

CORPORATE SERVICES SCRUTINY COMMITTEE

Date: Thursday 24 November 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 September 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 CONSIDERATION BY THE EXECUTIVE

7 Capital Monitoring Statement to 30 September 2016

To consider the report of the Assistant Director Finance.

(Pages 5 -
24)

8 Overview of the Revenue Budget 2016/17

To consider the report of the Assistant Director Finance.

(Pages 25
- 38)

9 Treasury Management -2016-17 Half Year Update

To consider the report of the Assistant Director Finance.

(Pages 39
- 46)

10 **Equality and Diversity Policy**

To consider the report of Corporate Manager, Policy, Communications and Community Engagement.

(Pages 47
- 64)

11 **Exeter City Council Health and Safety Policy**

To consider the report of the Assistant Director Environment.

(Pages 65
- 82)

ITEMS FOR DISCUSSION

12 **Budget Monitoring Report to 30 September 2016**

To consider the report of the Assistant Director Finance.

(Pages 83
- 90)

13 **Twinning Arrangements**

To consider the report of the Corporate Manager Democratic and Civic Support.

(Pages 91
- 116)

Date of Next Meeting

The next scheduled meeting of the Corporate Services Scrutiny Committee will be held on **Thursday** 26 January 2017 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.

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REPORT TO CORPORATE SERVICES SCRUTINY COMMITTEE,
EXECUTIVE AND COUNCIL
Date of Meeting: Corporate Services Scrutiny – 24 November 2016
Executive - 6 December 2016
Council - 13 December 2016
Report of: Assistant Director Finance
Title: Capital Monitoring Statement to 30 September 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 8.6**

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 September 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 for the Monitoring Officer.

8. Report Details:

CAPITAL MONITORING STATEMENT TO 30 SEPTEMBER 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 September 2016. Since that meeting the following changes have been made to the programme:

Description	£	Approval/Funding
Capital Programme, as reported to Corporate Services Scrutiny Committee, 29 September 2016	31,835,740	
Budget Deferred to 2017/18 & Beyond at Quarter 1	(7,765,240)	Approved by Council 18 October 2016
Overspends/(Underspends) reported at Quarter 1	(930,730)	
Railway Arches at Riverside, Cowick Street	60,000	
Farmers Market Electricity	10,000	
Revised Capital Programme	23,209,770	

8.2 PERFORMANCE

The revised capital programme for the current financial year is £23.210 million. During the first six months of the year the Council spent £4.063 million on the programme, which equates to 17.51% of the revised programme. This compares with £4.683 million (22.9% being spent in the first six months of 2015/16).

The current programme is detailed in Appendix 1. The Appendix shows a total forecast spend for 2016/17 of £19.140 million with £4.161 million of the programme potentially being deferred to 2017/18 and beyond.

Appendix 2 shows the approved budgets for 2017/18 with the 2016/17 budget to be carried forward to 2017/18 and beyond at the first quarter and the proposed amount to be carried forward this quarter 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 £4.063 million. An estimated spend of £7.101 million is required of which £3.038 million will have to be funded from borrowing. The available capital resources for the HRA for 2016/17 are £21.986 million. An estimated spend of £12.039 million is required leaving £9.947 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 £
Balance as at 30 June 2016	0	794,474
New Receipts	0	656,950
Less HRA Pooling		(91,318)
Balance as at 30 September 2016	0	1,360,106

8.4 EXPENDITURE VARIANCES

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

Scheme	Estimated Overspend / (Underspend) £	Reason
Rendering of Council Dwellings	(19,390)	This budget reflects the balance carried forward from 2015/16 for further rendering works. No sites have been identified for 2016/17.
Kitchen Replacement Programme	120,000	The kitchen replacement programme was significantly curtailed for 2016/17 until the results of a comprehensive stock survey are known. Unfortunately, a higher number of kitchens in void properties have required replacing prior to re-let and based on current void patterns the budget will overspend.
Bathroom Replacement Programme	90,000	The bathroom replacement programme was significantly curtailed for 2016/17 until the results of a comprehensive stock survey are known. Unfortunately, a higher number of bathrooms in void properties have required replacing prior to re-let and based on current void patterns the budget will overspend.
Common Area Footpath/Wall Improvements	(100,000)	A saving can be reported in respect of repairs to a 2.3m high wall at Meadow Way in accordance with the latest pre-tender estimates.

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
Energy Saving Projects	1,644,550	1,614,550	A programme is currently being developed for 2017/18.
Programmed Re-roofing	136,500	(100,000)	On a spend to save basis, the replacement of roofs at Taunton Close and Wellington Road have been accelerated in order to minimise repair costs due to their present poor condition.
LAINGS Refurbishments	1,219,300	1,000,000	The extensive refurbishment of 17 LAINGS properties has been delayed as a result of higher than budgeted tender prices. An options appraisal is currently being undertaken.
Common Area Footpath/Wall Improvements	944,050	350,000	Major works planned at Meadow Way will extend into 2017/18 and the budget has been profiled accordingly.
Electrical Re-wiring	1,178,100	400,000	Slippage is expected in respect of electrical repairs to communal areas whilst capacity of the in-house electricians is reviewed.
Re-roofing Works Shilhay	660,000	495,000	The design of the replacement roof is currently being finalised. The tender process is expected to commence in the next 4 weeks with the successful contractor starting on site in January and completing by September 2017. The budget has been re-profiled to reflect this estimated timetable.
COB Wave 2 – Rennes House car park	2,432,650	261,620	The budget for the development of this site has been re-profiled in accordance with the latest cash-flow projections. Slippage of the main scheme occurred as asbestos removal was required prior to the car park demolition in August. Completion of this development is currently scheduled for September 2017.

Acquisition of Social Housing	316,810	150,000	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.
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8.6 ADDITIONS TO THE CAPITAL PROGRAMME

Flood Prevention Works

Exeter City Council have been awarded full funding for the following two schemes, however, both require the Council to spend money first and then make regular applications to claim the funding.

- City Wide Property Level Protection (£100,000)**
 £100,000 funding is being provided by Devon County Council for 2016/17 to provide flood resilience to individual properties. The scheme should deliver protection to 15-20 properties and priority will be given on flood risk. The current list includes properties in Old Tiverton Road, Longbrook Street (flooded by flash floods in October 2014) and a few peripheral individual properties.
- Topsham – Bowling Green Marshes Coastal Defence Scheme (£40,000 2016/17 and £260,000 2017/18)**
 The Environment Agency (EA) are responsible for these coastal defences which have been allowed to deteriorate over the years and are now in need of fairly urgent repair to retain the level of protection to the freshwater marshes. The habitat in this vicinity has European & International Status and is part of the Site of Special Scientific Interest (SSSI) and is also a wildlife sanctuary managed by the RSPB.

There is a legal requirement for the amount of freshwater habitat to be retained until 2080 under the Exe Estuary Plan, hence the EA are fully funding the £300,000 cost of restoration of these defences without other contributions being sought. The scheme will reinstate the level of protection that can be achieved by the height of the existing defences.

This scheme mainly offers ecological benefits on an international basis but will also provide a small amount of defence in terms of protecting five properties at Riversmeet.

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

CAPITAL MONITORING TO 30 SEPTEMBER 2016

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
PEOPLE					
HELP ME FIND SOMEWHERE TO LIVE					
Disabled Facility Grants	664,290	246,133	664,290		
Warm Up Exeter/PLEA Scheme	163,650	62,712	163,650		
Wessex Loan Scheme	112,260	0	112,260		
WHIL Empty Properties	189,000	0	189,000		
The Haven	5,340	0	5,340		
Temporary Accommodation Purchase	300,000	0	300,000		
PEOPLE TOTAL	1,434,540	308,844	1,434,540	0	0

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
PLACE					
KEEP PLACE LOOKING GOOD					
Play Area Refurbishments	153,830	47,145	153,830		
Topsham Recreation Ground	3,530	0	3,530		
Rougemont Gardens - Path & Railings	37,000	0	37,000		
Exhibition Way Bridge Maintenance	39,580	0	39,580		
Canal Bank Repairs & Strengthening	5,750	1,111	5,750		
Repair to Turf Lock Gates	30,630	30,632	30,630		
Repair Canal Bank at M5	44,550	0	44,550		
Replace Car Park Ticket Machines	209,520	209,521	209,520		
Queen's Crescent CPO	18,000	0	18,000		
Canal Pontoon	26,220	0	26,220		
KEEP ME/MY ENVIRONMENT SAFE & HEALTHY					
Heavitree Church Retaining Wall	55,000	0	55,000		
Northernhay Driveway	60,000	0	60,000		
Vehicle Replacement Programme	600,000	432,211	600,000		
Mincinglake Reed Beds and Storage Ponds	6,530	4,148	6,530		
Guildhall, John Lewis & Mary Arches MSCP Fire Alarms	90,000	0	90,000		
Car Park Surfacing - Haven Road	30,000	0	30,000		
Replace Lifts at Mary Arches MSCP	100,000	0	100,000		
Budlake Road Resurfacing	50,000	0	50,000		
Farmers Market Electricity Supply	30,000	59	30,000		
Riverside Arches	60,000	0	60,000		

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
PROVIDE GREAT THINGS FOR ME TO SEE & DO					
Sports Facilities Refurbishment	92,550	4,418	92,550		
Passenger Lift at RAMM	45,000	1,120	45,000		
RAMM Shop	65,500	0	65,500		
Livestock Centre Roof Replacement	7,380	0	7,380		
St Nicholas Priory	115,000	0	115,000		
MAINTAIN THE ASSETS OF OUR CITY					
RAMM Roof Access Improvements	68,500	0	68,500		
DELIVER GOOD DEVELOPMENT					
Newcourt Community Hall (S106)	5,920	2,155	5,920		
Newcourt Community Hall (Grant)	16,240	26,672	26,670	(10,430)	
Countess Wear - Village Hall	75,000	70,859	75,000		
Beacon Heath Martial Arts & Boxing Club - New Roof	20,810	4,508	20,810		
Devonshire Place (Landscaping)	350	0	350		
Alphington Village Hall (Repairs & Extension)	50,000	32,621	50,000		
St Sidwells Community Centre	22,380	18,991	22,380		
Ibstock Environmental Improvements	1,400	1,020	1,400		
Bus Station Construction	1,096,580	478,178	1,096,580		
Leisure Complex - Build Project	1,362,800	513,439	1,362,800		
PLACE TOTAL	4,695,550	1,878,805	4,705,980	(10,430)	0

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
CORPORATE SERVICES					
WELL RUN COUNCIL					
Annual Contribution to Strata	53,900	53,904	53,900		
Idox System for Planning	129,610	0	129,610		
HR System	67,130	0	67,130		
Convergence Projects	142,960	0	142,960		
eFinancials - Version 5	100,000	36,585	100,000		
Guildhall Wi-Fi	17,000	13,871	17,000		
Customer Contact Platform	205,000	26,200	205,000		
Invest to Save Opportunities	100,000	0	100,000		
Civic Centre Replacement Doors	15,000	688	15,000		
Energy Saving Projects	1,644,550	23,966	30,000	1,614,550	
Capitalised Staff Costs	100,000	0	100,000		
CORPORATE SERVICES TOTAL	2,575,150	155,214	960,600	1,614,550	0

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
HRA					
INVESTMENT IN EXISTING STOCK					
Adaptations	450,000	264,504	450,000		
Rendering of Council Dwellings	19,390	0	0		(19,390)
Environmental Improvements - General	30,000	1,035	30,000		
Re-roofing	136,500	0	236,500	(100,000)	
Energy Conservation	86,000	0	86,000		
LAINGS Refurbishments	1,219,300	21,642	219,300	1,000,000	
Kitchen Replacement Programme	348,610	123,116	468,610		120,000
Bathroom Replacement Programme	308,280	104,960	398,280		90,000
Other Works	23,950	23,951	23,950		
Fire Precautionary Works to Flats	250,000	115,658	250,000		
Communal Areas	48,820	0	48,820		
Structural Repairs	55,000	0	55,000		
Rennes House Structural Works	129,090	19,385	129,090		
Common Area Footpaths/Wall Improvements	944,050	122,624	494,050	350,000	(100,000)
Lift Replacement - 98 Sidwell Street	63,000	50,489	63,000		
Soil Vent Pipe Replacement	25,000	2,955	25,000		
Electrical Central Heating	18,750	0	18,750		
Faraday House Roof Replacement	7,020	7,024	7,020		
Electrical Re-wiring	1,178,100	119,382	778,100	400,000	
Central Heating Programme	50,000	16,037	50,000		
Boiler Replacement Programme	145,090	70,816	145,090		
Fire Alarm Replacement - Russet House	30,000	0	30,000		
Fire Risk Assessment Works	60,000	0	60,000		
New Water Mains at Whipton Barton House	50,000	0	50,000		
Re-roofing Replacement Works - Shilhay	660,000	8,725	165,000	495,000	

	2016/17 Capital Programme	2016/17 Spend to 30 September	2016/17 Forecast Spend	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£	£
INFORMATION TECHNOLOGY					
Replacement Housing Management System	125,000	0	125,000		
PROVISION OF NEW COUNCIL HOMES					
Social Housing Acquisitions - Section 106	316,810	109,706	166,810	150,000	
Social Housing Acquisitions - Open Market	1,000,000	0	1,000,000		
COB Wave 2 - Rennes Car Park	2,432,650	313,174	2,171,030	261,620	
St Loyes Extracare Scheme	4,294,120	224,923	4,294,120		
HRA TOTAL	14,504,530	1,720,106	12,038,520	2,556,620	90,610
TOTAL CAPITAL BUDGET	23,209,770	4,062,970	19,139,640	4,160,740	90,610

BUDGETS CARRIED FORWARD TO 2017/18 AND BEYOND

	2017/18 Budget as per Budget Book	Budget Carried Forward to 2016/17 and Beyond at Qtr 1	Budget Carried Forward to 2016/17 and Beyond at Qtr 2	Total 2017/18 Budget	2018/19 as per Budget Book/Council Approvals
	£	£	£	£	£
PEOPLE					
HELP ME FIND SOMEWHERE TO LIVE					
Disabled Facility Grants	379,000	0	0	379,000	379,000
PEOPLE TOTAL	379,000	0	0	379,000	379,000
PLACE					
KEEP ME/MY ENVIRONMENT SAFE & HEALTHY					
Vehicle Replacement Programme	400,000		0	400,000	400,000
PROVIDE GREAT THINGS FOR ME TO SEE & DO					
Sports Facilities Refurbishment	56,430		0	56,430	56,430
Newcourt Community Hall (Grant)		20,000	(10,430)	9,570	
Newtown Community Centre (1st Grant)		50,000	0	50,000	
Newtown Community Centre (2nd Grant)		46,750	0	46,750	
Bus Station Construction		5,029,660	0	3,806,520	1,223,140
Leisure Complex - Build Project	8,000,000	175,410	0	14,937,750	5,313,577
PLACE TOTAL	8,456,430	5,321,820	(10,430)	19,307,020	6,993,147

	2017/18 Budget as per Budget Book	Budget Carried Forward to 2016/17 and Beyond at Qtr 1	Budget Carried Forward to 2016/17 and Beyond at Qtr 2	Total 2017/18 Budget	2018/19 as per Budget Book/Council Approvals
	£	£	£	£	£
CORPORATE SERVICES					
WELL RUN COUNCIL					
Annual Contribution to Strata	53,900		0	53,900	53,900
Idox System for Planning	18,700		0	18,700	
Customer Contact Platform	45,000		0	45,000	30,000
Energy Saving Projects	0		1,614,550	1,614,550	
Capitalised Staff Costs	100,000		0	100,000	100,000
CORPORATE SERVICES TOTAL	217,600	0	1,614,550	1,832,150	183,900
HRA					
INVESTMENT IN EXISTING STOCK					
Adaptations	450,000		0	450,000	450,000
Environmental Improvements - General	40,000		0	40,000	40,000
Re-roofing	1,190,300		(100,000)	1,090,300	1,205,906
Energy Conservation	25,000	20,000	0	45,000	25,000
LAINGS Refurbishments	1,602,437		1,000,000	2,602,437	69,206
Kitchen Replacement Programme	452,200		0	452,200	458,200
Bathroom Replacement Programme	363,400		0	363,400	367,400
Other Works	50,000		0	50,000	0
Fire Precautionary Works to Flats	250,000		0	250,000	0
Communal Areas	412,029		0	412,029	454,731
Rennes House Structural Works	1,400,000	400,000	0	1,800,000	2,100,000
Common Area Footpaths/Wall Improvements	500,000	1,300,000	350,000	2,150,000	250,000
Soil Vent Pipe Replacement	25,500		0	25,500	26,000
Electrical Central Heating	19,125		0	19,125	19,507
Electrical Re-wiring	888,000	590,000	400,000	1,878,000	976,320
Central Heating Programme	167,535		0	167,535	170,885
Boiler Replacement Programme	357,000		0	357,000	364,000
Fire Risk Assessment Works	409,000		0	409,000	0
Re-roofing Replacement Works - Shilhay	0		495,000	495,000	0
Window Replacements	746,002		0	746,002	760,922

	2017/18 Budget as per Budget Book	Budget Carried Forward to 2016/17 and Beyond at Qtr 1	Budget Carried Forward to 2016/17 and Beyond at Qtr 2	Total 2017/18 Budget	2018/19 as per Budget Book/Council Approvals
	£	£	£	£	£
INFORMATION TECHNOLOGY					
Replacement Housing Management System	125,000		0	125,000	
PROVISION OF NEW COUNCIL HOMES					
Social Housing Acquisitions - Section 106	690,000	100,000	150,000	940,000	
COB Wave 2 - Rennes Car Park	1,176,800	33,410	261,620	1,471,830	
St Loyes Extracare Scheme	5,826,893		0	5,826,893	148,110
HRA TOTAL	17,166,221	2,443,410	2,556,620	22,166,251	7,886,187
TOTAL CAPITAL BUDGET	26,219,251	7,765,230	4,160,740	43,684,421	15,442,234

