

# South Hams Audit Committee



<b>Title:</b>	<b>Agenda</b>
<b>Date:</b>	<b>Thursday, 22nd June, 2017</b>
<b>Time:</b>	<b>2.00 pm</b>
<b>Venue:</b>	<b>Cary Room - Follaton House</b>
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Pearce  <b>Vice Chairman</b> Cllr Pennington</p> <p><i>Members:</i> Cllr Bramble Cllr Holway  Cllr Brazil</p>
<b>Interests – Declaration and Restriction on Participation:</b>	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.
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk

<b>1. Minutes</b>	<b>1 - 6</b>
To approve as a correct record and authorise the Chairman to sign the minutes of the Audit Committee held on 23 March 2017;	
<b>2. Urgent Business</b>	
Brought forward at the discretion of the Chairman;	
<b>3. Division of Agenda</b>	
To consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;	
<b>4. Declarations of Interest</b>	
Members are invited to declare any personal or disclosable pecuniary interests they may have, including the nature and extent of such interests, in any items to be considered at this meeting;	
<b>5. KPMG External Audit Fee Letter;</b>	<b>7 - 14</b>
<b>6. KPMG Interim Audit Letter 2016/17</b>	<b>15 - 16</b>
<b>7. Audit Committee Workplan Programme 2017/18</b>	<b>17 - 24</b>
<b>8. Shared Services Methodology 2017/18</b>	<b>25 - 34</b>
<b>9. Annual Governance Statement 2016/17</b>	<b>35 - 60</b>
<b>10. Draft Budget Book 2017/18</b>	<b>61 - 80</b>
<b>11. Internal Audit Annual Report 2016/17</b>	<b>81 - 104</b>

**MINUTES OF A MEETING OF THE AUDIT COMMITTEE  
HELD AT FOLLATON HOUSE, TOTNES ON THURSDAY 23 MARCH 2017**

<b>Members in attendance</b>			
* Denotes attendance			
∅ Denotes apology for absence			
*	Cllr I Bramble	*	Cllr J T Pennington (Vice-Chairman)
∅	Cllr J Brazil	*	Cllr K R H Wingate (Chairman)
*	Cllr J A Pearce		

<b>Members also in attendance:</b>
Cllrs D Brown, M J Hicks, T R Holway, R J Tucker and S A E Wright

Item No	Minute Ref No below refers	Officers and Visitors in attendance
All Items		Executive Director (Service Delivery and Commercial Development); Section 151 Officer; Monitoring Officer; Devon Internal Audit Partnership Manager; KPMG Engagement Lead and Senior Specialist – Democratic Services

**A.29/16 MINUTES**

The minutes of the meeting held on 12 January 2017 were confirmed as a correct record and signed by the Chairman.

**A.30/16 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting, but none were made.

**A.31/16 KPMG ANNUAL GRANT CERTIFICATION LETTER**

A paper was considered by the Committee that advised of the requirement for external auditors to prepare an annual report on the claims and returns certified for each audited body. It was noted that the Certification Letter was the KPMG annual report for the certification work that had been undertaken for 2015/16.

With no issues subsequently being raised by Members, it was then:

**RESOLVED**

That the contents of the Annual Grant Certification Letter be noted.

**A.32/16 KPMG REPORT EXTERNAL AUDIT PLAN 2016/17**

The Committee considered a report from KPMG that presented its External Audit Plan for the Council for 2016/17.

In discussion, reference was made to:-

- (a) the identified risk relating to Business Rates Appeals. Some Members felt that the comment in the Plan that: *'the Council receives 40% of non-domestic rates income and costs'* gave the wrong impression to the public when, in reality, the Council only received 6p of every £1 received;
- (b) the allocation of shared costs between the Council and West Devon Borough Council. The Section 151 Officer confirmed that the Committee would receive a further report on this matter at its June 2017 meeting. Furthermore, it was also confirmed that this report would include reference to the methodology that was used to calculate the cost allocations between the two authorities;
- (c) the Council approach to pursuing its debtors. In response to some Member concerns regarding the timescales for chasing some debts, officers informed that the Senior Leadership Team was reviewing the Council's current approach to pursuing debtors. Following this review, officers gave a commitment to report back to the Committee at its September 2017 meeting to outline the safeguards that had been put in place;

It was then:

**RESOLVED**

That the External Audit Plan be noted.

