

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 : 14 September 2016
Please ask for : Karen Strahan on 01392 382264

Email: karen.strahan@devon.gov.uk

CORPORATE SERVICES SCRUTINY COMMITTEE

Thursday, 22nd September, 2016

A meeting of the Corporate Services Scrutiny Committee is to be held on the above date at 2.00 pm at County Hall, Topsham Road, Exeter, EX2 4QD to consider the following matters.

P NORREY
Chief Executive

AGENDA

PART ONE - OPEN COMMITTEE

- 1 Apologies
- 2 Minutes
Minutes of the meeting held on 27 June 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 make 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 Income Generation Task Group Final Report (Pages 1 - 12)
Final Report of the Income Generation Scrutiny Task Group (CS/16/28), attached.
- 6 Deprivation of Liberty Safeguards (Pages 13 - 22)
Report of the Head of Social Care Commissioning, attached.
- 7 Domestic Abuse Support Services
Presentation from the Director of Public Health on the background to the Ending Domestic and Sexual Violence and Abuse Strategy, the changes it seeks to bring and the delivery of the Strategy.

The final Strategy will be made available to Members as soon as it is finalised.
- 8 Youth Service Externalisation (standing item)
The Head of Services for Communities will provide a verbal update on this matter.
- 9 Election of the Commissioning Liaison Member
As part of the Commissioning Scrutiny Task Group recommendations, it was agreed that, in order to strengthen communication and collaboration between Cabinet Members and Heads of Service and Scrutiny Committees, in relation to commissioned services, each Scrutiny Committee would be asked to select a 'Commissioning Liaison Member', whose role will be to work closely with the relevant Cabinet Members and Heads of Service, developing a fuller understanding of commissioning processes, and provide a link between Cabinet and Scrutiny on commissioning and commissioned services.

The full report can be seen at
<http://democracy.devon.gov.uk/documents/s1830/Scrutiny%20in%20a%20Commissioning%20Council.pdf>

The Committee is asked to make a nomination accordingly.
- 10 Scrutiny Work Programme (Pages 23 - 34)
Scrutiny Officer to report.

In accordance with the previous practice, Scrutiny Committees are requested to review the list of forthcoming business (previously circulated) 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

11 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
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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

Income Generation Task Group

September 2016

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CS/16/28
22 September 2016
Corporate Services Scrutiny Committee

1. Recommendations

The Task Group asks the Corporate Services Scrutiny Committee and Cabinet to endorse and action the recommendations below and to receive a progress update in 6 months' time.

	Recommendation	How?
1	The Council should investigate, identify and take forward new and innovative opportunities for income generation.	<p>a) Through the development of a Council wide framework for identifying, prioritising and pursuing viable income generation opportunities, focusing on developing specialist services and exploiting marginal capacity.</p> <p>b) By taking up the free initial advice available from the Local Government Association to support the development of the Council's income generation work.</p> <p>c) Through the promotion and development of a commercial culture amongst staff, encouraging staff to identify and put forward ideas for income generation activity in their service areas.</p> <p>d) By monitoring the progress and success of local authority controlled companies (such as that being taken forward by South Hams and West Devon Councils) and taking learning from this.</p> <p>e) By exploring opportunities for selling advertising space and attracting sponsorship through the County Council website, on roadsides and other land.</p> <p>f) Through investing capital receipts generated through asset disposal in income generation projects as part of the Council's transformation agenda.</p> <p>g) By urgently investigating opportunities to re-charge schools for the costs involved in transferring to academy status, and any potential for further income generation associated with this.</p> <p>h) By reporting progress and new opportunities for income generation to Corporate Services Scrutiny on an annual basis.</p>
2	The Council should maximise the potential for capital receipts or income generation from assets identified for disposal or development, as soon as possible.	<p>a) By progressing the 9 farm buildings already identified as being viable for permitted development to a point of planning and then to sale, as quickly as possible.</p> <p>b) By progressing the Council's current asset review to identify those assets which can be disposed of, and once identified, for assets to be disposed of as quickly as possible, taking into account market conditions to achieve best value..</p> <p>c) By ensuring a commercial approach is taken towards preparing assets for sale, to ensure that the maximum value for each asset is realised, and to consider, where applicable, a business case to fund this through borrowing.</p>
3	The Council should maximise the potential of the council's corporate assets into the medium and long term future.	<p>a) Through developing a future Estates Strategy which focuses on optimising the income potential of the Council's remaining assets, reviewing the use of all Council buildings to realise this.</p> <p>b) By actively seeking grant funding opportunities which will enable the Council's strategic centres to be retrofitted to improve energy efficiency, and to produce its own energy through solar PV.</p>

	c) By ensuring that an up to date asset list by division is publicly available for County Councillors and community use, enabling Members to influence the future use of their local buildings.
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2. Background

2.1 Local Government has seen a 40% reduction in central government funding since 2010¹, forcing Councils to make severe budget cuts, review how services are provided, and reduce or cease delivering some services completely.