CAPITAL SCHEMES SPANNING MORE THAN ONE FINANCIAL YEAR

	Total Capital Budget to end of 2016/17	Total Spend Up to 30 September 2016	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£
PEOPLE				
HELP ME FIND SOMEWHERE TO LIVE				
The Haven	250,000	244,654	0	0
PEOPLE TOTAL	250,000	244,654	0	0
PLACE				
KEEP PLACE LOOKING GOOD				
Topsham Recreation Ground	56,730	53,177	0	0
Rougemont Gardens - Path & Railings	50,000	13,000	0	0
Exhibition Way Bridge Maintenance	45,000	5,415	0	0
Repair to Turf Lock Gates	150,000	145,314	0	0
Repair Canal Bank at M5	60,000	15,451	0	0
KEEP ME/MY ENVIRONMENT SAFE & HEALTHY				
Mincinglake Reed Beds and Storage Ponds	28,350	25,968	0	0
PROVIDE GREAT THINGS FOR ME TO SEE & DO				
RAMM Shop	68,000	2,500	0	0
Livestock Centre Roof Replacement	1,250,000	1,242,624	0	0
DELIVER GOOD DEVELOPMENT				
Newcourt Community Hall (S106)	61,784	58,017	0	0
Newcourt Community Hall (Grant)	49,750	60,178	(10,430)	0
Newtown Community Centre (2nd Grant)	3,250	3,238	0	0
Beacon Heath Martial Arts & Boxing Club - New Roof	21,810	5,508	0	0
Devonshire Place (Landscaping)	13,695	13,345	0	0
St Sidwells Community Centre	40,006	36,618	0	0
Bus Station Construction	1,220,340	601,934	0	0
Leisure Complex - Build Project	2,824,590	1,975,231	0	0
PLACE TOTAL	5,943,305	4,257,518	(10,430)	0

	Total Capital Budget to end of 2016/17	Total Spend Up to 30 September 2016	2016/17 Budget to be Carried Forward to 2017/18 and Beyond	2016/17 Programme Variances (Under)/Over
	£	£	£	£
HRA				
PROVISION OF NEW COUNCIL HOMES				
COB Wave 2 - Rennes Car Park	2,700,561	581,085	261,620	0
St Loyes Extracare Scheme	4,863,226	794,029	0	0
HRA TOTAL	7,563,787	1,375,114	261,620	0
TOTAL CAPITAL BUDGET	13,757,092	5,877,285	251,190	0

APPENDIX 4

GENERAL FUND	2016-17 £	2017-18 £	2018-19 £	Future Years £	TOTAL £
CAPITAL RESOURCES AVAILABLE					
GF Capital Receipts	97,351	2,250,000	4,000,000		6,347,351
Disabled Facility Grant	671,330	379,000	379,000	379,000	1,808,330
New Homes Bonus	1,557,997	12,357,865			13,915,862
Community Infrastructure Levy	1,096,580	4,366,700	2,536,723		8,000,003
Other - Grants/External Funding/Reserves/S106	192,356				192,356
Total Resources Available	3,615,614	19,353,565	6,915,723	379,000	30,263,902
GENERAL FUND CAPITAL PROGRAMME					
Capital Programme	8,705,240	16,128,950	6,019,330	989,330	31,842,850
Overspends/(Savings)	0				0
Slippage	(1,604,120)	5,389,220	(3,785,100)		0
Total General Fund	7,101,120	21,518,170	2,234,230	989,330	31,842,850

UNCOMMITTED CAPITAL RESOURCES:					
Capital Receipts Brought Forward	447,634	0	0	0	447,634
Resources in Year	3,615,614	19,353,565	6,915,723	379,000	30,263,902
Less Capital Receipts to carry forward	0	0	0	0	0
Less Estimated Spend in Year	(7,101,120)	(21,518,170)	(2,234,230)	(989,330)	(31,842,850)
Borrowing Requirement	3,037,872	2,164,605	(4,681,493)	610,330	1,131,314
Uncommitted Capital Receipts	0	0	0	0	0

HRA AVAILABLE RESOURCES

HOUSING REVENUE ACCOUNT	2016-17 £	2017-18 £	2018-19 £	2019-20 £	TOTAL £
CAPITAL RESOURCES AVAILABLE					
Usable Receipts Brought Forward					2,898,176
Major Repairs Reserve Brought Forward					6,310,319
Other HRA Sales	125,000	0	0	0	125,000
RTB sales	750,000	500,000	500,000	500,000	2,250,000
Major Repairs Reserve	2,721,772	2,721,772	2,721,772	2,721,772	10,887,088
Revenue Contributions to Capital	4,689,075	6,496,642	4,496,555	2,500,000	18,182,272
External contributions	197,230	275,134	0	0	472,364
HCA funding	0	1,410,000	0	0	1,410,000
Commutated sums	4,294,118	2,122,014	159,883	0	6,576,015
Total Resources available	12,777,195	13,525,562	7,878,210	5,721,772	49,111,234
CAPITAL PROGRAMME					
HRA Capital Programme	14,504,530	19,609,632	7,897,964	5,362,221	47,374,347
Sept - Overspends / (Savings)	90,610				90,610
Sept - Slippage / Re-profiling	(2,556,620)	2,556,620			0
Total Housing Revenue Account	12,038,520	22,166,252	7,897,964	5,362,221	47,464,957
UNCOMMITTED CAPITAL RESOURCES:					
Usable Receipts Brought Forward	2,898,176	3,273,176	685,492	185,492	2,898,176
Major Repairs Reserve Brought Forward	6,310,319	6,673,994	620,988	1,101,234	6,310,319
Resources in Year	12,777,195	13,525,562	7,878,210	5,721,772	39,902,739
Less Estimated Spend	(12,038,520)	(22,166,252)	(7,897,964)	(5,362,221)	(47,464,957)
Uncommitted Capital Resources	9,947,170	1,306,480	1,286,726	1,646,277	1,646,277
WORKING BALANCE RESOURCES:					
Balance Brought Forward	7,068,670	7,266,423	5,263,239	4,917,840	7,068,670
HRA Balance Transfer - Surplus/(Deficit)	(142,125)	(1,868,184)	(345,399)	1,113,741	(1,241,967)
June forecast overspend	(26,188)				(26,188)
September forecast savings	366,066				366,066
Supplementary budget		(135,000)			(135,000)
Balance Carried Forward	7,266,423	5,263,239	4,917,840	6,031,581	6,031,581
Balance Resolved to be Retained	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
	3,266,423	1,263,239	917,840	2,031,581	2,031,581
TOTAL AVAILABLE CAPITAL RESOURCES	13,213,593	2,569,719	2,204,566	3,677,858	3,677,858

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REPORT TO RESOURCES SCRUTINY COMMITTEE

Date of Meeting: 24 November 2016

REPORT TO EXECUTIVE

Date of Meeting: 6 December 2016

REPORT TO COUNCIL

Date of Meeting: 13 December 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 six 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 September 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 £466,000 has been included in the report. £438,000 of these budgets requests were approved by Council previously.

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, there is an increase in the estimated take from the General Fund working balance. The variance is down to increased expenditure in a number of management units and will require careful management through the rest of the financial year. The HRA however is now projecting a transfer back to the working balance at year end.

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 clearly shows that overspends need to be carefully monitored and managed. Failure to meet income targets have, in practice, the same impact as an overspend.

8. Report details:

8.1 Financial Summary

FUND	Planned Transfer (to) / from Working Balance	Budget Variance Over / (under)	Outturn Transfer 2015/16
	£	£	£
General Fund	1,882,775	201,245	2,084,020
HRA	142,125	(339,878)	(197,753)
Council own Build Houses	(38,020)	3,000	(41,020)

8.2 Housing Revenue Account (Appendix A)

8.2.1 The latest projection shows a transfer to the working balance. The projected increase is £197,753 to leave the working balance at £7,266,423.

Movement	2016/17
Opening HRA Balance, as at 01/04/16	£7,068,670
Deficit	£197,753
Projected balance, as at 31/03/17	£7,266,423

8.2.2 The key variances are as follows:

Management Unit	Over / (Underspend)	Detail
Repairs & Maintenance Programme	(£272,500)	<ul style="list-style-type: none"> • This represents a combination of forecast savings, most notably due to: <ul style="list-style-type: none"> - A projected £150k saving in respect of external painting and low maintenance works to flats and houses. This is Year 1 of a new 7 year cyclical programme and survey results indicate a lower than anticipated level of external repairs to properties scheduled for 2016-17. Savings have also arisen in scaffolding costs, whereby a wash programme was completed from ground level on blocks at Bennett Square, Manston Rd and Prince Charles Rd. - A reduction in asbestos survey costs following a change in contractor - The volume of fire risk assessments are lower than anticipated as they are pending the appointment of a new contractor from January '17. In the interim, priority fire risk assessments are being undertaken.

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 a small 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	41,020
Projected balance, as at 31/3/17	£210,063

8.3 General Fund (Appendix B)

8.3.1 The Service Committees show projected overspends of £492,851 against a revised budget of £14,562,649. The main variances are:

8.3.2 People Scrutiny Committee – (An overspend in total of £109,000)

Management Unit	Over / (Underspend)	Detail
General Fund Housing - Property	(60,000)	<ul style="list-style-type: none"> Low turnover of Private Sector Leased properties is expected to result in both higher than budgeted rental income and savings in void repair costs. Reactive repairs are also lower as a result of referrals back to the landlord in accordance with the lease agreements.
Revenue Collection/Benefits	150,000	<ul style="list-style-type: none"> Reduced level of invoices resulting from Real Time Information updates and the Fraud and Error Reduction Initiative Scheme

8.3.3 Place Scrutiny Committee – (An overspend in total of £443,911)

Management Unit	Over / (Underspend)	Detail
Cleansing Chargeable Services	85,500	<ul style="list-style-type: none"> The overspend is due to income from the trade refuse and recycling services being below target, together with some increased transport expenditure.
Recycling	50,700	<ul style="list-style-type: none"> The forecast overspend is mainly due to a decrease in income received for recyclable materials.
Car Parking	(98,630)	<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	170,000	<ul style="list-style-type: none"> Additional expenditure on legal and other costs associated with planning appeals including claim for costs award for planning appeal at Exeter Road, Topsham.
Major Projects	£30,000	<ul style="list-style-type: none"> The budget funds the legal team and property consultants engaged to deliver the property transactions required to bring forward the Bus & Coach Station redevelopment. This work has ramped up this year and the initial budget was inadequate to meet these demands.
Management Unit	Over /	Detail

	(Underspend)	
Markets & Halls	76,500	<ul style="list-style-type: none"> Owing to a delay in the installation of the solar panels at the Matford Centre the income is anticipated to be below budget. In addition, income from ticket sales, and ancillary sales at the Corn Exchange, is below target, as is income from room bookings and business units at the Matford Centre.
Museum Service	69,800	<ul style="list-style-type: none"> After a transfer from reserves of £29k, the anticipated overspend of £41k is mainly due to the RAMM shop opening later than originally anticipated.

8.3.4 Corporate Scrutiny Committee – (An underspend in total of £60,060)

Management Unit	Over / (Underspend)	Detail
Property & Estates Services	(£67,120)	<ul style="list-style-type: none"> The contingency budget in respect of the Asset Improvement and Maintenance Fund will not be fully spent in year.
Corporate Property Assets	(£250,000)	<ul style="list-style-type: none"> An underspend is anticipated on the Property Maintenance Fund budget. A request to carry forward the underspend will be made at year end to fund the next phase of the condition survey priorities.
Grants/Cent Supp/Consultation	£70,000	<ul style="list-style-type: none"> An overspend is anticipated on consultants fees budget in respect of Press & Public Relations and Policy Support.
IT Services	£74,200	<ul style="list-style-type: none"> An overspend is anticipated relating to the budget payable to Strata Service Solutions. The Joint Executive Committee of Strata Service Solutions have advised that the planned saving is forecast to be lower than expected, and additional expenditure on agreed budgets has been charged to the general IT contract.
Procurement	£78,300	<ul style="list-style-type: none"> An overspend is forecast on this budget relating to Agency staffing.

8.3.5 Other Financial Variations

Other items	Over / (Underspend)	Detail
Net Interest	(150,000)	<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. An increase in the amount of interest provided to the HRA has reduced the General Fund position.
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.
Business Rates Growth	310,000	<ul style="list-style-type: none"> The impact of paying back the deficit on the Collection Fund, which is fully covered by an amount set aside in Earmarked reserves for this purpose. Business Rates are currently projected to be as per the estimate.

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 £2,084,020. 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 01/04/16	£5,516,722
Deficit	(£ 2,084,020)
Balance, as at 31/03/17	£3,432,702

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 £466,000, identified in Appendix C are approved in 2016/17.

8.3.8 £438,000 of additional budgets were approved by Council previously and are merely being reported in this report as a formal method of adding them to the budget. The Council has now committed all available funds up to the minimum level of reserves and must identify savings in order to approve any further expenditure.

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

- £28,000 for the sleep safe initiative to provide accommodation for the homeless in periods of extreme temperatures.

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	March 2016	August 2016	November 2016
Up to 29 days (current)	£1,362,755	£370,261	£929,016
30 days – 1 Year	£1,923,474	£1,274,107	£1,389,548
1 – 2 years	£730,460	£1,172,225	£1,174,178
2 –3 years	£430,920	£406,840	£394,762
3 – 4 years	£258,353	£324,989	£356,987
4 – 5 years	£173,540	£165,598	£167,513
5 + years	£230,572	£265,882	£292,438
Total	£5,110,074	£3,979,902	£4,704,442

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)	£92,511	£836,505	£929,016
30 days – 1 Year	£642,768	£746,780	£1,389,548
1 – 2 years	£1,025,644	£148,534	£1,174,178
2 –3 years	£284,665	£110,097	£394,762
3 – 4 years	£209,748	£147,239	£356,987
4 – 5 years	£117,850	£49,663	£167,513
5 + years	£205,089	£87,349	£292,438
Total	£2,578,275	£2,126,167	£4,704,442

8.5 DEBT WRITE-OFFS

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

	2015/16 total	2016/17 (Qtr 2)
• Council Tax	£244,748	£101,731
• Business Rates	£533,862	£0
• Sundry Debt	£81,673	£42,549
• Housing Rents	£65,313	£12,296

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 93.90% for the first half 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

HOUSING REVENUE ACCOUNT
2016/17 REVENUE ESTIMATES - SUMMARY
as at 30 September 2016

ACTUAL TO DATE			YEAR END FORECAST				
PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	Qrt 2 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£	£
341,039	265,642	(75,397)	85A1 MANAGEMENT	1,161,560	(26,000)	(54,000)	1,107,560
596,525	546,823	(49,702)	85A2 HOUSING CUSTOMERS	1,273,940	29,500	17,800	1,291,740
97,722	78,768	(18,954)	85A3 SUNDRY LAND MAINTENANCE	375,870	0	0	375,870
3,283,904	2,291,757	(992,147)	85A4 REPAIRS & MAINTENANCE PROGRAMME	6,112,390	0	(272,500)	5,839,890
0	0	0	85A5 REVENUE CONTRIBUTION TO CAPITAL	4,689,075	0	0	4,689,075
2,656,950	2,721,772	64,822	85A6 CAPITAL CHARGES	2,656,950	76,688	64,822	2,721,772
648,046	536,845	(111,201)	85A7 HOUSING ASSETS	1,521,790	(39,000)	(81,000)	1,440,790
(9,802,755)	(9,683,395)	119,360	85A8 RENTS	(19,563,510)	(15,000)	(15,000)	(19,578,510)
0	0	0	85B2 INTEREST	1,914,060	0	0	1,914,060
			85B4 MOVEMENT TO/(FROM) WORKING BALANCE	(142,125)	(26,188)	339,878	197,753
			Net Expenditure	0	0	0	0
			Working Balance 1 April 2016	7,068,670		31 March 2017	7,266,423

COUNCIL OWN BUILD SITES

PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	Qrt 2 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£	£
(2,371)	(3,018)	(647)	H006 ROWAN HOUSE	(7,700)	0	0	(7,700)
(13,729)	(14,473)	(744)	H007 KNIGHTS PLACE	(49,290)	0	(3,000)	(52,290)
0	0	0	H008 INTEREST	6,890	0	0	6,890
12,080	11,865	(215)	H009 CAPITAL CHARGES	12,080	0	0	12,080
			H010 MOVEMENT TO/(FROM) WORKING BALANCE	38,020	0	3,000	41,020
			Net Expenditure	0	0	0	0
			Working Balance 1 April 2016	169,043		31 March 2017	210,063

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GENERAL FUND
2016/17 REVENUE ESTIMATES - SUMMARY
as at 30 September 2016

	Annual Budget £	Supplementary Budgets £	Revised Annual Budget £	Year End Forecast £	Variance to Budget £
SCRUTINY - PEOPLE	3,290,170	480,000	3,770,170	3,879,170	109,000
SCRUTINY - PLACE	8,701,050	692,369	9,393,419	9,837,330	443,911
SCRUTINY - CORPORATE	3,438,330	841,990	4,280,320	4,220,260	(60,060)
less Notional capital charges	(2,881,260)		(2,881,260)	(2,881,260)	0
<u>Service Committee Net Expenditure</u>	12,548,290	2,014,359	14,562,649	15,055,500	492,851
Net Interest	300,000		300,000	150,000	(150,000)
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	2,014,359	13,505,159	13,738,789	233,630
Transfer To/(From) Working Balance	68,304	(1,951,079)	(1,882,775)	(2,084,020)	(201,245)
Transfer To/(From) Earmarked Reserves	631,490	(63,280)	568,210	225,825	(342,385)
<u>General Fund Net Expenditure</u>	12,190,594	0	12,190,594	11,880,594	(310,000)
Formula Grant	(5,802,225)		(5,802,225)	(5,802,225)	0
Business Rates Growth / Pooling Gain	(1,358,733)		(1,358,733)	(1,048,733)	310,000
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		£ 3,432,702	March 2016

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		Funded by	£	
Corporate				
Democratic Representation	Additional Portfolio Holders		13,000	Qtr 2
			<u>13,000</u>	
Place				
Public realm	Vally Parks Transfer - DWT		425,000	Qtr 2
			<u>425,000</u>	
People				
Customer Access	Safe Sleep		28,000	Qtr 2
			<u>28,000</u>	
General Fund Total			<u>466,000</u>	
HRA Total			<u>0</u>	
Overall Total			<u>466,000</u>	

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EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE – CORPORATE
EXECUTIVE
COUNCIL

DATE OF MEETING: RESOURCES – 24 NOVEMBER 2016
EXECUTIVE – 6 DECEMBER 2016
COUNCIL – 13 DECEMBER 2016

REPORT OF: ASSISTANT DIRECTOR FINANCE
TITLE: TREASURY MANAGEMENT 2016-17 – HALF YEAR UPDATE

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

To report on the current Treasury Management performance for the 2016-17 financial year and the position regarding investments and borrowings at 30 September 2016. The report is a statutory requirement and is for information only with no key decisions required.

