

Phil Norrey
Chief Executive

To: The Chairman and Members of
the Corporate Services
Scrutiny Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

(See below)

Your ref :
Our ref :

Date : 18 November 2016
Please ask for : Karen Strahan on 01392 382264

Email: karen.strahan@devon.gov.uk

CORPORATE SERVICES SCRUTINY COMMITTEE

Monday, 28th November, 2016

A meeting of the Corporate Services Scrutiny Committee is to be held on the above date at 2.00 pm at Committee Suite - County Hall to consider the following matters.

P NORREY
Chief Executive

A G E N D A

PART ONE - OPEN COMMITTEE

- 1 Apologies
- 2 Minutes
Minutes of the meeting held on 22 September 2016, previously circulated.
- 3 Items Requiring Urgent Attention
Items which in the opinion of the Chairman should be considered at the meeting as matters of urgency.
- 4 Public Participation
Members of the public may representations/presentations on any substantive matter listed in the published agenda for this meeting, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

MATTERS FOR CONSIDERATION OR REVIEW

- 5 Budget 2016/17: In Year Briefing
A verbal update by the Chief Executive.

- 6 Treasury Management Mid Year Stewardship Report (Pages 1 - 6)
Report of the County Treasurer (CT/16/102), attached.
- 7 Human Resources Service (HR) Update (Pages 7 - 14)
Report of the Head of Organisational Development (OD/16/2), attached.
- 8 Data Protection Risks (Pages 15 - 20)
Report of the Head of Digital Transformation and Business Support (BSS/16/17), attached.
- 9 Scrutiny Work Programme (Pages 21 - 34)
Scrutiny Officer to report.

In accordance with the previous practice, Scrutiny Committees are requested to review the list of forthcoming business (attached) and determine which items are to be included in the Work Programme. The Work Programme is also available on the Council's website at <https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/scrutiny-work-programme/>

Members of the Committee may also wish to consider topics for future Member Development sessions.

The Committee may also wish to review the content of Cabinet Forward Plan (available at <http://democracy.devon.gov.uk/mgListPlans.aspx?RPId=133&RD=0> to see if there any specific items therein the Committee might wish to explore further.

MATTERS FOR INFORMATION

- 10 Briefing Papers, Updates & Matters for Information
Members are asked to advise the Scrutiny Officer if they wish to raise any matter or ask any question in relation to this item in order that arrangements may be made for appropriate Heads of Service or their representatives to be available.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS

Nil

Members are reminded that Part II Reports contain confidential information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership

Councillors J Brazil (Chairman), K Ball, J Berry, A Boyd, P Colthorpe (Vice-Chair), M Edmunds, G Gribble, R Hosking, R Julian, J Knight, J Owen, R Rowe, R Westlake, R Younger-Ross and J Yabsley

Declaration of Interests

Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

Access to Information

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Karen Strahan on 01392 382264

Agenda and minutes of the Committee are published on the Council's Website.

Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of this meeting may be recorded for broadcasting live on the internet via the 'Democracy Centre' on the County Council's website. The whole of the meeting may be broadcast apart from any confidential items which may need to be considered in the absence of the press and public. For more information go to: <http://www.devoncc.public-tv/core/>

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

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting. An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall. For information on Wi-Fi availability at other locations, please contact the Officer identified above.

Public Participation

Devon's residents may attend and speak at any meeting of a County Council Scrutiny Committee when it is reviewing any specific matter or examining the provision of services or facilities as listed on the agenda for that meeting.

Scrutiny Committees set aside 15 minutes at the beginning of each meeting to allow anyone who has registered to speak on any such item. Speakers are normally allowed 3 minutes each.

Anyone wishing to speak is requested to register in writing with Karen Strahan (karen.strahan@devon.gov.uk) by 0900 hours on the day before the meeting indicating which item they wish to speak on and giving a brief outline of the issues/points they wish to make.

Alternatively, any Member of the public may at any time submit their views on any matter to be considered by a Scrutiny Committee at a meeting or included in its work Programme direct to the Chairman or Members of that Committee or via the Democratic Services & Scrutiny Secretariat (committee@devon.gov.uk). Members of the public may also suggest topics (see: <https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/scrutiny-work-programme/>)

All Scrutiny Committee agenda are published at least seven days before the meeting on the Council's website.

Emergencies

In the event of the fire alarm sounding leave the building immediately by the nearest available exit, following the fire exit signs. If doors fail to unlock press the Green break glass next to the door. Do not stop to collect personal belongings, do not use the lifts, do not re-enter the building until told to do so.

Mobile Phones

Please switch off all mobile phones before entering the Committee Room or Council Chamber

If you need a copy of this Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Information Centre on 01392 380101 or email to: centre@devon.gov.uk or write to the Democratic and Scrutiny Secretariat at County Hall, Exeter, EX2 4QD.



Induction loop system available

Treasury Management - Mid Year Stewardship Report 2016/17

Report of the County Treasurer

All recommendations contained in this report are subject to confirmation by the Committee before taking effect.

Recommendation: That the Committee consider whether it wishes to draw to the attention of the Cabinet any observations on the Treasury Management Mid Year Stewardship Report.

1. Introduction

The County Council has adopted the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Services. A revised Code of Practice was published by CIPFA in November 2011 and a revised Policy Statement and Treasury Management Practices (TMPs) were agreed by Council in February 2016. The Treasury Management and Investment Strategy for 2016/17 was also agreed by Council in February 2016 and forms part of the published budget book.

The purpose of this report is to inform members of any key matters arising from the Council's Treasury and Debt Management activities during the first seven months of the 2016/17 financial year. It is intended to enable members to ensure that agreed policy is being implemented.

2. Borrowing Strategy for 2016/17 – 2018/19

The overall aims of the Council's borrowing strategy are to achieve:

- Borrowing at the lowest rates possible in the most appropriate periods;
- The minimum borrowing costs and expenses;
- A reduction in the average interest rate of the debt portfolio.

The Medium Term Financial Strategy assumes that, over the three year period, no new long-term borrowing will be required, although this will be kept under review. This has been made possible by the change in the capital financing regime, whereby the Government now provides capital grants rather than supported borrowing, and prudent management of the capital programme.

If short-term borrowing is required to aid cashflow, this will be targeted at an average rate of 0.5%.

3. Implementation of the borrowing strategy in 2016/17

Active treasury management and the maintenance of levels of liquidity aim to avoid the need for short term borrowing. Cash positions are monitored daily and modelled over a monthly horizon to ensure that anticipated liquidity levels are forecast accurately. However, the identification of temporary shortfalls in available cash meant that short-term borrowing was required for brief periods at the end of June and October. Three short-term loans totalling £10m were undertaken from other local authorities, each for a period of less than 30 days and at an average rate of 0.31%.

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The total amounts borrowed were not required for the full term of each loan and we were able to invest the surplus funds at a higher rate resulting in a small net gain to the authority.

In accordance with the Medium Term Financial Strategy no long term external borrowing has been undertaken this financial year. Instead all borrowing required to fund capital expenditure has been funded by internal cash balances. This position will be kept under review, but the expectation remains that no new external borrowing will be required during the three year period.

At 31st October 2016 the level of long term debt is £507.85m as detailed in the table below.

Analysis of Long Term Debt

	Actual 31.03.16 £'m	Interest Rate %	Actual 31.10.16 £'m	Interest Rate %
Fixed Rate Debt				
PWLB	436.35	4.99	436.35	4.99
Money Market	71.50	5.83	71.50	5.83
Variable Debt				
PWLB	0.00		0.00	
Money Market	0.00		0.00	
Total External Borrowing	507.85	5.11	507.85	5.11

It should be noted that the long term debt figure presented in the Statement of Accounts will be different than the figure stated above. This difference is due to an accounting standard adjustment which requires us to record the value of our long term debt at its Net Present Value in the Statement of Accounts. The Money Market loans, or LOBOs (Lender Option Borrower Option), have stepped interest rates and are revalued annually based on the effective interest rate for the duration of the loan. This revaluation has the effect of smoothing the stepping of the interest over the life of the loans.