2.2 Members of the Council's Scrutiny Committees have seen the impact of these cuts on the services that are delivered to the people of Devon. At the January meeting of the Corporate Services Scrutiny Committee Members established a Task Group, to include Members from the People's, Place and Health & Wellbeing Scrutiny Committees, to investigate how the County Council can generate income, in order to safeguard council services.

3. Findings

How does the Council currently generate income?

3.1 The County Council generates income in a number of different ways. Local authorities have traditionally taken advantage of their ability to charge for non-statutory services and Devon County Council is no exception, expecting income from fees and charging to account for 7.1% of its total gross expenditure in 2016/17.

3.2 The Council is also utilising other approaches, including joint venture contracts with Virgin Care, Babcock Devon Norse and NPS SW Ltd to deliver Integrated Children's Services, Education Support and Facilities Management and Property Services respectively, providing the Council with both an income and security in service delivery.

3.3 The Council has also been successful in developing attractive in-house services, such as ICT and internal audit, trading with schools and other local authorities, which has brought the Council considerable savings., The Council's in-house IT provider ScoMIS is now self-funded in respect of its work with schools.

3.4 Considerable capital income is also being generated as a result of the Council's Estates Strategy and the sale of assets, and there are a number of other service areas across the Council which have reviewed their charging schemes and identified ways of generating capital and revenue income.

3.5 The Task Group examined in detail three Council services which were currently generating income, to determine the reasons for their success and whether this success could be built on, either within that service or across other areas of the Council. Members also interviewed officers from the Council's Waste & Recycling Service, but concluded that

¹ <https://www.theguardian.com/society/2015/sep/01/local-government-association-cannot-cope-further-cuts>

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due to the current financial climate and the low value of recyclable materials, the potential for further income generation in the near future was very limited in this area.

3.6 ScoMIS ICT Services

ScoMIS has been a traded service since it was first established 30 years ago to deliver ICT services to schools. With the introduction of academies around six years ago, the Council took the opportunity to revitalise the service, consulting with their current clients, to make the service more attractive to non DCC schools and develop their own brand and identity. Today they support over 700 schools across 19 local authority areas (reaching as far as the south east), and in 2014/15 generated £3,512,000 of income. Over the last 18 months they have also expanded to deliver the DCC corporate ICT service and management of the DCC Customer Service Centre. ScoMIS have recently been recognised at a national level, beating private sector ICT providers to win an award for ICT provision to schools.

3.7 The Council is keen to build on the success of ScoMIS and draw further on the schools and college market nationally, and is exploring ways of working in partnership with small private sector providers, who could act as brokers, to achieve this. There may also be opportunities in the future for ScoMIS to sell their services to the private sector, however this market is currently very competitive. Trading with the private sector in this way would also require ScoMIS to become a local authority owned company.

3.8 Trading Standards

Devon & Somerset Trading Standards is one of the largest trading standards services in the country and currently income generation activity makes up around 10% of their overall budget. As well as selling services such as weights & measures and financial investigation to other trading standards service, the nature of their business also allows them to charge businesses for weights & measures service and advice.

3.9 The service also runs an Approved Trader Scheme, which has considerable scope for expansion, and is already being provided to local authorities nationally. A business case was produced in the past for a potential commercial partnership, but was not taken forward. Consulting with a business or marketing analyst could help the service explore this further. The scope for expansion may be more limited in other areas of the service, such as business advice and financial investigation, as the demand for these services from businesses and other local authorities is limited.

3.10 Asset Management

The Council's Estates Strategy for 2012-2017 aims to rationalise the Council's estate, recognising the need to reduce the number of properties from which the County Council operates and to maximise the use and flexibility of buildings. Since its inception around £15,000,000 has been raised in capital receipts, with a further £10,000,000 having been generated since 2009/10.

3.11 There are currently 79 County Council properties which have been identified for review, the outcome of which will be either disposal, or retention with efficiency savings. When preparing a property for sale, the Council's Estates Team will endeavour to maximise sale returns through planning permission applications or renovation, however budgetary constraints and the Council's current Treasury Management Strategy (which does not allow for new borrowing in the context of the Council's current debt of c£500 million), could limit the potential investment in preparing assets for sale.

3.12 Capital receipts from the sale of assets are used to fund the Capital programme, and there is potential for capital receipts to be used to fund the Council's transformation programme and reduce revenue budget pressures.

3.13 The location, configuration and condition of Council offices and other buildings means that on the whole they are not desirable to businesses looking for office space and therefore, as well as being contradictory to the current Estates Strategy, retaining these buildings to yield a rental income is not financially viable. Similarly, to finance investment in more viable rental property would carry an inherent risk, particularly in the South West where commercial property values are not as stable as in other parts of the country.

3.14 However, while the current Estates Strategy focuses on asset disposal, the strategy post 2017 is likely to focus predominantly on reducing the costs of the Council's retained assets.

Other local authorities

3.15 A review of income generation activity by local authorities nationally reveals some quite innovative and radical approaches, some of which appear to have only tenuous connections to traditional local authority business. The Local Government Association has published a number of case studies which show a wide variety of income generation ventures², ranging from investment in property to the sale and distribution of energy. A study of local authorities in the South West also demonstrates a variety of income generation activity, with some interesting examples of wholly owned local authority companies being established, and other forms of trading.