2. Recommendations:

That Scrutiny and Executive note the Treasury Management report in respect of the first six months of the 2016-17 financial year.

3. Reasons for the recommendation:

It is a statutory requirement for the Council to publish regular reports on Treasury Management to Council. This includes an annual Treasury Management Strategy and half yearly report and a year-end report as a minimum.

4. What are the resource implications including non financial resources

The report is an update on the overall performance in respect of treasury management for the first six months of the 2016-17 financial year. Therefore, there are no financial or non financial resource implications.

5. Section 151 Officer comments:

The significant improvement against budget will support not only the General Fund position, but also give a small boost to the HRA. The Finance team will continue to identify opportunities for investing our surplus cash deposits.

6. What are the legal aspects?

In February 2012 the Council adopted the updated *CIPFA Treasury Management in the Public Services: Code of Practice*, which requires the Council to report on its performance at the end of each financial year. Adoption of the Code is required by regulations laid under the Local Government Act 2003.

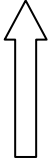

7. Monitoring Officer's comments:

The report raises no issues for the monitoring officer.

8. Report Details:

8.1 Interest Rate Prospects

Interest rate forecasts, provided by our Advisors, are set out below.

Period	Bank Rate	20-year PWLB rate
Dec 2016		2.05
Mar 2017		2.05
Jun 2017		2.05
Sept 2017		2.05
Dec 2017		2.05
Mar 2018	0.25	2.05
June 2018		2.05
Sept 2018		2.05
Dec 2018		2.10
Mar 2019		2.15
Jun 2019		2.15

8.2 Economic Context

The economic trajectory for the UK has been immeasurably altered following the vote to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.

The short to medium-term outlook is somewhat more downbeat due to the uncertainty generated by the result and the forthcoming negotiations (notwithstanding the Olympic and summer feel-good effects). The rapid installation of a new Prime Minister and cabinet lessened the political uncertainty, and the government/Bank of England have been proactive in tackling the economic uncertainty.

Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment. These effects will dampen economic growth through the second half of 2016 and in 2017.

8.3 Treasury Management Strategy

The Council approved the 2016-17 treasury management strategy at its meeting on 23 February 2016. The main change to the strategy was the request for approval to allow investments (up to £5m) to be made in property funds.

Such funds are pooled investment products and are accessed on a traded share basis rather than a fixed cash deposit sum. The investment in the property fund is a long term commitment which means that there will be fluctuations in the return over the period of the investment.

Council's stated investment strategy was to continue to hold only small surplus funds and to seek to utilise its Call Accounts, Money Market Funds, use the Government's Debt Management Office and use short dated deposits (up to 3 months) which would be placed with Local Authorities.

The Council's stated borrowing strategy was to maintain, and if possible reduce, short-term borrowing as long as rates remained low. With short-term interest rates currently much lower than long-term rates, it continues to be more cost effective in the short term to not borrow and reduce the level of investments held instead. The Council is currently borrowing over 1 or 2 year periods.

If required, the council may arrange forward starting loans during the year, where the interest rate is fixed in advance, but the cash is received in a later period. To date this borrowing option has not been utilised.

8.4 Net Interest Position

The General Fund shows an significant improvement against the estimate for net interest payable, the position is:

	Estimate	Sep-16	Estimated	Variation
	£	£	Outturn	£
			£	
Interest paid	400,000	48,870	97,730	(302,270)
Interest earned				
Temporary investment interest	(200,000)	(85,970)	(225,580)	(25,580)
Other interest earned	(700)	(330)	(420)	280
Science Park Loan	(25,850)	(12,925)	(25,850)	0
Less				
Interest to HRA	82,450	83,175	166,350	83,900
Interest to s106 agreements	40,000	51,235	102,470	62,470
Interest to Trust Funds	4,000	2,225	4,450	450
Lord Mayors Charity	100	25	50	(50)
GF interest (received) / paid out	(100,000)	37,435	21,470	121,470
Net Interest	300,000	86,305	119,200	(180,800)
Investment Loss – General Fund	0	30,800	30,800	30,800
Net Interest	300,000	117,105	150,000	(150,000)

8.5 The other interest earned relates to car loan repayments.

9. Investment Interest

The Council is utilising the Government's Debt Management Office account and call accounts with Handelsbanken and Barclays. Appendix A sets out the institutions that the Council can use for deposits – this is known as our Counterparty list.

The Council has five Money Market Funds. The money market funds allow immediate access to our funds and spreads risk as it is pooled with investments by other organisations and invested across a wide range of financial institutions.

An investment of £3m was made in the CCLA's LAMIT Property Fund in April 2016. The investment in the fund is a long term commitment which will mean that there will be fluctuations in the return over the period of the investment. Details of the yield on this investment is included in 9.1.

9.1 The Council's current investments are:

UK Owned Banks

Amount	Investment	Interest rate
£1,000,000	Barclays	0.05%

Foreign Owned Banks

Amount	Investment	Interest rate
£1,000,000	Handelsbanken	0.15%

Money Market Funds

Amount	Investment	Interest rate*
£5,000,000	Blackrock	0.48%
£3,000,000	Amundi Asset Management	0.47%
£2,500,000	Federated Investors UK	0.47%
£1,000,000	Standard Life Investments	0.45%
£500,000	CCLA - Public Sector Deposit Fund	0.29%

* Interest rate is variable (therefore this is based on past performance)

Fixed Term Deposits

Amount	Investment	Interest rate
£2,000,000	Nationwide Building Society	0.42%
£3,000,000	Leeds Building Society	0.40%
£3,000,000	United Overseas Bank	0.28%

Property Funds

Amount	Investment	Dividend Yield
£3,000,000	CCLA – LAMIT Property Fund	4.89%

10. Investment Loss

The council recently took the opportunity to convert the small amount of money left in the Glitnir Escrow Account. The investment was converted via the Central Bank of Iceland, the conversion means that the council no longer has a financial interest in Iceland.

There was a small investment loss of £30,800 (see 8.4) on conversion. The total amount received in respect of the investment was £2,022,616.

11. Borrowings

The Council's short term borrowing is £10m, long term borrowing remains at £56.884m. Details of the loans are set out in 11.1. The future cash flow forecast included planned borrowing of £4 million as part of the 2016-17 capital programme, to date this borrowing has not been required.

The ongoing borrowing requirement will be monitored and a decision of whether to take the planned borrowing will be made in light of need and current and forecast interest rates. If additional borrowing is required advice will be sought from the treasury management advisors in order that the most cost effective form of borrowing can be secured.

11.1	Amount	Lender	Interest rate	Date of repayment
	£10,000,000	Oxfordshire County Council	0.98%	01/02/2018
	£56,884,000	PWLB	3.48%	28/03/2062

12. Future Position

As interest rates remain very low, the Council will continue to utilise short term borrowing to manage its cashflow. Current rates for borrowing are between 0.40% and 0.50% for up to 1 year and the Council will continue to borrow for 1 or 2 year periods.

- 12.1 The Council's five Money Market Funds which are AAA rated, currently offer rates between 0.29% and 0.48%, the rates are liable to fluctuation in the year. The call accounts offer between 0.05% and 0.15% for the average annual balance.

The short term investments that are made through the call accounts and money market funds ensure cash can be accessed immediately. This has an ongoing impact on returns but increases the security of our cash.

- 12.2 We will also lend, when possible, to institutions on the Council's counterparty list which includes other Local Authorities, UK and Foreign owned banks, building societies and the Debt Management Office. However the rates received are between 0.28% and 0.40%, which are equally not significant and in some case below the amount received from our existing deposits.
- 12.3 Officers have regular meetings with the treasury management advisors in order to seek advice on how to maximise investment returns and to minimise the need to borrow whilst taking into account investment risk.
- 12.4 We continually explore the possibility of widening the investment options available to the Council. If the options are proved to be of interest, and viable, they will be included in the treasury management strategy which is presented to committee for approval in February 2017.

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

Treasury Management supports the Council in generating additional funds for investing in Services, whilst minimising the amount of interest paid on borrowings. It does not in itself contribute to the Council's Corporate Plan.

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

The council uses treasury management advisors who continually provide updates on the economic situation, interest rates and credit ratings of financial institutions. They also provide a counterparty list which details the financial institutions which meet the council's treasury management strategy.

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

No impact.

16. Are there any other options?

No.

David Hodgson, Assistant Director Finance

Author: Paul Matravers, Principal Accountant

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

Name	COUNTRY	Moody's Short Term Rating	Fitch Short Term Rating	Banking Group	Maximum Recommended Duration
UNITED KINGDOM: BANKS					
BANK OF SCOTLAND PLC	GB	F1	P-1	Lloyds Banking Group	13 months
LLOYDS BANK PLC	GB	F1	P-1		13 months
BARCLAYS BANK PLC	GB	F1	P-1		100 days
CLOSE BROTHERS LTD	GB	F1	P-1		6 months
GOLDMAN SACHS INTERNATIONAL	GB	F1	P-1		100 days
HSBC BANK PLC	GB	F1+	P-1		13 months
ABBEY NATIONAL TREASURY SERV	GB	F1	P-1	Santander Group	6 months
SANTANDER UK PLC	GB	F1	P-1		6 months
UK: BUILDING SOCIETIES					
COVENTRY BUILDING SOCIETY	GB	F1	P-1		6 months
LEEDS BUILDING SOCIETY	GB	F1	P-1		100 days
NATIONWIDE BUILDING SOCIETY	GB	F1	P-1		6 months
UK: LOCAL AUTHORITIES					
CORNWALL COUNCIL	GB				4 years +
GREATER LONDON AUTHORITY	GB				4 years +
GUILDFORD BOROUGH COUNCIL	GB				4 years +
KENSINGTON & CHELSEA ROYAL BOROUGH	GB				4 years +
LANCASHIRE COUNTY COUNCIL	GB				4 years +
TRANSPORT FOR LONDON	GB	F1+	P-1		10 years
BOROUGH OF WANDSWORTH	GB	F1+			4 years +
WARRINGTON BOROUGH COUNCIL	GB				4 years +
UK: OTHER INSTITUTIONS					
NETWORK RAIL INFRASTRUCTURE	GB	F1+	P-1		15 years
UK GOVERNMENT	GB	F1+			50 years
COMMONWEALTH OF AUSTRALIA					
AUST AND NZ BANKING GROUP	AU	F1+	P-1		6 months
COMMONWEALTH BANK OF AUSTRAL	AU	F1+	P-1		6 months
NATIONAL AUSTRALIA BANK LTD	AU	F1+	P-1		6 months
WESTPAC BANKING CORP	AU	F1+	P-1		6 months
GOVERNMENT OF CANADA					
BANK OF MONTREAL	CA	F1+	P-1		13 months
BANK OF NOVA SCOTIA	CA	F1+	P-1		13 months
CAN IMPERIAL BK OF COMMERCE	CA	F1+	P-1		13 months
ROYAL BANK OF CANADA	CA	F1+	P-1		13 months
TORONTO-DOMINION BANK	CA	F1+	P-1		13 months
FEDERAL REPUBLIC OF GERMANY					
FMS WERTMANAGEMENT	GE	F1+	P-1		25 years
KREDITANSTALT FUER WIEFERAUF	GE	F1+	P-1		25 years
LANDESBANK HESSEN-THURINGEN	GE	F1+	P-1		6 months
LANDESKRED BADEN-WUERTT FOER	GE	F1+	P-1		25 years
LANDWIRTSCHAFTLICHE RENTENBA	GE	F1+	P-1		25 years
LAND SACHSEN-ANHALT	GE	F1+	P-1		15 years
KINGDOM OF THE NETHERLANDS					
BANK NEDERLANDSE GEMEENTEN	NE	F1+	P-1		5 years
COOPERATIEVE RABOBANK UA	NE	F1+	P-1		13 months
REPUBLIC OF SINGAPORE					
DBS BANK LTD	SI	F1+	P-1		13 months
OVERSEA-CHINESE BANKING CORP	SI	F1+	P-1		13 months
UNITED OVERSEAS BANK LTD	SI	F1+	P-1		13 months
KINGDOM OF SWEDEN					
NORDEA BANK AB	SW	F1+	P-1		13 months
SVENSKA HANDELSBANKEN-A SHS	SW	F1+	P-1		13 months
UNITED STATES OF AMERICA					
JPMORGAN CHASE BANK NA	US	F1+	P-1		13 months
SUPRANATIONAL					
COUNCIL OF EUROPE DEVELOPMNT	FR	F1+	P-1		15 years
EUROPEAN BANK FOR RECONSTRUC	GB	F1+	P-1		25 years
EUROPEAN INVESTMENT BANK	LX	F1+	P-1		25 years
INTER-AMERICAN DEV BANK	US	F1+	(P)P-1		25 years
INTERNATIONAL BANK FOR RECON	US	F1+	(P)P-1	World Bank Group	25 years

Exeter City Council - Money Market Funds

Money Market Fund	Place of Domicile	Moody's Long-Term Ratings	Fitch Long-Term Rating	Rate	Fund Size (30 September 2016) £bn	Max recommended investment (0.5% of fund size*) £m
BLACKROCK	IR	Aaa-mf	-	0.48%	31.98	159.90
AMUNDI INVESTORS	LX	-	AAAmmf	0.47%	0.60	12.00
FEDERATED INVESTORS (UK)	GB	-	AAAmmf	0.47%	2.90	14.50
STANDARD LIFE (FORMERLY IGNIS) LIQUIDITY FUNDS	IR	-	AAAmmf	0.45%	12.33	61.70
CCLA - PSDF	GB	-	AAAmmf	0.29%	0.29	1.50

Other Money Market Funds Available

Money Market Fund	Place of Domicile	Moody's Long-Term Ratings	Fitch Long-Term Rating	Rate	Fund Size (30 September 2016) £bn	Max recommended investment (0.5% of fund size*) £m
BNP PARIBAS ASSET MANAGEMENT	LX	Aaa-mf	-	0.52%	1.79	9.00
INVESCO AIM	IR	Aaa-mf	AAAmmf	0.49%	1.21	24.20
ABERDEEN ASSET MANAGEMENT	LX	Aaa-mf	AAAmmf	0.47%	14.18	70.90
MORGAN STANLEY INVESTMENT MANAGEMENT	IR	Aaa-mf	AAAmmf	0.47%	2.33	11.60
BNY MELLON ASSET MANAGEMENT	IR	Aaa-mf	-	0.45%	2.23	11.10
FIDELITY INTERNATIONAL	IR	Aaa-mf	-	0.44%	1.18	5.90
GOLDMAN SACHS ASSET MANAGEMENT	IR	Aaa-mf	AAAmmf	0.44%	9.94	49.70
AVIVA INVESTORS	IR	Aaa-mf	-	0.42%	16.03	80.10
STATE STREET GLOBAL ADVISORS ASSET MANAGEMENT	IR	Aaa-mf	AAAmmf	0.42%	3.25	16.20
HSBC ASSET MANAGEMENT	IR	Aaa-mf	-	0.41%	7.27	36.30
INSIGHT INVESTMENTS	IR	-	AAAmmf	0.41%	22.92	114.60
NORTHERN TRUST ASSET MANAGEMENT	IR	Aaa-mf	-	0.41%	9.21	46.10
J.P.MORGAN ASSET MANAGEMENT	LX	Aaa-mf	AAAmmf	0.40%	9.74	48.70
LEGAL & GENERAL INVESTMENT MANAGEMENT	IR	-	AAAmmf	0.39%	26.88	134.40
DB ADVISORS (DEUTSCHE)	IR	Aaa-mf	-	0.36%	8.00	40.00
Government Funds:						
AVIVA INVESTORS GOV	IR	Aaa-mf	-		1.19	23.80
BLACKROCK GOV	IR	Aaa-mf	-		2.55	51.00
GOLDMAN SACHS ASSET MANAGEMENT GOV	IR	Aaa-mf	AAAmmf		0.28	5.70
JP MORGAN ASSET MANAGEMENT GOV	LX	Aaa-mf	AAAmmf		0.28	5.70
NORTHERN TRUST ASSET MANAGEMENT GOV	IR	-	-		0.002	0.04

REPORT TO: Corporate Services Scrutiny Committee

Date of Meeting: Corporate Services Scrutiny Committee – 24 November 2016
Executive – 6 December 2016
Council – 13 December 2016

Report of: Corporate Manager Policy, Communications and Community Engagement

Title: Equality and Diversity Policy

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

To seek approval for an Equality and Diversity policy.
To

2. Recommendations:

That Scrutiny Corporate Services and Executive support, and Executive recommend to Council the adoption of the Equality and Diversity policy.

That delegated authority be given to the Portfolio Holder with responsibility for Equality and Diversity, and Corporate Manager Legal & Human Resources for making any further amendments to the policy.

3. Reasons for the recommendation:

The Equality and Diversity policy provides a clear framework for the council to meet its legislative duties.

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

The policy will require a heightened awareness from staff in their day to day work to take account of equality considerations which may require additional time. There may also be a requirement for training and awareness raising programmes to ensure all staff understand their responsibilities.

5. Section 151 Officer comments:

There are no additional financial implications contained within this report. It is assumed that any additional training required can be managed within the existing training budget.

6. What are the legal aspects?

6.1 The Equality Act 2010 public sector equality duty comprises a general duty supported by specific duties. The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

- Foster good relations between people who share a relevant protected characteristic and those who do not.

6.2 The Equality Act brought together and harmonised all previous nine main pieces of equality legislation covering service provision and employment, protecting individuals against discrimination.

7. Monitoring officer Comments

This policy is necessary in order to assist the Council to comply with its legal obligations set out in the Equalities Act 2010.

8. Report Details:

8.1 Policy

8.2 An Equality and Diversity Task and Finish group was set up in October 2015 with the following key aims:

- To help shape and form the new Equality and Diversity Policy.
- To review and raise the profile of the Equality Impact Assessment Forms in line with the new Policy.
- To look at what staff training is needed and the best way of delivering that in line with the requirements of the Policy.

