454)	112,006	85A8 RENTS	(19,563,510)	(15,000)	(19,578,510)
0	0	0	85B2 INTEREST	1,914,060	0	1,914,060
			85B4 MOVEMENT TO/(FROM) WORKING BALANCE	(142,125)	(26,188)	(168,313)
			Net Expenditure	0	0	0
			Working Balance 1 April 2016	7,068,670	31 March 2017	6,900,357

COUNCIL OWN BUILD SITES

PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	CURRENT OUTTURN FORECAST	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
(2,371)	(3,018)	(647)	H006 ROWAN HOUSE	(7,700)	0	(7,700)
(13,729)	(14,473)	(744)	H007 KNIGHTS PLACE	(49,290)	0	(49,290)
0	0	0	H008 INTEREST	6,890	0	6,890
12,080	11,865	(215)	H009 CAPITAL CHARGES	12,080	0	12,080
			H010 MOVEMENT TO/(FROM) WORKING BALANCE	38,020	0	38,020
			Net Expenditure	0	0	0
			Working Balance 1 April 2016	169,043	31 March 2017	207,063

This page is intentionally left blank

GENERAL FUND
2015/16 REVENUE ESTIMATES - SUMMARY
as at 31 March 2016

	Annual Budget £	Supplementary Budgets £	Revised Annual Budget £	Year End Forecast £	Variance to Budget £
SCRUTINY - PEOPLE	3,290,170	130,000	3,420,170	3,439,170	19,000
SCRUTINY - PLACE	8,701,050	692,369	9,393,419	9,404,870	11,451
SCRUTINY - CORPORATE	3,438,330	797,040	4,235,370	4,332,140	96,770
less Notional capital charges	(2,881,260)		(2,881,260)	(2,881,260)	0
<u>Service Committee Net Expenditure</u>	12,548,290	1,619,409	14,167,699	14,294,920	127,221
Net Interest	300,000		300,000	50,000	(250,000)
New Homes Bonus	(4,232,490)		(4,232,490)	(4,232,490)	0
Revenue Contribution to Capital	0		0	0	0
Minimum Revenue Provision	875,000		875,000	765,779	(109,221)
Voluntary Revenue Provision	2,000,000		2,000,000	2,000,000	0
<u>General Fund Expenditure</u>	11,490,800	1,619,409	13,110,209	12,878,209	(232,000)
Transfer To/(From) Working Balance	68,304	(1,556,129)	(1,487,825)	(1,255,825)	232,000
Transfer To/(From) Earmarked Reserves	631,490	(63,280)	568,210	568,210	0
<u>General Fund Net Expenditure</u>	12,190,594	0	12,190,594	12,190,594	0
Formula Grant	(5,802,225)		(5,802,225)	(5,802,225)	0
Business Rates Growth / Pooling Gain	(1,358,733)		(1,358,733)	(1,358,733)	0
CIL Income	0		0	0	0
Council Tax	(5,029,636)		(5,029,636)	(5,029,636)	0
	0	0	0	0	0

Working Balance March 2015

£ 5,516,722

£ 4,260,897

March 2016

This page is intentionally left blank

		Funded by	£	
Corporate				
HR	Staff Survey Support		27,900	
			27,900	
Place				
Economy Planning	Additional Staffing / restructure Greater Exeter Spatial Plan	General Fund Balance	60,000	Qtr 1
		General Fund Balance	70,000	Qtr 1
			130,000	
People				
Customer Access Housing GF	Staffing restructure Housing Development Company feasibility Study	General Fund Balance	130,000	Qtr 1
		General Fund Balance	350,000	
			480,000	
General Fund Total			637,900	
Housing Assets	Reiew of operating models - Housing Assets		75,000	
HRA Total			75,000	
Overall Total			712,900	

This page is intentionally left blank

REPORT TO RESOURCES SCRUTINY COMMITTEE

Date of Meeting: 29 September 2016

REPORT TO EXECUTIVE

Date of Meeting: 11 October 2016

REPORT TO COUNCIL

Date of Meeting: 18 October 2016

Report of: Assistant Director Finance

Title: PINHOE COMMUNITY HUB

Is this a Key Decision?

No

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Is this an Executive or Council Function?

Council

1. What is the report about?

1.1 To seek approval for an expenditure budget of £100,000, to enable the funding set aside for the new Community Hub in Pinhoe to be allocated.