**A.33/16 2017/18 INTERNAL AUDIT PLAN**

Members gave consideration to a report that provided them with the opportunity to review and comment upon the proposed internal audit plan for 2017/18.

In discussion, the following points were raised:-

- (a) Whilst there was still some areas that related solely to the Council (e.g. Salcombe Harbour), it was noted that the Audit Plan was now a joint document between the Council and West Devon Borough Council;

- (b) A Member sought greater clarity on the time allocated for the 'LACC Lessons Learned Officers Group'. In response, officers advised that this related to a request from senior officers for Internal Audit colleagues to be in attendance at meetings to reflect on the LACC project and to bring an objective support and challenge perspective to these discussions.

A Member stated her regret at the amount of time and resource that had been committed to the project and was of the view that this had consequently led to a detrimental impact on service delivery. However, other Members felt that it was right for the project to have been given detailed consideration as a potential option to address future budgetary constraints.

A Member expressed his support for investigations to take place into the potential purchase of time recording technology to enable for project costings to be more accurate. In contrast, other Members believed that the current approach was proportionate and considered that such technology would be overly bureaucratic.

It was then:

### **RESOLVED**

That the report be noted and the proposed Internal Audit Plan for 2017/18 (as outlined at Appendix A of the presented agenda report) be approved.

A.34/16

## **REVIEW OF THE COUNCIL'S CONSTITUTION**

The Committee considered a report that presented the annual review of the Council Constitution.

In his introduction, the lead Executive Member for Support Services wished to put on record his gratitude for the amount of work and effort that the Chairman of the Overview and Scrutiny Panel had put in during this review. Furthermore, the Monitoring Officer also wished to thank the Council's Corporate Procurement Officer for the work that she had undertaken to review the Council's Contract Procedure Rules.

In the subsequent discussion, reference was made to:-

- (a) the European Union (EU). A Member emphasised a number of his detailed concerns over the degree of reference to the EU in the Council's draft Contract Procedure Rules. In particular, it was agreed that the Member would be provided with more information relating to State Aid outside of the meeting;

- (b) the proposed increase in the delegated authority limit of asset disposals. In accepting the reason for the proposed increase from £50,000 to £300,000, the Committee felt that the Leader should also be included in the list of consultees. Therefore, an addition was **PROPOSED** and **SECONDED** and on being put to the vote declared **CARRIED** that:

*'The COP Lead for Assets be given delegated authority, in consultation with the Section 151 Officer, the lead Executive Member for Assets and the Leader of Council to dispose and/or acquire assets up to a limit of £300,000, with any acquisitions and/or disposals above this limit being referred to the Executive for decision.'*

- (c) the Members' Planning Code of Practice. The Monitoring Officer confirmed that it was her intention for the Code of Practice to be reviewed in the upcoming months;
- (d) the South West Design Panel. Having been informed of the establishment of the South West Design Panel, some Members requested more detailed information regarding how it operated;
- (e) access to information relating to the LACC Joint Steering Group (JSG). In response to Member criticism that the wider membership were unable to see the JSG agenda papers, it was agreed that this issue would be given further consideration at the next JSG meeting on 28 March 2017;
- (f) the importance of all newly elected Members being sent a link to the Council Constitution;
- (g) officer delegations. A Member queried what control measures were in place to ensure that officers who had utilised their delegated powers were informing the Executive of their decisions. In reply, the Committee was advised that the Council had an informal Executive Briefing forum at which such matters were reported.

Furthermore, in respect of reporting exemptions, it was noted that these were included in the Council's Annual Governance Statement that was formally considered by the Executive. As a further assurance, the lead Executive Member for Support Services confirmed that, on occasion, he did challenge and seek greater clarity on the legitimacy of some of the exemptions that were reported to him;

It was then:

### **RESOLVED**

1. That authority be delegated to the Monitoring Officer to make any further amendments to the Contract Procedure Rules as a result of consultation with the Corporate Procurement Officer; and

2. That Council be **RECOMMENDED** that the amendments to the Council Constitution (as summarised in paragraph 2 of the presented agenda report and fully outlined on the Council website) be approved, subject to inclusion of the addition at point (b) (as above) in the detailed minutes.