8.3 For a number of years the council has had in place a Corporate Equality Policy Statement and a separate Equality in Employment Policy. The first area of work that the Task and Finish Group identified was to bring these two documents together as a Corporate Equality and Diversity Policy, as a framework from which other work can develop.

8.4 The policy has been consulted on with the Unions and internal stakeholders such as HR Business Partners. Suggestions have either resulted in amendments to the draft policy or been incorporated into the supporting action plan (see 8.8).

8.5 External consultation was carried out via Devon and Cornwall Police Equality Reference Group but no responses were received. Although this is a disappointing result there are plenty of other opportunities to receive feedback from communities during the implementation of the policy and the document will be kept under regular review.

8.6 Other areas identified by the Task group for future work include:

- Identifying a Senior Management Equality Champion.
- The council does not have a workforce strategy nor a comprehensive programme of staff engagement
- At present the internal population is not reflecting the external population though it is acknowledged that this is because the council has not been recruiting.
- There is a need to look at Equality and Diversity training and development for staff.
- There is perception that there is a lack of understanding and therefore a lack of confidence within staff as to what the issues are in relation to Equality and Diversity and what is required of them.

8.7 Implementation of the policy

8.8 An action plan has been drawn up to support section 7 of the Equality and Diversity Policy 'Actions to ensure the council meets its duties'. While all of these actions are necessary and many are linked to each other, there are some which may need to be prioritised over others, given the limited resources available. The following priorities have been agreed with the Portfolio Holder for Communities and Neighbourhoods:

- Identify a senior management champion to lead the work – alongside a Portfolio Holder with responsibility for equality, this is considered to be essential to be able to progress work throughout the organisation.
- Undertake one off project to compile statistics from current sources about demographic of city and customers and set up system of periodic monitoring – these actions along with work already happening around community engagement will help us to get a picture of need and the impact of our work.
- Develop a process for ensuring that equality impact assessments are carried out in a timely way and which involves communities in the process. Linked to the above, this is a key activity to help the organisation understand Exeter's communities and the impact of its work. Given this and the inclusion as an item on the risk register this would need to be highlighted as a key priority area of work.

8.9 An annual report against this plan will be made to Strategic Management Team and this committee to ensure improvements are monitored.

8.10 A training needs matrix is being developed to identify the levels of training need for different teams across the council and the types of specialist training they might require.

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

In promoting equality and diversity the policy contributes directly to two strands of the Corporate Plan:

- Provide services to meet customers' needs
- Support Exeter's communities

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

Failure to meet duties under the Equality Act 2010 risk challenge from the public and community groups. A clear framework of policy and programme of awareness raising with officers and councillors will help to mitigate this. The draft Equality and Diversity policy contains a list of activities which the task and finish group agreed will need to be undertaken as a minimum to meet the duties.

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

The policy and associated work has a direct impact on equality and diversity, health and wellbeing and safeguarding. An equality impact assessment on the policy has been developed and is attached to this report.

12 Are there any other options?

No.

Bruce Luxton, Corporate Manager Policy, Communications and Community Engagement

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) 26115

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Exeter City Council

Equality and Diversity Policy

This policy should be read with the Exeter City Council Guides for Managers and Employees

Policy development and Version details
November 2016 Draft

Title	Equality and Diversity Policy
Author	Melinda Pogue-Jackson and Kären Jamieson
Owner	Policy, Communications and Community Engagement
Review dates	November 2016
Status for FOI	Open
Protected marking status	Unclassified
EqlA conducted	August 2016

1. Introduction

Exeter City Council bases all of its work on the fundamental principles of the Universal Declaration of Human Rights 1948¹ and welcomes the diversity of the community living, working and learning in the city. As a service provider, community leader and employer the council is committed to promoting equality and tackling social exclusion.

This document sets out our vision and aims for the city and what we need to do to achieve that vision. It provides an overarching direction for our work and other policies and activities will be developed and reviewed to ensure that we can achieve our aims.

2. Our vision

Exeter City Council is a signatory to the Devon Joint Declaration for Equality.

We will work to achieve:

- a city where people achieve their own potential and a good quality of life.
- a city where everyone can access our services, facilities or information.
- a city where there is public involvement and influence over decision making, planning, policy and service delivery.
- a city that is a strong, safe and inclusive community.
- a city where people have trust and confidence to report incidents of abuse or discrimination.
- a workforce, at all levels, that is supported and broadly reflects the diversity of the community.

3. How will we achieve this?

3.1 As a provider of services

3.2 We will make our services easier to use and more accessible for everyone in Exeter. To do this we will:

- make information about our services more widely available and more accessible
- make our buildings more accessible to customers
- make contacting the council easier and more accessible to all customers

3.3 As an employer

3.4 We believe that if we have a workforce that reflects the diversity of the local population, that feels it is treated equally and fairly and has the opportunity to grow and develop at work will help us to provide the best possible service to the people of Exeter. Our aim is to be an equal opportunities employer. To do this we need to:

- to increase the degree by which workforce diversity reflects the local population
- to ensure all staff are paid equally for work of equal value
- to ensure that staff are treated fairly and have equal opportunities at work regardless of their background or status
- to ensure that all staff can work in an environment and culture free from harassment, bullying and discrimination

¹ <http://www.un.org/en/universal-declaration-human-rights/>

- to ensure that all staff have the skills and understanding they need to meet the diverse needs of a diverse population

3.5 When helping to build successful communities:

3.6 The council has an important role to play in helping to build and support successful cohesive communities that have an active role in shaping their services and local neighbourhoods. To do this we need to:

- increase community cohesion and integration in Exeter
- increase the engagement of people from diverse communities with the council's decision making process
- to support services in the private and voluntary sector that meet the diverse needs of the community

4. **Scope of the policy**

4.1 This policy is intended to reflect the impact of The Equality Act 2010. The act brings together and harmonises previous equality legislation covering service delivery and employment practice and introduces the Public Sector Equality Duty:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) **eliminate discrimination, harassment, victimisation and any other conduct that is prohibited** by or under this Act;

(b) **advance equality of opportunity** between persons who share a relevant protected characteristic and persons who do not share it;

(c) **foster good relations** between persons who share a relevant protected characteristic and persons who do not share it.

4.2 Due regard to the duty should occur when making decisions and in other day to day activities. The duty must be exercised in substance, with rigour, and with an open mind, and in such a way that it influences the final decision.

4.3 Although the courts have highlighted a tendency for organisations to comply with the duty through 'tick box exercises' and hence a record may not actually show the above has been done, a record of decision making is vital to demonstrate that thought has been given².

4.4 The duty applies to nine 'protected characteristics': age, disability, gender, gender reassignment, marriage and civil partnership (in relation to point a. at work), pregnancy and maternity, race, religion and belief, sexual orientation.

4.5 The council extends this protection under the policy to socio economic background, class, caste, political or other opinion, national origin, locality, or association with these characteristics.

4.6 Everyone who uses services, facilities and information provided by the council should be treated in line with this policy. This includes customers, members of the public, partners, contractors, employees, volunteers and elected members.

² <https://www.equalityhumanrights.com/en/publication-download/technical-guidance-public-sector-equality-duty-england>

- 4.7 The Equality Act 2010 is built on the principles of the Human Rights Act (HRA). The council supports the purpose and articles of the Act and specifically Article 14 which provides that 'the rights and freedoms set forth in (the HRA) shall be secured without discrimination on any ground'.

5. Our supporting policies, structures and processes

- 5.1 The council has a number of supporting policies, structures and processes in place, in addition to this policy. These include:
- an Equality Impact Assessment toolkit to analyse the effects our policies and services have on people
 - policies on recruitment and selection and learning and development opportunities for employees
 - policies and codes of conduct covering employee, member and customer behaviour
 - policy and procedures for reporting incidents of bullying, discrimination and Hate Crime
 - communication standards including policies and guidance for translations, interpreting and alternative formats and use of Social Media
 - disability access improvement plans for buildings
 - procurement/commissioning standards and clauses
 - supporting guidance and information, including information about community needs, views and profiles although we are aware that we need to make improvements in this area
 - a member and officers who have designated responsibility for leading on equality, raising awareness and building capacity within the organisation
 - external consultation arrangements commissioned with voluntary and community sector organisations
 - the Equality Framework for Local Government will be used as a framework to improve or maintain standards and be accountable to the people it serves. However we are not only driven by legislation - our policy and work programmes are also in response to local needs.

6. Responsibilities

6.1 Ultimate responsibility

The ultimate responsibility for the provision of equal opportunities lies with the council. The Public Sector Equality Duty cannot be delegated. This means that the duty will always remain the responsibility of the organisation subject to the duty, in this case Exeter City Council. In practice, this may mean that the council will need to ask suppliers to take certain steps (such as monitoring service users), in order to enable the public authority to meet their continuing legal obligation to comply with the PSED.

6.2 Personal responsibility

6.3 Members

Each Exeter City Councillor has the personal responsibility to comply with the policy. The Portfolio Holder for Enabling Services has lead responsibility for equality in service delivery and the Leader of the Council has responsibility for equality in employment.

6.4 Officers

The Chief Executive and Growth Director has been delegated overall responsibility for ensuring that this policy and the processes underpinning it are developed, implemented effectively, monitored and updated.

Strategic Management Team is required to ensure good governance of the organisation and has overall responsibility to make sure this policy is consistently applied and taken into account when setting strategic direction and reviewing performance.

6.5 Assistant Directors and Corporate Managers are required to:

- manage equality within their units
- ensure that equality is clearly incorporated in to policy, design and delivery of services and functions, where relevant
- ensure that all employees within the unit are aware of the policy and have received training in the implementation of the policy
- ensure that all employees within the unit who are involved in recruitment and selection have received training on equal opportunities

6.6 Human Resources are required to:

- ensure that the council's recruitment, training and development and other working practices and procedures are non-discriminatory and promote equality of opportunity
- carry out corporate monitoring of employment policies and practices and publish results annually
- ensure that managers and members are aware of the content of the policy relating to employment matters and the legislative framework underpinning it

6.7 Trade Unions are encouraged to:

- work with management in monitoring equality and diversity
- ensure that their elected officials are conversant with the council's policy and its application

6.8 Employees in general are required to:

- ensure they understand and comply with the letter and spirit of the policy
- actively participate in measures introduced by the council to promote equality and diversity and ensure that there is no discrimination
- report to management any discriminatory practices or behaviours
- support the proper investigation of complaints.

Employees and others working on behalf of an employer can be held personally liable for acts of unlawful discrimination where an employer has taken all reasonable steps to prevent such an act.

6.9 Contractors, suppliers and consultants

A requirement to comply with equality legislation will be included in all contracts and service level/delivery agreements. Failure to comply may lead to the termination of contracts.

Organisations doing business with us are welcome to adopt our equality policy for their own use.

7. Actions to ensure the council meets its duties

7.1 Awareness raising with employees

7.2 The council will provide appropriate training to staff to help them to understand their rights and responsibilities and to increase awareness of the council's legal duties, obligations, practices and procedures.

7.3 The corporate induction processes will include a basic introduction to the council's policies on equality and directorate induction should cover issues specific to that area of work.

7.4 Reasonable adjustments will be considered and where appropriate made to enable employees with a disability to take advantage of training opportunities and events.

7.5 Assessing the impact of policies and services

7.6 All new major projects, policies and strategies, as well as those being reviewed, are required to be assessed for their impact on equality as part of their development. These are identified through the Forward Plan.

7.7 Assessing the impact on equality helps us to understand need by looking at the effect or possible effect our work may have on different groups of people. By anticipating the consequences of our work we can make sure that, as far as possible, any negative consequences are eliminated, minimised or counterbalanced by other measures, and opportunities for promoting equality are maximised. This also improves efficiency because we can identify where to target our resources most effectively.

7.8 All project leaders are responsible for incorporating equality into their projects or strategies starting at the very beginning of the project and maintain this focus so that it is a continuous process. An Equality Impact Assessment Toolkit is available on the intranet to assist with this work. Any project or policy team can use the this toolkit to help them assess the potential impact of their project, regardless of whether it has been identified by the directorate as requiring an assessment.

7.9 We will work to increase the number of services that involve people from diverse communities in their equality impact assessments and service planning processes.

7.10 The Policy Unit reviews completed impact assessments and these are published on the council's website.

7.11 All committee reports are required to demonstrate "the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment"

7.12 Community engagement

7.13 The council recognises the specialist role that the community and voluntary sector plays in tackling inequality through its strong roots in service user involvement, community engagement and social justice.

7.14 We will work with members of the public, diverse communities and community organisations to develop our priorities and challenge our equality performance.

7.15 We will ensure that all sections of the community have equal opportunity to successfully bid for council contracts and are informed about other opportunities such as asset transfer.

7.16 Recruitment and selection

7.17 The council is committed to applying its equality policy at all stages of recruitment and selection. Short listing, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, race, nationality, ethnic or national origins, religion or belief, age, disability, pregnancy or maternity leave or trade union membership.

7.18 Where a service has identified underrepresentation of a particular group with protected characteristics, the advert may include a statement to encourage applicants from such a specified group(s).

7.19 All disabled applicants who meet the minimum requirements of the job as set out in the job description and employee specification will be guaranteed an interview. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability.

7.20 Learning and development

7.21 Development and training is essential to the achievement of the council's core values. Exeter City Council will treat its employees fairly and offer them the appropriate training and development, to not only help them do their current jobs but also help them develop further within the area of work that they do.

7.22 Any training highlighted on an employee's Growth & Development Review Form will be logged onto the Service Learning & Development Plan.

7.23 Positive action may be taken in providing training and development to minority groups to ensure that members of the group have equal access to training and development and promotion opportunities.

7.24 Employees will not be denied access to training and development on any basis and in particular any reason associated with a protected characteristic.

7.25 Flexible working

7.26 The council believes that flexible working can increase employee motivation, promote work-life balance, reduce employee stress and improve performance and productivity and support equality.

7.27 All employees who have a minimum of 26 weeks' continuous service have the right to request flexible working and to have their request considered seriously by the council.

7.28 The council's flexible working arrangements may take account of religious requirements. Although there is no entitlement for a person to work particular days or hours because of religious commitments, any requests to do so will be considered positively and balanced with the needs of the service. Religious requirements for certain dress codes will also be considered positively and balanced with the requirements to wear a corporate uniform or Personal Protective Equipment.

7.29 Assisting employees who are disabled or who become disabled

7.30 The council will seek and consider advice with regard to reasonable adjustments to working arrangements, equipment, furniture etc to assist employees who are disabled or who, in the course of their employment, become disabled.

- 7.31 Employees who become disabled will be given opportunities to train within their present job to continue with that job or to re-train and be re-deployed to a job more suitable to their level of abilities.
- 7.32 Equality monitoring
- 7.33 The Council recognises that equality monitoring of service delivery is essential for effective planning of the services that it provides. Monitoring can tell us which groups are using services and how satisfied they are with them. This data, in conjunction with impact assessments can then be used to highlight possible inequalities, investigate their underlying causes and remove any unfairness or disadvantage.
- 7.34 An Equality Monitoring Toolkit providing advice and guidance to staff is available on the intranet.
- 7.35 The council will ensure that the impact of its employment policies and practices are regularly monitored so that the success of the council's aims and objectives can be measured and continuous improvements made. A report on employment equality monitoring will be made to SMT and to the relevant Scrutiny Committee annually.
- 7.36 Data will be obtained from the Equal Opportunities Monitoring form included with the application form and will be retained on the Resource Link System.
- 7.37 Responding to discrimination, bullying and harassment
- 7.38 Employees who feel that they are victims of discrimination should immediately draw the issue to the attention of their line manager who should, if possible, resolve the issue informally. If the issue cannot be resolved in this way a complaint should be made in accordance with the Council's Dignity at Work Policy.
- 7.39 The council's Dignity at Work Policy covers bullying and harassment of all kinds and across all protected characteristics. It makes it clear that the council believes all employees have the right to seek and hold employment without discrimination, harassment or bullying. It aims to create a working environment that is free from all harassment and intimidation.
- 7.40 Where customers believe they have been discriminated against they should be directed to the Council's complaints procedure. Such complaints will be investigated in the normal way however these will also be reported to and monitored by the Policy Unit.
- 7.41 Customers who are council housing tenants and have been victims of harassment will be supported by their neighbourhood officer. Council housing tenants who perpetrate harassment will be challenged and are at risk of sanctions and eviction. As a landlord the city council has a specific duty not to discriminate in regard to the allocation of accommodation or in regard to subjecting its tenants to detriment. Specific procedures have been developed to ensure compliance with this requirement.
- 7.42 Other customers will be offered advice and supported to report their complaint to the appropriate agency.
- 7.43 Identifying improvements
- 7.44 The council will produce an annual action plan to address gaps in work to achieve the vision. The actions contained in it will be specific, measurable, achievable, resourced and have timescales (SMART).

7.45 A report against this action plan will be made to SMT and to the relevant Scrutiny Committee annually.

8. Access Statement

- 8.1 The Council undertakes to make reasonable adjustments/provisions to enable employees and their representatives with protected characteristics to effectively access and engage with this policy/procedure. This may include actions such as the provision of communication in a different format (e.g. brail, foreign or sign language interpreter) and ensuring accessibility of office locations and meeting rooms, and/or provision of equipment.
- 8.2 However, in order to fulfil this function, the employee must make Human Resources aware of their or their representative's access needs.

9. Related Policies

- 9.1 Other policies and guidance which support this policy include:
- Dignity at Work
 - Flexible Working Hours Scheme
 - Family Friendly policies
 - Grievance Procedure
 - Complaints and Feedback Procedure
 - Unacceptable Behaviour policy
 - Safeguarding Policy and procedures

Forms of Discrimination

Direct Discrimination occurs when a person is treated less favourably than another person on the grounds of gender, sexual orientation, race, disability, religion or belief, age etc. In many cases direct discrimination is made unlawful through legislation such as the Sex Discrimination, Race Relations, Disability Discrimination Acts and The Employment Equality (Age) Regulations 2006.

Discrimination by Association is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perception Discrimination is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic. Perception discrimination already applies to age, race, religion, or belief and sexual orientation. It has now been extended to cover disability, gender reassignment and sex.

