

West Devon Audit Committee



West Devon
Borough
Council

Title:	Agenda
Date:	Tuesday, 18th July, 2017
Time:	10.00 am
Venue:	Chamber - Kilworthy Park
Full Members:	<p style="text-align: center;">Chairman Cllr Davies Vice Chairman Cllr Ball</p> <p><i>Members:</i> Cllr Cann OBE Cllr Stephens Cllr Hockridge Cllr Watts Cllr Lamb</p>
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
Committee administrator:	Member.Services@swdevon.gov.uk

1. Apologies for absence

2. Declarations of interest

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

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

3. Items Requiring Urgent Attention

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

4. Confirmation of Minutes

1 - 4

Meeting held on 20 June 2017

5. Draft Statement of Accounts

5 - 140

6. Shared Services Methodology 2016/17

141 - 148

Agenda Item 4

At a Meeting of the re-scheduled **AUDIT COMMITTEE** held in the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **20th** day of **June 2017** at **10.00am**

Present: Cllr M Davies (Chairman)

Cllr K Ball Cllr W Cann OBE
Cllr B Lamb

Officers in attendance: Specialist Accountant Business Partner
Devon Internal Audit Partnership Manager
Brenda Davis, Devon Internal Audit Partnership
Dominic Measures, Devon Internal Audit
Darren Gilbert, KPMG
Case Manager, Strategy & Commissioning

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

*** AC 1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Finance Community of Practice Lead.

*** AC 2 CONFIRMATION OF MINUTES**

The Minutes of the Meeting held on 21 March 2017 were confirmed and signed by the Chairman as a correct record.

*** AC 3 KPMG EXTERNAL AUDIT FEE LETTER**

Darren Gilbert, KPMG, took Members through the Annual Audit letter.

In answer to a Member question. It was confirmed that the procurement process that had been undertaken by Public Sector Audit Appointments (PSAA) had been completed and KPMG had not been shortlisted to be the Council's External Auditor from 2018-19 onwards.

It was then:

RESOLVED

That the letter be noted.

*** AC 4 KPMG INTERIM AUDIT LETTER 2016/17**

Mr Gilbert introduced the Interim Audit Letter and advised the Committee that it was a positive statement for the Council.

It was then:

RESOLVED

That the KPMG Interim Audit letter be noted.

*** AC 5 AUDIT COMMITTEE WORK PROGRAMME 2017/18**

The lead Hub Committee Member introduced the report. The Accountant Business Partner explained that there was nothing new scheduled apart from the cost methodology agenda item that would be presented to the next meeting on 18 July 2017.

Without further questions, it was then:

RESOLVED

That the Committee Work Programme for the Financial Year 2017/18 be approved.

*** AC 6 ANNUAL GOVERNANCE STATEMENT**

The Lead Hub Committee Member introduced the Annual Governance Statement. In so doing, he informed the Committee that Devon authorities were keen to be part of the Business Rate Pilot Scheme, which was an incentive for rural councils to attract businesses into the area.

It was then:

RESOLVED

1. That the processes adopted for the production of the 2016/17 Annual Governance Statement be noted.
2. That the adequacy and effectiveness of the system of internal audit be endorsed.
3. That the draft Annual Governance Statement for 2016/17 and the supporting evidence (as outlined in the presented agenda report) be approved and signed off by the Leader of Council and the Executive Director (Strategy and Commissioning).

*** AC 7 INTERNAL AUDIT ANNUAL REPORT 2016/17**

Dominic Measures, Internal Audit, was introduced to Committee Members, who noted that he was taking over the role from Brenda Davis.

A discussion took place around the collection of business rates and ways to improve current working methods. A Member voiced concerns to address this issue before it became a greater risk and felt it should therefore be included on the risk register.

Discussion also took place around Single Person occupancy and a possible review on updating data currently held by means of contacting those claiming to remind them to update their circumstances where necessary.

When questioned, Mr Measures also explained the terminology of 'Mission Statement' as being part of the culture and ethics of the authority and being of good practice.

It was then:

RESOLVED

1. That it be endorsed that overall and based upon work performed during 2016/17, and that of our experience from previous year's audits, the Head of Internal Audit's Opinion is of 'Significant Assurance' on the adequacy and effectiveness of the Authority's internal control framework; and
2. That the satisfactory performance and achievements of the Internal Audit Team during 2016/17 be noted.

(The Meeting terminated at 10.50am)

Dated this

Chairman

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Agenda Item 5

Report to: **Audit Committee**
Date: **18 July 2017**
Title: **Draft Statement of Accounts 2016/2017**
Portfolio Area: **Support Services – Cllr C Edmonds**
Wards Affected: **All**
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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

Author: **Alex Walker** Role: **Finance Business Partner**

Contact: **Tel. 01803 861345**

Email: alexandra.walker@swdevon.gov.uk

RECOMMENDATION:

That the Draft Statement of Accounts and the Draft Annual Governance Statement (AGS) for the financial year ended 31 March 2017 be noted.

1. Executive summary

- 1) The report advises Members that an under spend of £70,000 was generated in 2016/2017 which was transferred to the General Fund Balance (un-earmarked revenue reserve). The level of this reserve now stands at £1.125 million at 31 March 2017.
- 2) The Narrative Statement to the Accounts gives a summary of the main items in the Statement of Accounts for 2016/2017.
- 3) The Annual Governance Statement (AGS) for 2016/17 presented in Appendix B reflects the new reporting requirements introduced by CIPFA/SOLACE's 2016 Delivering Good Governance in Local Government Framework. The Annual Governance Statement will need to be approved in September 2017 with the audited Annual Accounts.

2. Background

- 1) The Accounts and Audit (England) Regulations 2015 set out the requirements for the production and publication of the local authority's annual Statement of Accounts (SOA). These regulations introduced revised procedures for the approval and publication of accounting statements. In line with common practice in the commercial sector, local authorities are now required to approve the accounts following the completion of the audit.
- 2) The SOA is an essential feature of public accountability, since it provides the stewardship report on the use of funds raised from the public. The closing of accounts is also important to the budgetary process, since it confirms the availability of reserves and balances for future use.
- 3) The attached booklet contains the Council's final accounts in full, including details of the Comprehensive Income and Expenditure Account, Balance Sheet and Collection Fund together with statements setting out movements in reserves and cash flow.

Following the 'telling the Story' review by CIPFA, the 2016/17 Code changed the segmental reporting arrangements for the CIES. From 2016/17 local authorities are required to report their Cost of Services based on the way in which they operate and manage services.

There is no longer a requirement for the service expenditure analysis to be based on the Service Reporting Code of Practice for Local Authorities. The 2016/17 CIPFA Code also introduced a new financial statement, the Expenditure and Funding Analysis. This brings together local authority performance reported on the basis of expenditure measured under proper accounting practices with statutorily defined charges to the General Fund. In addition, the narrative statement to the booklet summarises the major variations in income and expenditure from the original budget.

- 4) The accounts have been prepared in accordance with all relevant and appropriate accounting standards including, International Accounting Standard (IAS) 19 which deals with pension costs. This standard ensures that the full cost of employing people is recognised systematically in the accounts and that creditors reflect the council's liability to pay money into the pension fund. A full explanation of the pension's liability is included in the Council's Statement of Accounts. Members are advised that the accounting arrangements for IAS 19 are for reporting purposes only. Indeed the required entries are reversed out of the accounts and consequently, IAS 19 has no impact on the Council's surplus for the year.

5) The Annual Governance Statement (AGS) for 2016/17 shown in Appendix B reflects the new reporting requirements introduced by CIPFA/SOLACE's 2016 Delivering Good Governance in Local Government Framework. The new requirements include:

- An acknowledgement of responsibility for ensuring there is a sound system of governance
- A reference to and assessment of the effectiveness of key elements of the governance framework and the role of those responsible for the development and maintenance of the governance environment.
- An opinion on the level of assurance that the governance arrangements can provide.
- An agreed action plan.
- A conclusion.

3. Outcomes/outputs

1) Revenue Expenditure

Revenue expenditure represents the ongoing costs of carrying out day-to-day operations, and is financed from council tax, business rates, fees and charges, government grants and interest earned on investment activity. The under spend on the General Fund in 2016/2017 of £70,000 is essentially a break-even position. ***The 2016/17 budget was £7.25 million and therefore the saving of £70,000 means that the actual spend was 1% less than the budget.*** This saving will go into the Council's Unearmarked Reserves which now stand at £1.125 million. The main variations from budget are shown on Page 9 of the Narrative Statement in the Statement of Accounts.

2) Capital Expenditure

Capital expenditure represents monies spent on the purchase, construction or major refurbishment of assets. The Council's capital expenditure amounted to £547,146 in 2016/17. The main areas of expenditure were as follows:

- Residential renovation grants including disabled facility grants (£0.289m)
- Affordable housing contributions (£0.111m)
- Community projects, namely village hall and parish project grants
- Leisure Centres (£0.099m)

4. Proposed Way Forward

1) Members are advised that the accounts will be audited by our External Auditors, KPMG, during July. Following the Audit, the Statement of Accounts will be brought back to the Audit Committee for approval in September.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Statutory Powers that apply to this report are Section 151 Local Government Act 1972 Section 21 (12), Local Government Act 2003 and the Accounts and Audit (England) Regulations 2015.</p> <p>The Accounts and Audit (England) Regulations 2015 requires all relevant bodies to prepare an Annual Governance Statement (AGS).</p>
Financial		The financial implications to this report are that an under spend of £70,000 was generated in 2016/2017.
Risk		<p>Public Accountability – the accounts have been drawn up in strict accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 which is recognised by statute as representing proper accounting practice.</p> <p>Resource Planning – the Council takes into account any significant issues when developing the Council’s Medium Term Financial Strategy.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		None directly arising from this report.
Safeguarding		None directly arising from this report.
Community Safety, Crime and Disorder		None directly arising from this report.
Health, Safety and Wellbeing		None directly arising from this report.
Other implications		None directly arising from this report.

Supporting Information

Appendices:

Appendix A – Draft Statement of Accounts 2016/17

Appendix B – Annual Governance Statement

Background Papers:

Finance Community of Practice final accounts working papers.

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West Devon Borough Council
Draft Statement of Accounts
2016/2017



**West Devon
Borough
Council**

Contents

	<i>Page</i>
Section 1 – Narrative Statement	3 - 26
• Introduction	
• Key areas to note from the 2016/17 Statement of Accounts	
• Financial needs and resources	
• Looking forward to the future and next steps	
• Achievements for 2016/17	
• Performance Indicators for 2016/17 Corporate Balanced Scorecard	
• Principal risks and uncertainties	
Section 2 - Core Financial Statements	27 - 33
• A. Comprehensive Income and Expenditure Statement	
• B. Expenditure and Funding Analysis	
• C. Movement in Reserves Statement	
• D. Balance Sheet	
• E. Cash Flow Statement	
Section 3 - Notes to the Accounts	34 - 102
Section 4 - Collection Fund	103 - 105
Section 5 - Statement of Responsibilities/Approval of the Accounts	106 - 107
Section 6 - Auditors' Report	108
Section 7 - Glossary of Terms	109-112

Statement of Accounts 2016-17

The Statement of Accounts 2016-17 can be made available in large print, Braille, tape format or other languages upon request.

West Devon Borough Council is committed to reflecting the full diversity of our community and to promoting equality of opportunity for everyone.

Section 1

Narrative Statement



Introduction to the 2016/17 Statement of Accounts by Councillor P R Sanders, Leader of West Devon Borough Council

I am very pleased to welcome you to West Devon's Statement of Accounts for 2016/17. It has undoubtedly been a challenging year with central funding for local government reducing. West Devon has continued to work in partnership with South Hams District Council which has allowed West Devon Borough Council to achieve annual savings of £2.2 million and more importantly protect all statutory front line services.

During the year we have been unrelenting in seeking and attempting to deliver efficiencies and improving services. We have done this by adopting innovative IT solutions which admittedly haven't been without their glitches but are now steadily improving performance.

The year has also seen the Council make good progress with the Joint Local Plan, a strategic planning document which sets out development and growth up until 2034. Working together West Devon Borough, South Hams District and Plymouth City Councils have approved a Joint Local Plan which subject to further community consultation and examination is on track to be adopted later this year and will set home building and job targets for all three authorities.

The Council has continued to play an influential role in sub regional debate on a number of key topics including devolution and productivity and continues to work closely with the Heart of the South West Local Enterprise Partnership (LEP) to secure Growth Deals to facilitate economic growth, job creation and prosperity in the area.

There is still more to be done but the Council is establishing a solid base from which to become more commercial in its approach to meeting the forecast budget gap of £970,000 for next year (cumulative budget gap of £3.7 million by 2022), whilst protecting its much valued services.

I would like to take this opportunity to acknowledge the hard work that has gone into the monitoring and managing of the budget throughout the year by both staff and Members that has resulted in essentially a break-even position of a £70,000 surplus for the year (1% of the £7.25 million net budget). This prudent management of our finances and our strategic financial planning enable the Council to make fully informed decisions and to deliver the quality of services that our residents, visitors and businesses have every right to expect.

The Council continues to do everything it can to make sure that residents, businesses and front-line services come first. The financial standing of the Council remains sound, with a good degree of resilience, for what will undoubtedly be, very challenging times ahead.

Councillor P R Sanders, Leader of the Council

Foreword by the Executive Director, (Strategy and Commissioning) and the Executive Director (Service Delivery and Commercial Development)

The Council has made substantial progress in designing services which are more in line with our customers' requirements and as far as possible future proofed. Our staff are to be congratulated for the way in which they have managed the significant changes that the organisation has undergone through its Transformation Programme and they, together with the Councillors, are proud of what we have achieved.

During 2016/17 the Government offered Local Authorities the opportunity to apply for a four year agreed funding settlement, subject to the production of an efficiency plan. The Council applied and was accepted for the four year agreement.

By 2018/19 the Council receives no Government funding (Revenue Support Grant) and the Council will need to be self-sufficient. The withdrawal of Government funding has happened two years earlier than expected. The Council's Settlement Funding Assessment (Government Grant and funding from Business Rates) is reducing by a further 37% between now and 2019/20. District Councils such as West Devon have also suffered a large reduction in their New Homes Bonus funding (£0.5 million in 17/18) due to the number of years payments being reduced from six years to five years in 17/18 and four years from 18/19 onwards. The funding being released is to contribute towards adult social care costs, a function carried out by Unitary and County Councils.

In this financial climate, income generation becomes a key priority area. The Council will continue to maximise its current sources of income through business development, ensuring the best use of our assets, identifying new income streams and actively pursuing all opportunities to increase the resources available and further reduce costs. The options that the Council is exploring to secure financial stability are further explained in the Narrative Statement.

It is hugely concerning that the Queen's Speech did not reintroduce the Local Government Finance Bill, which provided the legislative framework for the introduction of 100% Business Rates Retention. With no Revenue Support Grant in 2018/19, the loss of the 100% business rates is a further threat to being able to pay for valuable services. This could have a significant impact on the funding for local government in the future. To address these risks, the Council will continue to focus on long term strategic financial planning.

Steve Jorden, Executive Director (Strategy and Commissioning)

Sophie Hosking, Executive Director (Service Delivery and Commercial Development)

Message from the Finance Community of Practice Lead (Section 151 Officer) - Lisa Buckle

The Statement of Accounts has been prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA). The aim of the Accounts is to enable members of the public, residents, Council Members, partners, stakeholders and other interested parties to:

- Understand the financial position of the Council as at 31 March 2017 and how the Council has performed against the budget set for 2016/17.
- Be assured that the financial position of the Council is sound and secure and that the Council can demonstrate financial resilience moving forwards.

This Narrative Report provides information about West Devon, including the key issues affecting the Council and its Accounts. Following the 'Telling the Story' review by CIPFA of the presentation of local authority financial statements, the 2016/17 Code changed the segmental reporting arrangements for the Comprehensive Income and Expenditure Statement and introduced the Expenditure and Funding Analysis. This is a new Statement this year and the changes are just presentational. There is no financial impact on the Council.

The new Expenditure and Funding Analysis brings together local authority performance reported on the basis of expenditure measured under proper accounting practices with statutorily defined charges to the General Fund.

Both the Comprehensive Income and Expenditure Statement and the Expenditure and Funding Analysis include a segmental analysis which requires local authorities to report performance on the basis of how they are structured and how they operate, monitor and manage financial performance. Service costs shown in the CIES will no longer be on a Service Code of Practice (SerCOP) basis. They will be shown by Group Manager area (Strategy and Commissioning, Customer First, Commercial Services and Support Services) and are on the same basis used in the management accounts.

Providing residents and other stakeholders with the confidence that the public money we are responsible for has been properly accounted for remains very important to us. We have embedded financial management disciplines, processes and procedures and the financial standing of the Council continues to be robust.

**Mrs Lisa Buckle BSc (Hons), ACA
Finance Community of Practice Lead (Section 151 Officer)**

NARRATIVE REPORT – INTRODUCTION

- Each year West Devon Borough Council publishes a Statement of Accounts that incorporates all the financial statements and disclosure notes required by statute. The Statement of Accounting Policies summarises the framework within which the Council's accounts are prepared and published.

REVIEW OF THE YEAR – THE REVENUE BUDGET

- The 2016/17 budget for West Devon was £7.25 million but the actual spend was 1% lower, providing a surplus of £70,000, which will go into the Council's Unearmarked Reserves which now stand at £1.125 million. The main components of the General Fund budget for 2016/17 and how these compare with actual income and expenditure are set out below:

	Estimate £000	Actual £000	Difference Cost/ (Saving) £000
Cost of services (after allowing for income and reserve contributions)	7,160	7,104	(56)
Parish precepts	1,229	1,229	-
Interest and Investment income	(45)	(55)	(10)
Amount to be met from Government grants and taxation	8,344	8,278	(66)
<i>Financed from:</i>			
Revenue Support Grant	(623)	(627)	(4)
Business Rates	(1,508)	(1,508)	-
Council tax	(5,440)	(5,440)	-
Surplus on Collection Fund	(280)	(280)	-
Transition Grant	(31)	(31)	-
Rural Services Delivery Grant	(462)	(462)	-
UNDERSPEND 2016/17	-	(70)	(70)

3. The underspend is shown in the Movement in Reserves Statement in Section 2C and can be summarised as follows:

	£000
General Fund Balance (un-earmarked revenue reserve) at 1 April 2016	(1,055)
Underspend for the 2016/17 financial year	(70)
General Fund Balance (un-earmarked revenue reserve) at 31 March 2017	(1,125)

4. The table below shows a reconciliation of the position shown on the bottom of the Comprehensive Income and Expenditure Statement and the underspend for 16/17.

	£000
Total Comprehensive Income and Expenditure	4,348
Remeasurements of the net defined benefit pension liability	(5,780)
The detail of the items below are shown in Note 7 'Adjustments between Accounting Basis and Funding Basis under Regulations'	
Adjustments primarily involving the Capital Adjustment Account	(315)
Adjustments primarily involving the Capital Grants Unapplied Account	152
Adjustments primarily involving the Capital Receipts Reserve	-
Adjustments primarily involving the Pensions Reserve	(425)
Adjustments primarily involving the Council Tax Collection Fund Adjustment Account	(153)
Adjustments primarily involving the Business Rates Collection Fund Adjustment Account Capital Adjustment Account	768
Adjustments primarily involving the Accumulated Absences Account	(2)
Transfers to earmarked reserves	1,337
Underspend for the 2016/17 financial year	(70)

5. A summary of the main differences from budget in 2016/17 is provided below:

ANALYSIS OF VARIATIONS	£000
Increases in expenditure/reduction in income	
Customer First – There was a shortfall in planning income (income target was £383,000). Although the number of applications increased in 16/17, their individual value reduced. In previous years, additional income has been generated from a number of one off large applications for renewable energy.	65
Customer First – There were additional staffing and agency costs of £30,000, mainly due to temporary resources which were used to backfill positions, particularly within Planning.	30
Customer First – There was a shortfall in Kilworthy Park letting income. In addition, the savings envisaged on reduced running costs have not yet been fully realised.	20
Commercial Services – Due to a reduction in the market prices of recyclable materials, there was a shortfall in recycling credits income of £40,000 (income target was £330,000).	40
Support Services – Additional cost of ICT contracts and product support	45
Support Services – Additional salary costs due to temporary resources being used to backfill positions.	15
Reductions in expenditure/additional income	
Customer First – Additional income from Housing Benefit recoveries of overpayments (£13.6 million was paid in Housing Benefit payments in 16/17)	(95)
Commercial Services - Reduction in the contribution to the car park repairs and maintenance earmarked reserve.	(60)
Commercial Services - Underspend on the waste contract inflation provision. The inflationary amount was less than the budget provision due to the formula which takes into account factors such as fuel prices and average earnings index.	(50)
Commercial Services - Additional car parking income (overall income budget of £837,000)	(42)
Other small variances	(38)
TOTAL UNDERSPEND FOR 2016/17	(70)

The 2016/17 budget for West Devon was £7.25 million but the actual spend was 1% lower, providing an underspend of £70,000 as shown above.