The majority of the Council's borrowing is from the PWLB; however, there are four outstanding LOBO loans, totalling £71.5 million, as shown in the above table. These are historic loans which were all taken out over twelve years ago, at an initial lower rate of interest that then stepped up to a higher rate after the initial period. There is no further stepping built into any of the loans, but the lenders have the option to increase the interest rate at each half year date. If the lender exercises this option, the Council would then have the option of repaying the loan in full, incurring no early repayment premium, or to continue making repayments at the higher rate of interest. Given the current level of interest rates it is unlikely that this will happen for many years. In June, Barclays notified us that they would be waiving their right to change the applicable rate of future interest payable on our LOBO loan (valued at £25m). As a result, this has now converted to a fixed rate loan, based on its current interest rate and maturity date.

No opportunities have arisen during this financial year to repay outstanding debt without incurring substantial premium penalties, which would negate any benefit of repaying the debt. The Public Works Loan Board (PWLB) sets premature repayment rates and, where the interest rate payable on a current loan is higher than the repayment rate, the PWLB policy imposes premium penalties for early repayment. With current low rates of interest these penalties would be of a significant cost. Therefore it will only make financial sense to repay debt early if the PWLB changes its current policy, or if interest rates rise and cancel out the repayment premiums.

4. Investment Strategy in 2016/17

The investment performance of the County Council's cash continues to be affected by the low interest rates currently available, and the returns on the County Council's cash investments are forecast to remain at low levels for the foreseeable future; however, the Treasury Management Strategy will continue to ensure a prudent and secure approach.

The overall aim of the Council's investment strategy is to:

- Limit the risk to the loss of capital;
- Ensure that funds are always available to meet cash flow requirements;
- Maximise investment returns, consistent with the first two aims;
- Review new investment instruments as they come to the Local Authority market, and to assess whether they could be a useful part of our investment process.

5. Implementation of the investment strategy in 2016/17

- (a) The following table shows the County Council's fixed and variable rate investments as at the start of the financial year and as at 31st October 2016:

Schedule of Investments

		Actual 31.03.16 £'m	Interest Rate %	Actual 31.10.16 £'m	Interest Rate %
Bank, Building Society & MMF Deposits					
Fixed Rates					
Term Deposits	< 365 days	45.00	0.84	48.45	0.89
	365 days & >	0.00		0.00	
Callable Deposits					
Variable Rate					
Call & Notice Accounts		73.80	0.60	35.00	0.51
Money Market Funds (MMF's)		0.00		43.34	0.46
Property Fund					
		10.00	4.67	10.00	4.50
All Investments		128.80	1.00	136.79	0.92

The figures as at 31st March 2016 and 31st October 2016 both include approximately £14.6m related to the Growing Places Fund (GPF). Devon County Council has agreed to be the local accountable body for the GPF, which has been established by the Department for Communities and Local Government to enable the development of local funds to address infrastructure constraints, promoting economic growth and the delivery of jobs and houses. The Council is working in partnership with the Local Economic Partnership, and interest achieved on the GPF funds, based on the average rate achieved by the Council's investments, will accrue to the GPF and not to the County Council.

- (b) Following the outcome of the EU referendum in June, the Bank of England was concerned about the impact of the result on the wider economy. They therefore decided to reduce the base rate from 0.5% to 0.25%. As a result of this and other global concerns that have impacted on banks, the rates that are now available have fallen further from the already low rates available in the market. This will have an impact on the future investment return that can be achieved. However, the Council has benefitted from higher rates achieved on four one year loans made in the months before the referendum. As a result, the average interest rate earned on investments, excluding the CCLA property fund, for the 7 months to 31st October 2016 was 0.71%, against a full year budget target return of 0.65%. The CCLA

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property fund has yielded an average rate of 4.68% for the same period against a full year budget target of 4.5%. The combined total return from all investments was 0.98%.

- (c) Revenue lending during the current year to date, including the use of term deposits, call accounts, money market funds and the CCLA property fund, has earned interest of £0.772m against a full year budget of £1.215m. It is estimated that the budget for investment income will be achieved for the full financial year.
- (d) The average interest rate earned on investments (excluding the CCLA property fund) for the 7 months to 31st October 2016 was 0.71%, against a full year budget target return of 0.65%. The CCLA property fund has yielded an average rate of 4.68% for the same period against a full year budget target of 4.5%. The total return from all investments was 0.98%.
- (e) The County Council continues to adopt a very prudent approach to counterparties to whom the County Council is willing to lend. As a result only a small number of selected UK banks, building societies and money market funds and Non-Eurozone overseas banks in highly rated countries have been used, subject to strict criteria and the prudent management of deposits with them. A longer-term investment of £10m has also been made in the CCLA (Churches, Charities and Local Authorities) Property Fund.
- (f) The lending policy is kept under constant review with reference to strict criteria for inclusion in the counterparty list. Following a recent review it is proposed to add Goldman Sachs International Bank, a regulated bank with a UK banking licence (therefore a UK bank), to the Council's approved counterparty list.
- (g) All lending has been carried out in accordance with the Council's Treasury Management Strategy and with institutions on the list of approved counterparties.
- (h) There have been no breaches of credit limits.

6. Minimum Revenue Provision (MRP)

Each year the Council has a statutory obligation to charge to the revenue account an annual amount of Minimum Revenue Provision (MRP), which is a charge to make provision for the repayment of the authority's external debt and internal borrowing. The charge is based on the historic borrowing required to fund the Council's capital programme.

The current policy, following a review in 2015/16 is to charge MRP in equal instalments over the life of the asset benefiting from the capital spend. The current forecast MRP for 2016/17 is in line with the budgeted figure of £20.0m.

7. Prudential Indicators

Linked to its Treasury Management Strategy, the County Council is required to monitor its overall level of debt in line with the CIPFA Code of Practice. Part of the code requires consideration of a set of Prudential Indicators in order to allow the Council to form a judgement about the affordable, prudent and sustainable level of debt.

The purpose of the indicators is to demonstrate that:

- Capital expenditure plans are affordable;
- All external borrowing and other long term liabilities are within prudent and sustainable levels;

- Treasury management decisions are taken in accordance with professional good practice.

Three Prudential Indicators control the overall level of borrowing. They are:

- **The Authorised Limit** - this represents the limit beyond which any additional borrowing is prohibited until the limit is revised by the County Council. Revision may occur during the year if there are substantial and unforeseen changes in circumstances, for example, a significant delay in achieving forecast capital receipts. In normal circumstances this limit will not require revision until the estimate for 2017/18 is revised as part of the 2017/18 budget process.
- **The Operational Boundary** – this indicator is based on the probable external debt and other long term liabilities during the year. Variations in cash flow may lead to occasional, short term breaches of the Operational Boundary that are acceptable.
- **The Underlying Borrowing Requirement to Gross Debt** - the Council also needs to ensure that its gross debt does not, except in the short term, exceed the total of the Capital Financing Requirement.

During the Budget process, the following Borrowing Limits were set for 2016/17

- Maximum borrowing during the period (**Authorised Limit**) - £838.86m
- Expected maximum borrowing during the year (**Operational Boundary**) - £813.86m
- Maximum amount of fixed interest exposure (as a percentage of total) - 100%
- Maximum amount of variable interest exposure (as a percentage of total) - 30%

Members are asked to note that for 2016/17 to date, the Council has remained within its set Borrowing Limits and has complied with the interest rate exposure limits.

8. Prospects for 2017/18

Economic forecasting remains difficult with so many external influences weighing on the UK. Most economists slashed their predictions for UK economic growth immediately after the result of the EU referendum, but these forecasts have gradually increased over recent months as stronger economic data is published.

Business investment is likely to be flat next year, followed by a possible fall in 2018, as companies wait for the outcome of the EU negotiations before investing.

The forecast for future changes in the UK Bank Rate will depend on how economic data and developments in financial markets transpire over the next year. Whilst short term rates are generally linked to the Bank of England's Base Rate, long term rates are determined by other factors, e.g. the market in Gilts.