Indirect Discrimination occurs when a condition or requirement, formal or informal, although applied equally to all groups has the effect of excluding, penalising or treating any of those groups less favourably and cannot be shown to be justified and may be to the detriment of those who cannot comply with it.

Positive Discrimination is illegal. For example it is illegal to employ someone purely on the basis of their race, gender etc. (see Positive Action below) **Positive Action** is not illegal if it reasonably appears that it prevents or compensates for disadvantage suffered by specific groups in work or who are likely to take up that work. Thus, if it can be shown that specific groups are currently underrepresented in certain areas and levels of the workforce then positive action can be taken to redress the situation. For example, courses and events can be run for specific groups and positive action can include positively seeking to attract applicants from underrepresented groups.

By Way of Victimisation when a person is treated less favourably than others because it is known that they are taking proceedings or acting as a witness under a particular Act e.g. Sex Discrimination Act, The Employment Equality (Age) Regulations 2006.

In Recruitment when the choice of candidates for interview or appointment is influenced solely by discriminatory factors

In Treatment of Employees when deciding which employees have access to promotion, training, allowances or services and including consideration for reasonable adjustments: between colleagues where harassment takes place : by the discriminatory abuse of procedures e.g the disciplinary procedures

Circumstances when Discrimination can legally take place In certain occupations where there is a genuine occupation qualification for reasons of decency and privacy, welfare provision, religion or belief, or single sex establishments.



Equality and Diversity Policy

Equality Impact Assessment Report – vs.2 August 2016

1. Reason for the EqIA

This is a new policy for Exeter City Council (ECC) and has been devised to bring our Equality Policy provision up to date in terms of references to law, our legal duty and use of relevant terminology. Additionally the policy provision has been widened to cover the council's role as a provider of services, community leader and employer.

The lead officers for the development of the policy are Melinda Pogue-Jackson, Policy Officer and Kären Jamieson, Human Resources Business Partner with the work being scrutinised by the Equality Task and Finish Group. The timescales for the completion and delivery of the policy, to include travel through the committee cycle is January 2017.

2. Scope of the Policy

The policy describes and clarifies the council's vision and aims with regard to promoting equality, the delivery of services and tackling exclusion for both the citizens of Exeter and the employees of the council.

This approach links to the ECC Corporate Plan 2015/16 in particular the strategic strands of "provide services to meet customers' needs" and "support Exeter's communities" albeit there are equality issues to be found in all 6 strands. The policy also links to our commitment to the Devon Joint Declaration for Equality.

The main beneficiaries of this policy will be the citizens of Exeter and ECC employees with neither group being the predominant stakeholder. The beneficial impact of adopting an inclusive and equality driven approach is generally well known with the Equality and Human Rights Commission making the following key points:

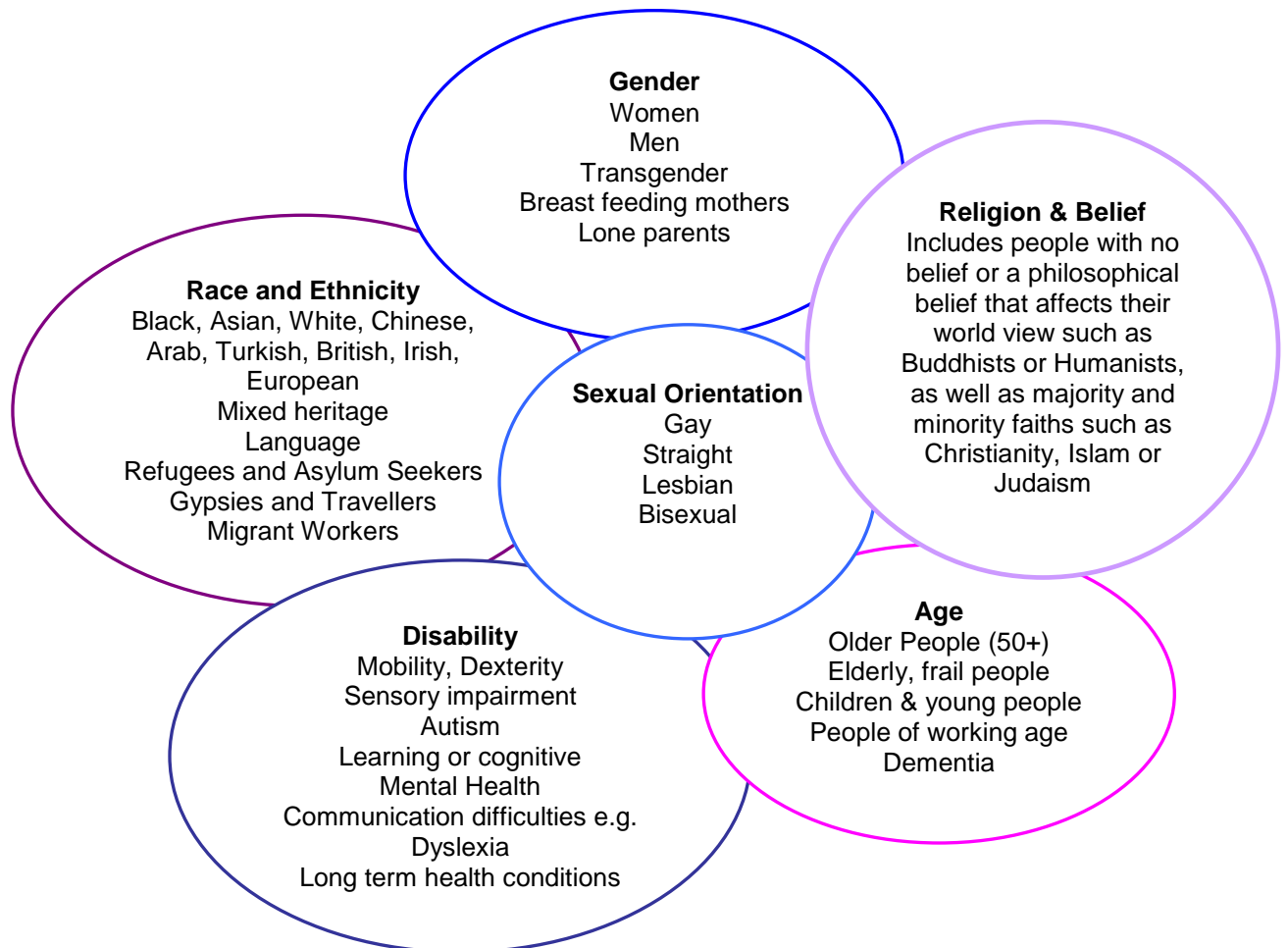
- Can achieve a reduction in the likelihood of unlawful discrimination or legal claim
- Achieves compliance with legislation and the Public Sector Duty
- Supports good organisation performance
- Increased worker satisfaction
- Improved understanding of customers, clients and service user needs

3. Data used to measure impact

The data source groups that may be impacted by the policy are primarily contained in the census data for Exeter and the workforce profile for ECC.

This grouping was then further focussed to specific groups. The most recent population data and the workforce profile are attached to this EqlA.

Whilst the policy applies to all protected characteristics, the key groups in the Exeter population and ECC workforce likely to experience an impact are the minority groups. In particular those who might have difficulty either accessing our services or securing or remaining in employment with ECC.



When considering these in relation to protected characteristics there are some indicators of where there might be a negative or positive impact, these could be:

- Gender – attitudes to transgender people
- Religion and belief – understanding the impact of cultural dynamics in accessing services and employment
- Age – the impact of Dementia for engaging with services or employees with caring responsibilities
- Disability – the impact of Mental Health on seeking and retaining employment
- Race and Ethnicity – the confusion and conflation of the terms of Refugee and Immigrant on attitudes to those seeking housing

In order to reach as many groups as possible it is intended to initially consult with Devon Police Equality Reference Group. If it is found that this does not

cover a wide enough range of groups then the consultation will be extended to cover the following groups:

- Devon Strategic Partnership Equality Reference Group
- Exeter Black & Minority Ethnic Forum
- Refugee Support Devon
- Young Devon
- Living Options Devon
- Intercom
- Local Trans groups
- MIND
- Mindful Employer
- Recovery Devon
- St Petrocs
- Exeter Community Initiatives
- CAB
- Exeter Dementia Action Alliance

4. Feedback from the consultation and identified impact

The Draft Equality Policy was shared with The Police Local Reference Group for feedback and this did not prompt any identification of impacts (negative or positive). Officers have reflected on this outcome and rather than delay the approval of the policy by then contacting the individual organisations listed above, it has been agreed to consult with them as part of the implementation of the policy. This is likely to be a more meaningful and dynamic exercise, directly impacting on how the council conducts its business. The policy itself and this document can then be updated accordingly.

Negative impact

No data at present.

Positive impact

No data at present.

5. Actions to be taken as a result of the EqIA

This section will cover actions that have been identified as a result of the consultation.

6. Monitoring and review

This section will cover the processes for monitoring and review once consultation has been completed but will include as a minimum the following.

- a. An annual review will be scheduled to establish whether or not there has been any disproportionate effect on any of the target groups
- b. Relevant monitoring processes will be devised to identify and assess the impact data to ensure an appropriate response.

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REPORT TO: EXECUTIVE
Date of Meeting: 6th DECEMBER 2016

Report of: Paul Barton, Principal Health and Safety Officer
Office of the Assistant Director Environment
Title: EXETER CITY COUNCIL HEALTH AND SAFETY POLICY

Is this a Key Decision? No

Is this an Executive or Council Function? Executive

1. What is the report about?

The report details the Council's organisation and arrangements in respect of its statutory duty under the Health and Safety at Work Act etc. 1974 and other supplementary legislation. The report is known as the Exeter City Council Health and Safety Policy.

The Health and Safety Policy is reviewed every three years and is accompanied by a Health and Safety Policy Statement, which is also a legal requirement and must be displayed in all Council Buildings where the Council's employees are stationed.

There are minor changes to the Organisation and Arrangements, but no change to the Policy Statement other than to date it 2016.

2. Recommendations:

That the Council's Executive ratify the Health and Safety Policy.

3. Reasons for the recommendations:

To ensure the Council complies with its statutory duty under the Health and Safety at Work Act 1974 and supplementary supporting legislation..

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

Health and safety at work is equal to all other Council business.

5. Section 151 Officer comments:

There are no financial implications contained within this report.

6. What are the legal aspects?

Failure to comply with the provisions of the Act could result in the Council being prosecuted for organisational failings under the Health and Safety at Work Act 1974 and other supplementary supporting legislation. Clearly this would be extremely undesirable both in terms of financial impact and more importantly loss of reputation.

7. Monitoring officer Comments:

No comments.

8. Report Details:

The report is attached at Appendix I

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

No impact on these groups.

Paul Barton, Principal Health and Safety Officer
Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

Contact for enquiries: Paul Barton, Principal Health and Safety Officer, 01392 265456,
paul.barton@exeter.gov.uk.

Appendix I

Health and Safety at Work



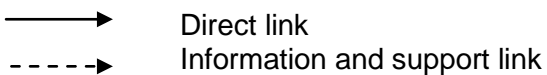
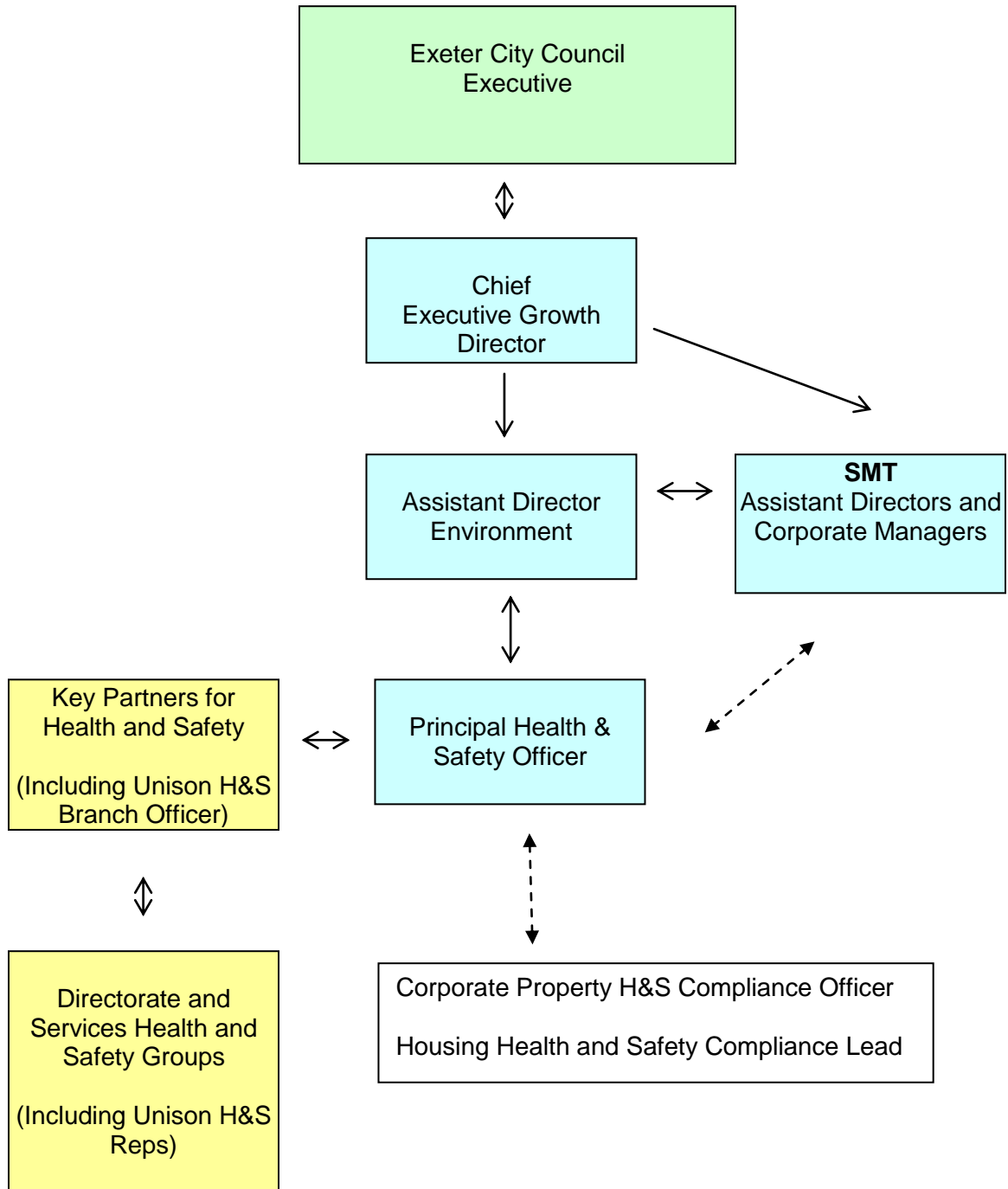
Health and Safety Policy

Organisation and Arrangements

1. The law requires that ultimate responsibility for health and safety rests with the highest level of management. The Council must comply with the Health and Safety at Work etc. Act 1974. In practice the Chief Executive with other key staff, are responsible to the Council for ensuring successful management of the Council's health and safety policy. Key staff responsibilities are set out in this policy and are reflected in job descriptions. A structure chart shows the line of management.
2. The Council's health and safety obligations and responsibilities fall within the terms of reference of its Executive Committee.
3. The Chief Executive is responsible for the implementation of the Council's Health and Safety Policy and ensuring compliance with the Council's legal duties.
4. The Assistant Director Environment is responsible to the Executive Committee for:
 - (a) Advice on the Council's duties under the Act; and
 - (b) Ensuring that the Health and Safety Policy is being implemented.
5. The Assistant Director Environment is responsible for advising the Executive Committee on the personnel aspects of advice and policy implementation under 4 above.
6. Assistant Directors are responsible to the Chief Executive for ensuring compliance with the Council's Health and Safety Policy within their Directorate including at all buildings, sites and activities for which they are responsible.

- 7 Corporate Managers are responsible to the Deputy Chief Executive for ensuring compliance with the Council's Health and Safety Policy within their services including at all buildings, sites and activities for which they are responsible.
8. The Corporate Manager Democratic & Civic Support is also responsible in the Civic Centre for compliance with the Council's Health and Safety Policy throughout the parts used in common, and for the communal building services.
9. The Assistant Director Environment will lead on the measures necessary to manage asbestos, and will advise on measures for the control of Legionella bacteria in water systems.
10. Each Assistant Director and Corporate Manager is responsible for ensuring that the Council's Health and Safety Policy is implemented within their own service area.
11. The Principal Health and Safety Officer acts as the Corporate Health and Safety Adviser. Health and Safety Compliance Officers are in place for Housing Services and Corporate Property, reporting to their respective Corporate Manager / Assistant Director, to underpin corporate compliance for these respective services.
11. The Assistant City Development Manager (Building Control) will provide technical assistance with the fire risk assessment process and help verify the adequacy of assessments.

ORGANISATIONAL STRUCTURE



KEY RESPONSIBILITIES - THE COUNCIL

The Executive Committee has responsibility for:

1. Ensuring the health, safety and welfare at work of all Council employees.
2. Taking all proper steps to ensure that no one else is exposed to risks to their health and safety, arising from any activity of the Council.
3. Ensuring that where the Council exercises control over any non-domestic premises, made available to anyone else as a place of work, they are safe and without risks to health. This includes access and exit pathways and any plant or substance supplied for use.

In order to meet these responsibilities the Committee shall:

1. Ensure there is an effective overall policy for the health, safety and welfare of employees and the health and safety of others.
2. Ensure that the policy is reviewed, at least every three years, sooner if there is a need, due to changes of law, guidance or activity.
3. Ensure that suitable and sufficient assessments of the risks to the health and safety of employees and others are made, recording the significant findings of the assessments.
4. Ensure that the preparation of additional topic specific policies and guidance, as appropriate to ensure effective health and safety management.
5. Ensure an annual Corporate Health and Safety Action Plan is approved by April each year.
6. Ensure that staff are fully consulted and informed on Health, Safety and Welfare matters.

7. See that reasonable steps are taken to investigate reported adverse events, e.g. accidents, incidents, reportable dangerous occurrences and reportable disease, and that the findings are taken into account in revising relevant risk assessments.
8. Ensure that appropriate health and safety information is included in an annual published report on the Council's activities and performance. Performance is to be assessed by a programme of monitoring and audit.