KEY AREAS TO NOTE FROM THE 2016/17 STATEMENT OF ACCOUNTS

Pension Liability

6. International Accounting Standard 19 (IAS19) requires Local Authorities to recognise pension assets and liabilities within their accounts. The overall impact on the General Fund of the IAS 19 entries is neutral.
7. The Actuary has estimated a net deficit on the funded liabilities within the Pension Fund as at 31 March 2017 of £26.4 million. This compares to £20.1 million as at 31 March 2016. The deficit is derived by calculating the pension assets and liabilities at 31 March 2017. See Note 35 for further information.

Business Rates

8. The Local Government Finance Act 2012 introduced a Business Rates Retention Scheme (BRRS) that enabled local authorities to retain a proportion of the business rates generated in their area, with effect from 1 April 2013. There is a risk of volatility in the system because Councils are exposed to any loss of income if businesses go into decline or if a Council's income from business rates falls due to successful business rates appeals.
9. Provision is made for likely refunds of business rates as a result of appeals against the rateable value of business properties. The provision is based on the total value of outstanding appeals at the end of the financial year as advised by the Valuation Office Agency. Using this information, an assessment was made about the likely success rate of appeals and their value.
10. In 2016/17 there has been a £0.8 million decrease in the provision for appeals within the Collection Fund, due to a large number of appeals being settled in 2016/17. This has resulted in a surplus in the Business Rates Collection Fund of £0.4 million. West Devon Borough Council's share of the surplus is 40% (£160,000). Monies are set aside in the Business Rates Retention Earmarked Reserve to mitigate the impact of volatility in Business Rates income. The balance on this reserve is £218,000 at March 2017. The Council is part of the Devon Business Rates Pool and the pooling gain received was £48,424 for 2016/17.

Trading Company

11. West Devon Borough Council and South Hams District Council set up a trading company, Servaco Limited, on 4th September 2014. This is a company limited by shares. The company has not traded in 2016/17 and a set of statutory dormant Accounts will be filed with Companies House for the period 1 April 2016 to 31 March 2017. The future of Servaco Limited is likely to be reviewed during 2017/18.

Borrowing

12. As at 31 March 2017 the Council had £2.1 million of external borrowing (see note 13 – Financial Instruments - for more details).

Capital spending

13. The Council spent £0.5m on capital projects. The main areas of expenditure were as follows:
 - residential renovation grants including disabled facilities grants (£0.289m)
 - leisure centres (£0.99m)
 - affordable housing contributions (£0.111m)

The capital programme is funded from capital receipts, capital grants, external contributions and earmarked reserves (please see Note 32).

FINANCIAL NEEDS AND RESOURCES

14. The Authority maintains both capital and revenue reserves. The provision of an appropriate level of balances is a fundamental part of prudent financial management, enabling the Council to build up funds to meet known and potential financial commitments.
15. General Fund reserves (which include earmarked reserves) have increased by £1.4m from the preceding year and stand at £4.9m at 31 March 2017.
16. The General Fund Balance (un-earmarked reserve) has increased by £70,000 in 2016/17 and totals £1.125m. Revenue reserves may be used to finance capital or revenue spending plans.
17. Capital Reserves are represented by capital receipts and capital contributions unapplied. The balance at 31 March 2017 amounts to £625,000 compared to £473,000 at the end of the previous year.

18. There are a number of Unusable Reserves which include the Revaluation Reserve, Capital Adjustment Account and Pensions Reserve which are subject to complex accounting arrangements. The Revaluation Reserve and Capital Adjustment Account are used primarily to account for changes in fixed asset values associated with revaluations and new capital expenditure and as such cannot be used to finance capital or revenue expenditure.
19. When reviewing the amount of overall reserves held, consideration should be given to the possible implications of the Pension Fund deficiency disclosed within the notes to the balance sheet. The requirement to recognise the net pension liability in the balance sheet has reduced the reported net worth of the Authority by £26.4 million at 31 March 2017. This disclosure follows the implementation of the International Reporting Standards (IAS 19). This standard requires local authorities and other businesses to disclose pension assets and liabilities within the balance sheet.
20. It is important to gain an understanding of the accounts to appreciate the nature of this reported deficiency, which is based on a “snapshot” of pension assets and liabilities at the year end. This is quite different from the valuation basis used for the purposes of establishing the employer’s contribution rate and fund shortfall, which are calculated using actuarial assumptions spread over a number of years.

LOOKING FORWARD TO THE FUTURE AND NEXT STEPS

Proposal for a Single Council

21. West Devon and South Hams Councils have a long history of sharing services and following the joint Transformation Programme (T18), the majority of the Councils’ staff are shared. One next step which Councillors are exploring is the formation of a single Council for West Devon and South Hams areas for District services. This proposal would bring the two political structures together to create one single Council for both authorities.
22. Members of both Councils have formed a Joint Steering Group to consider this proposal and while the proposal continues to be worked up it is clear that there is the opportunity to make further savings and generate additional income based on forming a single council from April 2019. In July, we will be asking Members of both Councils to decide whether or not to commence public consultation on the proposal ahead of a submission to Department for Communities and Local Government in the Autumn. If agreed, the Councils propose to undertake consultation through August and September to seek the views of all stakeholders.

Other options to secure financial sustainability

23. Alongside the work to consider a single Council, the Councils are actively investigating other ways in which to ensure their long term financial sustainability. The way in which the Councils commission, design and deliver their front line services is being considered by the Joint Steering Group. This work stream is considering the potential efficiencies that could be achieved through the provision of services through a wholly owned company or through outsourcing. This is in respect of waste and cleansing services, grounds and building maintenance services. Staff are currently undertaking market testing to advise on which options will offer the best value to the Councils.
24. A third strand of work is to develop and implement a commercial property acquisition strategy. Both Councils have reviewed the criteria to increase the asset base of both Councils, availing themselves of historically low fixed interest borrowing rates and the proposal, if approved, is to acquire commercial properties.
25. The strategy to consider these three distinct but inter-related work streams will help the Councils to generate revenue streams and reduce inefficiencies, thereby contributing to the long term financial sustainability of each Council and enabling them to continue to deliver, and where possible improve, frontline services rather than looking to reduce services in order to deal with budgetary cuts.
26. As the Council works through these ideas, reports will be presented to both Councils who will ultimately make the decision on the future of both Councils and how services will be funded into the future.

'Do It Online – Save Time'

27. The Council will continue to strive to deliver efficient services that meet the needs of its customers. The Council will do this by improving our use of digital technology to offer more online transactions and make it quicker and easier to find information, request and pay for a service and improve the customer experience.
28. Our new awareness campaign for our digital services offer 'Do it online – Save time' will run throughout the year. We will focus on getting things right first time, telling customers what level of service they can expect and then aiming to meet and where possible exceed those expectations. We will develop the use of digital social media to complement existing customer communication to widen our engagement with customers getting information quickly and when it is needed. The reduction of call volumes achieved this year will free up staff to become more proactive in engaging with customers who do not have access to our digital services and will allow us to develop services to meet their needs.

Summary

29. Overall, the Council's finances remain strong, but there are challenges ahead. The financial year 2016/17 has seen significant change both in the way the Council is funded and the way in which its services are delivered. The significant Transformation Programme (T18) which the Council has embedded since its introduction in 2014, will give the Authority the best possible foundation from which to meet the future challenges facing Local Government and to maintain those services which are much needed and appreciated by our communities.

Issue of the Accounts

30. The Finance Community of Practice Lead (S151 Officer) authorised the unaudited Statement of Accounts 2016/17 for issue on 30 June 2017.

ACHIEVEMENTS FOR 2016-17

The following pages set out the achievements of the Council for 2016-17 by each of the Themes within 'Our Plan: West Devon which is a single strategic document that sets out the vision, objectives and activities of the Council.

HOMES – Enabling homes that meet the needs of all

Action	16/17 Progress
Implement a housing delivery programme	Planning consent granted for 229 affordable homes. In excess of £150,000 secured through the planning process for the delivery of affordable homes. Delivered over 30 new homes in partnership with developers and housing associations.
Homeless Strategy	Widely consulted and adopted on a 5 year homeless strategy setting out the Council's commitment to tackle the causes of homelessness.
Disabled facility grants	Awarded over £164,000 to 43 projects to facilitate independent living through adaptation of homes including level shower access, stair lifts and rails.
Affordable housing	£250,000 Community Led Housing funding awarded to encourage future homes in the area. We will continue to work with existing and emerging groups to utilise this grant.

ECONOMY – Creating places for enterprise to thrive and business to grow

Action	16/17 Progress
Clarify and deliver an economic development programme	Agreed a programme for 2016-18 including a funded support package for start-up and growing businesses. Continued sub regional partnership delivery. Business database development and provision of business news bulletins.
Greater Dartmoor Local Enterprise Action Fund	Supported this fund to create jobs in the rural economy, 13 projects approved to date worth over £226,000 investment.
Heart of the South West Growth Deal 3	Further funding granted for targeting the final 5% of premises not benefitting from superfast broadband.
Town Benchmarking	Research conducted in both Tavistock and Okehampton to establish the economic health of each town with a view to informing future policy.
Better Business For All Partnership	Achieved a Federation of Small Businesses Award for work to this partnership including provision of advice and support to over 300 businesses during routine food inspections.
Council owned premises	Achieved over 90% occupancy rate for all Council owned commercial premises.

INFRASTRUCTURE – Securing the services and facilities that meet the needs of our communities

Action	16/17 Progress
Renew strategic infrastructure delivery plan	Plan prepared in consultation with strategic partners and infrastructure providers which seeks to ensure the timely delivery of: transport, highway infrastructure, education, community facilities and open space / formal play areas.
Waste Review	Future waste options considered to ensure service provision is in place for April 2017 when the current contractual arrangements expire. West Devon continues to be a leading recycling authority.
Grounds maintenance review	Secured a 2 year contract extension to ensure that grounds maintenance continues to a high standard with a minimal increase in costs.

COMMUNITIES – Empowering residents to create strong communities

Action	16/17 Progress
Produce Joint Local Plan	Conducted over 22 community engagement events to canvas local views on the proposed Joint Local Plan due to be adopted in late 2017.
Neighbourhood Parish Plan	1 new plan underway and continued support provided to 10 communities already developing plans.
Community Project Grants	Over £30,000 awarded to 10 projects for new play parks, parish noticeboards, community centre refurbishments and community safety projects.
Town and Parish (TAP) Funding	Over £51,000 awarded to 39 projects including air ambulance night landing sites, community transport and defibrillators.

Development Management Towns and Parish Meetings	Attendance at 10 parishes/town meetings to foster a better understanding of the planning process.
Developer Forum	Reinstated and held every 3 months, engaged with 30 agents/developers to update on changes in planning process / legislation and problem solving.
BT Payphone Removal Consultation	Coordinated a consultation to ensure affected communities were well briefed to influence the future of payphones in their communities.
Implement a coordinated community support offer	Review of Partnership working arrangements including Community Safety Partnership, Citizens Advice and Community & Voluntary Service (CVS) to meet community needs.

WELLBEING – Supporting positive safe and healthy lifestyles

Action	16/17 Progress
Implement public health working group	Group established and focussed on coordinating health and wellbeing projects including Social Prescribing. 3 local GP surgeries engaged to date accessing over £46,000 funding.
Junior Life Skills	Worked with 7 partners including the Police, RNLI, Fire Service, BT and Western Power to present workshops to over 400 year 6 students on safety, wellbeing and responsible citizenship.
Complete and implement health and wellbeing procurement	Secured a 25 year contract with Fusion Lifestyle to run Council owned leisure facilities and provide capital improvements of £1.5 million including new health and fitness facilities at Meadowlands.
Community Sports Grants	Over £3,000 awarded to assist coaching and equipment for 7 projects including squash, triathlon, gymnastics and trampoline clubs.

ENVIRONMENT – Protecting, conserving and enhancing our built environment

Action	16/17 Progress
Support delivery of the agreed improvement programme for Tamar Valley AONB	Charity established to generate additional income including a Visitor Giving Scheme. Investigation underway in to the viability of a Conservation Board. Ongoing collaboration with partners to achieve efficiencies and attract external grant funding.
Dog fouling	Held roadshows in partnership with the Dogs Trust to raise the importance of responsible dog ownership.
Measures to support design quality	Policy established to encourage high quality design following guidelines requiring layout, materials and greenspace that integrate with the neighbourhood as well as pedestrian, cycling and public transport connectivity to existing facilities and design that promotes safety.

HERITAGE – Celebrating our past and protecting our heritage for the future

Action	16/17 Progress
Support World Heritage Site designation	The celebration of the ‘tinth’ (sic) anniversary of the WHS inscription was a notable success with The Man Engine launch bringing international media publicity to Tavistock. Marketing investment at the Tamar Trails has reaped dividends with an increase in footfall within the World Heritage site.
Tavistock Townscape Heritage Initiative	Contributed to this partnership initiative which to date has secured £130,000 Heritage Lottery Funding and seen the completion of Butchers Hall. Further building refurbishments and public realm enhancement planned for 2017.

RESOURCES – Promoting energy efficiency and more effective use of our natural resources

Action	16/17 Progress
Support community led energy conservation and generation	Support for Cosy Devon scheme – Local Energy Action Project signposting residents to free energy efficiency advice.
Solar Panels	Over 3014 kwh energy produced at Council offices

PERFORMANCE INDICATORS FOR 2016-17

Throughout the year we have continued to improve performance to meet the needs of our customers. We have systematically reviewed areas of poor performance, streamlined processes, embedded new IT solutions and delivered staff training. As a result we have seen a significant reduction in call volumes, an increase in transactions online and quicker turnaround times for planning, benefits and disabled facility grants applications.

Corporate Balanced Scorecard

Community/Customer

Q1	Q2	Q3	Q4	
				Overall waste recycling rate %
				Residual waste per household
				Average No. of Missed Bins
		-	-	CST: Average Call Answer Time
		-	-	CST: % of enquiries resolved at first point of contact
				CST: % of calls answered
				CST: % of calls answered in 20 secs

T18 Programme

Q1	Q2	Q3	Q4	
		-	-	T18: Programme timescales on track
		-	-	T18: Performance vs. Budget
		-	-	T18: No. of Processes live
				T18: Ratio call/web submissions
-	-			Ratio of benefits web/post submissions (IEG4)

Some measures were replaced during the year as new systems or processes started.

Processes

Q1	Q2	Q3	Q4	% of planning applications determined within time frame
				Major (Statutory)
				Minor
				Other

Q1	Q2	Q3	Q4	
				Avg End to End time Benefits New Claims
				Avg End to End time Benefits Change of circumstances

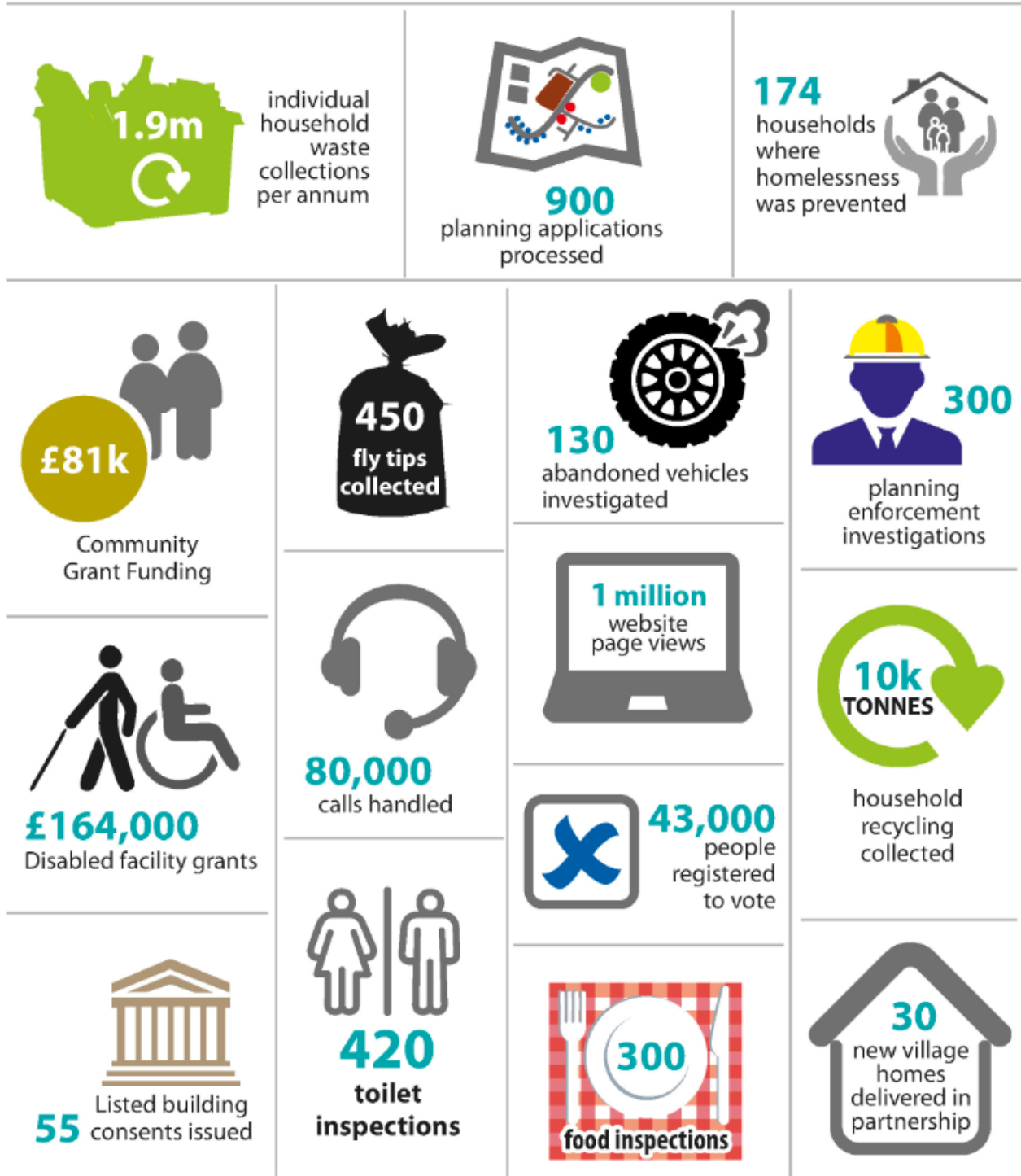
Performance

Q1	Q2	Q3	Q4	
				EH: % of nuisance complaints resolved at informal stage
				Avg days short term sickness/FTE
				Complaint response speed

Key

	Below target performance
	Narrowly off target, be aware
	On or above target

A few things we spent your money on in 2016/17



Performance for the year 2016/17



Council of the Year Award 2016



Housing benefit claims processing times reduced from 39 to 16 days



Online transactions increased by 17%



Missed waste collections performing 33% above target



Minor planning determinations delivered on time improved to 96%



Call volumes decreased by 33%

PRINCIPAL RISKS AND UNCERTAINTIES

A risk management strategy is in place to identify and evaluate risks. There are clearly defined steps to support better decision making through the understanding of risks, whether a positive opportunity or a threat and the likely impact. A Statutory Officers' Panel was set up in 2015-16 and a key role of this Panel is strategic risk management. This Panel consists of the Head of Paid Service, Chief Finance Officer and the Monitoring Officer.

There is a culture of risk ownership and management throughout the Council. Throughout 2016/17, particular focus has been given to health and safety and information security. Risks are logged centrally and are updated regularly. For each risk, the uncertainties are identified, along with the consequences, likelihood of occurrence and strategic impacts that would result. The Council's Senior Leadership Team review the corporate risk log monthly and updates are reported to Elected Members via the Audit Committee on a six monthly basis. Elected Members also have the opportunity to raise concerns with the mitigating actions being taken by officers and can suggest new risks for consideration.

Below is an extract mainly from the latest Risk report to the Audit Committee and from the Council's risk register.

Risk	Impact	Mitigation
Post 2019 options for West Devon Waste Service	Possible non-commissioned service post 2019 (end of managed service provision). Choice of service delivery option needs to be made by Autumn 2017 in order to allow sufficient time for either service implementation or full EU procurement to be carried out.	Currently there are a number of options to be worked up within a short time frame. Member led steering group to consider options and ensure that this is a priority area for decision making within the early part of 2017/2018. A large amount of pre-procurement work has already been completed. The waste task and finish group continues to work towards future service development considering both the Devon Municipal Waste strategy and the financial impacts of the service.
Data Protection	Failure to control the appropriate use of data and unauthorised access.	Information Security Policy; All employees responsible for adequacy of data security arrangements within their control. Access to electronic data is only available via council managed devices. Look out for advice from the Information Commissioners office. Compliance with relevant PSN CoCo through implementation of security changes required. All staff have been and new starters will be completing a data protection awareness course in via the Council's new eLearning tool.