The County Council retains an external advisor, Capita, who forecast future rates several years forward. Similar information is received from a number of other sources. The general consensus among the market commentators is that any future interest rate rises will not happen for some time. Capita's view is that the Bank of England is likely to maintain the current rate of 0.25% for the duration of 2017/18, in order to promote growth and employment.

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The recovery remains volatile, but on the right track, and this should continue into 2017/18; however, the prospect of any increase in the Bank of England base rate any time soon now appears to be limited.

In view of this, it is likely that the target investment return for 2017/18 will be set at no more than 0.50% for bank, building society and money market deposits. If the Bank of England reduces the rate, as per Capita's forecast, then this target return will need to be reviewed accordingly. We expect to achieve a higher rate of return in the region of 4.0% to 4.5% for the CCLA property fund, depending on market conditions at the time the budget is finalised.

9. Summary

- i. No long term borrowing has been undertaken to date in 2016/17. The expectation is that no new borrowing will be required during the remainder of the 2016/17 financial Year.
- ii. Three short-term loans totalling £10m were undertaken from other local authorities, each for a period of less than 30 days and at an average rate of 0.31%. The surplus borrowing was reinvested at a higher rate resulting in a small net gain to the authority.
- iii. Investment income is forecast to achieve the budget target of £1.215m in 2016/17.
- iv. It is proposed to add Goldman Sachs International Bank to the approved list of counterparties.

Mary Davis

Electoral Divisions: All

Local Government Act 1972

List of Background Papers – Nil

Contact for Enquiries: Mark Gayler

Tel No: (01392) 383621 Room G97

OD/16/2

Corporate Services Scrutiny Committee
28 November 2016

HR Service Update

Report of the Head of Organisational Development

1. Introduction

- 1.1. In November 2015 the Head of Services for Communities (now Head of Organisational Development) updated the Committee on developments within HR, which aimed to review HR Service delivery and processes. Since then there have been significant changes at senior manager level within HR. This report provides an update on the HR Service and includes information on the Service's plans for the remainder of 2016/17 and into the new 2017/18 financial year.

2. Background

- 2.1. Like other parts of the Council, HR has undergone a number of restructures and staffing reductions in recent years, due to the Council's budgetary situation, a reduction in the size of the Council's workforce and changing ways of working¹. In early 2015 work commenced to review HR service delivery, aligned to the Council's strategic direction. This programme sought to review the provision of services to schools, academies and external customers, implementation of an integrated HR Management Information System (HRMS) and a review of the HR service to Devon County Council.
- 2.2. As the work progressed, it became increasingly evident that there were opportunities to improve the efficiency of transactional HR services and a decision was therefore made to use Systems Thinking methodology to map demand and flow within HR processes, leading to the prototyping of new approaches in several areas including recruitment and restructuring administration. Coupled with the need to make further budget savings to deliver the required CSR2 target of £460k, taking the overall budgeted saving for 2016/17 to £673k, a decision was then made in late 2015 to consult on changes to the HR Management Team (HRMT), with the proposal being to reduce the HRMT of six posts to one new Head of Human Resources post. This new post would assume leadership responsibilities across the full spectrum of HR responsibilities and would develop a revised, simpler structure and set of operational arrangements that would respond to the Council's changing requirements and would ensure HR staff are supported and enabled to deliver more effectively in the future.
- 2.3. Jacky Wilson was appointed to the Head of Human Resources role on 1st February 2016 and has been reviewing arrangements and priorities.
- 2.4. Key facts about the HR Service, including budget and staffing are at Appendix 1. The current HR Service structure is at Appendix 2.

3. 2016/17: HR Service Delivery Plan and HR Business Partnering

- 3.1. The work referred to in 2.1. and 2.2. above had collated a good evidence base on the views of key customers (through a Management Survey and Interviews) and information on the volume and type of demand coming into the service and the effectiveness of transactional processes (through the Systems Thinking work). Alongside this, analysis had also been undertaken of key Council workforce data including the age profile, turnover and recruitment and retention data. This has led to the development of a 'HR Service Delivery Plan' for October 2016 – March 2018, which will be progressed

¹ see Council and HR staffing figures in Appendix 1

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alongside business as usual activity. The Plan sets out priorities for HR over three areas of focus²:

- 3.1.1. **Corporate Priorities** – those activities which will be undertaken by HR to support the Council with the achievement of its corporate priorities, including activities that support organisational development and change. Current priorities are improving the understanding of the Council's current workforce profile and future requirements (workforce planning) and improving the Council's recruitment and retention approach (the resourcing priority), as well as a new fit for purpose HR Management Information System (HRMS), leadership and management development offer and improved workforce data.
- 3.1.2. **Service Area Priorities** – activities which are considered a priority by specific service areas and which have been agreed will form part of HR's Delivery Plan. This will be supported by a refocused HR 'Business Partner' (BP) model (see 3.2)
- 3.1.3. **HR Service Priorities** – activities which HR will undertake internally to develop and improve its service. The current focus will be on improving internal processes and ways of working (including continuing to involve HR staff at all levels in making improvements through use of the Systems Thinking methodology), and developing HR capacity and skills.
- 3.2. **HR 'Business Partner' (BP) model** - The Management Survey and Interviews particularly highlighted the need for HR to work more closely with service areas and their senior managers so that HR support is tailored to service needs and to ensure that corporate priorities are embedded at service level. HR 'Business Partnering' is a model that is used extensively in the profession, within the public and private sector, and a decision has been made to trial this model within the Council, by aligning existing HR managers with specific service areas. The model is aligned with the new Corporate Leadership Team structure and will be reviewed at the end of the financial year, but feedback to date both from managers and from within HR is positive. A key priority for each HR service-aligned BP will be to develop a Workforce Plan for that area. This Plan will then help HR in determining future priorities and the level of HR resource required.
- 3.3. Progress against the HR Service Delivery Plan is being monitored quarterly and measures are being developed, many of which will be incorporated into the new [HR Dashboard for Devon County Council](#)³.
- 3.4. The Plan provides a clear focus and direction for the Service and clearly demonstrates how HR supports the Council's strategic and service area priorities.

4. 2017+: Future HR Strategy and HR's Plans for the Future

- 4.1. A [HR Strategy for Devon County Council](#) was agreed following the last County Council elections in 2013⁴. The HR Strategy has delivered excellent support for staff during exceptional levels of change, targeted recruitment and retention strategies for social workers, reduced the enhanced redundancy pay provision to protect budgets and published the HR Dashboard, amongst other achievements. The current HR Strategy runs until 2017 and will be reviewed in light of further organisational change, the Purposeful Systems work and the recent Peer Review findings. Analysis of the future HR Strategy will be informed by workforce data and the views of stakeholders but it is likely that the existing activities set out in the HR Service Delivery Plan will continue and there will also be a focus on embedding organisational change and improving workforce productivity.
- 4.2. A review of the trial of the HR Business Partnering model, HR priorities and further budget reductions are all likely to impact upon the HR Service from 2017 onwards and any changes will be subject to consultation with key stakeholders, including HR staff, at the relevant time.

² Further information is at Appendix 3.

³ which is available on the website at: www.devon.gov.uk/factsandfigures/open-data/hr-dashboard/

⁴ See Appendix 4 and http://staff.devon.gov.uk/er/hrstrategy/hrstrategy_for-dcc.htm

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- 4.3. HR already has good established relationships with other organisations including the Local Government Association (LGA), South West Councils (SWC), the Public Sector People Managers Association (PPMA), Chartered Institute of Personnel and Development (CIPD), the NHS/health sector and other councils and employers. Collaborative working does however also need to sit alongside a decision about the extent to which the HR function seeks to market its service to external customers, including schools, particularly in light of increasing academisation. At present a considerable element of the overall HR budget comes from external customers and any changes will have a significant impact and will therefore need to be factored into any future decisions about HR's service delivery model and structure. A decision to continue to market HR services to external customers to provide income generation opportunities will need to be carefully managed to ensure that it does not compromise HR's core purpose to support the Council.
- 4.3.1. What is clear is that HR needs to take a greater role in the transformation agenda within the Council, whilst also ensuring that it delivers excellent transactional services. This is not an easy task, bearing in mind budget restrictions but it is one that the Service is keen to build upon, so that HR can support the Council in maximising the benefits of its workforce.