KEY RESPONSIBILITIES - CHIEF EXECUTIVE & GROWTH DIRECTOR

The Chief Executive, as head of the paid service and Growth Director, will:

1. Take responsibility for the implementation of the City Council's overall health and safety policy and topic specific policies.
2. Ensure that the Deputy Chief Executive, the Assistant Directors, The Corporate Managers and Direct Reporting Managers fulfil their responsibilities for health, safety and welfare.
3. Ensure that the responsibilities for health, safety and welfare are properly allocated and accepted at all levels.
4. Plan for adequate staffing, finance and resources to meet the Corporate Health and Safety Action Plan.
5. Promote a positive culture of health and safety at work by taking a direct interest in the Corporate and Directorate Action Plans, and by lending support to the people carrying them out
6. Aim to reflect the 'Exemplar' status expected of a local authority enforcing health and safety in the commercial sector.
7. Ensure that appropriate liability insurance is put in place.

8. Review at least annually the implementation of the Corporate Health and Safety Policy and agree an annual action plan.
9. Ensure that reasonable steps are taken to investigate reported adverse events, e.g. hazards, accidents, reportable dangerous occurrences and reportable disease, and that the findings are taken into account in revising relevant risk assessments.
10. Ensure that appropriate health and safety information is included in an annual published report on the Council's activities and performance.

KEY RESPONSIBILITIES – DEPUTY CHIEF EXECUTIVE

The Deputy Chief Executive will:

1. Actively promote a positive 'health and safety culture', by setting an example to others in all health and safety matters, at all times.
2. Be directly responsible to the Chief Executive for the implementation of Corporate Health and Safety Policies within his areas of responsibility.
3. Put systems into place, via delegation to the Corporate Manager for HR, to ensure that all Assistant Directors and Corporate Managers receive adequate training to enable them to co-operate in carrying out policies, and understand their own duties under the Act. Training will cover the purpose of 'risk assessment', the need for risk assessment and how to apply safe systems of work, e.g. 'safe working practices' and 'permit to work'. Details can be found in the Corporate Health and Safety Training Strategy.
4. Ensure consultation takes place with the Principal Health and Safety Officer and the relevant appointed health and safety representative before the introduction of a new or revised health and safety management strategy.

5. Ensure that an annual health and safety action plan is prepared for the Directorates reflecting both the needs of the Corporate Plan and of the individual Directorates, each year.
6. Take positive action when it can be demonstrated that health and safety rules have been broken. Disciplinary procedures should be considered in all cases.
7. Ensure that adequate first-aid provision is available to all staff across their service areas. This can take into account provision within other directorates.
8. Take an active part in the review of Council's Health and Safety Policies, as they affect the operations carried out within, or under the control of, their areas of responsibility.
9. Ensure that there is appropriate evaluation of all reported adverse events e.g. hazards, incidents, accidents, and reported ill-health, involving work activity, in their areas of responsibility where they involve actual or potential injury, health risks, loss or damage to City Council property, and risks to the public, ensuring that the findings are taken into account in revising any relevant risk assessment. Besides an evaluation by the Assistant Director or Corporate Manager for each reported event, a review of adverse events should take place at regular intervals by the relevant meeting structure within Directorates.
10. Ensure that Corporate Managers within his area of responsibility have implemented written safe systems of work e.g. 'safe working practices' and 'permit to work' in those areas of work where the 'risk assessment' indicates that a significant risk of injury or ill health will still be present despite existing controls.
11. Submit information where necessary to contribute towards the preparation of an annual report on the Council's health and safety activity and performance, for publication to the Principal Health and Safety Officer.

KEY RESPONSIBILITIES – ASSISTANT DIRECTORS and CORPORATE MANAGERS

Assistant Directors and Corporate Managers will:

1. Actively promote a positive 'health and safety culture', by setting an example to staff in all health and safety matters, at all times.
2. Be directly responsible to the Chief Executive & Growth Director (Assistant Directors) and Deputy Chief Executive (Corporate Managers) for the implementation of Health and Safety Policies and appropriate guidance, contributing to fulfilment of the Directorate action plan in so far as it affects their Service.
3. Execute annual action plans for health and safety for their service(s) in consultation with the Chief Executive Growth Director (Assistant Directors) or Deputy Chief Executive (Corporate Managers)
4. Ensure that they and all other staff within their service(s) receive adequate information, instruction and training, to enable them to carry out their job without risks to their own and others health and safety. Training will enable staff to understand the purpose of 'risk assessment' and the need for and how to apply safe systems of work e.g. 'safe working practices' and 'permit to work'.
5. Ensure that there is a systematic approach to carrying out suitable and sufficient assessments of risks to health and safety of staff and others, for the purpose of identifying measures to comply with the requirements imposed by law. Risk Assessment is to be applied to all activities in the Service.
6. Initiate, as necessary, the preparation of written safe systems of work e.g. 'safe working practices' or 'permit to work' are prepared and implemented in those areas of work where the 'risk assessment' indicates that a significant risk of injury or ill health will still be present despite existing controls.

7. Consult with the Principal Health and Safety Officer and relevant appointed health and safety representatives before the introduction of a new or revised safe system of work.
8. Take positive action when it can be demonstrated that health and safety rules have been broken. Disciplinary action should be considered in all cases.
9. Evaluate all reported adverse events, i.e. hazards, incidents, accidents and reported ill health, involving work activity, within their Service where they involve actual or potential injury, health risks, loss or damage to City Council property, and risks to the public. Ensure that any findings are taken into account in revising any relevant risk assessment. Sign off all completed internal ECC Accident/Incident Report forms within their service(s) to demonstrate this has been done.
10. Ensure that a completed internal ECC Accident/Incident Report form is given to the Principal Health and Safety Officer, without delay, in all cases of adverse events, e.g. hazard, accident, ill health or incidents, arising in the course of Council activities in the Service.
 - i. A full procedure for reporting adverse events using the ECC Accident / Incident Report form is set out in CityNet Health and Safety pages. There is also a flow chart displayed on the wall of all Council buildings adjacent the Health and Safety Policy Statement.
 - ii. In the case of a fatality, 'dangerous occurrence' or 'major injury', arrange immediate contact with the PHSO, and with an appointed health and safety representative – trade union or non-union).
11. Ensure that the contractors they engage work safely and comply with health and safety legislation, policies and procedure. (A 'Health and Safety Code of Practice' for Contractors is available on City Net page 4682 or from the Principal Health & Safety Officer).
12. Contribute, as requested, towards the preparation of an annual report on the Council's health and safety activity and performance, for publication.

13. Additionally cooperate with the Internal Audit Manager in audits to check for compliance with health and safety legislation, council policies, etc.
14. Appoint 'key partners' from the directorates to work with the Principal Health and Safety Officer towards successful health and safety and risk management.

KEY RESPONSIBILITIES – ASSISTANT DIRECTOR ENVIRONMENT

The Assistant Director for Environment will, in addition to normal responsibilities as an assistant director, be responsible for:

1. Implementing a programme of health and safety monitoring of City Council Activities, based on risk.
2. Ensuring that the Principal Health and Safety Officer effectively undertakes Health and Safety activities.
3. Advising the Chief Executive Growth Director on the health and safety implications of any unsatisfactory work practices or working conditions that affect staff or others that are not remedied as required.
4. Effective liaison with the Health and Safety Executive and occupational health advisers, as required.
5. Ensuring a report to the Health and Safety Executive of all reportable injuries, dangerous occurrences and cases of ill health.
6. Assisting the Corporate Manager Legal in provision of training for all staff on Health and Safety issues, in particular with the review of the Health and Safety Training Policy.
7. Ensuring that there is a systematic approach by managers to carrying out suitable and sufficient assessment of risks to the health and safety of staff and others, for the purpose of identifying measures to comply with requirements imposed by law.

8. Evaluating all reported adverse events e.g. hazards, accidents, incidents and reported ill-health, arising from the work activities of the Council where they involve injury, health risks, loss or damage to property, and risks to the public; ensuring that the findings are effectively communicated to others and that proposals to strengthen the risk control systems are made where necessary.
9. Advising on the content and review of Health and Safety Policies, action plans, and appropriate guidance.
10. The preparation of an annual report, for publication, covering the Council's health and safety activity and performance.
11. Advising the Council of the measures necessary to ensure successful management of any health and safety at work risk. This includes the content of any policy and the organisation and arrangements necessary to ensure, as far as is reasonably practicable, that the activities are conducted without risks to the health and safety of employees, customers and others.

KEY RESPONSIBILITIES – CORPORATE MANAGER LEGAL & HR LEAD

The Corporate Manager Legal and HR, in addition to the normal responsibilities of corporate managers, will be responsible for HR in:

1. Consultation and negotiation with representatives of the staff on those aspects of the policies affecting the staff and their conditions of employment.
2. Contributing to an annual report on the health and safety activities and performance of the Council by supplying statistical data. This will include total employee days lost due to all causes of workplace injury, physical and mental illness, disability or other health problems, and assistance in data for total cost calculations.

KEY RESPONSIBILITIES - PRINCIPAL HEALTH AND SAFETY OFFICER

The Principal Health and Safety Officer (PHSO) will be responsible to the Assistant Director Environment, to:

1. Prepare the Council's overall Health and Safety Policy, other topic specific policies and guidance, monitoring arrangements to implement them.
2. Keep the policy and implementation arrangements under review, assess effectiveness and recommend changes as necessary to discharge the Council's duties under the Health and Safety at Work Act 1974.
3. Promote suitable and sufficient assessments of risk to the health and safety of staff and others to identify the measures needed to eliminate or control risk, and to comply with health and safety law.
4. Advise Management at all levels on the Council's duties under the Act, including those for induction training.
5. Assist others in the risk assessment process, when necessary, and carry out proactive and reactive assessments over a range of Council activities to monitor the effectiveness of the management of health and safety.
6. Advise on preparation and implementation of risk control systems.
7. Carry out workplace inspections, at the request of (and with) appointed health and safety representatives (both union and non-union), to identify unsafe plant, premises or working conditions.
8. Consider a direction to anyone undertaking work for the Council, to stop work in extreme circumstances where there is an imminent risk of serious personal injury, or a dangerous occurrence ('extreme circumstance' means where in the opinion of the PHSO, an enforcement officer would consider service of a Prohibition Notice). Immediate contact will then be made with the appropriate Assistant Director, Corporate Manager or the most Senior Officer available in the Directorate for them to take control of the situation.

9. Advise on the safety, design and use of plant, equipment and materials.
10. Advise on the selection of protective clothing and all equipment.
11. Arrange for the reporting, recording and analysis of all reported adverse events, e.g. hazards, accidents, incidents, cases of ill health and relevant incidents arising in the course of Council activities; evaluating the report, investigating the circumstances, as necessary; ensuring the findings are effectively communicated to others and that proposals to strengthen risk control systems are made where necessary. Reporting includes forwarding statutory RIDDOR 2013 reports to the HSE.
12. Promote a health and safety awareness programme, to include training of staff and accident prevention techniques in conjunction with the Head of Human Resources.
13. Audit systems to monitor and evaluate the health and safety performance of prospective contractors and those employed by the Council on a proactive and reactive basis.
14. Give advice on standards, methods of work to be specified in contracts.
15. Advise Members and Strategic Management Team via a quarterly report, with a monthly report table of outstanding health and safety actions from the Performance Monitoring Table spreadsheet.
16. Promote proper arrangements to carry out risk assessment required by fire legislation, fire training and practical evacuations, engaging the Building Control Manager in the direct provision of technical advice regarding Council owned or occupied buildings and sites.
17. Collate the available information necessary for and prepare an annual report for publication on the Council's health and safety activities and performance.
18. Advise on assessments for suitable and sufficient provision of first aid and attend meetings of the First Aid Group.

*KEY RESPONSIBILITIES – ASSISTANT CITY DEVELOPMENT MANAGER
(BUILDING CONTROL)*

The Assistant City Development Manager (Building Control) will in addition to his normal responsibilities provide:

1. Technical assistance to fire risk assessors to enable assessment of the adequacy of fire precautions in Council owned or occupied buildings and sites in so far as buildings comply with the Building Regulations.
2. Verify that the assessments are suitable and sufficient to meet the requirements of the Building Regulations.

These duties to be carried out in consultation with Principal Health and Safety Officer.

HEALTH AND SAFETY 'KEY PARTNER' GROUP

Each Assistant Director and Corporate Manager will appoint one or more of their service(s) managers, or the Health and Safety Lead within their service, to act as a 'Key Partner' to assist in the review of and implementation of Health and Safety Policy and good risk management practice, aiming to promote the 'exemplar' status expected of a local authority enforcing health and safety in the commercial sector.

Each 'Key Partner' will:

- meet with the Principal Health and Safety Officer from time to time and effect liaison within their Directorate
- establish ownership of responsibility for health and safety and risk management in the Directorate, to assist in drawing up implementation plans for health and safety policy and risk management initiatives
- advise on the allocation of tasks and duties in the Directorate
- monitor progress in implementation of policies, good practice and initiatives

They may also, from time to time, be asked to assist other managers, towards achieving the Council's goal of successful health and safety management.

The 'Key Partner' Group will:

- Prepare an annual health and safety action plan including detail of specific areas for review for reference in the Corporate Risk Register, in agreement with Directorate Management Teams
- Receive and monitor reports from Units regarding progress in their health and safety, relevant risk management and insurance challenges. In particular in respect of high risk health and safety topics e.g. required annual tasks, risk assessments,
- Receive and address health and safety, relevant risk management, insurance issues,

- Report to the Directorate Management Teams any health and safety and risk management issues considered to be possible Corporate Risk register entries.

A list of current members is available from the Principal Health and Safety Officer on extension 5456.

REPORT TO SCRUTINY COMMITTEE CORPORATE
Date of Meeting: 24 November 2016
Report of: Assistant Director Finance
Title: Budget Monitoring Report to 30 September 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:

The report raises no issues for the monitoring officer.

8. Report Details:

Corporate Budget Monitoring to 30 September 2016

8.1 Key Variations from Budget

The current forecast suggests that net expenditure for this committee will decrease from the revised budget by a total of £60,060 after transfers from reserves and revenue contributions to capital, as detailed in Appendix 1. This represents a variation of 1.40% from the revised budget. This includes supplementary budgets of £841,990 already agreed previously.

8.2 The significant variations (by management unit) are:

MU Code	Management Unit	Over / (Underspend)	Detail
83A1	Property & Estates Services	(£67,120)	<ul style="list-style-type: none"> The contingency budget in respect of the Asset Improvement and Maintenance Fund will not be fully spent in year.
83C5	Corporate Property Assets	(£250,000)	<ul style="list-style-type: none"> An underspend is anticipated on the Property Maintenance Fund budget. A request to carry forward the underspend will be made at year end to fund the next phase of the condition survey priorities.
86A6	Grants/Cent Supp/Consultation	£70,000	<ul style="list-style-type: none"> An overspend is anticipated on consultants fees budget in respect of Press & Public Relations and Policy Support.
86B6	IT Services	£74,200	<ul style="list-style-type: none"> An overspend is anticipated relating to the budget payable to Strata Service Solutions. The Joint Executive Committee of Strata Service Solutions have advised that the planned saving is forecast to be lower than expected, and additional expenditure on agreed budgets has been charged to the general IT contract.
86B8	Procurement	£78,300	<ul style="list-style-type: none"> An overspend is forecast on this budget relating to Agency staffing.

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)
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CORPORATE SERVICES SCRUTINY COMMITTEE
OUTTURN

APRIL 2016 TO SEPTEMBER 2016

ACTUAL TO DATE			YEAR END FORECAST				
PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	CODE	APPROVED BUDGET	OUTTURN	OUTTURN VARIANCE	QTR 1 FORECAST
£	£	£		£	£	£	£
(1,931,496)	(2,210,924)	(279,428)	83A1	(2,554,990)	(2,622,110)	(67,120)	12,660
(25,021)	(39,594)	(14,573)	83C4	(28,710)	(26,940)	1,770	0
924,970	508,097	(416,873)	83C5	2,004,260	1,754,260	(250,000)	0
(4,882)	49,698	54,581	83C6	0	0	0	0
149,593	236,724	87,131	86A2	374,040	382,330	8,290	0
(24,254)	64,780	89,034	86A3	630,350	630,350	0	0
82,812	74,698	(8,114)	86A4	240,160	240,800	640	0
269,455	284,998	15,544	86A5	772,320	772,320	0	0
571,573	857,340	285,766	86A6	902,360	972,360	70,000	67,120
792,586	887,278	94,692	86A7	1,802,750	1,812,350	9,600	0
264,490	197,447	(67,042)	86B1	0	(5,100)	(5,100)	0
50,212	52,541	2,329	86B2	0	1,900	1,900	0
270,980	243,192	(27,788)	86B3	27,900	27,900	0	0
225,666	230,511	4,845	86B4	77,840	77,840	0	0
489,191	471,117	(18,073)	86B5	(21,660)	(10,600)	11,060	16,990
989,874	1,087,768	97,894	86B6	53,700	127,900	74,200	0
158,376	167,273	8,897	86B7	0	6,400	6,400	0
28,405	68,566	40,161	86B8	0	78,300	78,300	0
3,282,528	3,231,510	(51,018)	NET EXPENDITURE	4,280,320	4,220,260	(60,060)	96,770
				TRANSFERS TO / (FROM) EARMARKED RESERVES			
				REVENUE CONTRIBUTION TO CAPITAL			
				OUTTURN FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES			
				REVISED BUDGETS			
				OUTTURN VARIANCE AFTER TRANSFERS TO/FROM RESERVES & CONTRIBUTIONS TO CAPITAL			
				4,220,260			
				4,280,320			
				(60,060)			

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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>

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REPORT TO Corporate Services Scrutiny Committee

Date of Meeting: 24th November 2016

Report of: Corporate Manager, Democratic & Civic Support

Title: TWINNING ARRANGEMENTS

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1.1 What is the report about?

1.1 This report provides a review of the current twinning arrangements that the City Council has, as well as detailing future involvement in events of mutual benefit and how such involvement could have a wider benefit to the community.