Risk	Impact	Mitigation
Service Performance	Any service failure or degradation of service impacts on the customer, which then impacts on all areas of the Council and Members	Staff focus on getting it right the first time; getting back to people appropriately and more timely responses, and keeping better records. Also management focus on ensuring appropriate resources in the right places.
Adherence to Medium Term Financial Strategy (MTFS), due to changes in Government Policy and/or Income Streams	Reduction in Government grant, increasing demand for services and other cost pressures and increased risks associated with localised business rates and council tax support. Additionally, income from activities may not materialise or may be reduced, e.g. business rate appeals or a reduction in the commercial property market. This could make it difficult to achieve a balanced budget	Robust horizon scanning to monitor changes in Government policy. Senior leaders aware of the risks, cautious approach to budgeting and robust systems of financial control. Council actively participate in Government consultations, MP discussions and keep aware of changes and the response by peer group, ensuring the learning is incorporated into strategic plans. Latest budget reports approved by both Councils in February 2017 after member workshops in Oct 2016 and result of 4yr Government Finance Settlement communicated. The effects of a fall in business rates are mitigated in WDBC by the Council's membership of the Devon wide pooling scheme, which significantly reduces the risk to income volatility. A Joint Steering Group has been formed to review options for dealing with the budget position and future working. Other initiatives progressing to help meet forecast budget gaps, such as asset investment
Delivery of local plan (Inc. 5 Year Land Supply)	Risk of speculative development without a 5 year land supply. Risk of designation in relation to Development Management & local plan across both Councils.	Work underway to agree joint strategic working plan between Plymouth, West Devon and South Hams to ensure land supply across the three areas is sufficient. Collaboration agreement signed & consultation underway; Member engagement ongoing. On course for examination Sept 2017; inspector to respond June 17 with issues to take to examination, meaning we can rely on anything not queried

Risk	Impact	Mitigation
Business Continuity	Officers fail to develop robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems	Having two HQ locations is main mitigating factor. Agile working further reduces reliance on two office buildings. Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. Business Continuity plans have been updated - priority areas- ICT Networking - Payroll & Creditors Payments Annual work programme to address critical areas. ICT strategy adopted by both Councils. Going through procurement process for new infrastructure and backup infrastructure.
Procurement	There are a number of contracts to be let by the Council over the next 2 year period which will be in excess of the EU procurement thresholds. These will require specialist input and project teams to ensure best value for money is achieved.	The procurement elements required should be captured and prioritised within the service planning exercise being carried out currently. The service planning process is in train and Senior Leadership Team (SLT) can ensure that this item is raised, identified and actioned as part of the work stream.
T18 Transformation Programme (Cost reduction, restructure & process redesign) Benefits Not Delivered	Poorly executed delivery could affect quality of customer service; timescales to complete routine tasks and an increase in complaints. Staff morale and reputation can be affected. Failure to deliver sustained benefits from the T18 Programme; Risk of new systems not being fit for purpose during transfer and then for BAU; Capacity risk once additional resources exhausted.	Regular SLT and member scrutiny over T18 roll-out; T18 programme being managed closely; currently within budget. Quarterly monitoring reports to Members. Considerable engagement with Civica, some compensatory payments for back filing and resourcing from Civica. SLT have looked & deployed alternatives as required. Budget has been monitored & on budget. Transition resources have been recruited to ease pressure, staff re-allocated to look at services for improvements and programme management temporary resources retained (though reduced) to ensure continuity.

Section 2

Core Financial Statements

SECTION 2A COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the Movement in Reserves Statement.

From 2016/17 local authorities are required to report their Cost of Services based on the way in which they operate and manage services. There is no longer a requirement for the service expenditure analysis to be based on the Service Reporting Code of Practice for Local Authorities. This new format of segmental reporting means that the service section of the Comprehensive Income and Expenditure Statement supports accountability and transparency as it reflects the way in which services operate and performance is managed. The 2015/16 comparatives within net cost of services have been restated to reflect this new reporting format.

2015/16 Restated			2016/17			
Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Segment	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
19,954	(16,492)	3,462	Customer First	19,017	(16,851)	2,166
3,330	(1,531)	1,799	Commercial Services	3,053	(1,529)	1,524
1,199	(471)	728	Strategy & Commissioning	1,435	(616)	819
2,238	(493)	1,745	Support Services	1,930	(379)	1,551
527	-	527	Centrally Held Costs	658	(8)	650
519	(20)	499	Material Items (Note 2)	102	(3)	99
27,767	(19,007)	8,760	Cost of Services	26,195	(19,386)	6,809
1,192	-	1,192	Other operating expenditure (Note 9)	1,243	-	1,243
812	(54)	758	Financing and investment income and expenditure (Note 10)	806	(55)	751
3,498	(12,967)	(9,469)	Taxation and non-specific grant income (Note 11)	4,164	(14,399)	(10,235)
33,269	(32,028)	1,241	(Surplus) or Deficit on Provision of Services	32,408	(33,840)	(1,432)
		(2,546)	Remeasurements of the net defined benefit liability			5,780
		(2,546)	Other Comprehensive Income and Expenditure			5,780
		(1,305)	Total Comprehensive Income and Expenditure			4,348

SECTION 2B EXPENDITURE AND FUNDING ANALYSIS

The objective of the Expenditure and Funding Analysis is to demonstrate to council tax payers how the funding available to the authority (ie government grants, council tax and business rates) for the year has been used in providing services in comparison with those resources consumed or earned by the authority in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Authority's service areas. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement in Section 2A.

2016-2017	Net Expenditure Chargeable to the General Fund £000	Adjustments between Funding and Accounting Basis (note 4) £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Customer First	1,788	378	2,166
Commercial Services	1,534	(10)	1,524
Strategy & Commissioning	875	(56)	819
Support Services	1,506	45	1,551
Centrally Held Costs	650	-	650
Material Items	99	-	99
Net Cost of Services	6,452	357	6,809
Other income and expenditure	(7,859)	(382)	(8,241)
(Surplus)/Deficit on Provision of Services	(1,407)	(25)	(1,432)

	General Fund Balance £000	Earmarked Reserves £000	Total General Fund Reserves £000
Opening Balance at 31 March 2016	(1,055)	(2,395)	(3,450)
(Increase)/decrease in year	(70)	(1,337)	(1,407)
Closing Balance at 31 March 2017	(1,125)	(3,732)	(4,857)

2015-2016	Net Expenditure Chargeable to the General Fund £000	Adjustments between Funding and Accounting Basis (note 4) £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Customer First	2,019	1,443	3,462
Commercial Services	1,729	70	1,799
Strategy & Commissioning	726	2	728
Support Services	1,694	51	1,745
Centrally Held Costs	527	-	527
Material Items	499	-	499
Net Cost of Services	7,194	1,566	8,760
Other income and expenditure	(8,598)	1,079	(7,519)
(Surplus)/Deficit on Provision of Services	(1,404)	2,645	1,241

	General Fund Balance £000	Earmarked Reserves £000	Total General Fund Reserves £000
Opening Balance at 31 March 2015	(1,023)	(1,023)	(2,046)
(Increase)/decrease in year	(32)	(1,372)	(1,404)
Closing Balance at 31 March 2016	(1,055)	(2,395)	(3,450)

SECTION 2C: MOVEMENT IN RESERVES

Movement in Reserves Statement for 2016/2017

This statement shows the movement in the year on the different reserves held by the Authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Authority's services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for Council Tax setting purposes. The Net Increase/Decreases before Transfers to Earmarked Reserves line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves are undertaken by the Authority.

2016/17	General Fund Balance £000	Earmarked Reserves £000	Total General Fund Reserves £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves 2016/17 £000
Balance at 31 March 2016 carried forward	1,055	2,395	3,450	452	21	3,923	(2,484)	1,439
Movement in Reserves during Year								
Total Comprehensive Income & Expenditure	1,432	-	1,432	-	-	1,432	(5,780)	(4,348)
Adjustments between accounting basis & funding basis under regulations (Note 7)	(25)	-	(25)	-	152	127	(127)	-
Transfers to/from Earmarked Reserves (Note 8)	(1,337)	1,337	-	-	-	-	-	-
Increase/ (Decrease) in Year	70	1,337	1,407	-	152	1,559	(5,907)	(4,348)
Balance at 31 March 2017 carried forward	1,125	3,732	4,857	452	173	5,482	(8,391)	(2,909)

SECTION 2C: MOVEMENT IN RESERVES

2015/16 Comparatives	General Fund Balance £000	Earmarked General Fund Reserves £000	Total General Fund Reserves £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves 2015/16 £000
Balance at 31 March 2015 carried forward	1,023	1,023	2,046	484	0	2,530	(2,396)	134
Movement in Reserves during Year								
Total Comprehensi ve Income & Expenditure	(1,241)	-	(1,241)	-	-	(1,241)	2,546	1,305
Adjustments between accounting basis & funding basis under regulations (Note 7)	2,645	-	2,645	(32)	21	2,634	(2,634)	-
Transfers to/from Earmarked Reserves (Note 8)	(1,372)	1,372	-	-	-	-	-	-
Increase/ (Decrease) in Year	32	1,372	1,404	(32)	21	1,393	(88)	1,305
Balance at 31 March 2016 carried forward	1,055	2,395	3,450	452	21	3,923	(2,484)	1,439

SECTION 2D. BALANCE SHEET

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority. The net assets of the authority (assets less liabilities) are matched by the reserves held by the authority. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2016		Notes		31 March 2017
£000				£000
19,660	Property, Plant & Equipment	12		19,311
95	Intangible Assets			88
-	Long Term Investments			-
139	Long Term Debtors	14		127
19,894	Long Term Assets			19,526
4,000	Short Term Investments*	13		-
-	Inventory			-
2,353	Short Term Debtors	14		2,541
4,196	Cash and Cash Equivalents*	15		9,641
10,549	Current Assets			12,182
(5,327)	Short Term Creditors	16		(5,291)
(650)	Provisions	17		(306)
-	Short Term Borrowing	13		-
(5,977)	Current Liabilities			(5,597)
(221)	Long Term Creditors	16		(110)
(2,100)	Long Term Borrowing	13		(2,100)
(20,163)	Pension Fund Liabilities	35		(26,368)
(543)	Capital Grants Receipts in Advance	30		(442)
(23,027)	Long Term Liabilities			(29,020)
1,439	Total Net Assets			(2,909)
3,923	Usable Reserves	18		5,482
(2,484)	Unusable Reserves	19		(8,391)
1,439	Total Reserves			(2,909)

*Short Term Investments – previously included within Cash and Cash Equivalents. Original Cash and Cash Equivalents balance - £8,196

The unaudited accounts were issued on 30th June 2017.

SECTION 2E. CASH FLOW STATEMENT

The Cash Flow Statement shows the changes in cash and cash equivalents of the authority during the reporting period. The statement shows how the authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the authority are funded by way of taxation and grant income or from the recipients of services provided by the authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

2015/16 £000		2016/17 £000
(1,241)	Net (surplus) or deficit on the provision of services	(1,432)
2,309	Adjustments to net surplus or deficit on the provision of services for non-cash movements (Note 20)	(686)
(2,239)	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	(3,498)
1,171	Net cash flows from Operating Activities	(5,616)
0	Investing Activities (Note 22)	(280)
122	Financing Activities (Note 23)	451
1,049	Net (increase) or decrease in cash and cash equivalents	(5,445)
5,245	Cash and cash equivalents at the beginning of the reporting period	4,196
4,196	Cash and cash equivalents at the end of the reporting period (Note 15)	9,641

Section 3

Notes to the Financial Statements

Notes to the Financial Statements	
1	Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty
2	Material Items of Income and Expenditure
3	Events After the Reporting Period
4	Note to the Expenditure and Funding Analysis
5	Segment Reporting
6	Expenditure and Income Analysed by Nature
7	Adjustments between Accounting Basis and Funding Basis under Regulations
8	Transfers to/from Earmarked Reserves
9	Other Operating Expenditure
10	Financing and Investment Income and Expenditure
11	Taxation and Non-Specific Grant Income
12	Property, Plant and Equipment
13	Financial Instruments
14	Debtors
15	Cash and Cash Equivalents
16	Creditors
17	Provisions
18	Usable Reserves
19	Unusable Reserves <ul style="list-style-type: none"> • Revaluation Reserve • Capital Adjustment Account • Pensions Reserve • Collection Fund Adjustment Account • Accumulated Absences Account
20	Cash Flow Statement – Adjustments for non-cash movements
21	Cash Flow Statement – Adjustments for Investing & Financing Activities
22	Cash Flow Statement – Investing Activities
23	Cash Flow Statement – Financing Activities
24	Trading Operations – Building Control

Notes to the Financial Statements - continued	
25	Business Improvements Districts
26	Agency Services
27	Members' Allowances
28	Officers' Remuneration
29	External Audit Costs
30	Grant Income
31	Related Parties
32	Capital Expenditure and Capital Financing
33	Leases
34	Exit Packages and Termination Benefits
35	Defined Benefit Pension Schemes
36	Contingent Liabilities
37	Nature and Extent of Risks Arising from Financial Instruments
38	Accounting Policies
39	Accounting Standards that have been issued but not yet adopted
40	Critical Judgements in Applying Accounting Policies

SECTION 3 NOTES TO THE ACCOUNTS

1. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The Statement of Accounts contains estimated figures that are based on assumptions made by the Authority about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Authority's Balance Sheet at 31 March 2017 for which there are significant risks of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	Assets are depreciated over useful lives which are estimated annually.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the asset falls. If the depreciation lives of the assets were to change by 1 year across all assets, this would have a £18,000 impact on the Council's finances.
Arrears	The Authority makes a provision every year for the impairment of doubtful debts for Council Tax, Business Rates, Housing Benefit and Sundry Debt. For example at 31 March 2017, the Authority had a balance of Sundry Debtors of £379,000. A review of significant balances suggested that an impairment for doubtful debts of 46% (£173,000) was appropriate.	The impairment for doubtful debts is reviewed annually in order to respond to changes in collection rates. If Council Tax arrears were to change by 1%, this would have an impact of £6,000 on the Council's finances.
Business Rates Appeals Provision	Estimates have been made for the provision for refunding ratepayers who may successfully appeal against the rateable value of their properties. This includes the current and previous financial years. The estimate is based on those ratepayers who have appealed.	There is uncertainty and risk surrounding the calculation of the provision as future events may affect the amount required to settle an obligation.

SECTION 3 NOTES TO THE ACCOUNTS

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
<p>Pensions Liability</p>	<p>Estimation of the net liability to pay pensions depends on a number of complex judgments relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied.</p> <p>The value of pension assets is estimated based upon information available at the Balance Sheet date, but these valuations may be earlier than the Balance Sheet date. The actual valuations at the Balance Sheet date, which may not be available until some time later, may give a different value of pension assets, but this difference is not considered to be material.</p> <p>The Pensions Fund’s Actuary has provided updated figures for the year based on the last valuation in 2016. This valuation is based upon cashflow and assets values as at 28 February 2017. Previously cashflow and asset values were determined as at 31 March but the date has been brought forward to facilitate earlier completion of accounts which commences for the 2017/18 Statement of Accounts.</p>	<p>The effects on the net pension liability of changes in individual assumptions can be measured. For example, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of £1,019,000.</p> <p>The assumptions interact in complex ways. For example, in 2016/17, the Authority’s actuaries advised that the pension liability had increased by £10.7 million as a result of a change in “financial assumptions”.</p> <p>Please refer to note 35 for further information about the assumptions used by the actuaries.</p>

SECTION 3 NOTES TO THE ACCOUNTS

2. MATERIAL ITEMS OF INCOME AND EXPENDITURE

The following material item was included on the face of the Comprehensive Income and Expenditure Statement (CIES) in 2016/17 and 2015/16. This expenditure relates to the upfront investment costs for the Council's Transformation Programme (T18). This is explained in detail in the Narrative Statement to the Accounts.

Transformation Programme (T18) Investment Costs	2015/16			2016/17		
	Direct £000	Recharges £000	Total £000	Direct £000	Recharges £000	Total £000
GROSS REVENUE EXPENDITURE						
ICT technology, implementation and workstream development	20	358	378	-	-	-
ICT workstation costs and infrastructure	1	39	40	-	-	-
Training	3	31	34	-	-	-
Accommodation	1	-	-	-	-	-
Implementation and design of the future operating model	-	1	1	-	68	68
Redundancy payments and pension strain costs	44	83	127	56	57	113
Pension Strain (capitalised cost)	85	-	85	(79)	-	(79)
Pension Strain(capitalised cost reversal from 2014/15)	(149)	-	(149)	-	-	-
Sub Total	5	512	517	(23)	125	102
GROSS REVENUE INCOME						
Shared Service Recharge to South Hams DC	-	(18)	(18)	-	(3)	(3)
Transformation Challenge Award (Government grant)	-	-	-	-	-	-
Sub Total	0	(18)	(18)	-	(3)	(3)
NET REVENUE EXPENDITURE/(INCOME) (as shown in the CIES)	5	494	499	(23)	122	99

3. EVENTS AFTER THE REPORTING PERIOD

The draft Statement of Accounts (SOA) for 2016/2017 was approved for issue by the Finance Community of Practice Lead (S151 Officer) on 30th June 2017. This is also the date up to which events after the reporting date have been considered.

SECTION 3 NOTES TO THE ACCOUNTS

4. NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS

This note explains the main adjustments from net expenditure chargeable to the general fund balances to arrive at the amounts in the Comprehensive Income and Expenditure Statement (CIES).

Adjustments between Funding and Accounting Basis				
2016/17	Adjustments for capital purposes	Net change for the pensions adjustments	Other Differences	Total adjustments
	(Note 1)	(Note 2)	(Note 3)	
	£000	£000	£000	£000
Customer First	577	(199)	-	378
Commercial Services	34	(44)	-	(10)
Strategy and Commissioning	-	(56)	-	(56)
Support Services	43	-	2	45
Net Cost of Services	654	(299)	2	357
Other income and expenditure from the Expenditure & Funding Analysis	(491)	724	(615)	(382)
Difference between the General Fund surplus or deficit, and the surplus or deficit on the provision of services in the CIES	163	425	(613)	(25)

Adjustments between Funding and Accounting Basis				
2015/16	Adjustments for capital purposes	Net change for the pensions adjustments	Other Differences	Total adjustments
	(Note 1)	(Note 2)	(Note 3)	
	£000	£000	£000	£000
Customer First	1,432	11	-	1,443
Commercial Services	67	3	-	70
Strategy and Commissioning	-	2	-	2
Support Services	47	1	3	51
Net Cost of Services	1,546	17	3	1,566
Other income and expenditure from the Expenditure & Funding Analysis	(79)	543	615	1,079
Difference between the General Fund surplus or deficit, and the surplus or deficit on the provision of services in the CIES	1,467	560	618	2,645

SECTION 3 NOTES TO THE ACCOUNTS

Note 1: Adjustments for Capital Purposes

Adjustments for capital purposes reflect:

For services this column adds in depreciation and impairment and adjusts for revenue expenditure funded from capital under statute.

Other income and expenditure from the Expenditure and Funding Analysis – this adjusts for statutory charges for capital financing i.e. Minimum Revenue Provision and other capital contributions. It also adjusts for capital disposals with a transfer of the income on the disposal and the amounts written-off.

Note 2: Net Change for the Pensions Adjustments

Net changes for the removal of pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income:

For services this represents the removal of the employer pension contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.

For other income and expenditure from the Expenditure and Funding Analysis – the net interest on the defined benefit liability is charged to the CIES.

Note 3: Other Differences

Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:

For services reflects the change in the annual leave accrual when compared with the previous year.

For other income and expenditure from the Expenditure and Funding Analysis represents the timing difference between what is chargeable under statutory regulations for council tax and Business Rates that was projected to be received at the start of the financial year, and the income recognised under generally accepted accounting practices.

5. SEGMENT REPORTING

The net expenditure figures in the Expenditure and Funding Analysis include the following particular amounts of income and expenditure:

2016/17	Customer First	Commercial Services	Strategy and Commissioning	Support Services	Total
	£000	£000	£000	£000	£000
Expenditure					
Housing Benefit Payments	13,724	-	-	-	13,724
Waste Contract Payments	-	1,945	-	-	1,945
Depreciation	414	34	-	42	490
Income					
Housing Benefit Subsidy	(13,607)	-	-	-	(13,607)
Car Parking Income	-	(1,053)	-	-	(1,053)
2015/16 comparatives					
Expenditure					
Housing Benefit Payments	13,835	-	-	-	13,835
Waste Contract Payments	-	1,804	-	-	1,804
Depreciation	475	68	-	60	603
Income					
Housing Benefit Subsidy	(13,655)	-	-	-	(13,655)
Car Parking Income	-	(1,060)	-	-	(1,060)

6. EXPENDITURE AND INCOME ANALYSED BY NATURE

The Expenditure and Income Analysed by Nature note shows the amounts that make up the surplus or deficit on the provision of services on the CIES, but here they are categorised by nature instead of by service segment.