3.16 Some of the most noteworthy examples of income generation activity considered by the Task Group, both in the South West and further afield are summarised in the Appendix.

Other options for Income Generation considered

3.17 Solar energy production

A number of local authorities, particularly those in the South West have taken advantage of government incentives to produce renewable energy, however more recently these incentives have been dramatically decreased making payback periods much longer. Devon County Council was able to install solar PV at Great Moor House and Exeter Library just before the incentives were cut, and is continuing to explore options for further installations at other sites, which do not require energy transfer via the National Grid.

3.18 Other than the price of solar PV, there are two issues with the grid which are currently restricting medium to large scale installations. Firstly, the grid from Bristol to Lands End is at capacity due to the substantial increase in distributed energy (i.e. renewables) and reservation for Hinkley Point C nuclear power station. Secondly, there are some very local constraints to distributed energy installations due to the need for expensive upgrades to cables/sub stations.

² http://www.local.gov.uk/web/guest/productivity/-/journal_content/56/10180/5785720/ARTICLE

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3.19 The Council is however currently putting in the ground work to prepare medium-large scale installation sites which need to use the grid (including at landfill sites) so that it is ready to move forward when the market develops or when government offers a favourable price for solar PV. The Council is also working with Western Power & Distribution and others to try and develop solutions to grid capacity. In the short term however, the Council's potential to generate income from solar PV is very limited.

3.20 Residential Development on County Farms

The Council currently owns and lets 72 farm holdings, around 10,000 acres in total, which provide opportunities to farm to those starting out in agriculture. The County Farms Estate also has the potential for high value residential development which would not significantly impact on the current operational estate but enable land to be disposed of in alignment with the current Farms Estate Strategy. The Council is currently working with NPS to assess this potential and identify short, medium and long term opportunities linked to current and future development potential.

3.21 Through the planning process there is also the potential for Permitted Development, which could achieve residential conversion of redundant farm buildings. The guidance around permitted development is specific and requires buildings to have been used for agricultural purposes. These opportunities are being explored and to date nine sites have been identified as having the potential for permitted development, which if realised could provide the Council with an indicative receipt of around £1 million. Further work to produce feasibility studies and cost work is currently being undertaken, following which a business case for funding will be developed. This work is expected to be concluded by the end of the calendar year.

3.22 Charging to convert to academy status

When a local authority school converts to an academy there is a large cost to the Council (legal costs, TUPE etc.). During the review Members of the Task Group observed that some local authorities, including Staffordshire Country Council³ had begun to recover some of these costs from the school directly. The cost of a school converting to an academy is on average around £16,000. As of June 2016, there were 262 schools under local authority control in Devon which could convert to academy status in near future. Given the clear intent for schools to convert to academy status (whether compulsory or not) expressed in the Government's recent White Paper Education Excellence Everywhere⁴, if it moves quickly, the Council has the potential to claw back over £4 million in charges.

Challenges

3.23 When looking at potential income generation opportunities one of the first questions the Council has to ask itself is 'is it legal'? A whole ream of Acts of Parliament, going back to the early 70s instruct local government as to what it can and can not do in terms of fees, charging and making and investing income. The Localism Act 2011 lifted some restrictions and gave local authorities more freedom in this area. However, identifying the best mechanism for generating income inline with the legislation can still be a challenging task, and legal or QC advice may need to be sought.

³ <http://schoolsweek.co.uk/authorities-charge-for-academy-conversion/>

⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508550/Educational_excellence_everywhere_print_ready_.pdf

3.24 Devon's geographical location on the South West peninsula also means that there is often a reduced market to sell services to other local authorities. Although, as illustrated by ScoMIS, it is possible to overcome this challenge and trade with more distant local authorities in services such as ICT, the Council will undoubtedly find this more difficult than councils located in large metropolitan or more central areas. The challenge is perhaps even greater for services such as social care, which would require a number of personnel to be physically present in each location.

3.25 Another consideration for the Council when exploring new income generation opportunities is the viability of current and future markets. Extensive market research is needed to ensure that there is a profitable market for the product. As more local authorities become more switched on to the idea of income generation, it is also possible that we could see a saturation of some markets. Equally, when selling assets such as property or recyclates, the Council is very much reliant on the market value of these assets.

Pitfalls, Risk and Core Business

3.26 Not all local authority income generation ventures have been successful. There are examples quite locally of joint venture partnerships which have very publically and expensively failed. The reasons for failed ventures are complex and multi-faceted, but 'cultural misalignment' between private and public sector partners is often cited as being a factor.

3.27 Devon County Council has too, learnt from its mistakes. One example is HR One, which set out to sell the Council's marginal capacity in HR and support services to other local authorities. However, further resourcing was required to deliver the service externally, and despite the service at first appearing to be in a good financial position, full forensic financial analysis revealed that the fees charged were not recovering the full costs, and therefore the service was operating at a loss. This example illustrates the need for a robust business case before taking an income generation venture forward.