5. Conclusion

- 5.1. HR has undergone a period of significant change over recent years and this is likely to continue into 2017 and beyond. However, despite this HR has continued to offer a good and well respected service and developments over recent months, since the appointment of the new Head of Human Resources, place the HR Service in a good position to deal with future challenges and to play an integral part in the Council's transformation agenda.

John Smith
Head of Organisational Development

Electoral Divisions: All

Cabinet Member for Performance & Engagement: Councillor Barry Parsons

Local Government Act 1972: List of Background Papers

Contact for enquiries: Jacky Wilson, Head of HR

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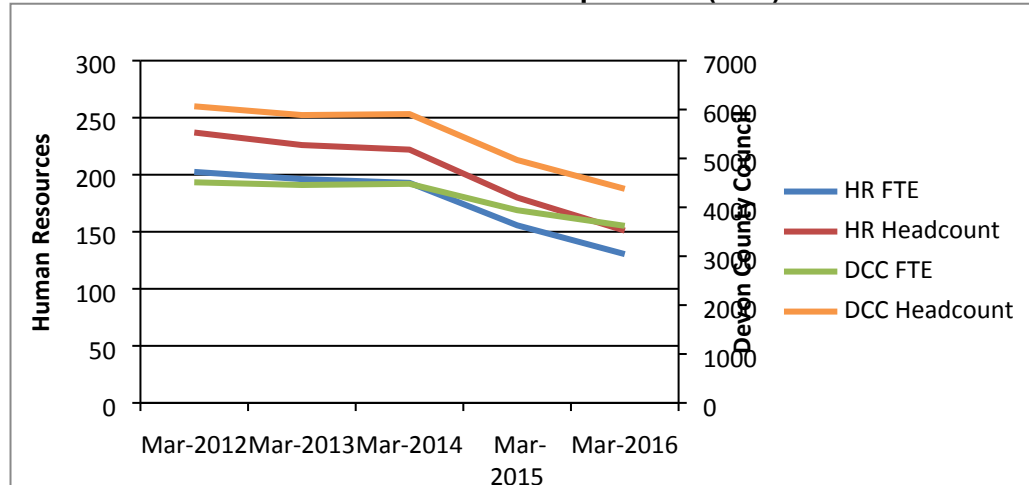
Background Paper	Date	File Reference
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None

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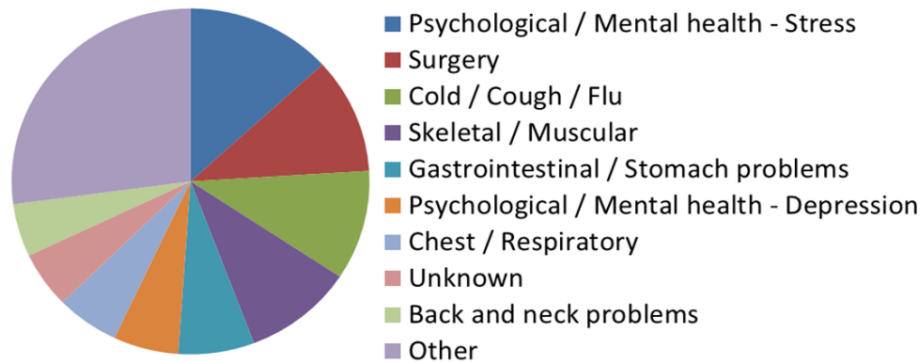
Appendix 1 – HR Service Key Facts

HR and DCC Headcount and Full Time Equivalent (FTE) 2012-2016



Sickness Absence

	Corporate DCC (2015/6)	Local Government Association (LGA) Benchmark (2014/5)
Average days lost per Full Time Equivalent (FTE)	8.3 days	9 days
Percentage of days lost	3.3%	4.1%



Payroll

The average DCC pay bill per month for 2015/6, including schools, was £30.4m. April 2016's payroll bill included £6m to HMRC, £2.5m for Teachers Pensions and £3.88m for the Local Government Pension Scheme. On average the team made 10,918 changes to payroll per month during 2015/6.

HR Operations Case Management

Between 1/11/ 2015 and 31/10/2016 5,666 cases were supported by the HR Operations team of which 4,260 of these cases received advice and support from HR Direct and 1,406 cases were managed directly within the casework team. 41% of the overall casework queries were from services in DCC and 59% from external customers, schools and academies. During this period HR Direct answered 11,815 calls. 5,317 from Schools & Academies and 6,498 from DCC. In addition they answered 1,175 DCC staff enquiries.

Recruitment

- Last year, the team dealt with 3,816 vacancies, with 14% from services in DCC, 37% for schools and 49% for external customers. 967 DCC contracts were issued.
- The Recruitment Pilot met all but one of the new Key Performance Indicators (KPI's) after 12 weeks including:
 - Advert Request to it going live = 2 Days
 - Notification of Offer to Offer Letter sent = 2 days
 - Offer to start Pre Employment Checks = 2 days
 - Offer to return of Starter Information = 14 days
 - Offer to Conditional Contract sent = 14 days
 - Offer to Completion of Appointment = 28 days
- We are in our tenth year of running an Apprenticeship Scheme, co-ordinated by HR. There have been 145 apprentices in total going through this Scheme and 80% are still employed.