Expenditure and Income Analysed by Nature	2015/16 £000	2016/17 £000
Employee Benefits Expenses	6,218	6,175
Other Service Expenses	20,647	19,365
Depreciation, Amortisation and Impairment	956	654
Interest Payments	96	96
Pension Fund Administration Expenses	10	14
Net Interest on the net defined benefit liability	716	710
Total Expenditure	28,643	27,014
Fees, Charges and Other Service Income	(4,340)	(4,869)
Interest and Investment Income	(54)	(69)
Income from Council Tax and Business Rates*	(5,015)	(5,622)
Revenue Grants and Contributions	(17,972)	(17,734)
Capital Grants and Contributions	(21)	(152)
Total Income	(27,402)	(28,446)
(Surplus) or Deficit on Provision of Services	1,241	(1,432)

*The figure for Council Tax and Business Rates in this statement is shown net of expenditure (precepts to other bodies). The expenditure detail is shown on the face of the Comprehensive Income and Expenditure Statement.

SECTION 3 NOTES TO THE ACCOUNTS

7. ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Authority in the year, in accordance with proper accounting practice, to the resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure.

2016/17	Usable Reserves			Movement in Unusable Reserves £000
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	
Adjustments primarily involving the Capital Adjustment Account (CAA):				
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement (CIES):				
Charges for depreciation and impairment of non-current assets	448			(448)
Amortisation of intangible assets	42			(42)
Revenue expenditure funded from capital under statute	413			(413)
Capital grants and contributions applied	(249)			249
Insertion of items not debited or credited to the CIES:				
Statutory provision for the financing of capital investment	(42)			42
Capital expenditure charged against the General Fund	(297)			297
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	(152)		152	-
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	1,328			(1,328)
Employer's pensions contributions and direct payments to pensioners payable in the year	(903)			903
Adjustments primarily involving the Council Tax Collection Fund Adjustment Account:				
Amount by which Council Tax income credited to the CIES is different from Council Tax income calculated for the year in accordance with statutory requirements	153			(153)

SECTION 3 NOTES TO THE ACCOUNTS

	Usable Reserves			
2016/17	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Business Rates Collection Fund Adjustment Account:				
Amount by which Business Rates income credited to the CIES is different from Business Rates income calculated for the year in accordance with statutory requirements	(768)			768
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	2			(2)
Total Adjustments between the Accounting Basis and Funding Basis under regulations in 2015/16	(25)		152	127

SECTION 3 NOTES TO THE ACCOUNTS

2015/16 Comparatives	Usable Reserves			Movement in Unusable Reserves £000
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	
Adjustments primarily involving the Capital Adjustment Account (CAA):				
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement (CIES):				
Charges for depreciation and impairment of non-current assets	509			(509)
Revaluation losses/(gains) on Property Plant and Equipment	957			(957)
Amortisation of intangible assets	63			(63)
Revenue expenditure funded from capital under statute	268			(268)
Capital grants and contributions applied	(219)			219
Insertion of items not debited or credited to the CIES:				
Statutory provision for the financing of capital investment	(42)			42
Capital expenditure charged against the General Fund	(49)			49
Adjustments primarily involving the Capital Grants Unapplied Account:				
Application of grants to capital financing transferred to the CAA	(21)		21	-
Adjustments primarily involving the Capital Receipts Reserve:				
Use of the Capital Receipts Reserve to finance new capital expenditure		(32)		32
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	1,391			(1,391)
Employer's pensions contributions and direct payments to pensioners payable in the year	(831)			831
Adjustments primarily involving the Council Tax Collection Fund Adjustment Account:				
Amount by which Council Tax income credited to the CIES is different from Council Tax income calculated for the year in accordance with statutory requirements	(84)			84

SECTION 3 NOTES TO THE ACCOUNTS

2015/16 Comparatives	Usable Reserves			Movement in Unusable Reserves £000
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	
Adjustments primarily involving the Business Rates Collection Fund Adjustment Account:				
Amount by which Business Rates income credited to the CIES is different from Business Rates income calculated for the year in accordance with statutory requirements	700			(700)
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	3			(3)
Total Adjustments between the Accounting Basis and Funding Basis under regulations in 2015/16	2,645	(32)	21	(2,634)

8. TRANSFERS TO/ FROM EARMARKED RESERVES

This note sets out the amounts set aside from the General Fund balances in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2016/17. The purpose of the largest earmarked reserves are shown below:

Car Parking Maintenance - In line with the Council's car parking strategy, a car parking maintenance reserve is maintained to ensure that major planned works on car parks can be carried out at the appropriate time, in line with a cyclical programme of maintenance and repairs.

Planning, Policy and Major Developments - This was set up to help smooth out annual expenditure on review and preparation of the local plan. It has developed to help deal with costs associated with planning policies and planning related activities.

New Homes Bonus – This reserve was established to show how New Homes Bonus funding has been used on an annual basis.

Business Rates Retention Scheme - The business rates reserve covers any possible funding issues from the new accounting arrangements.

Strategic Change Reserve – This reserve was set up to finance one off investments under the Council's Transformation Programme that are required for development or the release of ongoing efficiencies.

16/17 Budget Surplus Contingency – This reserve was created as part of the 2016/17 Budget setting process.

Community Housing Fund – This reserve was set up to hold the Community Housing Fund Grant. We are working on developing a community housing initiative, which is designed to help local residents to determine and deliver appropriate and affordable housing for their communities.

The table below shows the earmarked reserve balances at 31 March 2017 and the movement during 2016/17.

SECTION 3 NOTES TO THE ACCOUNTS

2016/17	Balance at 31 March 2016	Transfers Out	Transfers In	Balance at 31 March 2017
EARMARKED RESERVES	£000	£000	£000	£000
General Fund				
Car Parking Maintenance	408		32	440
ICT Development	0	(18)	42	24
JSG Future Options	0	-	46	46
Planning Policy & Major Developments	0	-	39	39
16/17 Budget Surplus Contingency	0	-	669	669
Innovation Fund (Invest to Earn)	0	(16)	922	906
Outdoor Sports & Recreation	0	-	7	7
Waste & Cleansing Options Review	0	-	80	80
Community Housing Fund	0	-	248	248
Leisure Services	0	(99)	273	174
LA Business Growth	25	(25)	-	-
Habitats Reserve	15	(2)	-	13
Landscape Maintenance	5	-	-	5
Invest to Save	27	-	-	27
Elections	24	-	-	24
DCC Localism Support Officer	4	-	-	4
REIP – Localism Projects	1	-	-	1
DCC TAP Funds	63	(63)	-	-
New Burdens CLG	3	-	-	3
CLG – Assets Community Value	8	-	-	8
Neighbourhood Planning Grants	65	(7)	-	58
World Heritage Key Site	5	-	-	5
Cannons Meadow	19	(3)	-	16
Millwood Homes	15	-	-	15
Young Persons Prevention Officer	10	(10)	-	-
DCLG Business Support Scheme	13	(13)	-	-
Inspire Annex 111	7	(7)	-	-
DCC Public Health	25	(19)	-	6
Revenue Grants	-	-	59	59
Business Rates Retention Scheme	844	(626)	-	218
Town Teams & Economic Grants	17	-	6	23
Flood Works	20	(2)	-	18
New Homes Bonus	697	(2,288)	1,818	227
Homelessness	30	-	-	30
Strategic Change	-	(81)	192	111
Planning Enforcement	45	(40)	-	5
Maintenance Fund	-	(17)	240	223
TOTAL EARMARKED REVENUE RESERVES	2,395	(3,336)	4,673	3,732

SECTION 3 NOTES TO THE ACCOUNTS

2015/16 Comparatives	Balance at 31 March 2015 £000	Transfers Out £000	Transfers In £000	Balance at 31 March 2016 £000
EARMARKED RESERVES				
General Fund				
Car Parking Maintenance	318	-	90	408
LA Business Growth	21	-	4	25
Habitats Reserve	24	(9)	-	15
Landscape Maintenance	20	(15)	-	5
Invest to Save	27	-	-	27
Elections	24	-	-	24
DCC Localism Support Officer	4	-	-	4
REIP – Localism Projects	5	(4)	-	1
DCC TAP Funds	49	(2)	16	63
New Burdens CLG	3	-	-	3
CLG – Assets Community Value	8	-	-	8
Neighbourhood Planning Grants	50	-	15	65
World Heritage Key Site	5	-	-	5
Cannons Meadow	22	(3)	-	19
Millwood Homes	15	-	-	15
Young Persons Prevention Officer	10	-	-	10
DCLG Business Support Scheme	13	-	-	13
Inspire Annex 111	7	-	-	7
DCC Public Health	40	(15)	-	25
Business Rates Retention Scheme	321	-	523	844
Town Teams & Economic Grants	17	-	-	17
Flood Works	20	-	-	20
New Homes Bonus	-	(1,252)	1,949	697
Homelessness	-	-	30	30
Strategic Change	-	(872)	872	-
Planning Enforcement	-	-	45	45
TOTAL EARMARKED REVENUE RESERVES	1,023	(2,171)	3,543	2,395

SECTION 3 NOTES TO THE ACCOUNTS

9. OTHER OPERATING EXPENDITURE

2015/16		2016/17
£000		£000
1,182	Parish council precepts	1,229
-	Loss on disposal of non-current asset	-
10	Pension Administration costs	14
1,192	Total	1,243

10. FINANCING AND INVESTMENT INCOME AND EXPENDITURE

2015/16		2016/17
£000		£000
96	Interest payable and similar charges	96
716	Pensions interest cost and expected return on pension assets	710
(54)	Interest receivable and similar income	(55)
758	Total	751

11. TAXATION AND NON SPECIFIC GRANT INCOME

2015/16		2016/17
£000		£000
	Council Tax	
(5,237)	Income (inc Parish Precepts)	(5,440)
(84)	Collection Fund Adjustment	81
(61)	Collection Fund – Distribution of Surplus	(208)
87	Support Grant to Parishes	77
	Business Rates	
(4,139)	Income	(4,271)
2,994	Tariff	3,018
(34)	Pooling Gain	(48)
-	Levy	147
(140)	Safety Net	-
417	Transfer of Collection Fund Deficit	(207)
	Non-ringfenced government grants	
(533)	Small Business Rate Relief Grant	(367)
(1,215)	Revenue Support Grant	(627)
(1,503)	New Homes Bonus	(1,745)
-	Transition Grant	(31)
-	Rural Services Delivery Grant	(462)
(21)	Capital grants and contributions	(152)
(9,469)	Total	(10,235)

12. PROPERTY, PLANT AND EQUIPMENT

Movements in 2016/17:

	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infra-structure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
Cost or Valuation						
At 1 April 2016	19,583	1,493	1,074	83	-	22,233
Additions	-	-	-	-	99	99
Derecognition – disposals	-	-	-	-	-	-
At 31 March 2017	19,583	1,493	1,074	83	99	22,332
Accumulated Depreciation and Impairment at 1 April 2016	784	1,493	296	-	-	2,573
Charge for 2016/17	420	-	28	-	-	448
Derecognition - disposals	-	-	-	-	-	-
At 31 March 2017	1,204	1,493	324	-	-	3,021
Balance Sheet amount at 31 March 2017	18,379	-	750	83	99	19,311
Balance Sheet amount at 31 March 2016	18,799	-	778	83	-	19,660

SECTION 3 NOTES TO THE ACCOUNTS

Comparative Movements in 2015/16:

	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infra-structure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
Cost or Valuation						
At 1 April 2015	20,653	1,493	1,074	83	-	23,303
Revaluation increases/ (decreases) recognised in the Surplus/Deficit on the Provision of Services	(1,070)	-	-	-	-	(1,070)
At 31 March 2016	19,583	1,493	1,074	83	-	22,233
Accumulated Depreciation and Impairment at 1 April 2015	464	1,452	261	-	-	2,177
Charge for 2015/16	449	41	35	-	-	525
Depreciation written out to the Surplus/Deficit on the Provision of Services	(129)	-	-	-	-	(129)
At 31 March 2016	784	1,493	296	-	-	2,573
Balance Sheet amount at 31 March 2016	18,799	-	778	83	-	19,660
Balance Sheet amount at 31 March 2015	20,189	41	813	83	-	21,126

Depreciation

The Council provides depreciation on all assets other than freehold land and community assets. The provision for depreciation is made by allocating the cost (or revalued amount) less the estimated residual value of the assets over the accounting period expected to benefit from their use. The straight line method of depreciation is used.

Asset lives are reviewed regularly as part of the property revaluation and annual impairment review. Where the useful life of an asset is revised the carrying amount of the asset is depreciated over the revised remaining life.

SECTION 3 NOTES TO THE ACCOUNTS

Capital Commitments

As at 31 March 2017 the Authority has entered into the following contracts for the construction or enhancement of Property, Plant and Equipment. These commitments relate to:

- Waste Vehicles £2.5 million
- Leisure Centre investment £1.5 million

As at 31 March 2016 the Authority had not entered into any contracts for the construction or enhancement of Property, Plant and Equipment with a value in excess of £200,000.

Revaluations

The Council values its whole asset portfolio once every five years. The last valuation was carried out in 2014. An external independent valuer, Jones LangLasalle, revalued the Authority's asset portfolio as at 31 March 2014.

Fair Value Review at 31 March 2017

In addition, a formal impairment review of the entire holding of assets is undertaken at the end of each financial year, to ensure the carrying value reflects the fair value at the Balance Sheet date. This was undertaken by Guy Pedrick MRICS, Senior Specialist (Estates).

Non-Specialised operational properties were valued on the basis of existing use value (EUV). Specialised operational properties were valued on the basis of depreciated replacement costs (DRC). A de minimus level of £10,000 was set. Infrastructure assets are on a historical cost (HC) basis, whilst vehicles, plant and equipment are held on historical costs as a proxy for current value.

	Land and Buildings	Vehicles, plant furniture & equipment	Total
	£000s	£000s	£000s
Valued at historical cost	-	-	-
Valued at current value in:			
2016/2017	-	-	-
2015/2016	2,212	-	2,212
2014/2015	-	-	-
2013/2014	10,037	-	10,037
2012/2013	6,131	-	6,131
Total Cost or Valuation	18,380		18,380

Impairment Losses

Impairment losses and impairment reversals charged to the Surplus or Deficit on the Provision of Services and to Other Comprehensive Income and Expenditure, are summarised in the preceding movements table, reconciling the movement over the year in the Property, Plant and Equipment balances. No impairment losses other than those relating to revaluation losses were incurred.

13. FINANCIAL INSTRUMENTS

Categories of Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial instruments are:

Liabilities

- trade payables and other payables
- borrowings
- financial guarantees

Assets

- bank deposits
- trade receivables
- loans receivables
- investments

Derivatives

- swaps
- forwards
- options

Capitalisation of Borrowing Costs

Due to the costs of the Authority's Capital Programme, the Authority borrowed £2.1 million from the Public Works Loan Board (PWLB) on 2nd August 2007 at a fixed rate of 4.55% for 45 years and 6 months. This external borrowing was undertaken during 2007/2008 under the Prudential Code.

Any costs of borrowing are borne in the Comprehensive Income & Expenditure statement by interest charges and the Minimum Revenue Provision for the repayment of debt. The Minimum Revenue Provision (MRP) is charged on the Asset Life Method and provisions are made over the estimated life of the asset for which the borrowing is undertaken. MRP is applied in the financial year following the one in which the asset became operational.

SECTION 3 NOTES TO THE ACCOUNTS

For West Devon Borough Council the asset, Kilworthy Park offices, became operational in 2009/10 which means 2010/11 was the first year when MRP of £42,000 was applied (£2.1 million over 50 years).

Summary of Financial Instruments

The following categories of financial instrument are carried in the Balance Sheet:

	Long-term		Current	
	31 March 2016 £000	31 March 2017 £000	31 March 2016 £000	31 March 2017 £000
Cash and cash equivalents*	-	-	4,196	9,641
Investments*	-	-	4,000	-
Debtors				
Loans and receivables	139	127	-	-
Financial assets carried at contract amount	-	-	806	1,021
Total Debtors	139	127	806	1,021
Creditors				
Financial liabilities at amortised cost (principle)	(2,100)	(2,100)	-	-
Financial liabilities at amortised cost	(221)	(110)		
Financial liabilities carried at contract amount	-	-	(2,605)	(2,747)
Total Creditors	(2,321)	(2,210)	(2,605)	(2,747)

FAIR VALUE OF ASSETS AND LIABILITIES

Financial liabilities and financial assets represented by loans and receivables are carried on the balance sheet at amortised cost (in long term assets/liabilities with accrued interest in current assets/liabilities). Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments, using the following assumptions:

- For loans from the Public Works Loan Board (PWLB), borrowing rates have been applied to provide the fair value under PWLB debt redemption procedures;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be the carrying amount or the billed amount;

SECTION 3 NOTES TO THE ACCOUNTS

- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

In addition for financial assets or liabilities not being carried at fair value (e.g. amortised cost) the Code of Practice requires disclosure of these fair values by each class of assets and liabilities.

The fair values are as follows:

£000s	31 March 2016		31 March 2017	
	Carrying amount	Fair Value	Carrying amount	Fair Value
PWLB debt	2,100	3,453	2,100	3,118
Long Term Debtors	139	139	127	127
Long Term Creditors	221	221	110	110

RECOGNITION AND MEASUREMENT OF FINANCIAL INSTRUMENTS

The main measurement bases used by the Authority in preparing the treatment of Financial Instruments within its financial statements are as follows:

Financial Instrument	Basis of measurement	Note
Investments – Fixed Rate	Carrying amount adjusted for interest owed at year end.	Investments have both fixed term and fixed interest rates.
Investments – Other	Held at carrying value on basis of materiality.	Money Market Funds.
PWLB Debt	Carrying value and interest due at year end shown as a current liability.	Borrowing is both fixed term and fixed interest rate.
Operational Debtors	Held at invoiced amount less a provision for uncollectable debts.	Carrying amount is reasonable approximation of fair value for these short term receivables with no stated interest rate.
Operational Creditors	Held at invoiced amount	Carrying amount is reasonable approximation of fair value for these short term liabilities

SECTION 3 NOTES TO THE ACCOUNTS

14. DEBTORS

31.3.2016 £000		31.3.2017 £000
	Short Term	
249	Central Government bodies	367
411	Other Local authorities	593
9	NHS Bodies	-
	Other debtors	
333	Council Tax	387
504	Business Rates	250
847	Other entities and individuals	944
2,353	Total	2,541
	Long Term	
139	Local Authorities	127
139	Total	127

15. CASH AND CASH EQUIVALENTS

31.3.2016 £000 Restated*		31.3.2017 £000
321	Cash held by the Authority	1,191
3,875	Money Market Funds	8,450
4,196	Total Cash and Cash Equivalents	9,641

*£4 million of the 2015/16 balance of £8,196 has been restated as short term investments

16. CREDITORS

31.3.2016 £000		31.3.2017 £000
	Short Term	
(58)	Central Government bodies	(113)
(1,709)	Other local authorities	(1,935)
(2)	NHS Bodies	(2)
	Other Creditors	
(1,097)	Council Tax	(183)
(193)	Business Rates	(800)
(2,268)	Other entities & individuals	(2,258)
(5,327)	Total	(5,291)
	Long Term	
(183)	Local Authorities	(73)
(38)	Other entities and individuals	(37)
(221)	Total	(110)

SECTION 3 NOTES TO THE ACCOUNTS

17. PROVISIONS

Provisions payable within twelve months of the Balance Sheet date are classified as current liabilities; provisions payable more than twelve months from the Balance Sheet date are classified as long term liabilities. No long term provisions were created in 2016/17 or 2015/16. The breakdown of the 2016/17 provision is shown in the following table:

	Land Charges £000	Business Rates Appeals £000	Total £000
Balance at 1 April 2016	(24)	(626)	(650)
Provisions made in year	-	-	-
Amounts used in year	11	320	331
Unused amounts reversed in year	13	-	13
Balance at 31 March 2017	-	(306)	(306)

Short term – Land charges:

The land charges case has now been resolved and the associated costs have been settled in 2016/17.

Short term – Non domestic rates appeals:

Provision is made for likely refunds of business rates as a result of appeals against the rateable value of business properties. The provision is based on the total value of outstanding appeals at the end of the financial year as advised by the Valuation Office Agency. Using this information, an assessment was made about the likely success rate of appeals and their value. In 2016/17 there has been a £800,000 decrease in the provision for appeals within the Collection Fund. The Council's share of this is 40% (£320,000). This is further explained in the Narrative Statement.

18. USABLE RESERVES

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement in Section 2C. The Council has the following usable reserves:

General Fund Balance - This balance has been established from surpluses on the Council's total expenditure. It provides a financial cushion should anything unexpected happen which would require unplanned expenditure.

Earmarked Reserves - The Council has set aside monies for specific purposes e.g. vehicle & plant replacement, the funding of strategic issues etc.

Capital Receipts Reserve - Proceeds from the sale of assets are held in this reserve to be made available for future capital expenditure.

SECTION 3 NOTES TO THE ACCOUNTS

Capital Grants Unapplied – This reserve represents grants and contributions received in advance of matching to new capital investment.