2. Recommendations:

It is recommended that Scrutiny Resources Committee and the Executive note the report and Council approves:

2.1 An expenditure budget of £100,000 as Exeter's contribution to the new Community Hub planned for Pinhoe.

3. Reasons for the recommendation:

3.1 In July 2016, Council approved funds to be set aside in an earmarked reserve to support the building of a Community Hub in Pinhoe to replace the existing Library. Whilst the funding has been set aside, Council also needs to approve an expenditure budget to enable the funding to be used.

4. What are the resource implications including non financial resources.

4.1 The £100,000 has already been set aside in an earmarked reserve. New Homes Bonus funding in respect of new housing built in the Pinhoe area has enabled this funding to be allocated to the project. The funding will be released when the updated Business Plan is presented.

5. Section 151 Officer comments:

5.1 The funds have already been set aside and are therefore built into the Council's medium term financial plan.

6. What are the legal aspects?

6.1 There are no legal aspects to the report.

7. Monitoring Officer's comments:

7.1 The report raises no issues for the Monitoring Officer.

8. Report details:

8.1 The library building at Pinhoe is in need of replacement and the Friends of Pinhoe Library have been working to both secure funding and produce plans for a new Community Hub on the site of the existing library. It is intended to develop a building that will provide more than just a replacement library, with meeting rooms, a café and other spaces incorporated to provide a wider community facility.

8.2 It is also intended to have a flexible space for the library, which can be used for other purposes when the library is not open.

8.3 The funding was set aside after approval at the July Council meeting and is currently held in an earmarked reserve. This report seeks approval to spend the funds set aside for the purposes approved in July.

8.4 The amount of new development in Pinhoe, has provided significant New Homes Bonus funds and it therefore considered appropriate to allocate some funding towards the new facility for the whole Community.

9. How does the decision contribute to the Council's Corporate Plan?

9.1 The funding will support the Council's commitment to the Community.

10. What risks are there and how can they be reduced?

10.1 The funding is a contribution to an externally managed scheme. Risks for the scheme will be managed by the Friends of Pinhoe Library who are managing the project.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 Not applicable

12. Are there any other options?

12.1 If funding is withheld, the scheme may not attract the funding required to deliver the project.

Assistant Director Finance

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

REPORT TO EXECUTIVE & COUNCIL

Date of Meeting:

Report of: Deputy Chief Executive

Title: Creation of a Full Time Union Representative Post

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1 What is the report about?

- 1.1 The report sets out the logic for the creation of full time union official post within the City Council.

2 Recommendations

2.1

The Executive recommends to Council that:

1. Each year, the employee elected into the role of Branch Secretary (within Unison) be seconded into a full time “union official” post to be created for the period of their office, normally 12 months.

2. During this secondments, their pay and conditions will match their substantive role.

3. A budget to cover the cost of each annual secondment. For this financial year a budget of £36,500 is required.

4. That this newly created post sits within the Deputy Chief Executive’s budget.

5. The Role Description to be applied to this seconded post is attached as Appendix 1 to this report for information.

3 Reasons for the recommendation

- 3.1 It is clear that in order to ensure that both staff and senior management aspirations are progressed in a positive manner, a closer working relationship with unions is both desirable and necessary. The creation of this post will enhance this relationship and provide a single point of contact for both staff and senior managers. To continue to try and provide a service based on facility time alone is no longer adequate during these turbulent times.

4 What are the resource implications including non-financial resources?

- 4.1 There will be a cost implication associated with creating this new post. However since this new post will be filled by the incumbent Unison Secretary, who could potentially be replaced each year, the cost will vary depending on the substantive grade of the individual. At present the post holder is a grade 8, with direct salary costs of £29,854

(£36,500 with on cost).

5 Section 151 Officer comments

The additional funding is noted and will be allocated from Reserves. The funding will be built into the budget from next year based on an estimate of salary. Additional Supplementary budget requests will be made where the appointed representative is on a higher grade.

6 What are the legal aspects?

None identified.

7 Monitoring Officer's comments

The Monitoring Officer considers this a prudent step to ensure the continued good working relationship with the Union to ensure process are clear, transparent and accessible to all staff.

8 Report details

8.1 The future for local government is uncertain and the particular role of Exeter City Council in that future will change over time. In light of this uncertainty and potential change, there will need to be a closer working relationships between managers and unions.

8.2 At the same time it is clear that a closer working relationship with the unions is both desired and necessary. Access to at least one of the elected officers of the Unison City Council branch, which represent the majority of unionised staff, is already required on a regular basis through JCNC attendance and/or informal meetings with senior management. The agenda for change already places a demand on unions to respond quickly to meeting requests as issues arise. This can only increase as operating models become more complex in response to changes in both the funding and wider environment.