3.28 Local authorities have traditionally taken a risk adverse approach to service delivery. Continuing reductions in government funding means that the Council has to see generating its own income as a priority, and it clear that any new venture the Council undertakes will contain some element of risk. However, the Council must also guard against ignoring its core business. Risks that are taken must be proportionate, and new ventures should not adversely affect the Council's core business of delivering services to the people of Devon. One could argue a moral misalignment if Devon was to become landlord to a local franchise of a national chain of pubs renowned for selling cheap alcohol. This could be seen to be contrary to the Council's public health responsibilities and role in supporting local businesses.

4. Conclusion

4.1 It is clear that there is a wide range of income generation activity being conducted by local authorities across the country and in the South West, and the Task Group has identified some good examples of innovative income generation in different service areas across the Council. In particular the Task Group commends the commercially conscious

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approach taken by the ScoMIS Team, and acknowledges the work of the Corporate Estates Team in proactively pursuing a number of options to generate capital receipts. The Task Group would like to offer their thanks to the officers involved for their efforts in both these service areas.

4.2 However, the Task Group has also identified that the Council does not currently have an overall strategic approach to income generation, and consequently could be missing out on a number of opportunities.

4.3 With government funding reductions set to continue, the next few years will be challenging times for Devon County Council, but there will also be opportunities for innovation and the development of commercial activity. The Council has already proved its ability to develop, market and successfully trade in a specialist service through its achievements with ScoMIS, and now needs to build on this success in other areas.

4.4 The Council needs to develop a strategic approach to income generation, taking measured risks, maximising capital receipts and in the long term, fully realising the potential of its assets, while remaining conscious of and staying true to its core business and purpose.

4.5 It is not within the remit of this Task Group to conduct a full review of all potential opportunities for income generation across the County Council, however, the Members of this Task Group consider that the recommendations set out at the beginning of this report will set the Council on the right track towards generating the income it needs to safeguard future services and remain resilient in the face of continuing government funding cuts.

5. Membership

Councillor Rufus Gilbert (Chairman), Councillor Caroline Chugg, Councillor Polly Colthorpe, Councillor Brian Greenslade, Councillor Richard Hosking and Councillor Robin Julian.

6. Sources of Evidence

The task group heard testimony from a number of witnesses and would like to express sincere thanks to the following people for their contribution and information shared.

Chris Phillips	Deputy County Treasurer
Roland Pyle	Strategy, Policy & Organisational Change
Andrew Yendole	Assistant County Solicitor
Carl Hedger	Senior Solicitor
Debbie Foweraker	ScoMIS
Nicky England	ScoMIS
Paul Thomas	Head of Devon & Somerset Trading Standards
Councillor John Clatworthy	Cabinet Member for Resources & Asset Management
Matthew Jones	Strategic Property Manager
Phil Norrey	Chief Executive

Rob Parkhouse	Head of Business Strategy & Support
Wendy Barratt	County Waste Manager
Melanie Sealey	Senior Economic Development Officer

Bibliography

Best Practice Group, The Failure of Southwest One: What Can We Learn?
<http://www.bestpracticegroup.com/southwest-one-failure/>

Computing, Cornwall County Council wins right to terminate BT contract – and is now seeking 'millions' in compensation
<http://www.computing.co.uk/ctg/news/2439998/cornwall-council-wins-right-to-terminate-bt-contract-and-is-now-seeking-millions-in-compensation>

Cornwall Council, 'Our Commercial Strategy'
<https://democracy.cornwall.gov.uk/documents/s85167/Organisational%20Development%20Commercial%20Services%20Strategy%20Appendix%201.pdf>

Department for Education, Education Excellence Everywhere
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508550/Educational_excellence_everywhere_print_ready_.pdf

Devon & Somerset Fire & Rescue Service
<http://www.red1ltd.com/about-red-one/>

Dorset County Council, Minutes of Cabinet Meeting, Item 11
<http://dorset.moderngov.co.uk/CeListDocuments.aspx?Committeeld=137&MeetingId=489&DF=22%2f10%2f2014&Ver=2>

The Guardian, 'Local Authorities 'cannot cope' with further cuts'
<https://www.theguardian.com/society/2015/sep/01/local-government-association-cannot-cope-further-cuts>

Local Government Association
http://www.local.gov.uk/web/guest/productivity/-/journal_content/56/10180/5785720/ARTICLE

Localism Act 2011
<http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

Schools Week
<http://schoolsweek.co.uk/authorities-charge-for-academy-conversion/>

Report to South Hams Council
<http://mg.swdevon.gov.uk/documents/s596/Proposals%20relating%20to%20a%20Local%20Authority%20Controlled%20Company.pdf>

Torbay Council
<http://www.torbay.gov.uk/index/yourbusiness/servicestoschools.htm>

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<http://www.torbay.gov.uk/index/websiteinformation/advertising.htm>

7. Contact

For all enquiries about this report or its contents please contact:

Vicky Church (Scrutiny Officer) victoria.church@devon.gov.uk 01392 383691

Income Generation Activity by other Local Authorities

Eastleigh Borough Council has been actively been pursuing the purchase of a range property assets which generate a high investment yield and is now the freehold owner of land let to a high profile mix of businesses including B&Q, Lloyds Bank, Wetherspoons, Matalan, Halfords, Pets at Home, Costa Coffee and Travelodge. The most ambitious acquisition has been the Ageas Bowl, home of Hampshire Cricket, where the council is investing £40 million, including the construction of a 4* Hilton Hotel. Assets owned by Council have risen from £55 million to £188 million. Revenue surplus after borrowing and other costs is almost £2.5 million per annum¹.