19. UNUSABLE RESERVES

31.3.2016 £000		31.3.2017 £000
5,578	Revaluation Reserve	5,515
12,419	Capital Adjustment Account	12,167
(20,163)	Pensions Reserve	(26,368)
361	Council Tax Collection Fund Adjustment Account	208
(607)	Business Rates Collection Fund Adjustment Account	161
(72)	Accumulated Absences Account	(74)
(2,484)	Total Unusable Reserves	(8,391)

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation or
- disposed of and the gains are realised

The Reserve includes only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

31.3.2016 £000	31.3.2016 £000	Revaluation Reserve	31.3.2017 £000	31.3.2017 £000
	5,684	Balance at 1 April		5,578
(106)		Difference between fair value depreciation and historical cost depreciation	(63)	
	5,578	Balance at 31 March		5,515

SECTION 3 NOTES TO THE ACCOUNTS

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement, as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to an historical cost basis). The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and enhancement. The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority.

2015/16 £000	2015/16 £000	Capital Adjustment Account	2016/17 £000	2016/17 £000
	13,769	Balance at 1 April		12,419
		Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement (CIES) :		
(510)		▪ Charges for depreciation of non-current assets	(448)	
(957)		▪ Revaluation losses on Property, Plant and Equipment	-	
(63)		▪ Amortisation of intangible assets	(42)	
(268)		▪ Revenue expenditure funded from capital under statute (REFCUS)	(413)	
	(1,798)	Total		(903)
		Adjusting amounts written out of the Revaluation Reserve	<u>63</u>	
106				
	106	Net written out amount of the cost of non-current assets consumed in the year		63
		Capital financing applied in the year:		
32		• Use of the Capital Receipts Reserve to finance new capital expenditure	-	
219		• Capital grants and contributions credited to the CIES that have been applied to capital financing	249	
49		• Capital expenditure charged against the General Fund	297	
<u>42</u>		• Statutory provision for the financing of capital investment charged against the General Fund (Minimum Revenue Provision)	<u>42</u>	
	342	Total		588
	12,419	Balance at 31 March		12,167

SECTION 3 NOTES TO THE ACCOUNTS

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement (CIES) as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds, or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

31.3.2016 £000	Pensions Reserve	31.3.2017 £000
(22,149)	Balance at 1 April	(20,163)
2,546	Actuarial gains or (losses) on pension assets and liabilities	(5,780)
(1,540)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CIES	(1,328)
831	Employer's pensions contributions and direct payments to pensioners payable in the year	903
149	Reversal of accrued strain payments	-
(20,163)	Balance at 31 March	(26,368)

Council Tax Collection Fund Adjustment Account

The Council Tax Collection Fund Adjustment Account manages the differences arising from the recognition of council tax income in the Comprehensive Income and Expenditure Statement (CIES) as it falls due from council tax payers, compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

31.3.2016 £000	Council Tax Collection Fund Adjustment Account	31.3.2017 £000
277	Balance at 1 April	361
84	Amount by which council tax income credited to the CIES is different from council tax income calculated for the year in accordance with statutory requirements	(153)
361	Balance at 31 March	208

SECTION 3 NOTES TO THE ACCOUNTS

Business Rates Collection Fund Adjustment Account

A scheme for the retention of business rates came in to effect on 1 April 2013 and established new accounting arrangements. The Business Rates Collection Fund Adjustment Account manages the differences arising from the recognition of business rates income in the Comprehensive Income and Expenditure Statement (CIES) as it falls due from ratepayers, compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

31.3.2016 £000	Business Rates Collection Fund Adjustment Account	31.3.2017 £000
93	Balance at 1 April	(607)
(700)	Amount by which Business Rates income credited to the CIES is different from Business Rates income calculated for the year in accordance with statutory requirements*	768
(607)	Balance at 31 March	161

*See Note on Business Rates appeals in the Narrative Statement

Accumulated Absences Account

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

31.3.2016 £000	31.3.2016 £000	Accumulated Absences Account	31.3.2017 £000	31.3.2017 £000
69	(69)	Balance at 1 April	72	(72)
<u>(72)</u>		Settlement or cancellation of accrual made at the end of the preceding year		
		Amounts accrued at the end of the current year	<u>(74)</u>	
	(3)	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		(2)
	(72)	Balance at 31 March		(74)

SECTION 3 NOTES TO THE ACCOUNTS

20. CASH FLOW STATEMENT – ADJUSTMENTS TO NET SURPLUS OR DEFICIT ON THE PROVISION OF SERVICES FOR NON-CASH MOVEMENTS

2015/16 £000		2016/17 £000
(510)	Depreciation	(448)
(956)	Impairment & downward valuations	-
(63)	Amortisation	(42)
(304)	(Increase)/decrease in Debtors	389
818	Increase/(decrease) in Creditors	(160)
1,986	Movement in pension liability	(425)
(3,280)	Other non-cash items charged to the net surplus or deficit on the provision of services	0
2,309	Total	(686)

21. CASH FLOW STATEMENT – ADJUSTMENTS TO NET SURPLUS OR DEFICIT ON THE PROVISION OF SERVICES THAT ARE INVESTING AND FINANCING ACTIVITIES

2015/16 £000		2016/17 £000
-	Capital Grants credited to the net surplus or deficit on the provision of services	502
2,000	Proceeds from short-term and long-term investments	(4,000)
239	Other non-cash items charged to the net surplus or deficit on the provision of services	-
2,239	Total	(3,498)

22. CASH FLOW STATEMENT – INVESTING ACTIVITIES

2015/16 £000		2016/17 £000
-	Purchase of property, plant and equipment, investment property and intangible assets	134
-	(Increase)/decrease in investments	
-	Proceeds from the sale of property, plant and equipment, investment property & intangible assets	
-	Interest received	
-	Other receipts from investing activities (capital grants & contributions)	(414)
-	Net cash flows from investing activities	(280)

SECTION 3 NOTES TO THE ACCOUNTS

23. CASH FLOW STATEMENT – FINANCING ACTIVITIES

2015/16 £000		2016/17 £000
(122)	Other receipts from financing activity	451
(122)	Total	451

24. TRADING OPERATIONS – BUILDING CONTROL

The Building (Local Authority Charges) Regulations 1998 require the disclosure of information regarding the setting of charges for the administration of the Building Control function. Building Regulations Control Services operate as a separate trading unit and the Summary Accounts for the year will be detailed in the Devon Building Control Partnership Accounts, which can be found at the following website under the Devon Building Control Partnership Committee 2017-2018:

<https://www.teignbridge.gov.uk/committee-meetings-and-agendas/>

25. BUSINESS IMPROVEMENT DISTRICTS

The Tavistock Business Improvement District (BID) was set up in Tavistock on the 1st September 2011 for the purpose of providing additional services or improvements to the Tavistock BID area. The BID is funded in part by a levy which is based on the rateable value of each property within the BID area and this is charged in addition to the non-domestic rates. West Devon Borough Council acts as agent for the BID Company.

26. AGENCY SERVICES

(a) The Authority collects land charge search fees on behalf of Devon County Council. These fees are reimbursed to the County Council on a periodic basis. The amount collected was £15,279 in 2016/17 (£17,451 in 2015/16).

(b) The Authority Acts as an agent for Devon County Council, Devon and Cornwall Police Authority and Devon & Somerset Fire & Rescue Authority in the collection of council tax and for Central Government for the collection of Non Domestic Business Rates. Details can be found in the Collection Fund on pages 103 to 105.

(c) Under the provisions of The Business Improvements Districts (England) Regulations 2004, the Authority provides agency services for the Tavistock BID.

SECTION 3 NOTES TO THE ACCOUNTS

27. MEMBERS' ALLOWANCES

The Authority paid the following amounts to Members of the Council during the year. Members allowances are published on the Council's website at:

<http://old.westdevon.gov.uk/article/3695/Councillor-Allowances-and-Annual-Attendance-Statistics>

2015/16 £000		2016/17 £000
177	Allowances	187
14	Expenses	18
191	Total	205

28. OFFICERS' REMUNERATION

Regulation 4 of the Accounts and Audit (Amendment No.2) (England) Regulations 2009 [SI 2009 No. 3322] introduced a legal requirement to increase transparency and accountability in Local Government for reporting remuneration of senior employees and senior police officers.

A senior employee (England & Wales) is defined as an employee whose salary is more than £150,000 per year, or alternatively one whose salary is at least £50,000 (England) per year (to be calculated pro rata for a part-time employee) and who is:

- the designated head of paid service, a statutory chief officer or a non-statutory chief officer of a relevant body, as defined under the Local Government and Housing Act 1989
- the head of staff for a relevant body which does not have a designated head of paid service; or
- any person having responsibility for the management of the relevant body, to the extent that the person has power to direct or control the major activities of the body, in particular activities involving the expenditure of money, whether solely or collectively with other persons.

The remuneration paid to the Authority's senior employees is as follows:

SECTION 3 NOTES TO THE ACCOUNTS

Post	Year	Salary, Fees and Allowances £	Expenses £	Pension Contribution £	Compensation etc. £	Total £
Executive Director Strategy & Commissioning, Head of Paid Service—started 1.2.15	16/17	97,869	864	11,940	-	110,673
	15/16	96,900	3,140	11,822	-	111,862
S151 Officer/Finance CoP Lead (The Officer in post was on a protected salary until 30.9.16)	16/17	58,092	-	7,087	-	65,179
	15/16	62,620	180	7,640	-	70,440
Commercial Services Group Manager	16/17	69,667	2,253	8,499	-	80,419
	15/16	63,998	2,813	7,808	-	74,619
Business Development Group Manager – started 11.5.15	16/17	61,610	3,054	7,517	-	72,181
	15/16	54,277	1,531	6,622	-	62,430
Monitoring Officer (0.9FTE)	16/17	49,222	383	6,005	-	55,610
	15/16	48,770	528	5,950	-	55,248

No other officers earned over £50,000 during 2016/17 or 2015/16.

Note 1: Shared Services with South Hams District Council

The total cost of senior employees employed by South Hams District Council has been included in the equivalent note of South Hams District Council's Accounts in accordance with the accounting requirements and is therefore excluded from the table above.

In 2016/17 West Devon Borough Council reimbursed costs amounting to £107,000 (2015/16 £134,000) in respect of members of the Senior Leadership Team, who are employed by South Hams District Council. West Devon Borough Council received a reimbursement in 2016/17 from South Hams District Council of £224,000 (2015/16 £214,000) in respect of the above shared senior employees.

SECTION 3 NOTES TO THE ACCOUNTS

29. PAYMENTS TO EXTERNAL AUDITORS

The Authority has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and to non-audit services provided by the Authority's external auditors:

	2015/16 £000	2016/17 £000
Fees payable with regard to external audit services	45	46
Core Audit Fees	39	39
Audit of Grants and Returns	6	7
Fees payable in respect of other services	-	-
TOTAL	45	46

30. GRANT INCOME

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement.

	2015/16	2016/17
Credited to Taxation and Non Specific Grant Income		
Capital Grants & Contributions	£000	£000
Disabled Facility Grants	(239)	(152)
Section 106s	(108)	-
Non ring-fenced Government grants & contributions:		
Revenue Support Grant	(1,215)	(627)
New Homes Bonus Grant	(1,503)	(1,745)
Small Business Rates Relief	(533)	(367)
Transition Grant	-	(31)
Rural Services Delivery Grant	-	(462)
Total	(3,598)	(3,384)
Credited to Services		
Rent Allowance Subsidy	(13,665)	(13,496)
Housing Benefit and Council Tax benefit administration subsidy	(246)	(218)
Business Rates cost of collection allowance	(84)	(85)
DCLG – Community Housing Fund	-	(248)
REFCUS grants applied		
Disabled facilities grant	-	(250)
Electoral Commission – Police and Crime Commissioners	-	(98)
Electoral Commission – Referendum	-	(100)
Cabinet Office IER Funding - General Elections	(117)	-
Other Grants	(607)	(292)
Total	(14,719)	(14,787)

SECTION 3 NOTES TO THE ACCOUNTS

The Authority has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that will require the monies or property to be returned to the provider. The balances at the year-end are as follows:

Capital Grants Receipts in Advance	31 March 2016 £000	31 March 2017 £000
Land Stabilisation	(10)	(10)
Hayedown	(20)	(20)
Section 106s	(513)	(412)
Total	(543)	(442)

31. RELATED PARTIES

The Authority is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the Council might have been constrained in its ability to operate independently, or might have secured the ability to limit another party's ability to bargain freely with the Authority.

Central Government

Central Government has effective control over the general operations of the Authority – it is responsible for providing the statutory framework, within which the Authority operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Authority has with other parties (e.g. council tax bills, housing benefits). Grants received from Government departments are detailed in Note 30.

Members

Members of the Council have direct control over the Council's financial and operating policies. The total of members' allowances paid in 2016/17 is shown in Note 27.

iESE Transformation Ltd

West Devon Borough Council and South Hams District Councils have a relationship with iESE Transformation Ltd. (iESE) which sees the latter providing consultancy support services to the Councils as part of their T18 Transformation Programme. The nature of this relationship is similar to an in-house arrangement on the basis that the Councils have become Public Body Members of the Company; meaning that the arrangements are not subject to the EU Directives concerning procurement (the Teckal Exemption). There is no requirement for Public Body Members to provide any funding or support for the Company other than as set in contracts for services entered into with the Company.

32. CAPITAL EXPENDITURE AND CAPITAL FINANCING

The total amount of capital expenditure incurred in the year is shown in the table below with the resources that have been used to finance it.

	2015/16 £000	2016/17 £000
Capital Investment		
Intangible assets	32	35
Revenue expenditure funded from capital under statute (REFCUS)	268	413
Assets under Construction	-	99
Total expenditure	300	547
Sources of Finance		
Capital receipts	32	-
Government grants and other contributions	219	250
Direct revenue contributions (earmarked reserves)	24	297
External Contributions	25	-
Total funding	300	547

The Authority's Capital Financing Requirement (CFR) for the year is shown below.

Capital Financing Requirement (£m)	31 March 2016 Actual	31 March 2017 Actual
Actual	£1,757,000	£1,715,000

The borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit. The Minimum Revenue Provision was applied in 2016/17 and was calculated at £42,000 per year. This is the borrowing of £2.1 million, divided by the life of the asset of 50 years, which equates to £42,000 per annum.

SECTION 3 NOTES TO THE ACCOUNTS

33. LEASES

Authority as Lessee

The Authority has, in the past, acquired some assets through operating leases. These have included vehicles and printers. However, all remaining material operating leases have ceased and no lease payments have been made since 2009/10.

Authority as Lessor

The Authority leases various industrial units and commercial properties to external organisations. The gross value of assets held for use in operating leases was £3m as at 31 March 2017.

The authority has also granted a lease to the Wharf Building. The lease is for 35 years from December 1994 and was originally granted to The Wharf Community Arts Centre Limited but has now been transferred to CAM (The Wharf) Limited. The arrangement is accounted for as an operating lease and a peppercorn rent is charged.

34. EXIT PACKAGES AND TERMINATION BENEFITS

The number of exit packages with total cost per band and total cost of voluntary, compulsory and other redundancies are set out in the table below:

Exit Package Cost Band (incl special payments)	No of Voluntary Redundancies		No of Compulsory Redundancies		No of other departures agreed		Total No of exit packages by cost band		Total cost of exit packages in each band	
	2015/16*	2016/17	2015/16*	2016/17	2015/16*	2016/17	2015/16*	2016/17	2015/16*	2016/17
£0 - £20,000	-	-	-	-	2	-	2	-	£30,700	-
£20,001 - £40,000	1	-	-	-	-	-	1	-	£24,800	-
£40,001 - £60,000	-	-	-	-	-	-	-	-	-	-
£60,001 - £80,000	-	-	-	-	-	-	-	-	-	-
Total	1		0		2		3		£55,500	-

Note 1: Shared Services with South Hams District Council

There were no exit packages in 2016/17 (£55,500 in 2015/16), and therefore a nil contribution is required from South Hams District Council (nil in 2015/16). In addition, West Devon Borough Council has not contributed towards exit packages in South Hams District Council in 2016/17 (£139,000 in 2015/16).

35. DEFINED BENEFIT PENSION SCHEMES

Participation in Pension Schemes

As part of the terms and conditions of employment of its officers, the Authority makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement.

The Authority participates in the Local Government Pension Scheme (LGPS). The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 and currently provides benefits based on career average revalued earnings.

The administering authority for the Fund is Devon County Council. The Pension Fund Committee oversees the management of the Fund whilst the day to day fund administration is undertaken by a team within the administering authority. Where appropriate some functions are delegated to the Fund's professional advisers.

Contributions are set every 3 years as a result of the actuarial valuation of the Fund required by the Regulations. The next actuarial valuation of the Fund will be carried out as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions. Funding levels are monitored on an annual basis. The total contributions expected to be made to the LGPS by the Council in the year to 31 March 2018 is £811,000. The Actuary has estimated the duration of the Employer's liabilities to be 18 years.

Further information can be found in Devon County Council Pension Fund's Annual Report which is available upon request from The County Treasurer, Devon County Council, County Hall, Exeter, EX2 4QJ.

Transactions Relating to Post-employment Benefits

The cost of retirement benefits are recognised in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement.

SECTION 3 NOTES TO THE ACCOUNTS

The movement in the pension scheme assets and liabilities together with the treatment of the corresponding transactions in the CIES is summarised in the following tables:

Comprehensive Income and Expenditure Statement	2015/16 £000	2016/17 £000
Cost of Services		
<i><u>Service cost compromising</u></i>		
- Current Service Cost	509	604
- Past Service Cost	156	-
- Capitalised gains on Settlements	-	-
<i><u>Financing and Investment Income and Expenditure</u></i>		
- Net Interest Expense	716	710
- Administration Expenses	10	14
Total Post-employment benefits charged to the Surplus or Deficit on the Provision of Services	1,391	1,328
Other post-employment benefits charged to the comprehensive income and expenditure statement		
<i><u>Re-measurement of the net defined benefit liability compromising:</u></i>		
- Change in financial assumptions	3,088	(10,701)
- Change in demographic assumptions	-	292
- Experience loss/(gain)	37	1,780
- Return on fund assets in excess of interest	(579)	3,141
- Other actuarial gains/(losses) on assets	-	(292)
<i><u>Total re-measurement recognised</u></i>	<i><u>2,546</u></i>	<i><u>(5,780)</u></i>
Total post-employment benefits charged to the Comprehensive income and expenditure statement	3,937	(4,452)
<i><u>Movement in Reserves Statement</u></i>		
- Reversal of net charges made to the surplus or deficit on the provision of services for post-employment benefits in accordance with the code	(1,540)	(1,328)
<i><u>Actual amount charged against the General Fund Balance for pensions in the year</u></i>		
- Employers contributions payable to scheme	742	807

SECTION 3 NOTES TO THE ACCOUNTS

Pensions Assets and Liabilities Recognised in the Balance Sheet

The amount included in the balance sheet arising from the Authority's obligation in respect of its defined benefit plans is as follows:

Net Pension Liability	31 March 2016 £000	31 March 2017 £000
Present value of the defined benefit obligation	42,012	51,277
Provision for Strain liability arising from future early retirements	-	-
Fair value of Fund assets	(22,827)	(25,921)
Deficit / (Surplus)	19,185	25,356
Present value of unfunded obligation	978	1,012
Net defined benefit liability / (asset)	20,163	26,368

Reconciliation of opening and closing balances of the fair value of Fund assets	31 March 2016 £000	31 March 2017 £000
Opening fair value of Fund assets	23,526	22,827
Interest on assets	762	812
Return on assets less interest	(579)	3,141
Other actuarial gains/ (losses)	-	(292)
Administration expenses	(10)	(14)
Contributions by employer including unfunded	831	903
Contributions by Scheme participants	160	166
Estimated benefits paid plus unfunded net of transfers in	(1,863)	(1,622)
Settlement prices received / (paid)	-	-
Closing fair value of Fund assets	22,827	25,921

SECTION 3 NOTES TO THE ACCOUNTS

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	31 March 2016 £000	31 March 2017 £000
Opening defined benefit obligation	45,675	42,990
Current service cost	658	604
Provision for Strain liability	(149)	-
Interest cost	1,478	1,522
Change in financial assumptions	(3,088)	10,701
Change in demographic assumptions	-	(292)
Experience loss / (gain) on defined benefit obligation	(37)	(1,780)
Liabilities assumed / (extinguished) on settlements	-	-
Estimated benefits paid net of transfers in	(1,777)	(1,536)
Past service costs, including curtailments	156	-
Contributions by Scheme participants	160	166
Unfunded pension payments	(86)	(86)
Closing defined benefit obligation	42,990	52,289

SECTION 3 NOTES TO THE ACCOUNTS

Basis for estimating assets and liabilities

Assets and liabilities are assessed by Barnett Waddingham, an independent firm of actuaries. As required under IAS19 they use the projected unit method of valuation to calculate the service cost.

To assess the value of the Employer's liabilities at 31 March 2017, they have rolled forward the value of the Employer's liabilities calculated for the funding valuation as at 31 March 2016, using financial assumptions that comply with IAS19.