1.2 It also uses this opportunity to review the International Cooperation Strategy, produced in 2004.

2. Recommendations:

2.1.1 That the current twinning arrangements be noted;

2.1.2 That the involvement of the Council in future twinning initiatives be noted and endorsed as appropriate.

2.1.3 That the Council encourages other organisations within the City to be involved in twinning opportunities as and when they arise;

2.1.4 That the Corporate Manager, Democratic & Civic Support reviews the International Cooperation Strategy for consideration by the Executive for full Council approval.

3. Reasons for the recommendation:

3.1 The City has an active twinning community which is supported by annual grants, as well as inward and outward visits between Exeter and its four twin cities.

3.2 However, the basis upon which such twinning agreements were developed, has changed considerably since they were first entered into, and it is felt appropriate that the Council reappraise its continuing support for them, so that the Council and other organisations within in the City maximise the opportunities that such agreements offer.

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

4.1 There are no additional costs attributable to the contents of this report.

4.2 However, it should be noted that in addition to officer support (principally from the Corporate Manager, Democratic & Civic Support), the Council offers the following annual grants:-

- £3,500 to the Exeter Twinning Circle (which covers the agreements with Rennes, Bad Homburg and Terracina)

- £1,100 to the Exeter Yaroslavl Twinning Association

4.3 The Lord Mayor is Honorary President of both organisations.

4.4 It should be noted that the level of these grants has not been increased for a number of years.

4.5 The Council also contributes to the costs involved in any formal exchange visits, with such contributions coming from the Lord Mayoralty Hospitality budget.

5. Section 151 Officer comments:

5.1 There are no financial implications contained in this report.

6. What are the legal aspects?

6.1 There are no legal implications contained in this report.

7. Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

8.1 The City Council has formal twinning agreements with the following cities:-

- Rennes (France) signed in 1956
- Bad Homburg (Germany) signed in 1965
- Terracina (Italy) signed in 1988
- Yaroslavl (Russia) signed in 1989

8.2 All were signed and agreed for *promoting and encouraging the exchange of cultural, educational and sporting activities between the communities*. Several were also based on strong links between universities in the cities.

8.3 In most recent times, the majority of the continuance of the links between the relevant cities has been undertaken via the two twinning groups based in the City, hence the payment of annual grants to each organisation. They each organise both an annual inward and outward visit to the twin cities for their interested members. Whilst the annual grants from the City Council goes some way to the costs involved in twinning, they each rely heavily on subscriptions from their members, as well as other fundraising activities.

8.4 One matter which both Associations are keen on, and are looking towards the City Council to provide, are road signs at appropriate locations on entrances into the City. These, they suggest, would be an easy way to permanently promote the City's twinning links by naming the cities with which the City is twinned. Members will no doubt have seen similar on entrances to many other cities.

8.5 To date, due mainly to financial considerations (it would cost in the region of £8,000 to erect signs in appropriate locations), this has not been considered a Council priority.

8.4 The City Council has, primarily through the Lord Mayor's role, been involved in formal visits of officials between the various cities as follows:-

- An outward visit to Yaroslavl in 2013 at the request of the Yaroslavl City Council, to resurrect the twinning agreement between the Cities ahead of the 25th anniversary of the agreement in 2014 (attended by the Lord Mayor, three councillors and an officer);
- An inward visit from Yaroslavl in 2014 to celebrate the 25th anniversary of the twinning agreement between the two cities;
- An outward visit to Bad Homburg in 2014 at the request of the Oberburgermeister to be included in the city's Festival of Lights (attended by one officer only);
- An outward visit to Bad Homburg in 2015 to celebrate the 50th anniversary of the twinning agreement between the two cities (attended by the Deputy Lord Mayor, another councillor and one officer);
- An inward visit from Bad Homburg in 2015 to celebrate the 50th anniversary of the twinning agreement between the two cities;
- An inward visit from Terracina in 2015 to attend the Italy versus Romania Rugby World Cup match being played at Sandy Park;
- An inward visit from Rennes in 2016 to celebrate the 60th anniversary of the twinning agreement between the two cities;
- An outward visit to Yaroslavl in 2016 during which a new agreement relating to the operation of Exeter House was agreed (attended by the Lord Mayor, the Leader of the Council, two other councillors and two officers);
- An outward visit to Rennes in 2016 to celebrate the 60th anniversary of the twinning agreement between the two cities (attended by the Lord Mayor, two other councillors and an officer).

8.5 In such circumstances, it has long been the agreement between the twinned cities, that reciprocal arrangements would be in place in relation to the costs involved in such visits, with the host city paying the accommodation and other associated costs of the visit, with the visiting city paying any travel costs. This has, in the main, worked well.

8.6 In an effort to spread costs, wherever practicable, efforts are made for there to be one outward and inward visit per annum.

8.7 As can be seen in paragraph 8.4 above, this has not been possible over the last few years due mainly to the various (and significant) anniversaries of the twinning agreements, falling within close proximity of each other.

8.8 As stated above, the original concept for the twinning agreements was for *promoting and encouraging the exchange of cultural, educational and sporting activities between the communities*. This concept has been reconfirmed with three of the four twin cities as part of the anniversary celebrations detailed in paragraph 8.4 above.

8.9 It was further reconfirmed during the most recent trip to Yaroslavl when a new agreement for the operation of Exeter House was signed by the Leader of the Council and the First Deputy Mayor of Yaroslavl, which included a willingness to

“support, including by way of grants to the participating organisations, the Russian-British projects in the areas of culture, sport, education, youth and social policy.”

- 8.10 To this end, discussions are already taking place as to how this can be progressed, with the possibility of a cultural project being the first to be achieved.
- 8.11 It cannot be stated enough, how significant our twin cities see the links they have with Exeter and the efforts to which they go, to reaffirm this during the visits. All visits include not only formal meetings in which matters of mutual interest are discussed, but also tours of the cities; the promotion of cultural links; and experiences of success within the cities. No matter how long or short the visit, it always includes a full programme of activities. This is also the case when the cities come to Exeter.
- 8.12 Having sought the views of the Councillors who have attended the most recent of the outward visits (to Yaroslavl and Rennes) as to “how it was for them”, all who responded, have stated that whilst the visits were useful in continuing the links between Exeter and the relevant City, they did not maximise the opportunities that such links could bring.
- 8.13 Obviously whilst the ceremonial and civic side of twinning links will always play an important part in maintaining those links, the Lord Mayoralty cannot, due to the role’s political impartiality, be involved in developing matters along more business or political lines.
- 8.14 Bearing in mind the Council’s mission statement to “enhance Exeter as the regional capital working with our partners to improve the quality of life for all people living in and visiting the City”, it is felt that the current format for both inward and outward visits does not take advantage of other possibilities which may arise. These could include:-
- Links between other departments within the City Council (e.g. tourism; economic development; marketing;
 - Links between the University and College;
 - Links between the Chamber of Trade;
 - Links with other organisations and companies in the City;
 - Possibility of mutual exchanges and secondments between cities.
- 8.15 It is therefore felt that now is an opportune time to explore these possibilities so that the next time a visit to or from one of the City’s twin towns is organised, more of a civic and trade delegation can be drawn together to maximise and develop the benefits arising from the links with our twin towns.
- 8.16 Members attention is also drawn to the attached report and supporting International Cooperation Statement, from 2004, which attempted to do a similar exercise to that now proposed.
- 8.17 It is felt that many of the points contained within the Statement are equally as pertinent today as they were then, but that other aspects of the Statement need updating so as to better match the Council’s current priorities.

8.18 To this end, it is suggested that the Statement be updated accordingly, and be brought back to a future meeting of this Committee for consideration and onward recommendation to the Executive.

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

9.1 It is felt that the above proposal, would, by utilising the experiences of our twin cities, and the organisations based within them, pick up the following points in the Council's current Corporate Plan (2015/16):-

- *Enhance the knowledge economy with particular emphasis on the Innovation Exeter initiative to raise the profile of the area for inward investment and to address skills development*
- *Work with the Business Improvement District (BID) Board to progress the City Centre Strategy*
- *Review the way we deliver and fund tourism activities in the city*

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

10.1 There are no risks associated with the proposed course of action.

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 None applicable with this decision

12. Are there any other options?

12.1 To continue with the current arrangements whereby the twinning links are maintained on a civic and ceremonial basis only.

**John Street
Corporate Manager, Democratic & Civic Support**

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:-

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - RESOURCES

28 JANUARY 2004

EXECUTIVE

16 FEBRUARY 2004

INTERNATIONAL COOPERATION STRATEGY

1 PURPOSE OF THE REPORT

- 1.1 To seek approval to an International Cooperation Strategy which sets out a way forward for the Council's future twinning activity and international relations, and provides a framework for the work undertaken by the community-led twinning groups.

2 BACKGROUND

- 2.1 The Council's twinning function was reviewed in 2001/2002 as part of the Best Value review of Civics and Mayoralty. The review concluded that the changing nature of trans national relationships had produced a pressing need to re-define the nature and direction of twinning. In September 2002, this committee resolved that twinning activities should continue at both civic and community levels, but a strategic plan should be prepared, incorporating the following objectives and proposals:

- ❑ The need to redefine the purpose and objectives of twinning activity, to ensure that the wider interests of the city and partner organisations are met.
- ❑ Objectives should be outcome focused.
- ❑ The need to steer and prioritise twinning activities at both civic and community levels.
- ❑ Communications with the present twin cities should be initiated to establish their views, and their future objectives for twinning links with Exeter.
- ❑ Recognition that, rather than abandonment, low level maintenance of the links with Exeter's twin towns may be appropriate in order to continue "bonhomie", and to maintain a platform for potential future activity.
- ❑ A review of the funding arrangements for the community-led twinning associations which shows a positive commitment to community twinning through dedicated funding and secures activity which meets the Council's objectives.
- ❑ The need to explain that the Council's overall position statement is not to enter in to any additional open-ended twinning arrangements. This would not preclude short-term projects or initiatives that would benefit the social or economic well-being of the recipient city, e.g. humanitarian aid with developing countries.

- Future civic twinning visits should be based upon clear purposes, with defined objectives and outcomes established prior to the visit. The same principles should apply to invitations to twin cities visiting Exeter.

3. PROPOSAL

- 3.1 The International Cooperation Strategy (attached at Appendix 1) has been prepared in response to the findings of the Best Value review and sets out a framework for future work with international partners, including twin towns. The strategy also sets out clear priorities for funding of the Exeter Twinning Circle and Exeter Yaroslavl Twinning Association through a dedicated budget and service level agreements.

4. FINANCIAL IMPLICATIONS

- 4.1 In recent years, the Council's twinning activity, including inward and outward civic visits, has been covered by an annual budget of £5,000. At present it is not considered necessary to increase this amount.
- 4.2 To date, the Exeter Twinning Circle and the Exeter Yaroslavl Twinning Association have applied for funding from the Grants Committee on an annual basis. In recent years the amounts awarded have been £2,500 and £1,500 respectively. From 2004/2005 it is proposed that this funding is allocated from the twinning budget and linked to service level agreements. Whilst proportionate to this level of funding, these agreements will be negotiated annually and will support the objectives of the International Cooperation Strategy. Progress reports will be referred to the Head of Corporate Customer Services and any requests for additional funding will be determined in conjunction with the Portfolio Holder for Best Value and Human Resources.

5. RECOMMENDATIONS

- (1) That Scrutiny Committee-Resources support the proposal and that the Executive approve the International Cooperation Strategy

Originator: Bruce Luxton, Policy Officer

DIRECTOR CORPORATE SERVICES

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:
Local Government International Bureau (2001) *'The Links Effect'*



Exeter City Council

INTERNATIONAL COOPERATION STRATEGY

“The process of globalisation and European integration means that we live in an increasingly connected, interdependent world. A world in which the role of local governments is becoming more important, and a world in which we both compete and cooperate with each other. In this fast changing environment, we need to exchange experience and learn from each other. We also need, in the interests of peace and stability, to meet and understand one another... local government cannot afford to be insular, turning its back on Europe and the wider world. On the contrary, we need to be involved with our European partners, and engage the international community.”

(‘The Links Effect’, Local Government International Bureau, 2001)

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For further information on this Strategy, or international relations at Exeter City Council, please contact:

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Introduction

This strategy, which has been developed in conjunction with the community-led twinning associations and twin towns, sets out why the Council should co-operate with its twin towns and other international partners. It also provides a framework and common focus for the Council's activity, and the work undertaken on behalf of the Council by the community-led twinning associations. The emphasis is on ensuring a return on investment in terms of changes or benefits to local communities and making a contribution to the long-term vision for the city.

Background

Twin Towns and Informal Links – A Brief History

Exeter's involvement in twinning can be traced back to the early 1950s and the links made between the universities of Exeter and Rennes - the capital of Brittany in France. At this time the concept of town twinning was used as an effective tool in the process of peace and reconciliation and in the development of family exchanges. The respective local authorities signed a formal twinning charter reflecting these intentions in 1956. A similar agreement was signed with Bad Homburg in Germany in 1965. In 1988 Terracina in Italy became Exeter's partner after having been linked with Bad Homburg for several years.

The early 1990s saw a particular interest in the growth of partnerships with Central and Eastern Europe as UK local government sought to encourage the growth of democracy and a free market economy in the region. Prior to this development, close links had been established between the universities of Exeter and Yaroslavl in Russia and a formal twinning agreement was signed with Yaroslavl in 1989. In December 1991 the Council sent medical aid to the city and Exeter House was opened in central Yaroslavl in May 1997. The Exeter House project saw the Council enlist the help of numerous private companies to help fit out a 19th century merchant's residence and provide a permanent link between the two cities. The centre provides facilities and accommodation to help foster business, trade, academic and cultural links between Exeter and Yaroslavl and Russia and the UK.

In addition to the formal twin town links, as part of the EU-funded "Know How" scheme, from 1997-99 the Council was involved in a property management project in partnership with the town council of Presov in Slovakia.

Council Twinning Activity

The majority of the Council's twinning activity has been concerned with maintaining formal links with the twin towns, both through correspondence and through formal exchanges of mayors, councillors and officers. This work adds formality and political legitimacy to links, maintains the profile of twinning activity, enables sharing of best practice and endorses the Council's commitment to its twin towns and to the twinning

organisations. In general, visits have been made to one or two twin towns per year with the Council hosting a similar number of delegations, although visits have become less frequent in recent years as illustrated by the following table.

Bad Homburg		Rennes		Terracina		Yaroslavl	
<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>
				Oct 1987			
					Apr 1988		
		Apr 1990				July 1990	
				Oct 1991		June 1991	
July 1992	May 1992						
			July 1993			May 1993	
						May 1994	
						Mar 1995	
Aug 1996	July 1996				July 1996	Jan 1996	
July 1997						May 1997	Oct 1997
	June 1998	June 1998				Sept 1998	
	July 1999					June 1999	Sept 1999
		May 2000 <i>Atlantic Arc</i>				May 2000	
Aug 2001						May 2001	June 2001
		Feb 2002					
Dec 2003 <i>German market</i>				Sept 2003 <i>Twinning Conference</i>		May 2003	

(All visits involved civic parties except where indicated in italics)

Day-to-day work with twin towns involves:

- liaison with officials in twin towns
- responding to requests for information about Exeter
- obtaining details of activity in the twin towns for officers of the Council or outside organisations
- assisting with requests for work placements
- facilitating cultural and sporting exchanges between individuals and groups and schools
- developing links between business organisations.

In addition, the Council is a member of the Conference of Atlantic Arc Cities which was instigated by Rennes. The aim of the network is to allow member cities to promote the potential of the Western periphery of Europe in terms of harbour development, transport links as well as cultural, heritage and economic and sustainable development issues and seek European funding for joint initiatives related to these themes. More recently, a European cultural project between schools in Exeter and Terracina is being discussed and there are proposals for an Exeter German market which originates in Bad Homburg.

Community-led Twinning Groups

The formal twinning links have been supported successfully by two community-led twinning groups: the Exeter Twinning Circle which deals with Rennes, Bad Homburg and Terracina, and the Exeter-Yaroslavl Twinning Association which works exclusively with Yaroslavl.

The aims of Exeter Twinning Circle are:

- a) To promote and foster friendship and understanding between the people of Exeter with those of Rennes in France; Bad Homburg in Germany; and Terracina in Italy*
- b) To encourage visits by individuals and groups to and from twinned towns and the development of personal contacts and by doing so to broaden the understanding of the cultural, recreational and social activities of the twinned towns*
- c) To organise fundraising activities to further the aims of the Circle*

The aim of the Exeter Yaroslavl Twinning Association is:

- a) the furtherance of mutual understanding and good relations between Britain and Russia through the link established between Britain and Russia, to promote contacts between citizens and organisations of Exeter and Yaroslavl in consultation with the appropriate authorities*

Part-funded by the Council, these groups promote twinning activity, organise exchange visits and give the whole community the opportunity to participate. Grants from the Council are used exclusively for incoming visits and not for visits to the twin towns and a limited amount of medical aid is provided for Yaroslavl.

Small grants are issued on behalf of the Council to assist Exeter groups or schools who host visits by counterparts from twin towns to partake in cultural, sporting and professional exchanges. The links through these organisations are very active and many professional bodies such as architects, psychiatric and medical practitioners, voluntary workers etc have organised visits to the twin towns to exchange ideas and working practices, some of which are ongoing. Exchanges have involved sports clubs, schools, business groups, health workers, architects, musicians, chess players, archers, and many individuals.

Expenditure on twinning

The value of time spent by the twinning officer in dealing with the activities referred to above and in arranging visits to and from amounts to approximately £3,000 per annum, depending on the number of visits and the level of activity. Expenditure on visits to twin towns and on hosting foreign delegations clearly depends on the destination and the number of visitors. However, visits to Exeter are more expensive as the Council covers the accommodation costs of incoming visitors.

Funding of the community-led twinning groups is reviewed annually but grants awarded between 2001-2004 are shown below. These grants are supplemented by a significant amount of fundraising activity by these groups and membership fees. The latter amount to approximately £500 per annum for Exeter Twinning Circle and £350 per annum for Exeter Yaroslavl Twinning Association. In addition, members of the groups make significant personal contributions to twinning by hosting incoming families and paying for hospitality.