Manchester City Council has entered into a major roadside advertising contract, including significant media space, for the Council to drive channel shift, promote events, etc. This has been running for four years. City Centre interactive wayfinding screens, set up in late 2013, are also generating significant surplus. This has generated significant revenue of around £2 million per annum with broadly equivalent value in media space. The Council has also found significant opportunities in expanding the sale and distribution of energy with Manchester City Council as a trusted supplier. The benefits of this include the potential to generate revenue as well as reduce energy poverty².

Portsmouth City Council's Income Generation Workstream (IGW) forms part of the council's Corporate Transformation Programme and aims to empower services areas to identify, investigate and realise potential sources of income bringing together legal, financial and commercial expertise from across the Council, as well as appointing two dedicated posts for business development and sales. Staff from across the council have been encouraged to utilise the IGW as a cohort of expertise; all staff suggestions are welcomed and collaborative work is undertaken to research and develop the ideas presented³.

South Hams and West Devon Councils have spent a considerable amount of time exploring the business case for the establishment of a company jointly owned by South Hams District Council and West Devon Borough Council for the purpose of delivering services to the communities of South Hams and West Devon, generating income by delivering services on behalf of other organisations, creating a vehicle which gives both councils a mechanism to generate profit from certain activities and ensuring the future viability of both organisations through appropriate strategic positioning in the public sector⁴. At their July Council meetings, both West Devon and South Hams Councils agreed to proceed with the implementation of the local authority controlled company, and a joint steering group was been established to take this forward.

Established in 2011, Red One built on **Devon & Somerset Fire & Rescue Service's** (DFSRS) well renowned fire fighter training academy, to establish a private limited company, owned by DFSRS, delivering specialist firefighting services. Training services

¹ <http://www.local.gov.uk/documents/10180/5785771/Eastleigh+Borough+Council+-+Property+Acquisition/b31151f8-1b03-490b-989d-ee2808601268>

² <http://www.local.gov.uk/documents/10180/5785771/Manchester+City+Council+-+Advertising+and+Energy/e7977ebe-0908-4c47-9bf0-8712e2597183>

³ <http://www.local.gov.uk/documents/10180/5785771/Income+Generation+Case+Study+-+Portsmouth.pdf/940472ec-a12f-4673-96ec-28c5e470dd7c>

⁴ <http://mg.swdevon.gov.uk/documents/s596/Proposals%20relating%20to%20a%20Local%20Authority%20Controlled%20Company.pdf>

are sold to other fire authorities and the private sector, in as far reaching places as the Middle East, Malaysia and Thailand. Profits are transferred back to the shareholder Devon & Somerset Fire & Rescue Authority and used as the authority chooses. A key value of Red One, is that their commercial activity must not impact negatively on the core business.

In July 2015 **Dorset County Council** established a Local Authority Trading Company (LATC) for Adult Provider Services, including residential, nursing, respite, day care and reablement services. The LATC is able to provide care services to service users who are in receipt of direct payments, as well as to other local authorities and their service users, and private individuals. The LATC is 100% owned by the County Council and therefore there is the potential for profits to be transferred back to the Council to financially support other areas of social care or wider services.

Both **Cornwall Council** and **Somerset County Council** are developing strategic approaches to income generation. As well as focusing on developing those services with established income generation potential, both councils are working to promote commercial awareness and cultural change amongst staff, to help identify new income generation opportunities.

Deprivation of Liberty Safeguards

1. Purpose

To provide an update to Scrutiny Committee regarding:

- Applications and authorisations for deprivation of liberty under Deprivation of Liberty Safeguard provisions;
- Applications to the Court Of Protection for authorisation where people are subject to deprivation of liberty while living in the community

This paper is for information and discussion.

Background:

Following the Supreme Court Ruling re P v Cheshire West and Chester & P&Q v Surrey County Council [2014] Devon County Council along with other local authorities, continues to receive high levels of applications.

From April 2014 to date 6342 have been received. This is in stark contrast to the 725 applications received between April 2009 and March 2014.

This had had significant risk and resource implications for the Council, including that the DoLS service within Adult Social Care now has 2894 applications waiting assessment. In the majority of cases, Devon County Council as supervisory body will determine whether the deprivation of liberty is authorised. More recent case law (AJ v a Local Authority 2015) has highlighted the requirement to also make application to the Court of Protection where the person is objecting to the deprivation. The service has 23 cases at various stages of the court process compared to just 2 such cases 18 months ago.