To calculate the asset share they have rolled forward the assets allowing for investment returns (estimated where necessary), contributions paid into and estimated benefits paid from the Fund, by and in respect of the Employer and its employees.

The major assumptions are summarised in the following table:

Basis for estimating assets and liabilities	31 March 2016	31 March 2017
Mortality assumptions (in years):		
<u>Longevity at 65 for current pensioners</u>		
- Men	22.9	23.4
- Women	26.2	25.5
<u>Longevity at 65 for future pensioners (in 20 years)</u>		
- Men	25.2	25.6
- Women	28.6	27.8
Financial assumptions (in percentages):		
- RPI increases	3.2%	3.6%
- CPI increases	2.3%	2.7%
- Salary increases	4.1%	4.2%
- Pension increases	2.3%	2.7%
- Discount rate	3.6%	2.7%

The financial assumptions summarised in the table above are set with reference to market conditions at 31 March 2017.

SECTION 3 NOTES TO THE ACCOUNTS

The table below looks at the sensitivity of the major assumptions:

Sensitivity analysis	£000s	£000s	£000s
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value of total obligation	51,348	52,289	53,249
Projected service cost	962	990	1,019
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value of total obligation	52,391	52,289	52,189
Projected service cost	990	990	990
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value of total obligation	53,146	52,289	51,447
Projected service cost	1,019	990	962
Adjustment to life expectancy assumptions	+ 1 Year	None	-1 Year
Present value of total obligation	54,375	52,289	50,285
Projected service cost	1,022	990	959

The estimated asset allocation for West Devon Borough Council as at 31 March 2017 is as follows:

Employer asset share	31 March 2016		31 March 2017	
	£000	%	£000	%
Gilts	750	3%	773	3%
UK equities	5,489	24%	6,233	24%
Overseas equities	7,412	32%	9,014	34%
Property	2,524	11%	2,268	9%
Infrastructure	951	4%	1,009	4%
Target return portfolio	3,307	15%	3,849	15%
Cash	423	2%	692	3%
Other bonds	656	3%	662	3%
Alternative assets	1,315	6%	1,421	5%
Total	22,827	100%	25,921	100%

SECTION 3 NOTES TO THE ACCOUNTS

Of the total fund asset at 28 February 2017, the following table identifies the split of those assets with a quoted market price and those that do not:

Employer Asset Share – Bid Value		28 February 2017	
		% Quoted	% Unquoted
Fixed interest government securities	UK	0.0%	-
	Overseas	2.9%	-
Corporate bonds	UK	0.1%	-
	Overseas	2.4%	-
Equities	UK	22.7%	1.4%
	Overseas	30.2%	4.6%
Property	All	-	8.7%
Others	Absolute return portfolio	14.8%	-
	Infrastructure	-	3.9%
	Multi sector credit fund	5.5%	-
	Cash/Temporary investments	-	2.7%
Net current assets	Debtors	-	0.1%
	Creditors	-	(0.1%)
Total		78.7%	21.3%

36. CONTINGENT LIABILITIES

The Council had no contingent liabilities at 31 March 2017.

37. NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

Key Risks

The Council's activities expose it to a variety of financial risks:

- Credit risk – the possibility that other parties might fail to pay amounts due to the Council;
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments;
- Market risk - the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rate movements;
- Re-financing risk - the possibility that the Council might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms.

SECTION 3 NOTES TO THE ACCOUNTS

Overall Procedures for Managing Risk

The Council's overall risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks. The procedures for risk management are set out through a legal framework in the *Local Government Act 2003* and the associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Treasury Management in the Public Services Code of Practice and Investment Guidance issued through the Act. Overall these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the Code of Practice;
- by the adoption of a Treasury Policy Statement and treasury management clauses within its financial regulations/standing orders/constitution;
- by approving annually in advance prudential and treasury indicators for the following three years limiting:
 - The Council's overall borrowing;
 - Its maximum and minimum exposures to fixed and variable rates;
 - Its maximum and minimum exposures regarding the maturity structure of its debt;
 - Its maximum annual exposures to investments maturing beyond a year.
- by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Guidance.

These are required to be reported and approved at or before the Council's annual Council Tax setting budget or before the start of the year to which they relate. These items are reported with the Annual Treasury Management Strategy which outlines the detailed approach to managing risk in relation to the Council's financial instrument exposure. Actual performance is also reported to Members during the year.

The Annual Treasury Management Strategy which incorporates the prudential indicators was approved by Council and is available on the Council's website.

These policies are implemented by a central treasury team. The Council maintains written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk and the investment of surplus cash through Treasury Management Practices (TMPs). These TMPs are a requirement of the Code.

Credit risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures from the Council's customers.

SECTION 3 NOTES TO THE ACCOUNTS

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with Fitch and Moody's Credit Ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits in respect of each financial institution. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined above.

The full Investment Strategy for 2016/17 was approved by Council and is available on the Council's website. The Council's investment priorities are: -

- the security of capital and
- the liquidity of its investments

Since October 2008 we have used an ultra cautious investment strategy to avoid the possibility of potential losses. However, this has come at a cost; investing in virtually risk free institutions, namely the UK Government and Local Authorities, means that we must accept a much lower interest rate on our investments.

No breaches of the Council's counterparty criteria occurred during the reporting period.

The Council takes a very prudent approach regarding the collection of debts from its customers and calculates an annual provision for bad debts based on the age of its debt. A detailed review of potential bad debts was undertaken at 31 March 2017 and is reflected in the current figure of £624,000. This compares to £441,000 in 2015/16. The bad debt provision is adequate to deal with the historical experience of default and current market conditions. An analysis of the Council's debtors is provided in Note 14 to the accounts.

Liquidity risk

The Authority manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Code of Practice. This seeks to ensure that cash is available when needed.

The Authority has ready access to borrowing from the money markets to cover any day to day cash flow need, and the PWLB and money markets for access to longer term funds. The Authority is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The maturity analysis of financial assets, excluding sums due from customers, is as follows:

SECTION 3 NOTES TO THE ACCOUNTS

	31 March 2016 £million	31 March 2017 £million
Less than one year	8	10
Between one and two years	0	0
Between two and three years	0	0
More than three years	0	0
Total	8	10

Refinancing and Maturity risk

The Authority maintains a debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer-term risk to the Authority relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the finance team address the operational risks within the approved parameters. This includes:

- monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and
- monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Authority's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

The maturity analysis of financial liabilities is as follows, with the maximum and minimum limits for fixed interest rates maturing in each period:

	Approved minimum limits	Approved maximum limits	Actual 31 March 2016 £million	Actual 31 March 2017 £million
Less than 1 year	0%	10%	0	0
Between 1 and 2 years	0%	10%	0	0
Between 2 and 5 years	0%	30%	0	0
Between 5 and 10 years	0%	50%	0	0
More than 10 years	0%	100%	2.1	2.1
Total			2.1	2.1

SECTION 3 NOTES TO THE ACCOUNTS

Market risk

Interest rate risk - The Authority is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Authority, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in fixed interest rates would have the following effects:

- Borrowings at fixed rates – the fair value of the borrowing will fall (no impact on revenue balances);
- Investments at fixed rates – the fair value of the assets will fall (no impact on revenue balances).

Borrowings are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in the Other Comprehensive Income and Expenditure Statement.

The Authority has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy and the Capital Programme and Prudential Indicator report draws together the Authority's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The finance team will monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long term returns, similarly the drawing of longer term fixed rates borrowing would be postponed.

Price risk - The Authority, excluding the pension fund, does not generally invest in equity shares or marketable bonds.

Foreign exchange risk - The Authority has no financial assets or liabilities denominated in foreign currencies. It therefore has no exposure to loss arising from movements in exchange rates.

38. ACCOUNTING POLICIES

a) General Principles

The Statement of Accounts summarises the Authority's transactions for the 2016/17 financial year and its position at the year end of 31 March 2017. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015. These regulations require the accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17, supported by International Financial Reporting Standards (IFRS) (and statutory guidance issued under section 12 of the 2003 Act).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The accounting policies are applicable to all of the Council's transactions including those of the Collection Fund (council tax and business rates).

b) Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from the sale of goods is recognised when the Authority transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.
- Revenue from the provision of services is recognised when the Authority can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption; they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

SECTION 3 NOTES TO THE ACCOUNTS

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

The Council operates a de minimis policy for accruals. For revenue expenditure the de minimis increased from £2,500 to £5,000 in 2016/17. The accruals limit for capital expenditure remains at £5,000.

c) Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that are readily convertible to known amounts of cash with insignificant risk of change in value. Our policy is shown in the following table:

Type of Investment	Settlement Terms	Gain/Loss on Sale	Cash Equivalent
Money Market Fund	T + 0	x	✓
Call Account	T + 0	x	✓
Notice Deposit	Maturity	x	x
Term Deposit	T + 7 days	x	✓
Other Term Deposits	Maturity	x	x

Key: T = trade date

The Council's view is that investments made with an investment period of greater than 7 days would not be classified as cash equivalents because they are not sufficiently liquid to meet short term cash commitments.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

d) Material items of Income and Expense

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Authority's financial performance.

SECTION 3 NOTES TO THE ACCOUNTS

e) Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Authority's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

f) Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible assets attributable to the service.

The Authority is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. These changes are therefore replaced by the contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement, for the difference between the two.

g) Employee Benefits

Benefits Payable during Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu)

SECTION 3 NOTES TO THE ACCOUNTS

earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date, or an officer's decision to accept voluntary redundancy in exchange for those benefits. These benefits are charged on an accruals basis to the appropriate service or, where applicable, to the Non Distributed Costs line in the Comprehensive Income and Expenditure Statement, to terminate at the earlier of when the Authority can no longer withdraw the offer of those benefits or when the Authority recognises costs for a restructuring.

Post-Employment Benefits

Employees of the Authority are members of the Local Government Pensions Scheme, administered by Devon County Council. This scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Authority.

The Local Government Scheme

The Local Government Scheme is accounted for as a defined benefits scheme in the following way:

- The liabilities of the Devon County Council Pension Fund attributable to the Authority are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc and estimates of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate.
- The assets of the pension fund attributable to the Authority are included in the Balance Sheet at their fair value.

For further information please refer to Note 35.

The change in the net pension liability is analysed into the following components:

- **Service cost comprising:**
 - current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked

SECTION 3 NOTES TO THE ACCOUNTS

- past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs
- net interest on the net defined benefit liability (asset), i.e. net interest expense for the Authority – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- **Re-measurements comprising:**
 - the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - contributions paid to the Devon County Council pension fund – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits earned by employees.

Discretionary Benefits

The Authority also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

SECTION 3 NOTES TO THE ACCOUNTS

h) Events after the Reporting Period

Events after the Reporting Period are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue.

Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

i) Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

Financial Assets

Financial assets are classified into two types:

- loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market
- available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments (the Council does not currently hold any available-for-sale assets).

Loans and Receivables

Loans and receivables are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing

SECTION 3 NOTES TO THE ACCOUNTS

and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service (for receivables specific to that service), or the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Fair Value

The Council measures some of its assets and liabilities at their fair value at the end of the reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes places either:

- a) in the principal market for the asset or liability, or
- b) in the absence of a principal market, in the most advantageous market for the asset or liability.

The Council measures the fair value of its assets and liabilities in line with the highest and best use definition within the accounting standard. The highest and best use of the asset or liability being valued is considered from the perspective of a market participant.

Inputs to the valuation techniques in respect of the Council's fair value measurement of its assets and liabilities are categorised within the fair value hierarchy as follows:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 – unobservable inputs for the asset or liability.

Recognition and measurement of financial instruments

The main measurement bases used by the Council in preparing the treatment of Financial Instruments within its financial statements are as follows:

SECTION 3 NOTES TO THE ACCOUNTS

Financial Instrument	Basis of Measurement	Note
Investments – Fixed Rate	Carrying amount adjusted for interest owed at year end.	Investments have both fixed term and fixed interest rates.
Investments – Other	Held at carrying value on basis of materiality.	See also accounting policy on cash equivalents.
Operational debtors	Held at invoiced or billed amount less an estimate for non-collection of debts.	Carrying amount is a reasonable approximation of fair value for these short term receivables with no stated interest rate. The carrying amount has been adjusted for an assessment of bad debts. See Note 37 within 'credit risk' for further information.
Operational creditors	Held at invoiced or billed amount.	Carrying amount is a reasonable approximation of fair value for these short term liabilities.

j) Government Grants and Contributions

General

Whether paid on account, by instalments or in arrears, Government grants and third party contributions and donations are recognised as due to the Authority when there is reasonable assurance that:

- the Authority will comply with the conditions attached to the payments and
- the grants or contributions will be received.

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ring-fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied reserve. Where it has been applied, it is posted to the Capital Adjustment

SECTION 3 NOTES TO THE ACCOUNTS

Account. Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

A Business Improvement District (BID) scheme operates in Tavistock. This scheme is funded by a BID levy paid by non-domestic ratepayers. The Council acts as an agent for the Tavistock BID Company, the Council is the billing authority and collects the levy on the BID company's behalf. No income or expenditure is included in the Comprehensive Income and Expenditure Statement, and any cash balance collected by the Council but not yet paid to the BID company at the year end is carried in the Balance Sheet as a creditor.

k) Heritage Assets

Heritage assets are assets that are held by the Authority principally for their contribution to knowledge or culture. The Council has reviewed its insurance and assets registers and has not identified any material assets that require disclosure.

l) Assets

Fixed Assets owned by the Authority includes:

Assets	31 March 2017 Numbers	Basis of Valuation	Estimated Useful Economic Lives
Council Offices – Kilworthy Park	1	EUV & DRC *	50 years
Council Offices –Okehampton Customer Services	1	EUV	50 years
Swimming Pools	2	DRC	Range of 10 - 30 years
Car Parks	13	EUV	Range of 30 - 50 years
Public Conveniences	7	DRC	Range of 50 - 100 years
Industrial Units	45	EUV & MV	Range of 15 – 30 years
Other Commercial Properties	17	EUV & DRC	Range of 50 – 100 years
Vehicle, Plant and Equipment	N/A	HC	Range of 5 years
Infrastructure	N/A	HC	50 years

** The Kilworthy Park property has been valued to EUV (Existing Use Value) except for the more recently constructed Council chamber “pod” which was specifically designed to meet the Council's requirements for public enquiry space on the ground floor and a council chamber on*

SECTION 3 NOTES TO THE ACCOUNTS

the first floor. The accommodation is effectively a self-contained unit and due to the specialist nature, this part of the property has been valued to DRC.

Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Authority.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Authority can be determined by reference to an active market. In practice, no intangible asset held by the Authority meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over 3 years to the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation charges are not permitted to have an impact on the General Fund Balance. Therefore, these charges are reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account.

m) Inventories

Inventories are included in the Balance Sheet at the lower of cost and net realisable value.

n) Jointly Controlled Operations

Jointly controlled operations are activities undertaken by the Authority in conjunction with other partners that involve the use of the assets and resources of the partners rather than the establishment of a separate entity. The Authority recognises on its Balance Sheet the assets that it controls and the liabilities that it incurs and debits and credits the Comprehensive Income and Expenditure Statement with the expenditure it incurs and the share of income it earns from the activity of the operation.

o) Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification. Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets (i.e. embedded leases).

SECTION 3 NOTES TO THE ACCOUNTS

The Authority as Lessee

Finance Leases

The Council does not hold any finance leases as a lessee.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made in accordance with the lease terms.

The Authority as Lessor

Finance Leases

The Council does not hold any finance leases as a lessor.

Operating Leases

Where the Authority grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement and is credited in accordance with the lease terms.

p) Overheads and Support Services

Costs of overheads and support services are only recharged to services requiring full cost recovery including Building Control. Apart from these exceptions support services are shown in the Comprehensive Income and Expenditure Statement in their own reporting segment, which is in line with the Council's internal reporting method.

q) Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

SECTION 3 NOTES TO THE ACCOUNTS

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management

Assets are then carried in the Balance Sheet using the following measurement bases:

- infrastructure, community assets and assets under construction – depreciated historical cost
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of fair value.

For non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for fair value.

Assets included in the Balance Sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but at a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for as follows:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

De minimis policy for capital controls and accounting purposes

CIPFA have not set specified de minimis levels and it is up to authorities to decide for themselves having regard to their particular circumstances.

In order to reduce the administrative burden a general de minimis limit of £10,000 has been set for the recognition of capital expenditure except for:

- Vehicles, Vessels and Plant for which the limit is £7,000
- Loans which have no limit

Component Accounting

The International Financial Reporting Standards (IFRS) code requires separate accounting for depreciation of significant components of assets that are:

- acquired on or after 1 April 2010
- enhanced on or after 1 April 2010
- revalued on or after 1 April 2010

Where there is more than one significant part of the same asset which has the same useful life and depreciation method, such parts may be grouped in determining the depreciation charge.

Significant components which have different useful lives and/or depreciation methods, will be accounted for separately.

Where a component is replaced or restored, the carrying amount of the old component shall be derecognised and the new component reflected in the assets carrying amount, subject to the recognition principles of capitalising expenditure. Derecognition of a component from the Balance Sheet takes place when no future economic benefits are expected from its use. Such recognition and derecognition takes place regardless of whether the replaced part has been depreciated separately.

Assets eligible to be considered for componentisation are those classified within the following categories:

1. Operational Buildings
2. Assets Held for Sale

The following will be considered outside the scope for componentisation:

1. Non-Depreciable Land
2. Assets Under Construction
3. Investment Properties
4. Infrastructure
5. Plant and Equipment

SECTION 3 NOTES TO THE ACCOUNTS

6. Community Assets
7. Intangible Assets

The criteria for components to be separately valued are that:

De minimis threshold - *The overall gross asset value must be in excess of £400k to be considered for componentisation and*

Materiality - *The component must have a minimum value of £200k or be at least 20% of the overall value of the asset (whichever is the higher) and*

Asset lives - *The estimated life of the component is less than half of that of the main asset.*

All three rules above must be met to consider componentisation. These rules will apply to revaluations and when replacing components within an asset.

Where enhancement is integral to the whole asset then unless there is significant evidence to the contrary, the asset life of the enhancement will have the same remaining life as the existing asset and will not be separately identified as a component.

Where assets are material and will therefore be reviewed for significant components, it is recommended that the **minimum** level of apportionment for the non-land element of assets is:

- Plant and equipment and engineering services
- Structure

The Valuer will assign to each standard property type a group of significant components common to all property assets within that property type.

Where a component is replaced the existing component shall be derecognised and the new component cost added to the carrying amount. The amount derecognised will be estimated based on the cost of the replacement part. This principle will apply to componentised and non-componentised assets.

Assets and asset components will be revalued in accordance with the annual valuation schedule agreed with the Valuer. The Valuer will be responsible for providing valuations apportioned in accordance with the assets property type.

Impairment

Assets are assessed at each year end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for as follows:

SECTION 3 NOTES TO THE ACCOUNTS

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation, that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on a straight-line allocation over the useful life of the asset. Useful lives are determined on a case by case basis. Typical useful lives are:

Asset	Useful life
Buildings	Sixty years
Infrastructure	Twenty years
Refuse vehicles	Seven years
Light vans	Five years
IT equipment	Four years

Where an item of Property, Plant and Equipment has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost, being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

SECTION 3 NOTES TO THE ACCOUNTS

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any losses previously recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as Held for Sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale and their recoverable amount at the date of the decision not to sell.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts.

The written-off value of disposals is not a charge against council tax, as the cost of assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

r) Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Authority becomes aware of the obligation and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

SECTION 3 NOTES TO THE ACCOUNTS

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received by the Authority.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts. The Council operates a disclosure de minimis policy for contingent liabilities and assets of £50,000.

Contingent Assets

A contingent asset arises where an event has taken place that gives the Authority a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

s) Reserves

The Authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

SECTION 3 NOTES TO THE ACCOUNTS

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and do not represent usable resources for the Authority – these reserves are explained in the relevant policies.

t) Revenue Expenditure Funded from Capital under Statute (REFCUS)

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Authority has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

u) Section 106 Deposits

Developer contributions are initially treated as Capital Receipts in Advance unless a clear capital use is identified in the terms of the agreement, in which case they are defined as Capital Contributions Unapplied.

v) Shared Services

Since 1 October 2011, all services operated by West Devon Borough Council and South Hams District Council have been shared at senior management level and middle management level.

Officers have produced a methodology for recharging the salary costs of shared officers based on the most appropriate cost driver and ratio to best reflect the officer's split of workload between the two Councils. Examples of the cost drivers used are caseloads, call volumes, property numbers, number of claims or cases processed etc. and other methods such as time recording. The work carried out includes establishing from the Community of Practice Lead/Group Manager the relevant recharge requirements for every member of staff who is deemed to have duties that are shared between the two Authorities.

w) VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income

SECTION 3 NOTES TO THE ACCOUNTS

x) Accounting for Local Taxes

Business Rates

Retained business rate income included in the Comprehensive Income and Expenditure Statement for the year will be treated as accrued income.