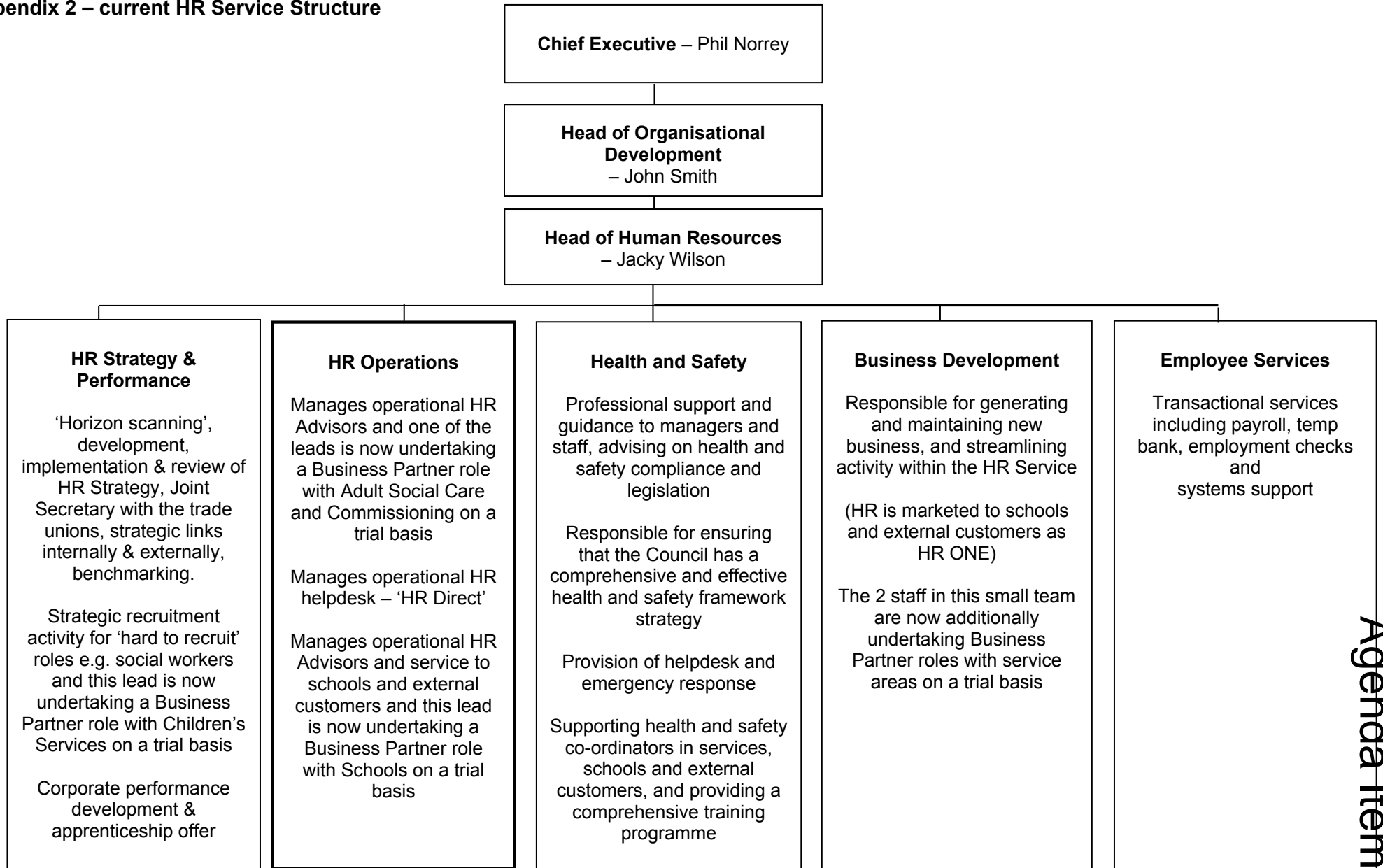
Training and Development

5,825 users participated in online learning during the 2015/16, up from 2,608 in the previous year. Courses include Data Protection, Sharing Personal Data, Supervision and Appraisals, Managing Absence at Work, Leading and Managing Change and Coaching.

Health and Safety

Almost 5000 accidents and incidents are reported to the Health and Safety Team annually. Over 90 training courses are provided annually including bespoke and externally accredited courses. Around 250 audits are completed by Health and Safety Advisers. Support is provided for over 600 establishments including external customers

Appendix 2 – current HR Service Structure



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Appendix 3 – summary of the priorities within the HR Service Delivery Plan 2016/18

Corporate Priorities - activities that will be provided by HR this year to support the Council with the achievement of its strategic priorities, including organisational development:

- Corporate project to procure and implement a new integrated HR Management Information System (HRMS) to improve transactional efficiency and the availability of key workforce data
- Roll-out workforce planning across all parts of the Council, to enable the improved identification of workforce resource and development needs and to target activity like 'grow your own' schemes, succession planning and the use of apprenticeships
- Scope out, agree and implement activity to support the resourcing aims within the HR Strategy including improvements to employer brand, the use of technology and social media and to reflect upcoming legislative changes
- Review and refresh the Council's approach to reward, in light of changing resourcing needs
- Review and improve the Council's leadership and management development offer, including the agreement of a Manager Standard
- Implement a revised Apprenticeship offer, in light of Government changes and changing workforce resourcing and development needs
- Explore improvements to the Council's staff benefits offer to support recruitment and retention
- Improve the availability and use of workforce data, building on the recent publication of the HR Dashboard
- Input into and inform the Purposeful Systems work and #WeAre Devon campaign
- Conclude discussions within the Council about external trading and confirm the impact of that decision on HR

Service-area Priorities – activities that are considered a priority by specific service areas and it has been agreed will form part of HR's Service Delivery Plan. For this year the work will involve identifying a nominated HR Business Partner (BP) for each service area to oversee all aspects of HR from a service perspective, on a trial basis until March 2017. That BP will lead the development of a Workforce Plan for that service, will have an involvement in the relevant Purposeful Systems work, will inform the development of a HR Dashboard for that service and will work with other managers in HR to agree how BPs will work together and ensure the embedding of corporate priorities into service-specific plans and to evaluate the success of the business partnering trial.

HR Service Priorities – activities that HR will undertake to develop and improve its service:

- Aim to secure co-location as soon as possible (rather than the HR Service being located on two separate sites, as it is now)
- Implement new and improved Intranet pages to provide clearer routes into HR for manager and employees (aligned with the wider corporate Intranet improvements)
- Agree a framework for how we work within HR, including cultural issues, service standards, communications strategy etc
- Implement a new 'neutral vendor' model for the supply of agency staff, to improve transactional efficiency
- Finalise, disseminate and regularly monitor the progress of the HR Service Delivery Plan, which is then reflected in HR's team and individual work plans and appraisal targets
- Undertake a workforce planning exercise within HR to 'lead by example' and enable the Service to better understand its workforce resourcing and development needs
- Implement the Manager Standard within HR to 'lead by example', ensure a consistent management style and practice across HR and develop leadership and management capability internally.

Appendix 4 – HR Strategy 2013-17

HR Strategy- Valuing our People The Five Themes

The Strategy sets clear objectives, outcomes and actions for the organisation, under the following themes:



Performing

We enable everyone to reach their full potential by developing a culture where performance is recognised, measured and managed. This will mean that:

- managers and employees understand the importance of their contribution to performance assessment and improvement
- the performance management approach is effective in delivering performance improvement and monitoring across the County Council
- good performance is recognised and poor performance is managed.
- our people understand and commit to behave within the values of the organisation.



Resourcing

We have the best people with the best skills to deliver our services, goals and vision. This will mean that:

- key skills for the organisation are retained and developed, providing flexibility and best fit
- resourcing plans reflect organisational goals and the need to work and engage with communities, businesses and individuals in new and different ways
- we attract the best people to meet our needs as quickly and effectively as possible.

Supporting & Developing

We develop our people and maintain their safety and wellbeing. This will mean that:

- skills for current and future organisational needs and priorities are developed
- organisational wellbeing drives performance and achieves organisational goals – this also links with the Public Health vision that 'all Devon County Council staff and partners take responsibility for improving the health and wellbeing of the people of Devon'
- there is effective, fair, compassionate and consistent management of sickness absence to ensure optimum performance
- positive and dignified exit strategies will improve organisational and employee wellbeing and support the Devon economy.



Leading & Engaging

We encourage, empower and support our leaders to lead and inspire people. This will mean that:

- there is a leadership culture that improves organisational performance
- leaders are equipped with the tools to do their job effectively
- leaders understand and act upon their people management role.



Recognising & Rewarding

We recognise and reward achievement and there are benefits of working for the County Council. This will mean that:

- our people understand and acknowledge the benefits of working for Devon County Council
- good performance is recognised
- the reward package and process is fit for purpose.

These themes are underpinned by important threads that will link and strengthen the organisation:

- the One Council ethos
- promoting equality
- engaging with our people, and partner organisations and communities
- improving technology, and continuously improving the use of our resources in ways that are cost effective and sustainable for the future.

staff.devon.gov.uk/hr-strategy-for-dcc.htm

DATA PROTECTION RISKS

Report of the Head of Digital Transformation and Business Support

1. Summary

This paper is submitted following the discussions that took place at the committee meeting in June 2016, regarding the Data Protection breach risk recorded on the Corporate Risk Register. The Committee have requested further clarity on what a Data Protection breach is; how they are managed; what the impact is if a breach occurs and what are individuals' responsibilities in respect of this.

For clarity, the Data Protection risk recorded on the Corporate Risk Register is as follows:

'The council may incur fines and legal actions for damages following incidents of misuse, loss, accidental or deliberate disclosure.'

2. Definition of a Data Protection breach

The Data Protection Act 1998 (the Act) places a legal obligation on organisations to handle personal data¹ securely, in order to avoid that data being put at risk from unauthorised or unlawful processing², accidental loss, destruction or damage.

If an organisation fails to do this and the personal data is put at risk, this may result in a breach of the Act. In Devon County Council, we commonly refer to these as '*security incidents*'. The following are examples of Data Protection breaches/security incidents:

- Personal data being posted to an incorrect address which results in an unintended recipient reading that information;
- Dropping or leaving documents containing personal data in a public place;
- Personal data being left unattended at a printer enabling unauthorised persons to read that information;
- Not locking away documents containing personal data (at home or work) when left unattended;
- Any action which allows an unauthorised individual access to Devon County Council buildings or computer systems (e.g. through losing a Smart Card, disclosing passwords or writing down passwords etc.);
- Verbally disclosing to or discussing personal data with someone not entitled to it, either by phone or in person;

¹ 'Personal data' means any data that is held about a living individual who can be identified from that data or from other information that may be known about that individual.