The “acid test” which determines whether a person is deprived of their liberty also applies in situations where a person living in their own home in the community. The process for authorisation in such situations is through application to the Court of Protection. The Local Authority is responsible for making such applications where it is the agency leading support planning.

Changes to legislation are proposed following a Law Commission consultation. It is anticipated that the recommendations of the Commission and draft new legislation will be published in late 2016 but that implementation of a new regime will still be some time away.

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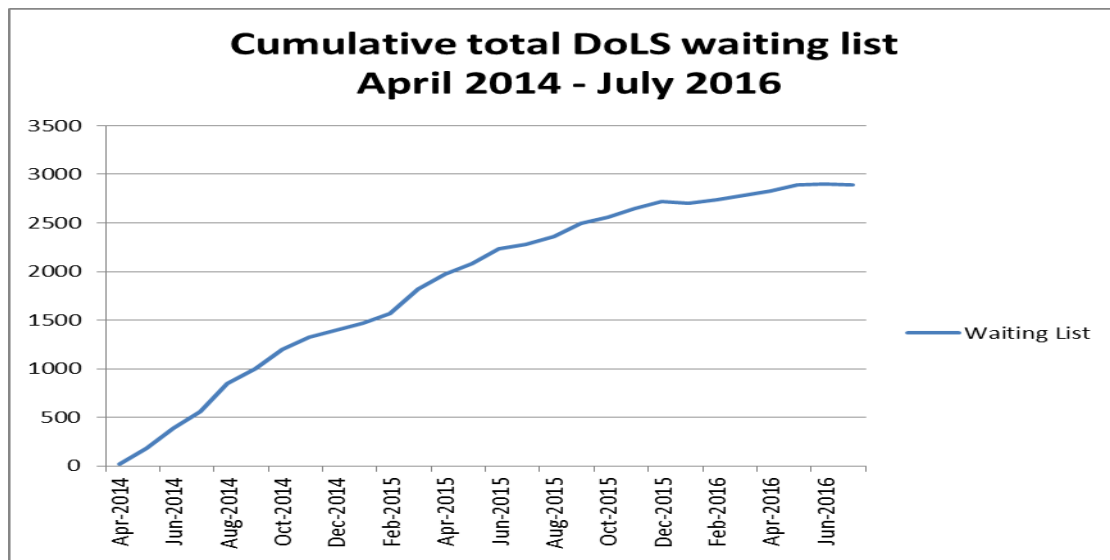
2.1 Deprivations of Liberty in Residential/Nursing care and Hospitals.

Applications to DCC continue to outstrip capacity to complete assessment and authorisation. The average application rate this year stands at 49 applications per week, with a completion / closure rate of 43 per week.

The DOLS Team provides a service which includes screening/prioritising incoming work; completing Best Interest Assessments; administration, commissioning and quality assurance for medical assessment; and offering a duty service supporting Managing Authorities, partner agencies and DCC staff. Further information about the staffing and activity of the team is included in Appendix A.

Where there is an objection to the placement either by the person or their representative, application to the Court also brings resource implications for Legal Services; as indicated above there are 23 such applications in process before the Court of Protection with a number still awaited.

Recent ADASS (Association of Directors of Adult Social Services) guidance suggests a paper-based desktop assessment process for renewal and low priority cases to reduce backlogs. Consideration is being given to cost, resource implications and the potential impact on the service's ability to manage complex cases.



2.2 Deprivations of Liberty in the community

The Care Management team will identify situations where authorisation is required and will support Legal Services to make application to the Court of Protection. During 2015, the Court has developed a streamlined application process, and Devon County Council has developed guidance for operational teams.

Situations where application to the Court is required are being identified during initial assessment and/or review, and the application is then progressed. So far, 5 Orders have been granted by the Court, and a further 40 are at various stages of the process. Notwithstanding the “streamlined process”, this can be a resource-intensive process both for Care Management Teams and Legal Services and it has been difficult for teams to find spare capacity within existing resources to be able to address what is an additional demand upon their time.

3 Risks

The risks to Devon County Council are as follows:

Issue	Impact	Mitigation
Sustained increase in DoLS applications	Waiting time before authorisation	Prioritisation process (ADASS) adopted by DCC ¹
Increased activity and cost	IMCA ² contract capacity	Contract re-negotiation + prioritisation
	Medical assessment/charge	Fee increase refused
	Care Management capacity	
	Legal Services capacity	
Legal challenge	Cost Reputation damage	Prioritisation seeks to address cases most at risk and where objections to care arrangements apply
Best Interest Assessor availability (staff skill mix and capacity)	Training cost Care management capacity	Training plan over 4 year period seeks to ensure in-house resource – limited mitigation with regard to cost.

¹ Appendix 2

² Independent Mental Capacity Advocate – required where the person is otherwise un-befriended in the process.