## A.35/16 **STRATEGIC RISK ASSESSMENT – REGULAR UPDATE**

The Committee considered a report that presented an updated assessment of the Council's strategic risks.

In discussion, reference was made to:-

- (a) those risks with a score of 12. Whilst the report requested that the attention of the Committee should be on those risks with a score above 12, Members felt that this should be revised, with their attention being on those risks with a score of 12 and over;
- (b) some of the current risk scores. In recognising their subjectivity, a Member took issue with some of the current risk scores. For example, the Member felt that risk number 6 ('Encouraging Communities to Thrive') was scored too highly whereas risk numbers 11 ('Financial Sustainability') and 12 ('Provision of Quality Services') were scored too lowly. Following a detailed discussion, it was agreed that a meeting be set up between the Group Manager – Business Development; the lead Executive Member for Business Development and the interested Member to review the current scores attributed to each identified risk;
- (c) the Council's procurement arrangements. Such was the importance of procurement, that a Member was of the view that the temporary procurement officer post should be made permanent. In echoing the importance, officers stated that discussions were currently taking place across Devon in an attempt to establish a countywide approach to procurement. As discussions progressed, officers gave a commitment to keep the Committee informed in this respect.

It was then:

### **RESOLVED**

1. That the Committee has reviewed the strategic risks and has made comments (as detailed in the minutes above); and
2. That the Group Manager – Business Development convene a meeting with the lead Executive Member for Business Development and Cllr Pearce to review the current scores attributed to each individual risk.

(Meeting commenced at 2.00 pm and finished at 3.35 pm)

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Chairman

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**KPMG LLP**  
**Audit**  
3 Assembly Square  
Britannia Quay  
Cardiff CF10 4AX  
United Kingdom

Tel +44 (0) 29 2046 8205  
Fax +44 (0) 29 2046 8119  
darren.gilbert@kpmg.co.uk

## Private & confidential

Lisa Buckle  
Finance Community of Practice Lead  
South Hams District Council  
Follaton House  
Plymouth Road  
Totnes  
Devon TQ9 5NE

Our ref SHDC/1718/Fee Letter

29 March 2017

Dear Lisa

## Annual audit fee 2017/18

I am writing to confirm the audit work and fee that we propose for the 2017/18 financial year at South Hams District Council. Our proposals are based on the risk-based approach to audit planning as set out in the Code of Audit Practice and Public Sector Audit Appointments Ltd's (PSAA's) published work programme and fee scales.

## Planned audit fee

The planned audit and certification fees for 2017/18 are shown below, along with a comparison to the prior year's fee. All fees are exclusive of VAT.

Audit area	Planned fee 2017/18	Planned fee 2016/17
Audit fee – South Hams District Council	43,404	43,404
Certification of housing benefit grant claim	TBC	7,328

PSAA has set the 2017/18 scale fees at the same level as for 2015/16 and 2016/17, thereby preserving the 25 per cent reductions in cash terms that were applied to those years which in turn were in addition to the savings of up to 40 per cent in scale audit fees and certification fees in 2012/13. This equates to a real terms saving of 61 per cent over this period. The 2017/18 planned fee is in line with the scale fee.

The 2017/18 scale fee for the certification of housing benefit grant claims is still to be published. We will inform you of any changes in fee as a result of this once final scale fees are announced.

As we have not yet completed our audit for 2016/17 the audit planning process for 2017/18, including the risk assessment, will continue as the year progresses and fees will be reviewed and updated as necessary. We will naturally keep you informed.

## **Redistribution of Audit Commission surplus**

PSAA plans, during the course of 2017/18, to make a distribution of surplus funds to principal local government and police bodies. The distribution is made possible by the transfer of an element of the Audit Commission's retained earnings prior to its closure in March 2015 and by PSAA continuing to generate surplus funds and make further efficiencies since its establishment.

This distribution will be made directly by PSAA and not via KPMG. Based on current information, PSAA anticipates that the amount of the redistribution is likely to be in the order of 15% of the scale fee.

## **Factors affecting audit work for 2017/18**

We plan and deliver our work to fulfil our responsibilities under the Code of Audit Practice (the Code) issued by the National Audit Office (NAO). Under the Code, we tailor our work to reflect local circumstances and our assessment of audit risk. We do this by assessing the significant financial and operational risks facing an audited body, and the arrangements it has put in place to manage those risks, as well as considering any changes affecting our audit responsibilities or financial reporting standards.