	<i>Amount of grant</i>		
	2001-2002	2002-2003	2003-2004
Exeter Twinning Circle	£2,500	£2,500	£2,500
Exeter Yaroslavl Twinning Association	£1,100	£1,100	£1,100

Changing Priorities

The original post-war justification for twinning as a tool for securing peace and reconciliation has become gradually less relevant. Civic exchanges of mayors and councillors have become less frequent as twin cities have adjusted their priorities and budgets in search of outcome-focused activities. In Exeter, traditional twinning and exchanges of communities from twin towns remain an important way of learning and sharing experience, but the wide opportunities for international travel and reduced costs of staying abroad have inevitably seen a fall in the popularity of family exchanges.

Despite this backdrop of changing priorities and trends, there are clear benefits in engaging with international partners at both local authority and community levels. But it is essential that the focus of twinning in the city responds to this change in emphasis. Whatever the label or nature of the Council's international partnerships, they must demonstrate a clear public benefit and facilitate true learning and understanding.

Benefits of International Relationships and Twinning

International partnerships can be used to focus on a range of activity, from educational links to the exchange of technical expertise. In general, the opportunities offered by twinning and other exchanges can benefit the community and the Council in the following ways:

People to people benefits	General benefits	Local authority benefits
<ul style="list-style-type: none"> • Promoting tolerance • Promoting stronger community partnerships • Enhancing youth activities 	<ul style="list-style-type: none"> • Promoting community well being • Improving public awareness and learning • Economic and business development 	<ul style="list-style-type: none"> • Improving service delivery and problem solving • Increasing global and European awareness • Accessing EU funding • Providing effective staff development and training • Providing effective member development and training

Local Support

In 2002, the Council tested public support for its twinning activity and sought to gauge opinion and how it should proceed with twinning in the future. A questionnaire to the 1,000 members of the city's Wavelength panel asked:

'What do you think the City Council's involvement in transnational partnerships should be in the future?'

As the following results illustrate, of the 769 respondents most people either wanted the Council to continue their twinning or transnational activities at the current level (32%), or to strengthen their current links (20%). There was also support for community based twinning groups.

	%
Extend the Council's current level of activity by establishing links with new twin towns	6
Strengthen links with existing towns	20
Continue with the current level of activity	32
Withdraw direct activity but support community based groups	19
Withdraw from twinning activity altogether	10
Other	1
Don't know	12

The Way Forward

Identifying Priorities

Relationships with existing twin cities have developed over a number of years and these cities provide a natural focus for international co-operation. However, twinning is just one facet of a variety of international activities. The enlargement of Europe and increased co-operation between the UK and developing countries may well present opportunities in the future and a degree of flexibility needs to be retained in any overarching framework. That said, public consultation, feedback from twin towns and the aspirations of the community-led twinning associations, merit a clearer statement of the overall aim of international cooperation.

The overall aim of twinning and international cooperation is:

To work in partnership with individuals and organisations in fostering friendship and relationships with European and international cities to develop social, cultural, recreational, educational and commercial activities which contribute to the well-being of the citizens of Exeter.

Exeter Vision, the city's community strategy sets out priorities for improving economic, social and environmental well-being over the next twenty years. The

Council's twinning work is directly relevant to a number of Vision themes. The identification of a series of objectives under each of these helps to prioritise the Council's international co-operation work, demonstrate practical achievements and link these to the overall aspirations for the city. The overall framework is set out below.

VISION THEME	OBJECTIVES FOR TWINNING AND INTERNATIONAL COOPERATION
A prosperous city	<ul style="list-style-type: none"> • To promote Exeter as a leading city for business • To provide opportunities for small and large organisations, in both public and private sectors, to explore potential economic benefits through commercial transactions and trading
A cultural and fun place to be	<ul style="list-style-type: none"> • To promote Exeter as a leading city for culture, tourism and recreation
A learning city	<ul style="list-style-type: none"> • To promote youth exchanges or work experience for young people through formal institutions such as schools and colleges and through informal groups such as youth clubs and scout groups • To facilitate activities relating to the National Curriculum or an examination syllabus and enhance key skills • To enhance formal and informal education and lifelong learning of all members of the community across the entire age spectrum
A city of strong communities	<ul style="list-style-type: none"> • To enable local people, groups and organisations to make contact and exchange experience with their counterparts overseas • To encourage the involvement of all members of the community in twinning regardless of age, ethnic or religious background, gender, disability, social or economic status
<p>Excellence in public service</p> <p><i>Pursue best value and continuous improvement across key services</i></p>	<ul style="list-style-type: none"> • To find real solutions to common problems through practitioner-to-practitioner exchange • To work collaboratively with partners from other countries to identify funding for programmes and technical projects • To provide personal development opportunities for members • To provide innovative development and practical training opportunities for Council staff, ranging from management development to more practical skills
A city where people are healthy and active	<ul style="list-style-type: none"> • To share experience on issues such as unemployment, drug and alcohol dependency and facilities for the young and elderly • To promote exchanges of sports and leisure groups and teams

The type of work that will be undertaken in pursuit of these objectives by the Council and the community-led twinning associations, together with an indication of the expected achievements or outcomes, is set out in more detail at Appendix A. More detailed actions will be identified in drawing up Service Level Agreements with the twinning groups and in determining the Council's twinning activity.

Funding Arrangements for Exeter Twinning Circle and Exeter Yaroslavl Twinning Association

In January 2004, programmes of activity will be agreed with the twinning groups which meet the objectives of this strategy. These programmes will also be linked to

the funding allocated for 2004/2005. The Twinning Officer will then meet representatives of Exeter Twinning Circle and Exeter Yaroslavl Twinning Association annually in July/August to review plans for the following financial year. This meeting will identify likely funding to be requested from the Council.

In January/February of each year a meeting will be held to review achievements against the priorities identified in Service Level Agreements and to finalise the next year's activities.

Civic Visits and Exchanges of Councillors

A twinning “protocol” will operate to ensure the proper allocation of places to members and officers, to explain the reasons for the participation and to provide a means of reporting back on the benefits derived from foreign visits (see Appendix B). In general, exchanges of Council members and officers will take place when they fit with the objectives stated above. However, it is inevitable that the Council will receive invitations to participate in a range of ad hoc events such as celebrations of twinning anniversaries or special events in Exeter or twin towns. The Council will participate in such events if they are in the overall spirit of developing and reinforcing links with twin towns and other international partners, and present opportunities for joint initiatives which further the objectives of this strategy.

Conduct

It is vital that all officers, members and others funded from the public purse who take part in transnational partnerships and twinning link activities abide by high standards of conduct at all times. The Council’s member and officer codes apply whenever an individual is undertaking official duties and codes of conduct will therefore apply to twinning visits.

Expenditure on Travel and Accommodation

A procedure is in place to demonstrate that careful consideration has been given to every financial transaction, but particularly in the case of expenditure relating to travel and accommodation. Expenditure is in accordance with the Council’s General Principles on Expenses and Subsistence. All travel will be economy class.

Accommodation is generally provided by host cities for the majority of foreign visits. Where it is necessary to pay for hotels, generally mid range hotels will be used. It is recognized, however, that in some developing countries the only realistic option may be a relatively expensive ‘western style’ hotel.

Occasionally, twinning invitations are extended to the spouse or partner of members or officers on official duty. Where that spouse partner has no formal role, the Member or officer is responsible for all the additional costs that arise, however minor.

Additional Twin Towns

The Council receives occasional requests to establish links with new twin towns. The resources required to service formal links has meant that the Council has so far refrained from acquiring new twin towns. Details of the procedure for considering new requests are attached at Appendix C.

Monitoring of International Co-operation Activity

An annual report on progress made on this strategy will be submitted annually to the Chief Executive and to the Portfolio Holder for Best Value and Human Resources. This will also be publicised in the Members' Information Bulletin.

January 2004

APPENDIX A: ACTION PLAN

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A prosperous city	<ul style="list-style-type: none"> To promote Exeter as a leading city for business 	<ul style="list-style-type: none"> Disseminate business-related Exeter information packs during visits to twin towns 	ECC ETC EYTA	<ul style="list-style-type: none"> Enhancement of Exeter's reputation More inward investment Improved business efficiency and service delivery through the exchange of technical knowledge Additional commercial transactions and trading
	<ul style="list-style-type: none"> To provide opportunities for small and large organisations, in both public and private sectors, to explore potential economic benefits through commercial transactions and trading 	<ul style="list-style-type: none"> Facilitate contacts between British and foreign companies and organisations Promote Exeter House 	ECC ECC EYTA	
A cultural and fun place to be	<ul style="list-style-type: none"> To promote Exeter as a leading city for culture, tourism and recreation 	<ul style="list-style-type: none"> Disseminate tourism information/information packs during visits to twin towns Raise the international profile of annual events such as the Exeter Festival and Animated Exeter Highlight the attractions of Exeter and its surroundings to members of foreign delegations and visitors from twin towns 	ECC ETC EYTA ECC ECC ETC EYTA	<ul style="list-style-type: none"> Increase in number of visitors Increased attendance at the Exeter Festival and other events Enhancement of the status of major events in Exeter
A learning city	<ul style="list-style-type: none"> To promote youth exchanges or work experience for young people through formal institutions such as schools and colleges and through informal groups such as youth clubs and scout groups 	<ul style="list-style-type: none"> Provide small grants on behalf of the Council for inward visits Facilitate contact between schools and other groups Work with twin towns to develop appropriate projects and access relevant EU funding 	ETC EYTA ETC ECC ECC	<ul style="list-style-type: none"> Young people are able to explore a number of issues with their counterparts from other countries Broadened horizons and reduced insularity Improved understanding of the social, political, environmental and economic issues that face other parts of the world Deepened awareness and increased self confidence Improved educational achievement Provision of a realistic context for learning, bringing text books to life and acting as a resource for many subjects Enhanced key skills such as organisation and communication Enhanced practical skills and young people helped to compete successfully in a global workplace Improved awareness and understanding of the social, political, environmental and economic issues that face other parts of the world
	<ul style="list-style-type: none"> To facilitate activities relating to the National Curriculum or an examination syllabus and enhance key skills 	<ul style="list-style-type: none"> Facilitate contacts between schools in Exeter and its twin towns Refer enquiries from international cities to the appropriate contacts at Devon County Council and monitor progress 	ECC ETC ECC	
	<ul style="list-style-type: none"> To enhance formal and informal education and lifelong learning of all members of the community across the entire age spectrum 	<ul style="list-style-type: none"> Provide a forum and a range of events in Exeter for people to meet, socialise and share their interest in foreign places and cultures 	ETC EYTA	

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A city of strong communities	<ul style="list-style-type: none"> To enable local people, groups and organisations to make contact and exchange experience with their counterparts overseas 	<ul style="list-style-type: none"> Arrange annual exchanges to and from twin towns Make contacts in Exeter and in other cities as requested 	ETC EYTA ECC	<ul style="list-style-type: none"> Broadened horizons and reduced insularity Friendship and understanding between the people of Exeter and international cities Increased civic pride, self esteem and confidence Tolerance and respect for others, combating racism and xenophobia Break down of barriers and increase in understanding between the communities of Exeter and its twin towns
	<ul style="list-style-type: none"> To encourage the involvement of all members of the community in twinning regardless of age, ethnic or religious background, gender, disability, social or economic status 	<ul style="list-style-type: none"> Publish 1 promotional item in Exeter Citizen per year Improve ECC web site content ETC and EYTA to engage with the Black and Minority Ethnic Community and other minority groups 	ECC ECC ETC and EYTA	<ul style="list-style-type: none"> Links and friendship forged between different communities and cultures within Exeter and its twin towns regardless of age, ethnic or religious background, gender, disability, social or economic status Community contacts increase understanding and improve community cohesion within Exeter Enhanced well-being of the community by bringing about improvements in social facilities for members of the community
Excellence in public service Pursue best value and continuous improvement across key services	<ul style="list-style-type: none"> To find real solutions to common problems through practitioner-to-practitioner exchange 	<ul style="list-style-type: none"> Access information, experience and expertise for the development of initiatives and projects in Exeter and abroad Involve appropriate officers in twinning visits to enable experience of initiatives and projects abroad Make contact with relevant officers in Exeter and abroad Arrange visits and meetings to projects and facilities in Exeter which demonstrate best practice 	ECC ECC ECC ECC	<ul style="list-style-type: none"> Improved service delivery and problem solving in Exeter Innovative projects initiatives set up in Exeter Examples of good practice in service delivery or other areas of the Council's work and know-how are passed on to international partners
	<ul style="list-style-type: none"> To work collaboratively with partners from other countries to identify funding for programmes and technical projects 	<ul style="list-style-type: none"> Explore any opportunities offered by EU funding programmes e.g. Know How funds or twinning funding 	ECC	<ul style="list-style-type: none"> European funds obtained for Exeter Improved service delivery
	<ul style="list-style-type: none"> To provide personal development opportunities for members 	<ul style="list-style-type: none"> Abide by the foreign visits protocol and arrange visits which include cross-party delegations 	ECC	<ul style="list-style-type: none"> Enhanced skills, experience and learning for members through the exchange of experience with counterparts
	<ul style="list-style-type: none"> To provide innovative development and practical training opportunities for Council staff, ranging from management development to more practical skills 	<ul style="list-style-type: none"> Involve appropriate officers in twinning visits to enable experience of initiatives and projects abroad 	ECC	<ul style="list-style-type: none"> Improved service delivery and problem solving in Exeter Increased awareness of European and international issues and assistance to the council in participating more effectively in a global environment Better understanding of another culture to help local authority officers work more effectively within their own community

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A city where people are healthy and active	<ul style="list-style-type: none"> To share experience on issues such as unemployment, drug and alcohol dependency and facilities for the young and elderly 	<ul style="list-style-type: none"> Bring together counterpart organisations, experts and interest groups (for example, in the area of health and social welfare) 	ECC	<ul style="list-style-type: none"> Improvements to social policy and community services and facilities Improved well-being of the community
	<ul style="list-style-type: none"> To promote exchanges of sports and leisure groups and teams 	<ul style="list-style-type: none"> Provide small grants on behalf of the Council for inward visits Facilitate contact between groups and teams 	ETC EYTA ECC ETC	<ul style="list-style-type: none"> Improved health and well-being of the community

APPENDIX B: FOREIGN VISITS PROTOCOL

Invitation Received

Invitation received from twin town indicating number of members/officers invited

Selection of Members

Leader of the Council to determine, in conjunction with the Chief Executive, which members will attend (representation will, wherever possible, be approximately proportional to the political composition of the Council (excluding the Lord Mayor) with rotation of political groups as necessary over time). In the case of formal civic visits it will normally be expected that the Lord Mayor will attend.

All members and officers complete Form B (attached) on their return from visits to twin towns.

Selection of Officers

In consultation with the Leader of the Council, the Chief Executive will nominate an appropriate officer of the Council to attend the visit (selected on a rotational basis depending on the nature of the itinerary) and submit selection criteria to Policy Unit who will compile the information in Form A. In the case of technical visits it may occasionally be appropriate only for an officer to attend. The nominated officer will be responsible for managing the budget allocated for the visit.

SELECTION OF MEMBERS/OFFICERS FOR FOREIGN VISITS

DETAILS OF VISIT

Destination:

Dates:

Purpose Of
Visit:

COUNCILLORS ATTENDING

Name (state whether accompanied by spouse or partner)	Rationale For Attending This Visit

BUDGET FOR THIS VISIT

--

OFFICERS ATTENDING

Name (state whether accompanied by spouse or partner)	Rationale For Attending This Visit

Signed
Leader of the Council

Signed
Chief Executive

Date:

Date:

RECORD ON BENEFITS DERIVED FROM FOREIGN VISIT

DETAILS OF VISITOR

Name:

DETAILS OF VISIT

Destination:

Dates:

Purpose Of Visit:

DETAILS OF BENEFITS DERIVED

Please indicate some of the benefits that have been derived from this visit. Many of the benefits are indirect and immeasurable but examples of the benefits of past visits are that they have maintained the high profile of twinning activity and endorsed the Council's commitment to its twin towns and support to the twinning organisations; promoted Exeter and encouraged tourism, built on social, educational, economic, cultural and business links; spread examples of good practice in service delivery or other areas of the Council's work and know-how; enhanced Exeter's reputation and improved knowledge and understanding about life in our various twin cities.

[Empty box for recording benefits derived]

Please attach any other comments or feedback on this visit.

[Empty box for other comments or feedback]

SIGNED: DATE:

Appendix C: New Twin Towns/Cities

Proposed Application Process and Criteria

1. The individual/organisation proposing the twin town/city should compile supporting Information (see pro forma below) and submit this to the Twinning Officer
2. Requests for formal twinning links with new cities or towns are referred to the Chief Executive who will consult the Leader of the Council, the Portfolio Holder for Best Value and Human Resources and leaders of all political groups, to determine whether the proposal is referred to committee or not pursued.
3. The following **key criteria** will be used in making an assessment:
 - a. How would the link contribute to the objectives and desired outcomes of the Council's *International Cooperation Strategy*?
 - b. Is a permanent, formal twinning link appropriate or is the proposed activity more suited to a one-off project, or series of time-limited, technical projects?
 - c. Are adequate commitment and resources available, both within the Council and in the community, to ensure that the link operates effectively and is sustainable in the long-term?

Supporting Information for Requests for New Twin Towns/Cities

1. <i>Name of proposed city/town</i>
2. <i>Who is proposing the link in Exeter and/or in the proposed city/town?</i>
3. <i>Background information on the proposed city/town</i> ◇ <i>location, population, history</i> ◇ <i>economy/industry</i> ◇ <i>what other cities/towns are linked with this city/town?</i> ◇ <i>does it have a community-led twinning organisation to support and resource twinning activity?</i>
4. <i>Objectives of the twinning – what would be the aim of the link?</i>
5. <i>What sort of activity would be promoted? Please explain why a formal twinning arrangement is appropriate rather than a one-off project, or series of time-limited, technical projects?</i>
6. <i>Outcomes – what would this link achieve for Exeter City Council and the community of Exeter?</i>
7. <i>Outcomes – what would this link achieve for the local authority and the community of the applicant town/city?</i>
8. <i>How would the link be funded?</i>
9. <i>What are the views of Exeter Twinning Circle and Exeter-Yaroslavl Twinning Association?</i>
10. <i>How would the link be supported and resourced by a community-led twinning organisation in Exeter?</i>
11. <i>Please include an official letter of support from the local authority of the applicant town/city and letters of support from those proposing the link (councillor, organisations, individuals schools, colleges etc.)</i>

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