Provision is made for likely refunds of business rates as a result of appeals, against the rateable value of business properties. The appeals provision is based on the total value of outstanding appeals at the year end as advised by the Valuation Office Agency. Using this list an assessment is made about the likely success rate of appeals and their value.

Council Tax

Council tax income included in the Comprehensive Income and Expenditure Statement for the year will be treated as accrued income.

Both business rates income and council tax will be recognised in the Comprehensive Income and Expenditure Statement (CIES) in the line 'taxation and non-specific grant income'. As a billing authority the difference between the business rates and council tax included in the CIES and the amount required by regulation to be credited to the General Fund, shall be taken to the Collection Fund Adjustment Account and reported in the Movement in Reserves Statement. Each major preceptor's share of the accrued business rates and council tax income will be available from the information that is required to be produced in order to prepare the Collection Fund Statement. The income for council tax and business rates is recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the authority, and the amount of the revenue can be measured reliably.

Revenue relating to local taxes shall be measured at the full amount receivable (net of any impairment losses) as they are non-contractual, non-exchange transactions and there can be no difference between the delivery and payment dates.

y) Minimum Revenue Provision

The Council is not required to use Council Tax to fund depreciation, revaluation and impairment losses or amortisation of non-current assets. However, it is required to make an annual contribution from revenue towards provision for the reduction in its overall borrowing requirement equal to either an amount calculated on a prudent basis or as determined by the Council in accordance with statutory guidance.

39. ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

The Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (the Code) introduces changes in accounting policies that will have to be adopted fully by the authority in the 2017/18 financial statements i.e. from 1 April 2017.

The authority is required to disclose information relating to the impact of the accounting change on the financial statements as a result of the adoption by the Code of a new / amended standard that has been issued, but is not yet required to be adopted by the Authority.

There are no accounting standards due to come into force in 2017/18 that would have a material effect on the Council's transactions for 2016/17 and balances at 31 March 2017.

40. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in Note 38, the Authority has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- The cost drivers used to apportion Shared Service costs are appropriate and result in recharges which fairly reflect actual workloads and costs.

The Local Government Finance Act 2012 introduced a business rates retention scheme that enabled local authorities to retain a proportion of the business rates generated in their area, with effect from 1 April 2013. Provision is made for likely refunds of business rates as a result of appeals, against the rateable value of business properties. The appeals provision is based on the total value of outstanding appeals at the year end as advised by the Valuation Office Agency. Using this information an assessment was made about the likely success rate of appeals and their value.

SECTION 4 COLLECTION FUND

COLLECTION FUND FOR THE YEAR ENDED 31 MARCH 2017

This account reflects the statutory requirements for the Council as a billing authority to maintain a separate Collection Fund, which shows the transactions of the billing authority in relation to non-domestic rates and the council tax, and illustrates the way in which these have been distributed to preceptors and the General Fund.

2015/16 £'000	2015/16 £'000	INCOME	2016/17 £'000	2016/17 £'000
Business Rates	Council Tax		Business Rates	Council Tax
	(33,850)	Council Tax		(35,295)
(10,545)		Business Rates	(10,738)	
(98)		Transitional Relief	142	
(10,643)	(33,850)		(10,596)	(35,295)
		EXPENDITURE		
		<i>Precepts & Demands</i>		
931	22,595	- Devon County Council	961	23,830
103	1,526	- Devon & Somerset Fire & Rescue Authority	107	1,578
	3,297	- Devon & Cornwall Police Authority		3,411
4,139	5,237	- West Devon Borough Council (Inc Parishes)	4,271	5,440
5,174		- Central Government	5,339	
		<i>Business Rates</i>		
85		- Costs of Collection	85	
1,185		Rates increase/(decrease) in provision for appeals	(800)	
49	60	Write-offs	24	84
19		Movement in Provision for Uncollectable Rates	90	
	222	Movement in Provision for Uncollectable Council Tax		146
		Contribution towards previous year's Collection Fund deficit transferred to		
64	282	- Devon County Council	(126)	1,211
7	18	- Devon & Somerset Fire & Rescue Authority	(14)	82
	40	- Devon & Cornwall Police Authority		177
283	60	- West Devon Borough Council	(560)	280
354		- Central Government	(701)	
12,393	33,337		8,676	36,239
1,750	(512)	<i>Movement on Fund Balance</i>	(1,920)	944
(232)	(1,744)	Balance brought forward at 1 April	1,518	(2,256)
1,518	(2,256)	Balance carried forward at 31 March	(402)	(1,312)
911	(1,895)	Balance attributable to major precepting bodies	(241)	(1,104)
607	(361)	Balance attributable to WDBC	(161)	(208)
1,518	(2,256)	Fund Balance as at 31 March 2017 - Deficit/(Surplus)	(402)	(1,312)

The Collection Fund is consolidated with the other accounts of the Authority. The sources of income to the Collection Fund are Council Tax, which amounted to £35.3m (£33.8m in 2015/16) and the National Non Domestic Rates (Business Rates), which amounted to £10.6m (£10.6m in 2015/16).

SECTION 4 COLLECTION FUND

1. COUNCIL TAX AND COUNCIL TAX BASE

In 2016/17, the Council's average Band D Council Tax was £1,736.13. The charge for each band is a ratio of band D. The 2016/2017 charges therefore were:

Band	Ratio to Band D	Council Tax (£)
Disabled A	5/9	964.52
A	6/9	1,157.42
B	7/9	1,350.32
C	8/9	1,543.23
D	1	1,736.13
E	11/9	2,121.94
F	13/9	2,507.74
G	15/9	2,893.55
H	18/9	3,472.26

These charges are before any appropriate discounts or benefits. The Council tax base, which is used in the tax calculation, is based on the number of dwellings in each band on the listing produced by the Listing Officer. This is adjusted for exemptions, discounts, disabled banding changes, appeals and new builds. The tax base estimate for 2016/17 was **19,733.41** as calculated below (19,457.00 in 2015/16).

Band	Dwellings per Valuation List	Adjustment for Disabled Banding Appeals, Discounts and Exemptions	Revised Dwellings	Ratio to Band D	Band D Equivalent
Disabled A		10.50	10.50	5/9	5.83
A	3,408.00	(572.25)	2,835.75	6/9	1,890.50
B	6,346.00	(706.00)	5,640.00	7/9	4,386.67
C	5,236.00	(457.50)	4,778.50	8/9	4,247.56
D	4,103.00	(309.00)	3,794.00	1	3,794.00
E	3,299.00	(219.75)	3,079.25	11/9	3,763.53
F	1,753.00	(77.50)	1,675.50	13/9	2,420.17
G	1,008.00	(78.25)	929.75	15/9	1,549.58
H	82.00	(8.75)	73.25	18/9	146.50
Total	25,235.00	(2,418.50)	22,816.50		22,204.34
Less allowance for non-collection					(666.13)
Other changes including council tax support					(1,826.20)
Plus adjustment for armed forces dwellings					21.40
Tax base					19,733.41

SECTION 4 COLLECTION FUND

2. Rateable value

The total business rates rateable value at 31 March 2017 was £29,011,191. This compares to £28,756,001 at 31 March 2016. The standard business rates multiplier was 49.7p in 2016/17 (2015/16: 49.3p). Without reliefs this would generate a total income of £14,418,561.93 (2015/16 £14,176,708.49). These figures are a snapshot only and differ from the value of business rate bills issued due to changes in rateable values during the year, small business rate relief, void properties and charitable relief.

3. Collection fund balance

2015/16 Business Rates £000	2015/16 Council Tax £000		2016/17 Business Rates £000	2016/17 Council Tax £000
(232)	(1,744)	Fund balance at 1 April	1,518	(2,256)
1,750	(512)	Deficit/(surplus) for year*	(1,920)	944
1,518	(2,256)	Fund balance as at 31 March – deficit/(surplus)*	(402)	(1,312)

*The decrease in the provision for Business Rates appeals and the subsequent impact on the Business Rates Collection Fund is explained in the Narrative Statement and in note 40 – Critical Judgements in Applying Accounting Policies.

The balance on the Collection Fund is split between the preceptors as follows:

2015/16 Business Rates £000	2015/16 Council Tax £000		2016/17 Business Rates £000	2016/17 Council Tax £000
759	-	Central Government	(201)	-
137	(1,563)	Devon County Council	(36)	(913)
-	(227)	Devon and Cornwall Police	-	(130)
15	(105)	Devon and Somerset Fire Authority	(4)	(61)
911	(1,895)	Total deficit/(surplus) due to Preceptors	(241)	(1,104)
607	(361)	West Devon Borough Council	(161)	(208)
1,518	(2,256)	Fund balance as at 31 March – deficit/(surplus)	(402)	(1,312)

The Authority's responsibilities

The Authority is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Finance Community of Practice Lead (S151 Officer)
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets
- approve the Statement of Accounts

Responsibilities of the Finance Community of Practice Lead (S151 Officer)

The Finance Community of Practice Lead (S151 Officer) is responsible for the preparation of the Authority's statement of accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ('the Code of Practice').

In preparing this Statement of Accounts, the Finance Community of Practice Lead (S151 Officer) has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Code of Practice

The Finance Community of Practice Lead (S151 Officer) has also:

- kept proper accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Authority at the reporting date and its income and expenditure for the year ended 31 March 2017.

.....
Lisa Buckle BSc (Hons), ACA
Finance Community of Practice Lead (S151 Officer)

30 June 2017

Approval of the Statement of Accounts

I confirm that these accounts were approved by the Audit Committee as its meeting held on TBA.

Signed on behalf of West Devon Borough Council

TBA

.....

Councillor M Davies

Chairman of the Audit Committee

SECTION 6 AUDITORS REPORT

The Auditors' report will be received following the annual audit of accounts.

GLOSSARY OF TERMS

ACCRUALS	A sum included in the account to cover income or expenditure attributable to an accounting period for goods received or work done, but for which payment has not been received/made by the end date of the period for which the accounts have been prepared.
ACTUARIAL GAINS & LOSSES	These are changes in actuarial deficits or surpluses that arise because either actual experience or events have not been exactly the same as the assumptions adopted at the previous valuation (experience gains and losses) or the actuarial assumptions have changed.
BALANCES	The surplus or deficit on any account at the end of the year. Amounts in excess of that required for day to day working may be used to reduce the demand on the Collection Fund.
BUSINESS IMPROVEMENT DISTRICT (BID)	A Business Improvement District is a partnership between a local authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area.
CAPITAL EXPENDITURE	Expenditure on the acquisition of a fixed asset or expenditure which adds to and not merely maintains the value of an existing fixed asset.
CAPITAL RECEIPTS	Income received from sale of assets which is available to finance other capital expenditure or to repay debt on assets financed from loans.
CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY	The governing body responsible for issuing the statement of recommended practice to prepare the accounts.
COLLECTION FUND	A separate fund which must be maintained by a district for the proper administration of Council Tax and Non Domestic Rates.
CURRENT SERVICE COST	Amount chargeable to Services based on the Actuary's assessment of pension liabilities arising and chargeable to the financial year.

SECTION 7 GLOSSARY OF TERMS

CURTAILMENTS	The amount the Actuary estimates as costs to the authority of events that reduce future contributions to the scheme, such as granting early retirement.
DEFINED BENEFIT SCHEME	A pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded (including notionally funded).
DEMAND	The charging authorities own Demand is, in effect, its precept on the fund.
FEES & CHARGES	In addition to the income from charge payers and the Governments, Local Authorities charge for services, including Planning Consents, Hire of Sporting Facilities, Car Parking etc.
FINANCIAL INSTRUMENTS	A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another.
GOVERNMENT GRANTS	Payments by Central Government towards the cost of Local Authority services, including both Revenue and Capital.
IMPAIRMENT ALLOWANCE (“BAD DEBT PROVISION”)	Provisions against income to prudently allow for non collectable amounts.
INTEREST COST	For the pension fund this represents the discount rate at the start of the accounting period applied to the liabilities during the year based on the assumptions at the start of the accounting period.
INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) & THE CODE OF PRACTICE (CODE)	Formal financial reporting standards adopted by the accounting profession and to be applied when dealing with specific topics within its accounting Code. The Code is based on approved accounting standards issued by the International Accounting Standards Board and interpretations of the International Financial Reporting Interpretations Committee, except where these are inconsistent with specific statutory requirements.
LIBID	Acronym for the London Inter-bank Bid Rate, being the interest rate at which a market maker or underwriter will offer to buy bonds and securities.

SECTION 7 GLOSSARY OF TERMS

MINIMUM REVENUE PROVISION (MRP)	This is a statutory requirement to make an annual calculation of an amount or MRP considered prudent to offset against borrowings made under the Prudential Borrowing rules
PAST SERVICE COST	These will typically be additional benefits awarded on early retirement. This includes added years or augmentation and unreduced pension benefits awarded before eligible retirement age in the pension scheme.
PRECEPT	The levy made by precepting authorities including the County Council and Parish Councils, on the District Council requiring it to collect the required income from council taxpayers on their behalf.
PROJECTED UNIT METHOD	<p>An accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. An accrued benefits valuation method is a valuation method in which the scheme liabilities at the valuation date relate to:</p> <ul style="list-style-type: none">a) the benefits for pensioners and deferred pensioners (i.e. individuals who have ceased to be active members but are entitled to benefits payable at a later date) and their dependants, allowing where appropriate for future increases,b) the accrued benefits for members in service on the valuation date. <p>The accrued benefits are the benefits for service up to a given point in time, whether vested rights or not. Guidance on the projected unit method is given in the Guidance Note GN26 issued by the Faculty and Institute of Actuaries.</p>
RATEABLE VALUE	A value placed on all properties subject to Rating. The value is based on a national rent that property could be expected to yield after deducting the cost of repairs.
REVENUE EXPENDITURE	Recurring items of day to day expenditure consisting principally of Salaries and Wages, Debt Charges and general running expenses etc.
SETTLEMENTS	A settlement will generally occur where there is a bulk transfer out of the Pension Fund or from the employer's share of the Fund to a new contractor's share of the Fund as a result of an outsourcing. It reflects the difference between the IAS 19

SECTION 7 GLOSSARY OF TERMS

liability transferred and the assets transferred to settle the liability

STRAIN ON FUND CONTRIBUTIONS

Additional employers pension contributions as a result of an employee's early retirement

SUNDRY CREDITORS

Amounts owed by the Authority at 31 March.

SUNDRY DEBTORS

Amounts owed to the Authority at 31 March.

West Devon Borough Council Annual Governance Statement 2016 – 2017

1. Scope of Responsibility

West Devon Borough Council is responsible for ensuring that:

- its business is conducted in accordance with legal requirements and proper standards
- public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, West Devon Borough Council is also responsible for ensuring that there is a sound system of governance (incorporating the system of internal control) and maintaining proper arrangements for the governance of its affairs, which facilitate the effective exercise of its functions, including arrangements for the management of risk. A Statutory Officers' Panel was set up in 2015-16 and a key role of this Panel is strategic risk management.

West Devon Borough Council and South Hams District Council have been shared services partners since 2007. As two of the very first Councils to share a Chief Executive in 2007, the Councils have been bold in challenging the traditional local government model and have always been at the forefront of radical change and innovation.

In early 2015 a completely new leadership team were appointed to lead the organisation through the transformation programme, become more customer-focused, save money, and explore ways of generating income for the Council. The Councils are now led by a small leadership team consisting of two Executive Directors and three Group Managers.

The role of the Senior Leadership Team (SLT) is to implement the plans and policies to support the strategic direction of the Council set by Members. The SLT are supported by an Extended Leadership Team (ELT). The ELT includes the principal people managers and professional lead officers in areas such as Housing, Planning, Environmental Health, Asset Management, and Support Services such as Finance, Legal, and Human Resources.

The Council's Community of Practice Lead for Finance is the officer with statutory responsibility for the administration of the Council's financial affairs as set out in section 151 of the Local Government Act 1972.

The S.151 Officer, who acts as the Chief Financial Officer (CFO), will have responsibility for the administration of the financial affairs of the Council; will contribute to the corporate management of the Council, in particular through the provision of professional financial advice; will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity, and budget and policy framework issues to all Members and will support and advise Members and officers in their respective roles; and, will provide financial information to the media, Members of the public and the community. (Constitution Article 10)

The CFO leads the promotion of good financial management including through the provision and publication of Financial and Contract Procedure Rules. The Council's S.151 Officer is a qualified accountant.

A review of the Council's arrangements against the CIPFA guidance on the Role of the Chief Finance Officer in Local Government has concluded that the recommended criteria have been met in all areas.

2. The Purpose of the Governance Framework

The governance framework comprises the cultural values, systems and processes used by the Council to direct and control its activities, enabling it to engage, lead and account to the community. The framework allows the Council to monitor the achievement of its strategic objectives and to consider whether appropriate, cost-effective services have been delivered.

A significant part of the framework is the Council's system of internal control which is designed to manage risk to a reasonable level. It cannot eliminate all risks of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The governance framework was in place at West Devon Borough Council for the year ended 31 March 2017 and is expected to continue up to the date of approval of the Accounts by the Audit Committee.

The Statement explains how West Devon Borough Council has met the principles of the Chartered Institute of Public Finance & Accountancy (CIPFA) and Society of Local Authority Chief Executive's (SOLACE) Framework Delivering Good Governance in Local Government Guidance Notes for English Authorities 2016.

Included within this framework are seven core principles of governance:

PRINCIPLE A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

All Council decisions incorporate a legal implications section which are published on the Council's website. Officers and Members receive support from Legal Services in considering legal implications and if specialist legal advice is required then the Council will engage external advisors. The Section 151 and Monitoring Officers have specific responsibility for ensuring legality, for investigating any suspected instances of failure to comply with legal and financial requirements, and for reporting any such instances to Members.

In addition the Council undertakes the following to ensure a strong commitment to ethical values and behaving with integrity:

- Staff assessed against a set of key behaviours (known as 'IMPACT') to establish the right values and culture
- The Council's whistle-blowing policy, known as the Confidential Reporting Policy, is available to all staff on the Council's Intranet (including Frequently Asked Questions) and is also publicised internally on an occasional basis to maintain its profile. It was last reviewed and adopted by Members in July 2016 and is annually reviewed by the Statutory Officers' Panel.
- The Council's Constitution also defines the roles of Members and officers. Part 5 of the Constitution includes a Protocol on Councillor / Officer Relations. The Protocol is a guide to Members and Officers in their dealings with each other, and applies equally to co-opted Members of Council bodies in their dealings with officers where appropriate.
- There are codes of conduct in place for Members and Officers which include arrangements for registering interests and managing conflicts of interest. The Officer's Code of Conduct is being reviewed in 17-18 and the Members Code of Conduct is also due to be reviewed in 17-18.
- The Overview and Scrutiny Committee (Internal) is responsible for overseeing the Members' Code of Conduct and good governance by Members, and its terms of reference are set out in the Constitution
- There is an effective Audit Committee in place with clear terms of reference.

PRINCIPLE B - Ensuring openness and comprehensive stakeholder engagement

All Committee and Council meetings are open to the public, with papers available in advance on the Council's website (save where 'exempt' under the Local Government Act 1972 following formal evaluation of the public interest).

The Council also undertakes the following to ensure openness and comprehensive engagement:

- Publishes consultations and surveys on the Council website and uses a consultation checklist based on the Gunning Principles to structure consultations to ensure good communication guidelines are adhered to.
- Utilises social media on a daily basis including Twitter, Instagram, Facebook, LinkedIn and YouTube to provide instant information on Council services thus allowing for a free flow of comments from stakeholders.
- Uses dedicated Locality Engagement Officers to attend local events to canvas the opinions of stakeholders to help shape the delivery of Council services.
- Produces specific e-bulletins for various interest groups including Business, Housing, Neighbourhood Planning, etc.
- Publishes an Annual Report available on the Council website which openly demonstrates how Council resources are used.

PRINCIPLES C AND D - Defining, optimising and achieving outcomes

The Council has a number of strategic documents and plans that guide its approach to achieving its vision and ensuring that it remains financially sustainable. The Council's adopted Priorities are confirmed in Article 6 of the Constitution and again are published on the Council's website.

The Council's policies, aims and objectives are well established and monitored at various levels for example forward plans, annual service planning process and personal development reviews.

In March 2016 the Overview and Scrutiny (External) Committee considered *West Devon Our Plan*, which is a single strategic document that sets out the vision, objectives and activities of the Council.