Under the Code, we have a responsibility to consider an audited body's arrangements to secure economy, efficiency and effectiveness in its use of resources and to do this we will undertake appropriate value for money (VFM) audit work. The 2017/18 fees have been set on the basis that the NAO's Code and supporting guidance does not change the level of work required on the VFM audit. Should this not be the case, or if new or increased significant VFM audit risks arise that require further audit work, additional fees will be necessary over and above the scale fee. Any such additional fees will be subject to approval through PSAA's fee variation process.

## **Certification work**

As well as our work under the Code, we will certify the 2017/18 claim for housing benefit subsidy to the Department for Work & Pensions (DWP).

The 2017/18 subsidy claim will be the final year for which PSAA will make arrangements for auditors to undertake housing benefit subsidy certification work. After the end of the transitional arrangements and the current audit contracts, PSAA has no legal power or remit in relation to assurance on claims or returns. The DWP is developing its own assurance arrangements from 2018/19 and has issued further guidance directly to local authorities. We will liaise with the Council over the future approach to this work as details emerge.

There are no longer any other claims or returns that we are required to certify under the PSAA audit contract. Assurance arrangements for other schemes are a matter for the relevant grant-paying body, and may be the subject of separate fees and tri-partite arrangements between the grant-paying body, the audited body, and the auditor. We would be happy to discuss any such certification needs with you.

### **Assumptions**

The indicative fees are based on a number of assumptions, including that you will provide us with complete and materially accurate financial statements with good quality supporting working papers, within agreed timeframes. It is imperative that you achieve this. If this is not the case and we have to complete more work than was envisaged, we will need to charge additional fees for this work. Our assumptions are set out in more detail in Appendix 1 to this letter.

In setting the fee at this level, we have assumed that the general level of risk in relation to the audit of the financial statements and certification work is not significantly different from that identified for the current year's audit. A more detailed audit plan will be issued early next year. This will detail the risks identified, planned audit procedures and (if required) any changes in fee. If we need to make any significant amendments to the audit fee during the course of the audit, we will first discuss this with you and then prepare a report for the Audit Committee, outlining the reasons why the fee needs to change.

We expect to issue a number of reports relating to our work over the course of the audit. These are listed at Appendix 2. A statement of our independence is included at Appendix 3.

The proposed fee excludes any additional work we may agree to undertake at the request of South Hams District Council. Any such piece of work will be separately discussed and a detailed project specification agreed with you.

### **Beyond 2017/18**

The 2017/18 audit will be the last under the current transitional arrangements whereby PSAA is responsible for managing the audit contracts novated to it from the Audit Commission upon its closure in March 2015.

For audits of the accounts from 2018/19, the provisions of the Local Audit & Accountability Act 2014 in relation to local appointment of auditors take effect. The Secretary of State for Communities and Local Government has specified PSAA as the appointing person for principal local government and police bodies. PSAA will therefore appoint auditors and set scale audit fees for bodies that have opted into its national scheme.



## Our team

The key members of our audit team for the 2017/18 audit are:

Name	Role	Contact details
Darren Gilbert	Director	darren.gilbert@kpmg.co.uk 0292 046 8110
Adam Bunting	Manager	adam.bunting@kpmg.co.uk 0117 905 4470
Monica Tirados	In-charge	monica.tirados@kpmg.co.uk 0799 056 6646

## Quality of service

We are committed to providing you with a high quality service. If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact me and I will try to resolve your complaint. If you are dissatisfied with your response please contact the national contact partner for all of KPMG's work under our contract with PSAA, Andy Sayers ([andrew.sayers@kpmg.co.uk](mailto:andrew.sayers@kpmg.co.uk)). After this, if you are still dissatisfied with how your complaint has been handled you can access PSAA's complaints procedure by emailing [generalenquiries@psaa.co.uk](mailto:generalenquiries@psaa.co.uk), by telephoning 020 7072 7445 or by writing to:

Public Sector Audit Appointments Limited  
3rd Floor  
Local Government House  
Smith Square  
London  
SW1P 3HZ

Yours sincerely



Darren Gilbert  
Director, KPMG LLP

cc: Audit Committee

## Appendix 1 – Audit fee assumptions

In setting the fee, we have assumed that:

- the level of risk in relation to the audit of the financial statements is not significantly different from that identified for 2016/17;
- you will inform us of significant developments impacting on our audit work;
- internal audit meets the appropriate professional standards;
- you will identify and implement any changes required under the CIPFA Code of Practice on Local Authority Accounting within your 2017/18 financial statements;
- your financial statements will be made available for audit in line with the timetable we agree with you (note that 2017/18 is the first year in which the 'faster close' timetable applies whereby the deadline for draft accounts moves to the end of May and the deadline for publishing audited accounts moves to the end of July);
- good quality working papers and records will be provided to support the financial statements in line with our *prepared by client* request and by the date we agree with you;
- requested information will be provided within agreed timescales;
- prompt responses will be provided to draft reports;
- complete and accurate claims and returns are provided for certification, with supporting working papers, within agreed timeframes; and
- additional work will not be required to address questions or objections raised by local government electors or for special investigations such as those arising from disclosures under the Public Interest Disclosure Act 1998.

Where these assumptions are not met, we will be required to undertake additional work and charge an increased audit fee. The fee for the audit will be re-visited when we issue the detailed audit plan.

Any changes to our audit plan and fee will be agreed with you. Changes may be required if:

- new residual audit risks emerge;
- additional work is required by KPMG, PSAA, the NAO or other regulators; or
- additional work is required as a result of changes in legislation, professional standards or as a result of changes in financial reporting.

## Appendix 2: Planned outputs

Our reports will be discussed and agreed with the appropriate officers before being issued to the Audit Committee.

<b>Planned output</b>	<b>Indicative date</b>
External audit plan	January 2018
Interim audit report (if required)	May 2018
Report to those charged with governance (ISA260 report)	July 2018
Auditor's report giving the opinion on the financial statements, value for money conclusion and audit certificate	July 2018
Opinion on Whole of Government Accounts return	September 2018
Annual audit letter	October 2018
Certification of grant claims summary report	December 2018

### **Appendix 3 – Independence & objectivity requirements**

Professional standards require auditors to communicate to those charged with governance, at least annually, all relationships that may bear on the firm's independence and the objectivity of the audit engagement partner and audit staff. The standards also place requirements on auditors in relation to integrity, objectivity and independence.

The standards define 'those charged with governance' as 'those persons entrusted with the supervision, control and direction of an entity'. In your case this is the Audit Committee.

KPMG LLP is committed to being and being seen to be independent. The APBs Ethical Standard requires us to communicate to you in writing all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place, in our professional judgement, may reasonably be thought to bear on KPMG LLP's independence and the objectivity of the Engagement Lead and the audit team.

Further to this auditors are required by the NAO's Code of Audit Practice to:

- Carry out their work with integrity, independence and objectivity;
- Be transparent and report publicly as required;
- Be professional and proportional in conducting work;
- Be mindful of the activities of inspectorates to prevent duplication;
- Take a constructive and positive approach to their work;
- Comply with data statutory and other relevant requirements relating to the security, transfer, holding, disclosure and disposal of information.

PSAA's Terms of Appointment includes several references to arrangements designed to support and reinforce the requirements relating to independence, which auditors must comply with. These are as follows:

- Auditors and senior members of their staff who are directly involved in the management, supervision or delivery of PSAA audit work should not take part in political activity.
- No member or employee of the firm should accept or hold an appointment as a member of an audited body whose auditor is, or is proposed to be, from the same firm. In addition, no member or employee of the firm should accept or hold such appointments at related bodies, such as those linked to the audited body through a strategic partnership.

- Audit staff are expected not to accept appointments as Governors at certain types of schools within a local authority area.
- Auditors and their staff should not be employed in any capacity (whether paid or unpaid) by an audited body or other organisation providing services to an audited body whilst being employed by the firm.
- Auditors appointed by the PSAA should not accept engagements which involve commenting on the performance of other PSAA auditors on PSAA work without first consulting PSAA.
- Auditors are expected to comply with the Terms of Appointment policy for the Engagement Lead to be changed on a periodic basis.
- Certain other staff changes or appointments require positive action to be taken by Firms as set out in the Terms of Appointment.

#### **Confirmation statement**

We confirm that as of March 2017 in our professional judgement, KPMG LLP is independent within the meaning of regulatory and professional requirements and the objectivity of the Engagement Lead and audit team is not impaired.