8.3 Other local authorities in Devon already provide for secondment by union office holders from their substantive role to their union position. It is understood that Devon County Council, for example, have three full time posts filled by way of secondment. It is also believed that North Devon District Council provide for secondment albeit on a part time basis. Clearly, the County Council, as a major employer and with a larger geographical area to cover, will require that level of full time attention from union officials, and equally a smaller district council will get by with one or perhaps a part time secondment. However, given the size of this council and the role the council plays in the local economy and its vision for growth and development, it sits midway between the two and hence why this proposal is for a secondment facility that is limited to one full time equivalent post.

8.4 It is therefore proposed that Executive recommends and Council agree to the proposal that the employee holding the post of Branch Secretary (within Unison) should be on secondment from their substantive role for the period of their office, i.e. normally 12 months. During secondment their pay and conditions will match their substantive role.

8.5 Discussions have taken place with Unite who are also content that any such post, if agreed, should be filled by the Unison Branch Secretary.

9 How does the decision contribute to the Council's Corporate Plan?

9.1 The creation of a secondment post will support the Council's objectives of having a well-run Council.

10 What risks are there and how can they be reduced?

10.1 There are no direct risks associated with this report.

11 What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 Not applicable.

12 Are there any other options?

12.1 Options available would be either not to agree to the proposal or to implement a part-time rather than a full time role. In respect of a part-time role this is not deemed appropriate in line of the size and complexity of Exeter City Council.

Deputy Chief Executive

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

This page is intentionally left blank

Role Description

ROLE TITLE	:	UNISON Branch Secretary (Secondment)
GRADE	:	Substantive Grade
POST NO	:	
SERVICE	:	Deputy Chief Executive
UNIT	:	-
REPORTS TO	:	Branch Executive Approval of contractual arrangement such as leave etc- to Deputy Chief Executive)
RESPONSIBLE FOR	:	The Exeter City UNISON Branch, its members and officers
LIAISON WITH	:	All Managers, Councillors, unison members, Human Resources

PURPOSE OF ROLE

To act as the strategic lead officer and co-ordinator in representing UNISON members and officers as Exeter City UNISON Branch Secretary and to consult with Exeter City Council, its officers and members on industrial relations and/or decisions likely to lead to organisational change or changes in policies practice or procedures.

To represent UNISON members at investigations and disciplinary/grievance hearings

To organise the branch to best suit the UNISON membership at Exeter City Council, such membership to include its contractors (e.g. Strata)

MAIN ACTIVITIES

1. Act as the strategic lead officer and co-ordinator within the Exeter City UNISON Branch ("UNISON") and as a first point of contact for issues relating to the branch, its members and officers and/or Exeter City Council

2. Represent UNISON members at all levels in consultations likely to lead to an organisational change or changes in contractual relations
3. Represent UNISON members at investigations and disciplinary/grievance hearings
4. Attend JCNC, NEC and other meetings as necessary as the principal UNISON representative
5. Manage, support, train, mentor and encourage UNISON workplace representatives in the branch
6. Manage the delegation of work to UNISON workplace representatives whilst providing support and guidance
7. Ensure all necessary training is undertaken by UNISON branch officers
8. Ensure regular communication with branch members
9. Consult with and obtain advice and guidance from UNISON Regional and National Offices as and when necessary
10. Any other duties relevant to UNISON and commensurate with the role.

DATE LAST UPDATED: 09/09/2016

Person Specification



JOB TITLE : Branch Secretary UNISON
GRADE : XXXXX **POST NO :**
SERVICE : Deputy Chief Executive
UNIT : N/A

	<u>ESSENTIAL</u>	<u>DESIRABLE</u>
<u>QUALIFICATIONS & KNOWLEDGE</u>		Formally qualified as a UNISON Workplace Representative (C,I)
<u>EXPERIENCE & SKILLS</u>	Excellent communication and negotiating skills. At least two years' experience as a union branch representative or steward (I,R)	Comprehensive and up to date knowledge of Council's employment policies and procedures (I)
<u>SPECIAL REQUIREMENTS & ATTITUDE</u>	Professional and diplomatic attitude (I).	
<u>OTHER</u>	Formally elected as Branch Secretary by Exeter City UNISON Branch (R)	

COMPLETED BY: Godfrey Sutcliffe

DATE: 26th August 2016

CATEGORY: A – Application, C - Certificates, T – Testing, I – Interview, R - Reference