The link to the full report on Our Plan is set out below:

<http://mg.swdevon.gov.uk/ieListDocuments.aspx?CId=223&MId=240&Ver=4>

It brings together all strategies and plans and sets out a comprehensive story of what the Council wants to achieve through two blended and inter-related elements;

- The corporate plan establishing the Council's vision, objectives, priorities, actions and delivery approaches and
- The Local Plan establishing land use planning policies and allocations – the Council's work on the Joint Local Plan between Plymouth City, West Devon and South Hams is described further below:

The Council's Our Plan Themes and Objectives are:

- *Economy – Creating places for enterprise to thrive and business to grow*
- *Homes – Enabling homes that meet the needs of all*
- *Infrastructure – Securing the services and facilities that meet the needs of our communities*
- *Communities – Empowering residents to create strong communities*
- *Wellbeing – Supporting positive safe and healthy lifestyles*
- *Environment – Protecting, conserving and enhancing our built and natural environment*
- *Heritage – Celebrating our past and protecting our heritage for the future*
- *Resources – Promoting energy efficiency and more effective use of our natural resources*

Progress on each of the above Our Plan themes is detailed in the Council's Annual Report 2016/17 which was approved by Council in May 2017 and is available on the Council website.

In tandem, work has progressed to develop a Joint Local Plan between Plymouth City, West Devon and South Hams. The Joint Local Plan sets out a strategy and detailed policies that establish a framework to steer housing and employment development to the most sustainable locations and to guide decisions on planning applications.

Work on this Joint Plan is due to be submitted for examination by the Planning Inspectorate during the Summer of 2017; a key milestone for those wishing to progress their Neighbourhood Plans.

The Council also undertakes the following to ensure it defines, optimises and achieves outcomes:

- Staff briefings led by Senior Leadership Team articulate the vision and new ways of working
- Regular consultation is undertaken on a range of issues
- Effective budgetary monitoring takes place regularly and is reported quarterly to Members
- Cashable savings identified in the T18 programme have been realised

- Performance management and reporting is embedded including quarterly reporting to the Overview and Scrutiny Committee (Internal)
- Scrutiny teams have delivered tangible outcomes as highlighted in their Annual Report
- The Council regularly engages with other authorities to learn and understand how best practice has been delivered elsewhere.

PRINCIPLE E - Developing capacity and capability

Staff throughout West Devon and South Hams perform well with sickness levels below the national average. HR policies allow a fair and positive relationship between employer and employee. Regular staff briefings and an online staff appraisal system ensures staff are up to speed with Council priorities. Employees are able to evidence their achievements and identify any training needs through the appraisal process.

The Councils are committed to providing opportunities to young people and currently have 5 apprentices.

The Council also undertakes the following to develop capacity and capability:

- Delivers an induction programme for Officers and Members
- Provides a Member training and development programme
- Promotes to staff the use of “Learning Pool” an extensive online learning resource
- Delivers focused training on specific issues (e.g. complaints, data protection)
- Commencement of an Extended Leadership Team development programme
- Works in partnership with local authorities and other bodies to achieve economies of scale
- Conducts a staff survey to gauge employee satisfaction and assist in improving how the organisation performs.

PRINCIPLE F Managing risks and performance

There is a culture of risk ownership and management throughout the Council in 16/17, particular focus has been given to health and safety and information security.

Risks are logged centrally and are updated regularly. For each risk, the uncertainties are identified, along with the consequences, likelihood of occurrence and strategic impacts that would result.

The Council’s Senior Leadership Team review the corporate risk log monthly and updates are reported to Elected Members via the Audit Committee on a biannual basis. Elected Members also have the opportunity to raise concerns with the mitigating actions being taken by officers and can suggest new risks for consideration

A Statutory Officers' Panel which meets quarterly has been set up comprising of the Head of Paid Service, Chief Finance Officer and the Monitoring Officer with other key officers invited as appropriate. This Panel amalgamates the former Probity Group, Risk Management Group and Governance Group, and its key roles are to ensure that the Councils comply with, and manage:

- Governance frameworks
- Strategic risk management, and
- Regulatory framework

The Statutory Officers' Panel has important links with the Audit Committee and the Overview & Scrutiny Panel. It has a rolling programme of works which are set out in a Forward Plan.

All committee reports include reference where relevant to the potential impact on the Council's priorities and community plan themes, and address as appropriate any financial, staffing, risk, legal and property implications, and are monitored by appropriate senior officers (including the S151 Officer and the Monitoring Officer).

With regards to managing performance throughout the year we have continued to improve performance to meet the needs of our customers. We have systematically reviewed areas of poor performance, streamlined processes, embedded new IT solutions and delivered staff training.

As a result we have seen a significant reduction in call volumes, an increase in transactions online and quicker turnaround times for planning, benefits and disabled facility grants applications.

To manage performance the Council ensures the following:

- Continuous managerial review of services to ensure continuous improvement and the economic, effective and efficient use of resources
- Financial management arrangements, where managers are responsible for managing their services within available resources and in accordance with agreed policies and procedures. Quarterly budget monitoring reports are presented to the Hub Committee
- Active performance management arrangements including quarterly reports to Overview & Scrutiny Committee (Internal) on performance measures
- A robust complaints/ compliments procedure is in place and is widely publicised, with the Ombudsman's Annual Report being reported to the Overview and Scrutiny Committee (Internal)
- Freedom of Information requests are dealt with in accordance with established protocols

PRINCIPLE G Implementing good practices in transparency, reporting, and accountability

The Council follows the Government Communication Service guidance on providing clear and accurate information and has a number of measures in place to demonstrate transparency and accountability.

An Audit Committee meets five times a year and its role is to provide an oversight of the financial reporting and audit processes plus the system of internal controls and compliance with laws and regulations.

The Council also has two internal audit staff managed by the Devon Audit Partnership who provide an opinion on the internal control environment and governance processes.

External audit is provided by KPMG who in 2016 reported that they were satisfied that in all significant respects the Council has put in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources.

To further ensure transparency the council undertakes the following:

- Provide training to Members on the Overview and Scrutiny Committees on effective scrutiny practices
- Ensure all Member decisions are formally minuted
- Publishes all Council decisions online together with background reports
- Produces an Annual Report detailing Council performance and spend

1. Process for maintaining and reviewing effectiveness of the Council's Governance arrangements

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. This responsibility is in practice carried out by Senior Managers, with the Executive Director informing the Hub Committee of any significant matters warranting their attention. The Council ensures the delivery of services in accordance with Council policies and budgets, which includes long term financial planning, good financial management and ensuring up to date risk management across the Council. The Overview and Scrutiny Committees (Internal) and (External) are responsible for performing a review function.

Internal Committee

The Overview and Scrutiny Committee (Internal) continues to review and scrutinise the Council's performance monitoring reports via the T18 programme against the Council's corporate strategy and quarterly performance indicator reports. The items considered within 2016/17 are below:-

- Budget Proposals 2017/18
- Medium Term Financial Strategy 2017/18 to 2021/22
- T18 Programme Monitoring/Update on Transformation Programme
- Performance Updates and Progress reports – e.g. Contact Centre, Development Management Service and Customer Services statistics
- Case Management Presentation
- Locality Model review
- Performance Measures Review
- Performance Management – Task and Finish Group Updates
- Performance Indicators
- Economy Working Group recommendations

- Transitional Resources Monitoring
- Overview of the Website Development
- Ombudsman Annual Review Letter 2016
- Task and Finish Group Updates – T18 Programme – Interim Review
- Planning Peer Challenge Review 2016/17
- Five Year Land Supply
- Member Development Steering Group –Progress Update

External Committee

The Overview and Scrutiny Committee (External) considers and focuses on the impact the Council and its partners are making on our customers and communities. Specific duties include scrutiny of external organisations, Crime and Disorder Overview & Scrutiny functions, monitoring of service contracts and Health & Wellbeing. The items considered in 2016/17 were:-

- Joint Local Plan Update
- Budget Proposals report 2017-2018
- Health and Wellbeing (Leisure) Procurement Update
- Community Safety Partnership
- Tavistock Townscape Heritage Initiative
- Annual Report
- New Homes Bonus Allocation to Dartmoor National Park Authority
- Tamar Trails Legacy
- Task and Finish Group Updates:
 - Devon and Cornwall Housing Review
 - Partnership Review

The following representatives also attended the Committee

- NHS England
- NHS New Devon Clinical Commissioning Group
- Police and Crime Commissioner
- Devon and Cornwall Housing

Audit Committee

The Audit Committee has a specific role in relation to the Council's financial affairs including the internal and external audit functions and monitors the internal workings of the Council (broadly defined as 'governance').

It is responsible for making sure that the Council operates in accordance with the law and laid down procedures and is accountable to the community for the spending of public money. The Audit Committee reviewed all aspects of the Council's strategic performance and resource management arrangements, including budgeting, accounting and treasury management.

The review of effectiveness of the system of internal control is informed by three main sources: the work of Internal Audit; by managers who have responsibility for the development and maintenance of the internal control environment; and also by comments made by external auditors and other review agencies/inspectorates.

Internal Audit

West Devon's responsibility for maintaining an effective internal audit function is set out in Regulation 6 of the Accounts and Audit Regulations 2011. This responsibility is delegated to the Community of Practice Finance lead and S151 Officer.

The Internal Audit Shared Service Team operates in accordance with best practice professional standards and guidelines. It independently and objectively reviews, on a continuous basis, the extent to which the internal control environment supports and promotes the achievement of the Council's objectives and contributes to the proper, economic, efficient and

effective use of resources. All audit reports go to the Senior Leadership Team who agree any recommendations. Members receive an annual report of internal audit activity and approve the annual audit plan for the forthcoming year.

The Internal Audit annual report for 2016/17 is also due to be considered by the Audit Committee on 22 June 2017.

The report contains the Head of Internal Audit's Opinion which is that "Based on the work performed during 2016/17 and that of their experience from the previous year's audit, the Head of Internal Audit's Opinion is of "Significant Assurance" on the adequacy and effectiveness of the Authority's internal control framework. This view forms part of the Annual Governance Statement for 2016/17.

Senior Managers

Individual managers are responsible for establishing and maintaining an adequate system of internal control within their own sections and for contributing to the control environment on a corporate basis.

There are a number of significant internal control areas which are subject to review by internal audit. All managers acknowledge their responsibilities and confirm annually that they have implemented and continuously monitored various significant controls.

This is done on a checklist covering the following areas: Council objectives and service plans, staffing issues, corporate procedure documents, service specific procedures, risk management, performance management and data quality, and action on independent recommendations.

External auditors and other review agencies/inspectories

Our external auditors (KPMG) have issued their 'Audit progress' letter dated 9 June 2017 on the outcome of the planning and control evaluation phases of their audit. This was to ensure that, in line with good practice, that any significant matters are reported to those charged with governance in a timely manner. Their letter states their audit work has gone smoothly and that they have not identified any significant issues. However KPMG did identify one non-significant control deficiency. This related to the fact that the completion of monthly benefit payment checks by officers was not being documented so as to evidence their completion.

The key messages from KPMG's External Audit report for 2015/16 (presented to the Audit Committee on 27th September) were as follows:-

An unqualified audit opinion on the Accounts was issued by 30 September 2016. KPMG's audit of the Accounts did not identify any material misstatements to the Council's Accounts and they agreed a number of minor presentational and disclosure changes to the supporting notes to the Accounts. No significant issues arose as a result of their work on the allocation of shared costs. The KPMG report stated that the Council has good processes in place for the production of the accounts and good quality supporting working papers.

Value for Money (VFM) audit conclusion – KPMG concluded that the Authority has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources. An unqualified VFM conclusion was issued by 30 September 2016.

Significant Governance Issues

The following action plan has been drawn up to address the weaknesses identified and ensure continuous improvement of systems or to deal with governance issues:

Issues and action plan from the Compliance Review of the Code of Corporate Governance

Issue Identified	Action to be Taken	Responsible Officer
<p>T18 Transformation Programme</p> <p>West Devon Borough Council and South Hams District Council have undertaken innovative plans to transform the way the Councils carry out their work, casting aside the traditional ways of local government. Long-established Council departments have been replaced by customer-focussed teams of officers who work out of the office and more within the community. The Councils have invested in the latest technology and the Councils' workforce is smaller, reducing the need for office accommodation, and all staff roles have changed.</p> <p>The introduction of a new IT system whilst at the same time the Council's workforce having been reduced by 30%, has meant that performance in some key areas has been below that which should be expected.</p> <p>On 7th June 2016 the Hub Committee considered a report on Transitional Resources. The Hub Committee recommended to Council to approve the use of £215,000 of unused New Homes Bonus funding, to fund the temporary transitional staffing resources set out in the report.</p>	<p>Monitoring reports on performance and transitional resources are presented to the Council's Overview and Scrutiny Committee (Internal).</p> <p>The T18 risk register is reviewed quarterly as a minimum by the Senior Leadership Team (SLT) and Programme Board, and is presented to the Audit Committee every six months. This will continue for the duration of the programme.</p> <p>The Council's Head of Paid Service and Group Manager have regular weekly meetings with the IT software supplier.</p> <p>Transitional Resources Report to Hub Committee (7th June 2016). Monitored by a group of officers – Transitional Improvement Board</p>	<p>Senior Leadership Team S.151 Officer Monitoring Officer Internal Audit Manager Timescale in line with the Programme.</p> <p>Audit Committee</p> <p>Transitional Improvement Board</p>

Issues and action plan from the System of Internal Control:

The system of internal control is described in section 2 above.

Issue Identified	Action to be Taken	Responsible Officer & Target Date
<p><i>Financial Uncertainty</i></p> <p>As Local Authorities experience reductions in funding, although West Devon Borough Council currently has a balanced budget, we must continue to review spending and monitor financial plans in order to balance future budgets in the face of the further government funding reductions.</p> <p>A Medium Term Financial Strategy (MTFS) was presented to the Hub Committee in September 2016 setting out the current position and was regularly updated throughout the 2017-18 Budget Setting process.</p> <p>There is still more to be done but the Council is establishing a solid base from which to become more commercial in its approach to meeting the forecast budget gap of £1 million in 2018/19, whilst protecting its much valued services.</p> <p>The next MTFS is due to be presented to Members in July 2017. The Council has commenced several initiatives that aim to help us to reduce our costs and meet the enormous challenge of a significant funding gap.</p>	<p>Other initiatives in progress include:</p> <ul style="list-style-type: none"> • Income generation initiatives • Commercial property investment strategy • Exploring the concept of creating one single Council with South Hams District Council to extend the current shared services partnership • Other initiatives being progressed through the Joint Steering Group with South Hams District Council • Business Rates Pilot • Strategic Asset Review 	<p>Senior Leadership Team S151 Officer On-Going</p> <p>Reports to Council at the end of July 2017</p>
Issue Identified	Action to be Taken	Responsible Officer and

		Target Date
<p>Joint Local Plan</p> <p>A key responsibility of the Council is to maintain an up to date development plan.</p> <p>The Joint Local Plan prepared in conjunction with South Hams and Plymouth Councils sets out a strategy and detailed policies that establish a framework to steer housing and employment development to the most sustainable locations and to guide decisions on planning applications.</p> <p>A Joint Member Steering Group is in place to ensure that key decisions needing to be made are taken back to the individual Local Authorities.</p>	<p>The Joint Local Plan will be the subject of an examination by the Planning Inspectorate in Autumn 2017 (following a public engagement event) with the intention to adopt in the year 2017/2018.</p>	<p>Executive Director (Strategy & Commissioning)</p> <p>Adopt in the year 2017/2018.</p>
<p>Internal and External Audit Reports</p> <p>Some issues have been identified in audit reports by the Council's shared in-house internal audit team and the Council's external auditor, KPMG.</p> <p>Individually the recommendations do not impact on the wider system of internal control, but action plans for remedial action have been agreed where appropriate.</p>	<p>All remedial actions detailed in external and internal audit reports will be completed in line with the agreed timescales. These actions will be monitored by the auditors' 'follow up' procedures.</p>	<p>Extended Leadership Team (ELT) S151 Officer Internal Audit Manager In line with agreed timescales</p>

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified

in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

CONCLUSION

The Council is satisfied that appropriate governance arrangements are in place. However it remains committed to maintaining and where possible, improving these arrangements, in particular by addressing the issues identified by Internal Audit and External Audit in their regular reports to the Audit Committee.

Signed:

**Cllr P R Sanders
Leader of West Devon Borough Council**

Signed:

**Steve Jordan
Executive Director (Strategy and Commissioning)
and Head of Paid Service, on behalf of West Devon
Borough Council**

Date: To be inserted

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Agenda Item 6

Report to: **Audit Committee**
Date: **18th July 2017**
Title: **Shared Services Methodology 2016/17**
Portfolio Area: **Support Services – Councillor C Edmonds**

Wards Affected: **ALL**

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

Author: Lisa Buckle Role: **Finance Community of Practice Lead**

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

Recommendations:

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

1. Executive summary

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

2. Background

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

West Devon Borough Council and South Hams District Council have been shared service partners since 2007. The Councils have a shared non-manual workforce.

Appendix A sets out the methodology and the percentage on which staff costs and other related costs for each service are split between West Devon Borough Council and South Hams District Council. The caseload statistics are the actual caseloads for each service for the 2016/17 financial year.

In KPMG's annual report to the Audit Committee in September 2016 they stated that 'No significant issues arose as a result of their work in the allocation of shared costs.'

3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council is legally required to maintain adequate governance and financial arrangements to ensure a fair allocation of shared costs is absorbed by each individual Council.
Financial	Y	As above.
Risk	Y	The allocation of shared costs was identified by KPMG as a key financial statements audit risk. KPMG's final report concluded that 'No significant issues arose as a result of their work in this area.'
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/a
Safeguarding	N	N/a
Community Safety, Crime and Disorder	N	N/a
Health, Safety and Wellbeing	N	N/a
Other implications	N	none

Appendices

Appendix A – List of shared service apportionments for 2016/17.

Shared Services Allocations of costs for the Financial Year 2016/2017 – Appendix A

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Strategy and Commissioning			
Place Making	50%/50%	Equal due to the nature of the work	N/A
Member Services	50%/50%	Equal due to the nature of the work	N/A
Business Development Team	50%/50%	Equal due to the nature of the work	N/A
Customer First			
Customer Contact Centre	Customer calls 69%/31%	Number of calls to the Customer Contact Centre throughout 2016/17	South Hams – 191,250 West Devon – 86,556
Case Management Managers and Team Leaders	50%/50%	Management of case managers and workload	N/A – reflects managerial element of roles

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Planning	70%/30% Planning Caseload data	Planning applications Planning Appeals Planning Pre-Applications Planning Enforcement cases	South Hams -2,713 West Devon – 1,018 South Hams – 29 West Devon -24 South Hams -310 West Devon – 120 South Hams – 447 West Devon 184
Housing Benefits	60%/40%	Housing Benefit new claims processed and change of circumstances processed	New claims: South Hams 1,066 West Devon 789 Change of circs: South Hams 17,564 West Devon 12,146

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Council Tax	Council Tax 63%/37%	Council Tax rated properties (Valuation office list at Mar 17)	South Hams – 43,769 West Devon – 25,478
Business Rates	Business Rates 63%/37%	Business Rates Rating List – valuation in RV (March 17)	South Hams – 83,760,677 West Devon – 29,011,191
Environmental Health COP – various apportionments	Main team allocation 60%/40%	Various depending on their work	Various depending on their work
	Disabled Facility Grants work (65%/ 35%)	Disabled Facility Grant cases received	South Hams – 152 West Devon - 73
	Licensing Policy work (50%/50%)	Policy work	N/A
	Food Inspections (75%/25%)	Number of Food Inspections	South Hams – 977 West Devon - 342
	Private Water Supplies (52%/48%)	Number of Private Water Supplies	South Hams – 249 West Devon - 229

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Assets	70%/30%	Balance Sheet Assets in each Council's Accounts	South Hams £74 mil West Devon £19.7mil
Leisure	67%/33%	Number of Leisure Centres	South Hams – 4 West Devon - 2
Housing COP – various apportionments	Housing caseload data 60%/40%	<p>Number of contacts</p> <p>Number of housing preventions</p> <p>Numbers on the housing register</p> <p>Number of Direct Lets</p>	<p>South Hams 481 West Devon 369</p> <p>South Hams 277 West Devon 258</p> <p>South Hams – 1891 West Devon – 756</p> <p>South Hams – 46 West Devon – Nil</p>

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
Commercial Services			
Waste	80%/20% 100%/0% 60%/40%	Dependent on specific activity	Each role is assessed
Facilities	70%/30%	Time allocation	N/A
Support Services			
Media COP	50%/50%	Time allocation	N/A
HR COP	79%/21%	Permanent posts on the establishment	South Hams – 343 West Devon - 89
Legal COP	60%/40%	Time allocation	N/A
Finance COP	60%/40%	Time allocation	N/A
ICT Infrastructure team	50%/50%	Time allocation	N/A
ICT Helpdesk team	60%/40%	Time allocation	N/A
Case Management Support Services	60%/40%	Time allocation	N/A
Digital Mailroom	70%/30%	Time allocation	N/A
Internal Audit	Various and as per team	Time recording of	N/A – time recording

Service Area	Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)	Basis of the apportionment of costs between SHDC and WDBC	Caseload Information which has informed the shared services apportionment
	member 84%/16% And 82%/18%	productive time only	
Extended Leadership Team	Various splits of individual posts, some 50%/50% and some 60%/40%	Time allocation	N/A
Senior Leadership Team	All 50%/50% with the exception of the Group Manager for Commercial Services (60%/40%)	Time allocation	N/A