² In essence, 'processing' means obtaining, recording, holding, disclosing, using or viewing data

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- Deliberately accessing, or attempting to access or use personal data beyond the requirements of an individual's job role e.g. for personal, commercial or political use. This action may constitute a criminal offence under the Computer Misuse Act as well as the Data Protection Act.
- Opening a malicious email attachment or clicking on a link from an external or unfamiliar source, which leads to Devon County Council's equipment (and subsequently its records) being subjected to a virus or malicious attack, which results in unauthorised access to, loss, destruction or damage to personal data.

This list is not exhaustive and is provided to illustrate types of data protection breaches.

3. Security incidents

The Council actively encourages (it is part of policy) that all staff have an obligation to report a security incident as soon as they are aware that it has occurred. All security incidents in the council are investigated by the council's Information Governance Team. The Council classifies its incidents into three categories:

1. **Security incident** – these are incidents where minimal personal data have been or could have been put at *minor risk* from unauthorised access etc. and are *not likely* to cause the data subject³ distress or damage
2. **High risk internal incident** – these are incidents where sensitive⁴ personal data have been put at *serious risk* from unauthorised access etc. and *could* cause the data subject *some distress* (but no damage)
3. **High risk reportable incident** – these are incidents where sensitive personal data have been put at *serious risk* from unauthorised access etc. and are *likely* to cause the data subject *significant distress and/or damage*.

The investigation will ensure action is taken to minimise any impact, recover the information and that appropriate action is taken to prevent similar occurrences. The Council has an obligation to report High Risk incidents to the Information Commissioner's Office (ICO) - the UK Data Protection Regulator, so they can take a view as to whether the Council acted appropriately and did everything it could have done to prevent the incident. Where an organisation has caused a serious breach of the Data Protection Act, the ICO has the power to fine that organisation up to £500k.

When determining the category of risk, the Investigating Officer considers the nature of the incident, the sensitivity of the information involved, the impact and likelihood of any adverse consequences (for the data subject and/or the Council), and the number of data subjects affected.

Out of the 21 incidents reported to the ICO since 2011, the ICO has only found on **one** occasion that the Council did not have adequate security measures in place to protect the personal data it holds. This incident occurred in 2012 and the council was fined £90k for this error. It should be noted that any member of the public is entitled to report a Data Protection Breach direct to the ICO, regardless of whether the organisation holding that data have reported it themselves.

³ Data subject means the person who the data is about

⁴ The Data Protection Act defines 'sensitive' personal data as personal data relating to a data subject's racial or ethnic origin; political opinion; religious or other similar beliefs; whether he is a member of a trade union; his physical or mental health; his sexual life; commission or alleged commission of an offence

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Given staff are encouraged to report incidents regardless of how minor they may be, the key measure is the number of High Risk incidents. The table below sets this out over the last 5 years. The number of incidents should be seen in the context of the massive amount of information handling that the Council carries out safely and securely on a daily basis. The increase from 2013/14 to 2014/15 follows a series of actions to ensure all security breaches were being reported.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17 (projected)
High Risk Internal	5	3	8	34	31	24
High Risk Reportable	3 (no action taken by the ICO)	9 (the council was fined £90K for 1 incident)	1 (no fine issued by the ICO however a consensual audit was carried out)	3 (no action taken by the ICO)	3 (no action taken by the ICO)	4 (no action taken by the ICO to date)

Key roles

Information Governance Team and County SIRO

The Information Governance Team's role is to investigate all security incidents as they occur and provide actions to services on how to improve their procedures to reduce the likelihood of incidents reoccurring. It also has a proactive role in supporting services by actively promoting security awareness, creating security guides and policies and delivering training to teams as required.

The Information Governance Manager acts as the Council's Data Protection Officer and is the ICO's link Officer for high risk reportable incidents. This post reports to the County Senior Information Risk Owner (SIRO) on a monthly basis to discuss and assess potential high risk incident trends, consequences for the Council and impact on data subjects and whether mitigations being put in place by the services are adequate. The SIRO decides whether or not a high risk incident meets the threshold for reporting to the ICO.

Mitigations

Although human error is the primary root cause of most security incidents (which therefore cannot be prevented 100% of the time), the Council has put in place several organisational measures to help reduce the likelihood of incidents from occurring. For example:

- Public Sector Network Compliance – The County Council is accredited to the PSN which requires compliance with a wide range of security measures which demonstrates the County Council has the necessary security measures and procedures in place to share information with Central Government and other Public Sector partners. Accreditation is tested and renewed on an annual basis.
- The council has a Data Protection e-learning training package which is mandatory for all employees to complete (as required by the ICO following the fine in 2012 and audit in 2014). A new version will be rolled out across the council in early 2017;
- The Information Governance team has produced a suite of short security guides and policies for staff which is published on the [Keep Devon's Data Safe](#) pages on the Source and publicised in Insider and service specific newsletters.

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- Regular advice and guidance on how to spot email and phishing scams are being provided via Insider.
- Key staff in services have received face to face training on how to handle personal data securely;
- Peer checking procedures have been implemented across teams who handle the most sensitive personal data and are therefore at greater risk of serious incidents occurring;
- Encrypted email (Egress Switch) has been rolled out to all employees so they can share information securely to partners and the public, which substantially reduces the risk of postal and electronic security related incidents occurring;
- Lockable cupboards have been deployed to all offices where personal data or confidential business data may be held to enable secure filing.;
- In Council buildings, where personal or confidential data may be held systems or protocols are in place to prevent unauthorised persons gaining access, these include the use of CCTV and controlled access (the smart card system). The systems and protocols are reviewed on a regular basis..
- Locked Printing – Multi Function Devices (print, scan, copy) all have the facility to ensure a 4 digit code must be entered before the printed copy can be produced.

4. Impact of breaches

Security incidents can have a huge impact on the Council and more importantly the people it serves. The ICO have the power to levy fines to organisations who suffer a security incident involving personal data up to £500k. As mentioned earlier in this report, the Council was fined in 2012 for such a breach and a consensual audit was carried out by the ICO on the Council in 2014, to ensure the council was taking remedial action to improve its security procedures across the board. There were a number of recommendations from this audit (although no major/urgent actions required) and all recommendations have been actioned.

The impact of breaches cannot solely be measured against financial penalties, reputational damage and compensation claims. There can be very real and damaging effects on the individuals whose data is put at risk.

5. Responsibilities of staff and Members

It is everyone's responsibility to complete the e-learning training, familiarise themselves with and follow the security guides and policies when handling personal data, always use Council ICT equipment and systems correctly and support and promote a security conscious culture. And of course to report an incident if something should happen or go wrong.

The Information Governance Team is available for advice or bespoke training on any of these aspects.

6. Data Protection Reform 2018

It is worth noting that there has recently been a major reform of the EU Data Protection Directive (95/46/EC), which has resulted in a new General Data Protection Regulation (GDPR) being approved, this will come into effect in May 2018. This new legislation will have a significant effect on the UK and the organisations that handle personal data. The GDPR enhances the rights of data subjects and increases the obligations on organisations that

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process personal data. Security of personal data is a key theme within the GDPR. Under the new Regulations the ICO will have the power to issue fines to organisations that fail to comply with certain aspects of the GDPR (in particular serious security incidents which result in damage or distress to data subjects) up to a higher value of **20 million euros**.

The SIRO and the Information Governance Manager are in the process of considering the impact of the GDPR and any improvements that need to be made across the Council, to ensure future compliance.

7. Summary

Devon County Council recognises the value and importance of the information it holds and takes very seriously the security of that information. Continued improvement of internal processes, continued awareness and education to embed a security focussed culture and continued investment in technology and tools demonstrate that commitment.

In light of the risk mitigation and improvements set out earlier in the report the Current Data Protection Risk (after mitigating controls are put in place) has now been reduced from High (16) to Medium (12) and will not be elevated onto the Corporate Risk Register.

The importance of information security and the protection of the data we hold will continue to be a major priority and will need continuing assessment as more and more services move into the digital world.