**KPMG LLP**  
**Audit**  
3 Assembly Square  
Britannia Quay  
Cardiff CF10 4AX  
United Kingdom

Tel +44 (0) 29 2046 8205  
Fax +44 (0) 29 2046 8119  
DX 742270 Cardiff 37  
darren.gilbert@kpmg.co.uk

**Private & confidential**

Lisa Buckle  
Finance Community of Practice Lead  
South Hams District Council  
Follaton House  
Plymouth Road  
Totnes  
Devon TQ9 5NE

Our ref SHDC/16-17/InterimLetter

9 June 2017

Dear Lisa

**South Hams District Council – Audit progress**

We have now completed our planning and interim audit work in line with the timetable set out in our detailed External Audit Plan, dated 14 March 2017. In that plan we indicated that we were planning to present an Interim Audit Report to the Council's Audit Committee to report on the outcome of the planning and control evaluation phases of our audit. This was to ensure that, in line with good practice, any significant matters are reported to those charged with governance in a timely manner.

As our audit work to date has gone smoothly and we have not identified any significant issues, we no longer consider it necessary to report to the Audit Committee at this stage.

We have identified one non-significant control deficiency which we have discussed with you and your team. 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. For completeness, we will include this in the ISA260 report which we will produce at the conclusion of the audit and present to the Audit Committee in September 2017.

In the absence of the need for an Interim Audit Report, please feel free to table this letter at the June meeting of your Audit Committee, to provide them with an update on the progress of our audit.

Yours sincerely

Darren Gilbert  
Director, KPMG LLP

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# Agenda Item 7

Report to: **Audit Committee**

Date: **22 June 2017**

Title: **Audit Committee Workplan Programme 2017/18**

Portfolio Area: **Support Services – Councillor S Wright**

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](mailto:lisa.buckle@swdevon.gov.uk)  
01803 861413**

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## **Recommendations:**

**That the Audit Committee approves the Workplan Programme for the financial year 2017-18.**

## **1. Executive summary**

Appendix A sets out the suggested timetable for the agenda items that will be considered by the Audit Committee for the 2017-18 financial year.

## **2. Background**

Appendix A sets out the timetable of the cyclical reports to be considered by the Audit Committee on a yearly basis. Appendix B gives details of the Terms of Reference of the Audit Committee, as set out in the Council's Constitution.

### 3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Terms of Reference of the Audit Committee are set out within the Council's Constitution (as per Appendix B)
Financial	Y	There are no direct financial implications as a result of this report.
Risk	Y	The timetable sets out when agenda items relating to Risk Management will be considered by the Audit Committee.
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 – Audit Committee Workplan Programme for 2017-18

Appendix B – Terms of Reference of the Audit Committee

Committee Meeting	Proposed workplan/timetable for Audit Committee 2017/18
2pm 22 <sup>nd</sup> June 2017	<ul style="list-style-type: none"> <li>i) KPMG External Audit Fee Letter</li> <li>ii) KPMG Interim Audit Report 2016/17</li> <li>iii) Audit Committee Work Programme 2017/18</li> <li>iv) Cost Methodology for Shared Services 2016/17</li> <li>v) Annual Governance Statement 2016/17</li> <li>vi) Draft Budget Book 2017/18</li> <li>vii) Internal Audit Annual Report 2016/17</li> </ul>
2pm 20 <sup>th</sup> July 2017	<ul style="list-style-type: none"> <li>i) Draft Statement of Accounts 2016/17</li> <li>ii) Treasury Management update (for information)</li> </ul>
2pm 21 <sup>st</sup> September 2017	<ul style="list-style-type: none"> <li>i) KPMG External Audit report 2016/17</li> <li>ii) KPMG – role of External Audit</li> <li>iii) Annual Statement of Accounts 2016/17</li> <li>iv) Treasury Management update (for information)</li> <li>v) Monitoring of T18 Programme</li> <li>vi) Six monthly update – Strategic Risk Assessment</li> <li>vii) Internal Audit Charter &amp; Strategy 2017/18</li> <li>viii) Update on Progress on the 2017/18 Internal Audit Plan</li> </ul>
2pm 25 <sup>th</sup> January 2018	<ul style="list-style-type: none"> <li>i) Update on the Appointment of External Auditor</li> <li>ii) KPMG Annual Audit Letter and Closure of the Audit Letter</li> <li>iii) Update on progress on the 2017/18 Internal Audit Plan</li> <li>iv) Treasury Management update (for information)</li> </ul>
2pm 22 <sup>nd</sup> March 2018	<ul style="list-style-type: none"> <li>i) KPMG Annual Grant Certification Letter</li> <li>ii) KPMG External Audit Plan 2017/18</li> <li>iii) Treasury Management update (for information)</li> <li>iv) 2018/19 Internal Audit Plan</li> <li>v) Review of Council Constitution</li> <li>vi) Six monthly update – Strategic Risk Assessment</li> <li>vii) Update on Anti-Fraud, Corruption and Bribery Policy and Strategy, Anti Money Laundering Policy and Confidential Reporting Policy</li> </ul>