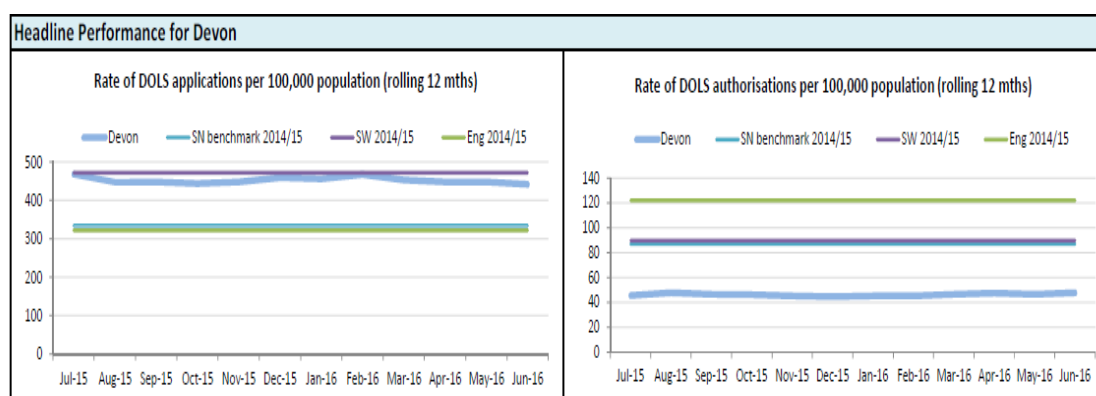
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The risks to people who are deprived of their liberty are:

Issue	Impact	Mitigation
Deprivation of liberty is unauthorised	Restriction on right to - contact with family and community - freedom of movement - choice	Local Authority prioritisation seeks to address those cases where objections have been made
The authorisation process applies insufficient rigour (owing to high levels of demand)	Alternative options with less restriction are not made available	Staff training and investment by Devon County Council

4 Performance

The tables below illustrate Devon's performance in receiving and completing authorisations for those people who are deprived of their liberty in residential, nursing, or hospital settings, compared with benchmark data for other Local Authorities.



The data shows a higher level of applications in Devon than as received by statistical neighbours and England average, although broadly in line with other authorities in the South West.

The data also shows a lower rate of DoLS authorisations in Devon. Significant investment in staff and/or other resources would be needed to close the gap.

Comparative data is not available for people who may be deprived of their liberty while living in their own homes.

5 Recommendations

Draft legislation is anticipated which will impact significantly in the near future. At this point, the recommendations from Adult Social Care Operational Service are:

- a. Continue current staffing level in DCC DoLS Service
- b. Assess potential and impact of desktop process in light of ADASS guidance
- c. Continue planned training programme to increase the qualified Best Interest Assessor resource over a four-year period.
- d. Ensure further report to Scrutiny Committee once impact of the new draft legislation has been assessed

Appendices

Appendix 1 – DoLS Service

Appendix 2 – Case prioritisation tool adopted by Devon County Council following ADASS guidance

Electoral Divisions: All

Cabinet Member for Adult Social Care and Health Services: Councillor Stuart Barker

Local Government Act 1972: List of Background Papers

Contact for enquiries: S.Mackereth (Principal Social Worker), S. Geary (DoLS Service Lead)

County Hall, Exeter. EX2 4QD

Tel No: (01392) 383000

Background Paper	Date	File Reference
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Nil

Devon County Council DoLS Service

DoLS Team Staffing: -

- 3.8 FTE DCC employed BIAS +1 FTE vacancy.
- 2.1 FTE DPT contracted BIAS.
- 1.4 FTE DCC Lead BIAS + 0.8 FTE vacancy.
- 5 FTE Administrators (reducing to 4.4 FTE 1/9/16)
- 0.6 Admin Service Support Manager.
- 1 FTE DoLS Service Manager.

Approximate completion times for an application equate to 12 hours Best Interest Assessor (BIA) work and 6 hours of administration. The approximate cost of the assessment elements, based on ADASS cost assessment, is £600 per application.

Quality / Performance:

Monitored via:-

- Triage tools based on organisational and ADASS priority groups. (Appendix 1& 2)
- Practice audit. Team and individual audits.
- Comprehensive data collection. (see below)
- DOH reporting.
- Contract monitoring. IMCA, DPT BIAS and Medics.
- Mandatory training and approval / re-approval processes for BIAS.

Current Priority Group	Target Groups	Number of assessments p/m	Recommendation & rationale	Proposed Priority Group and Nos of assessments p/m	
1	Renewals – Yearly review of current DoLS authorisation	As required	Deprioritise yearly reviews. DCC will only assess requested future Part 8 Reviews. Organisation is assured that the placement is proportionate, necessary and in P's Best Interest. Additional assessments do not benefit P and take necessary resources away from higher priority cases. Minimal financial awards from the Court of Protection.	Low	Allocated if staff resources available.
2	People in DCC managed Homes	Allocate up to 2 assessments p/week	Retain priority grouping until all 21 outstanding assessments are completed.	Medium	Allocate up to 2 assessments p/week
3	Reviews of past cases	1 allocation per/fortnight.	Remove from the priority grouping. New applications for these individuals are being made and appropriate Triaging can occur depending on their presentation.	Low	N/A
4	Incoming Applications triaged as High (1 point or more)	Allocate as many as possible depending on BIA capacity	Reprioritise as a Priority 1 situation. Higher risk individuals who may be subject to unauthorised Deprivations which are not in their Best Interests. Potential Art 8 infringements as a result of safeguarding processes. High cost legal awards made in this type of situation	High	Allocate as many as possible depending on BIA capacity