Scrutiny may wish to consider how Information Security is built into all aspects of their work as the Council becomes more digitally developed and practically may wish to consider what role it can play in helping to promote the importance for all employees and Members of handling personal data securely in accordance with the our Keep Devon's Data Safe security guides and policies.

Rob Parkhouse
Head of Digital Transformation and Business Support

Electoral Divisions: ALL

Local Government Act 1972: List of Background Papers
[insert name of any applicable papers or type 'None']

Who to contact for enquiries:

Name: [Amber Badley, Information Governance Manager]

Contact: [01392 384682. Amber.badley@devon.gov.uk]

Cabinet Member: [insert Cabinet Member's name]

DEVON COUNTY COUNCIL

SCRUTINY WORK PROGRAMME

The Scrutiny Work Programme identifies those areas of activity or work proposed to be undertaken by individual Scrutiny Committees over the coming months, notwithstanding the rights of County Councillors to ask for any matter to be considered by a Committee or to call-in certain decisions in line with the Council's Scheme of Delegation (Part 3 of the Constitution) and the Scrutiny Procedures Rules.

Co-ordination of the activities of Scrutiny Committees is undertaken by the Chairmen and Vice-Chairmen of Scrutiny Committees to avoid duplication of effort and to ensure that the resources of the Council are best directed to support the work of Scrutiny Committees.

The Work Programme will be submitted to and agreed by Scrutiny Committees at each meeting and will be published on the Council's website 'Information Devon', (http://www.devon.gov.uk/index/councildemocracy/decision_making/scrutiny/scrutiny_programme.htm) as soon as possible thereafter.

An up to date version of this Plan will also be available for inspection from the Democratic Services and Scrutiny Secretariat at County Hall, Topsham Road, Exeter (Telephone: 01392 382296) between the hours of 9.30am and 4.30pm on Mondays to Thursdays and 9.30am and 3.30pm on Fridays, free of charge.

Where possible Scrutiny Committees will attempt to keep to the timescales/dates shown in the Plan. It is possible, however, that some items may need to be rescheduled and new items added as new circumstances come to light.

Please ensure therefore that you refer to the most up to date Plan.

Copies of Agenda and Reports of Scrutiny Committees of the County Council referred to in this Forward Plan area also available on the Council's Website at (<http://www.devon.gov.uk/dcc/committee/mingifs.html>)

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SCRUTINY WORK PROGRAMME

Date for Consideration	Matter for Discussion	Scope of Investigation or Purpose of Report	Contributors or Heads of Services to be involved	Documents to be considered	Likely timescale for Investigation or Consideration
CORPORATE SERVICES SCRUTINY COMMITTEE					
28 NOVEMBER 2016					
28 Nov 2016	Budget 2016/17: In Year Briefing		Chief Executive	Briefing	Committee meeting only
28 Nov 2016	HR - Changes and Priorities	Update on structural changes to the HR Service and reviewing HR priorities.	Head of Organisational Development	Report	Committee meeting only
28 Nov 2017	Data Protection Breaches	Committee to review the issue as identified in the risk register	Head of Digital Transformation and Business Support	Report	committee meeting only
28 Nov 2016	Treasury Management Mid Year Report	Consideration of report and to make any comments / recommendations to Cabinet	County Treasurer	Report	Committee Meeting only
24 JANUARY 2017					
24 Jan 2017	Budget 2017/18		County Treasurer	Report	Committee meeting only
24 Jan 2017	Treasury Management Strategy	Consideration of the Strategy and to make any comments / recommendations to Cabinet	County Treasurer	Report	Committee meeting only
24 Jan 2017	Deprivation of Liberty Safeguards	To assess the impact of new legislation.	Head of Adult Care Operations and Health	Report	Committee Meeting only
24 Jan 2017	NPS 10 Year Review	Report on the Council's 10 year review of its Property Services contract with NPS	Head of Digital Transformation and Business Support	Report	Committee meeting only
24 Jan 2017	Youth Service Externalisation	Update of the transfer of the youth service to a staff mutual	Head of Organisational Development	Report	Committee meeting only
23 MARCH 2017					

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Date for Consideration	Matter for Discussion	Scope of Investigation or Purpose of Report	Contributors or Heads of Services to be involved	Documents to be considered	Likely timescale for Investigation or Consideration
23 March 2017	Domestic Abuse Support Services Strategy	Performance Management and Governance Arrangements for the new strategy	Chief Officer for Communities, Public Health, Environment and Prosperity	Report	Committee meeting only
23 Mar 2017	Scrutiny in a Commissioning Council Task Group update	Update against the recommendations made by the Scrutiny in a Commissioning Council Task Group	Scrutiny Officer	Report	Committee meeting only

DEVON COUNTY COUNCIL

COUNCIL/CABINET FORWARD PLAN

In line with the public's general rights of access to information and the promotion of transparency in the way which decisions are taken by or on behalf of the Council, Devon County Council produces a Forward Plan of any Key Decisions to be taken by the Cabinet and any Framework Decisions to be made by the County Council. The Plan normally covers a period of a minimum of four months from the date of publication and is updated every month.

The County Council has defined key decisions as those which by reason of their strategic, political or financial significance or which will have a significant effect on communities in more than one division are to be made by the Cabinet or a Committee of the Cabinet. Framework Decisions are those decisions, which, in line with Article 4 of the Council's Constitution must be made by the County Council.

The Cabinet will, at every meeting, review its forthcoming business and determine which items are to be defined as key decisions and the date of the meeting at which every such decision is to be made, indicating what documents will be considered and where, in line with legislation, any item may exceptionally be considered in the absence of the press and public. The revised Plan will be published immediately after each meeting. *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is possible that on occasion may need to be rescheduled.* Please ensure therefore that you refer to the most up to date Plan.

An up to date version of the Plan will available for inspection at the Democratic Services & Scrutiny Secretariat in the Office of the County Solicitor at County Hall, Topsham Road, Exeter (Telephone: 01392 382300) between the hours of 9.30am and 4.30am on Mondays to Thursdays and 9.30am and 3.30pm on Fridays, free of charge, or on the County Council's web site, 'Information Devon', (<http://www.devon.gov.uk/dcc/committee/>) at any time.

Copies of Agenda and Reports of the Cabinet or other Committees of the County Council referred to in this Plan area also on the Council's Website at (<http://www.devon.gov.uk/dcc/committee/mingifs.html>)

FORWARD PLAN

All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated for the reasons shown

Any person who wishes to make representations to the Council/Cabinet about (a) any of the matters proposed for consideration in respect of which a decision is to be made or (b) whether or not they are to be discussed in public or private, as outlined below, may do so in writing, before the designated Date for Decision shown, to The Democratic Services & Scrutiny Secretariat, County Hall, Exeter, EX2 4QD or by email to: members.services@devon.gov.uk

PART A - KEY DECISIONS

(To Be made by the Cabinet)

Date of Decision	Matter for Decision	Consultees	Means of Consultation**	Documents to be considered in making decision	County Council Electoral Division(s) affected by matter
Page 24					
<i>Regular / Annual Matters for Consideration</i>					
December 2016 11 January 2017	Target Budget: Target Budget: Impact of the Provisional Local Government Settlement for forthcoming year on the preparation of that year's budget and affirmation/re-affirmation of service expenditure targets	N/A	N/A	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
10 February 2017	Admission Arrangements and Education Travel Annual Review: Approval to Admission Arrangements for Subsequent Academic Year	Schools, Governing Bodies and Teacher Associations	Formal Consultation, Correspondence and Meetings	Report of the Head of Education and Learning outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
12 April 2017	County Road Highway Maintenance Capital Budget Update on current years programmes and approval of schemes and proposed programmes for forthcoming financial year	N/A	N/A	Report of the Chief Officer for Highways, Infrastructure Development and Waste outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