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## **Extract of the Council's Constitution (Part 3 of the Delegation Scheme)**

Below is an extract of the Council's Constitution which sets out the terms of reference of the Audit Committee:-

### **DELEGATIONS TO COMMITTEES - AUDIT COMMITTEE (TERMS OF REFERENCE)**

#### **General Function:**

The Audit Committee will provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment and to oversee the financial reporting process

#### **Responsibilities**

To carry out the Council's responsibilities for the following areas:

#### **Internal Audit**

· To consider and approve (but not direct) the Internal Audit Terms of Reference (Charter), Strategy and Audit Plans.

To consider:

- Progress on the Internal Audit Plan and summary of internal audit activity, opinions and findings;
- The Internal Audit Annual Report including an opinion on the Council's overall control environment for the purpose of the Annual Governance Statement;

- Reports dealing with the management and performance of the internal audit service providers (known as the ‘effectiveness of the system on internal audit’);
- Reports from Internal Audit on agreed recommendations not implemented within a reasonable timescale (known as ‘follow up’);
- Reports on data quality to ensure that all performance information meets data quality standards; and
- The monitoring of the progress of Internal Audit plans including summaries of Internal Audit reports.

To promote:

- Internal control, including commissioning work from internal audit in association with the s151 officer and monitor audit performance;
- To make any necessary recommendations to the relevant Committee / Executive or Council in respect of the above.

### **External Audit**

To consider:

The External Auditor’s Annual Governance Report and other relevant external audit reports;

External Audit work to ensure that it gives value for money;

The External Audit plans;

Reports dealing with the management and performance of the external audit service providers; and Commission work and other specific reports from external audit as agreed with the External Auditor in association with the s151 officer.

To liaise with the relevant government body over the appointment of the Council’s External Auditor.



## **Accounts**

To review and approve the Annual Statement of Accounts and to consider whether appropriate accounting policies have been followed;

To consider the External Auditor's report on the annual audit of accounts;

To make any necessary recommendations to the relevant Committee / Executive or Council in respect of the above.

## **Regulatory Framework**

To:

Maintain an overview of the Council's Constitution;

Recommend to Council the adoption of:

- A Code of Corporate Governance
- Antifraud, Corruption and Bribery Strategy
- Anti Money Laundering Policy
- Risk Management Policies

Oversee the System of Internal Control and the process for producing the Annual Governance Statement (AGS) and approve the AGS on behalf of the Council with the Annual Statement of Accounts;

Monitor Value for money (including benchmarking);

Make any necessary recommendations to the relevant Committee /Executive or Council in respect of the above.

## **Review and Scrutiny of Strategies**

To monitor:

Risk Management Strategy

The Assurance Framework (including System of Internal Control)

Code of Corporate Governance

Antifraud, Corruption and Bribery Strategy

Anti Money Laundering Policy

Whistle-blowing Policy

Treasury Management

And to make any necessary recommendations to the relevant Committee,  
Executive or Council in respect of the above

Report to: **Audit Committee**  
Date: **22 June 2017**  
Title: **Shared Services Methodology 2016/17**  
Portfolio Area: **Support Services – Councillor S Wright**

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](mailto:lisa.buckle@swdevon.gov.uk)  
01803 861413**

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**Recommendations:**

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

**1. Executive summary**

The methodology for the apportionment of costs (predominantly staffing costs) between South Hams District Council and West Devon Borough 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**

On 12 January 2017, the Audit Committee considered the KPMG Annual Audit Letter. An extract of Minute A.26/16 is below:-

The Committee received the Council's Annual Audit Letter that summarised the key findings arising from the work that KPMG had carried out at the Council for the year ended 31 March 2016.