Current Priority Group	Target Groups	Number of assessments p/m	Recommendation & rationale	Proposed Priority Group and Nos of assessments p/m	
5	People not detained but in a Psychiatric Ward	As many as possible depending on BIA capacity	Reprioritise as high HL v UK type situations Often	High	Allocate has many as possible depending on BIA capacity
6	Young People in Residential Settings	Rare occurrence	Will address as a priority case when applications are made.	Medium	Prioritised if applications are made.

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					
22 SEPTEMBER 2016					
5 Sep 2016	Domestic Abuse Support Services	Update on the new Strategy	Director of Public Health	Report	Committee Meeting only
22 Sep 2016	Youth Service Externalisation (standing item)	Update on progress	Head of Services for Communities	Verbal Update	Committee Meeting only
17 Nov 2016	Deprivation of Liberty Safeguards	Review the safeguards in place, and the way in which risk is managed for those adults deprived of their liberty	Head of Social Care Commissioning, Head of Adult Social Care	Report	Committee Meeting only
22 Sep 2016	Income Generation Task Group final report	Task Group Report	Scrutiny Officer	Task Group	Task Group
28 NOVEMBER 2016					
28 Nov 2016	Performance / Risk Monitoring	Update on Performance across Corporate Services	Head of Services for Communities	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
28 Nov 2016	Youth Service Externalisation (standing item)	Update on progress	Head of Services for Communities	Verbal Update	Committee Meeting only
28 Nov 2016	Scrutiny in a Commissioning Council update report	Update on progress against Task Group's recommendations	Head of Business Strategy and Support Services, Cabinet Member for Performance & Engagement	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
<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 Head of Highways, Capital Development and Waste Management 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 Head of Highways, Capital Development and Waste Management outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
<i>Specific Matters for Consideration</i>					
12 October 2016	Gateway to Northern Devon Report on consultations on potential improvements along the A361/A39 Corridor (North Devon Link Road)	Public and all interested parties	Briefings for interested parties, consultation meetings, website	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
12 October 2016	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
12 October 2016	Proposed Enterprise Zone for Exeter & East Devon Growth Point and Huntspill, Somerset - Approval to DCC's involvement in the establishment of any such Enterprise Zone	N/A – DCC is a Consultee	N/A	Report of the Head of Economy and Enterprise outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
12 October 2016	Highway Infrastructure Asset Management: Policy, Strategy and Plan	Place Scrutiny Committee	Committee report	Report of the Head of Highways, Capital Development and Waste Management outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

12 October 2016	Education Infrastructure Plan 2016 - 2033	Devon Association of Primary Heads, Devon Association of Secondary Heads, Devon Association of Governors, RC and Exeter Anglican Diocese, Special Headteachers Association Devon, TCC, JCC	School Organisation, Capital and Admissions Forum and interested parties.	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
20 October 2016	Regional Adoption Agency	N/A	N/A	Report of the Head of Children's Social Work outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
28 December 2016	A30 Honiton to Devonshire Inn: Agreement to preferred route option	Key stakeholders including Blackdown Hills AONB Partnership, Highways England, Natural 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 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)	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
14 December 2016	Minerals Plan Adoption of Plan following publication of Inspectors Report.	n/a	n/a	Report of the Head of Planning, Transportation and Environment, Democratic Services & Scrutiny Manager outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
10 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	Pay Policy Statement	Appointments & Remuneration Committee	Meetings	Report of the Head of Services for Communities outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 12 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 & Correspondence	Report of the Chief Executive outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions

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 18 April 2016 and 31 May 2017	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 Business Strategy and Support Services, County Treasurer outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
Between 14 September 2016 and 12 October 2016	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 12 October 2016 and 9 November 2016	Devon Safeguarding Children's Board Annual Report	N/A	N/A	Report of the Head of Children's Social Work outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
9 November 2016	Budget Monitoring 2016/17 Monitoring at Month 6	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
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
9 November 2016	Treasury Management Mid Year Stewardship Report	Corporate Services Scrutiny Committee	N/A	Report of the outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
12 July 2017	Annual Public Health Report: Receipt of Annual Public Health Report reviewing the state of health of the population of Devon and setting out the health and wellbeing priorities for the local population	N/A	N/A	Report of the Director of Public Health 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 outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	All Divisions
<i>Specific Matters for Consideration</i>					

8 December 2016	Brunel Pooling Partnership Approval to Business Plan		Investment & Pension Fund Committee	Report of the outlining all relevant considerations, information and material including any equality and / or impact assessments, as necessary.	
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