12 April 2017	County Road Highway Maintenance Revenue Budget and On Street Parking Account Allocation of highway maintenance funding allocated by the Council in the budget for the current/forthcoming financial year	N/A	N/A	Report of the Chief Officer for Highways, Infrastructure Development and Waste outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
<i>Specific Matters for Consideration</i>					
14 December 2016	A30 Honiton to Devonshire Inn: Agreement to preferred route option	Key stakeholders including Blackdown Hills AONB Partnership, Highways England, Natural England, Historic England, Environment Agency, East Devon District Council and public.	Value Management workshops, public consultation and 6 public exhibitions and on-line consultation	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	Axminster; Honiton St Michaels; Honiton St Pauls
Between 14 December 2016 and 10 February 2017	Children's Services: Approval to process for and timelines of joint procurement exercise for new contract/arrangements for commissioning of children's services			Report of the Chief Officer for Childrens Services outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
14 December 2016	Promoting Independence Policy		May be, as yet unknown	Report of the Head of Adult Commissioning and Health outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

14 December 2016	Tipton St. John Church of England VA Primary School Approval to proceed to consultation on Enlargement and Transfer to a New Site	Pupils, Parents, Staff, Local Learning Community, All Schools, All County and District Councillors, Diocese, Phase Associations, TCC, JCC.	Informal and formal statutory consultation under School Organisation Regulations	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	Ottery St Mary
14 December 2016	NHS Sustainability and Transformation Plan Consideration of Plan			Report of the Chief Officer for Adult Care and Health outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
December 2016 Page 28	Axminster Millbrook Flood Improvement Scheme	Environment Agency, DCC Traffic Management, Axminster Town Council and Landowners	National Project Assurance Service (NPAS) (for Defra Funding), DCC's Traffic Management Process, Media Press Release, Direct Estates consultations with landowners and liaison with Town Council and East Devon District Council.	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	Axminster

11 January 2017	Devon Independent Living Integrated Service: Award of Contract Procurement of Community Equipment service for Devon jointly with New Devon CCG and Torbay & South Devon CCG [NB: This item may contain information about the financial and business affairs of the Council and/or of a third party, purchaser or provider of property, goods or services that may need to be discussed in the absence of the press and public]	New Devon CCG and Torbay & South Devon CCG	Meetings	Report of the Head of Adult Commissioning and Health outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
11 January 2017	Tithebarn Link Road Phase 2b (completion of link road to old A30) and new pedestrian/cycle bridge over M5 adjacent to Tithebarn Link Road – Design and scheme approval	Public, and interested parties and local planning authorities	Exeter & East Devon Local Plan and normal planning processes	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	Broadclyst & Whimple; Pinhoe & Mincinglake
11 January 2017	The County Council's Environmental Policy Proposed Action Plans	Environmental Performance Board	Meetings	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
11 January 2017	Endorsement of Peninsula Rail Task Force (PRTF) final report submission to Government	MPs; Cornwall & Isles of Scilly and Heart of the South West LEPs; PRTF authorities, Dorset County Council; Wiltshire Council; Road, Rail and Bus organisations; Tourism, Community and Business G and general public.	Stakeholder Workshops, public consultation in 2015 and 2016, MPs briefings and Place Scrutiny Committee Workshop	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

11 January 2017	Integrated Children's Services Procurement Process for and timetable of procurement of new Contract for Integrated Children's Services	CCGs and NH England	Meetings	Report of the Chief Officer for Childrens Services outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
10 February 2017	Family Based Care Tender for provision of fostering placements Award of Contract <i>[NB: This item may contain information about the financial and business affairs of the Council and/or of a third party, purchaser or provider of property, goods or services that may need to be discussed in the absence of the press and public]</i>	n/a	n/a	Report of the Head of Childrens Social Care outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
8 March 2017	Regional Adoption Agency Consideration of proposals	N/A	N/A	Report of the Chief Officer for Childrens Services outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 04 June 2017 and 13 September 2017	Tiverton A361 junction Improvements: Approval to design of scheme and seeking of tenders for scheme	Mid Devon District Council, Highways Agency, Landowners, Environment Agency, Public	MDDC two-stage Masterplanning consultation and normal planning permission process	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	Tiverton East
Between 14 June 2017 and 11 October 2017	Learning Development Partnership Process for and letting of new contract upon expiration of existing contract in 2019 (minute 435/11 January 2012) <i>[NB: This item may contain information about the financial and business affairs of the Council and/or of a third party, purchaser or provider of property, goods or services that may need to be discussed in the absence of the press and public]</i>	All interested parties, users and providers	Procurement Process	Report of the Head of Education and Learning outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

PART B - FRAMEWORK DECISIONS

(Requiring approval of the County Council)

Date of Decision	Matter for Decision	Consultees	Means of Consultation**	Documents to be considered in making decision	County Council Electoral Division(s) affected by matter
8 December 2016	Brunel Pooling Partnership Approval to Business Plan		Investment & Pension Fund Committee	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 8 December 2016 and 16 February 2017	Minerals Plan Adoption of Plan following publication of Inspectors Report.	n/a	n/a	Report of the Head of Planning, Transportation and Environment outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
16 February 2017	Revenue Budget, Medium Term Financial Strategy & Capital Programme for next subsequent financial and beyond	Public, Stakeholders, Trades Unions, Business and Voluntary Sectors and public	Statutory consultations, meetings, fora and public meetings, correspondence and website	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
16 February 2017	Heart of the South West Devolution: Approval to formal establishment of Joint Committee with HoSWD Partners			Report of the Democratic Services & Scrutiny Manager outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
16 February 2017	Pay Policy Statement Approval, in accordance with the provisions of the Localism Act 2011 of the Councils Annual Pay Policy Statement setting out its policy for each financial year relating to remuneration of Chief Officers and other employees and the relationship between the pay of chief officers and other employees	Appointments & Remuneration Committee	Meetings	Report of the Head of Organisational Development outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

Between 26 April 2017 and 18 May 2017	Heart of the South West Devolution Proposal: Approval to final Deal negotiated with Government (Minute 157/10 December 2015)	Government and Bid partners	Meetings & Correspon- den- ce	Report of the Chief Executive outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
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PART C - OTHER MATTERS

(i.e. Neither Key Nor Framework Decisions)

Date of Decision	Matter for Decision	Consultees	Means of Consultation**	Documents to be considered in making decision	County Council Electoral Division(s) affected by matter
	<i>Regular / Annual Matters for Consideration</i>				
	Standing Items, as necessary (Minutes, References from Committees, Notices of Motion and Registers of Delegated or Urgent Decisions)	As necessary		Report of the outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 28 April 2016 and 3 May 2017 Between 12 October 2016 and 9 May 2018	Standing items on the future management, occupation, use and improvement of individual holdings and the estate, monitoring the delivery of the Budget & the Estate Useable Capital Receipts Reserve in line with the approved policy and budget framework <i>[NB: Items relating to the letting or occupancy of individual holdings may contain information about, or which is likely to reveal the identity of, an applicant for a holding and about the financial and business affairs of the Council and any prospective or existing tenant that may need to be discussed in the absence of the press and public]</i>	To be considered at the Farms Estates Committee, including any advice of the Council's Agents NPS South West Ltd		Report of the Head of Digital Transformation and Business Support County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
14 December 2016	Treasury Management Mid Year Stewardship Report			Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
14 December 2016	Adult's Annual Safeguarding Report	N/A	N/A	Report of the outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
11 January 2017	Budget Monitoring 2016/17 Monitoring at Month 8	n/a	n/a	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
6 March 2017	Budget Monitoring 2016/17 Monitoring at Month 10	n/a	n/a	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

June 2017	Approval to Revenue & Capital Outturn, for the preceding financial year	N/A	N/A	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
12 July 2017	Treasury Management Stewardship Outturn Report	Corporate Services Scrutiny Committee	n/a	Report of the County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 13 September 2017 and 11 October 2017	Annual Childcare Sufficiency Report: Endorsement of Annual report outlining how the Council is meeting its statutory duty to secure sufficient early years and childcare places and identifying challenges and actions for the coming year in relation	Interested parties and partners and schools and parents		Report of the Head of Education and Learning outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 11 October 2017 and 8 November 2017	Devon Safeguarding Children's Board Annual Report	N/A	N/A	Report of the Chief Officer for Children's Services outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
	<i>Specific Matters for Consideration</i>				