In discussion, reference was made to the cost allocations between the Council and West Devon Borough Council. When questioned, the External Auditor advised that it was recognised that there was a significant audit risk related to cost sharing between the two Councils.

As a consequence, this had been a key area of focus for the External Auditors. As the debate continued, the Committee formally requested receipt of an annual report for its consideration that outlined the methodology and mechanisms that were being used to calculate the cost allocations between the two Councils.

It was then Resolved:

1. That the Committee be in receipt of an annual report that outlined the methodology and mechanisms that were being used to calculate the cost allocations between the Council and West Devon Borough Council.

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.

South Hams District Council and West Devon Borough 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 South Hams District Council and West Devon Borough 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

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## Shared Services Allocations of costs for the Financial Year 2016/2017

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
<b>Strategy and Commissioning</b>			
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
<b>Customer First</b>			
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%	Number of contacts  Number of housing preventions  Numbers on the housing register  Number of Direct Lets	South Hams 481 West Devon 369  South Hams 277 West Devon 258  South Hams – 1891 West Devon – 756  South Hams – 46 West Devon – Nil

<b>Service Area</b>	<b>Allocation of South Hams District Council (SHDC) to West Devon Borough Council (WDBC)</b>	<b>Basis of the apportionment of costs between SHDC and WDBC</b>	<b>Caseload Information which has informed the shared services apportionment</b>
<b>Commercial Services</b>			
<b>Waste</b>	80%/20% 100%/0% 60%/40%	Dependent on specific activity	Each role is assessed
<b>Facilities</b>	70%/30%	Time allocation	N/A
<b>Support Services</b>			
<b>Media COP</b>	50%/50%	Time allocation	N/A
<b>HR COP</b>	79%/21%	Permanent posts on the establishment	South Hams – 343 West Devon - 89
<b>Legal COP</b>	60%/40%	Time allocation	N/A
<b>Finance COP</b>	60%/40%	Time allocation	N/A
<b>ICT Infrastructure team</b>	50%/50%	Time allocation	N/A
<b>ICT Helpdesk team</b>	60%/40%	Time allocation	N/A
<b>Case Management Support Services</b>	60%/40%	Time allocation	N/A
<b>Digital Mailroom</b>	70%/30%	Time allocation	N/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
<b>Internal Audit</b>	Various and as per team member 84%/16% And 82%/18%	Time recording of productive time only	N/A – time recording
<b>Extended Leadership Team</b>	Various splits of individual posts, some 50%/50% and some 60%/40%	Time allocation	N/A
<b>Senior Leadership Team</b>	All 50%/50% with the exception of the Group Manager for Commercial Services (60%/40%)	Time allocation	N/A

Report to: **Audit Committee**  
Date: **22nd June 2017**  
Title: **Annual Governance Statement 2016-17**  
Portfolio Area: **Support Services – Cllr S Wright**  
Wards Affected: **All**  
Relevant Scrutiny Committee: **Overview and Scrutiny Panel**  
Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Lisa Buckle** Role: **Finance Community of Practice Lead (S151 Officer)**

Contact: [lisa.buckle@swdevon.gov.uk](mailto:lisa.buckle@swdevon.gov.uk), (01803) 861413

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**RECOMMENDATIONS:**

**It is RECOMMENDED that:**

- 1. The processes adopted for the production of the 2016/17 Annual Governance Statement are noted**
- 2. The adequacy and effectiveness of the system of internal audit is endorsed**
- 3. Members consider the draft Annual Governance Statement (AGS) for 2016/17 and the supporting evidence provided by this report and that the AGS is approved prior to the signature by the Leader and Executive Director (Strategy & Commissioning).**

## **1. Executive summary**

- 1.1 The Accounts and Audit (England) Regulations 2015 requires all relevant bodies to prepare an Annual Governance Statement (AGS).
- 1.2 The purpose of the AGS is to provide evidence of a continuous review of the Council's internal control and risk management processes, to provide assurance as to their effectiveness and to identify actions being taken or planned to address any key weaknesses identified.

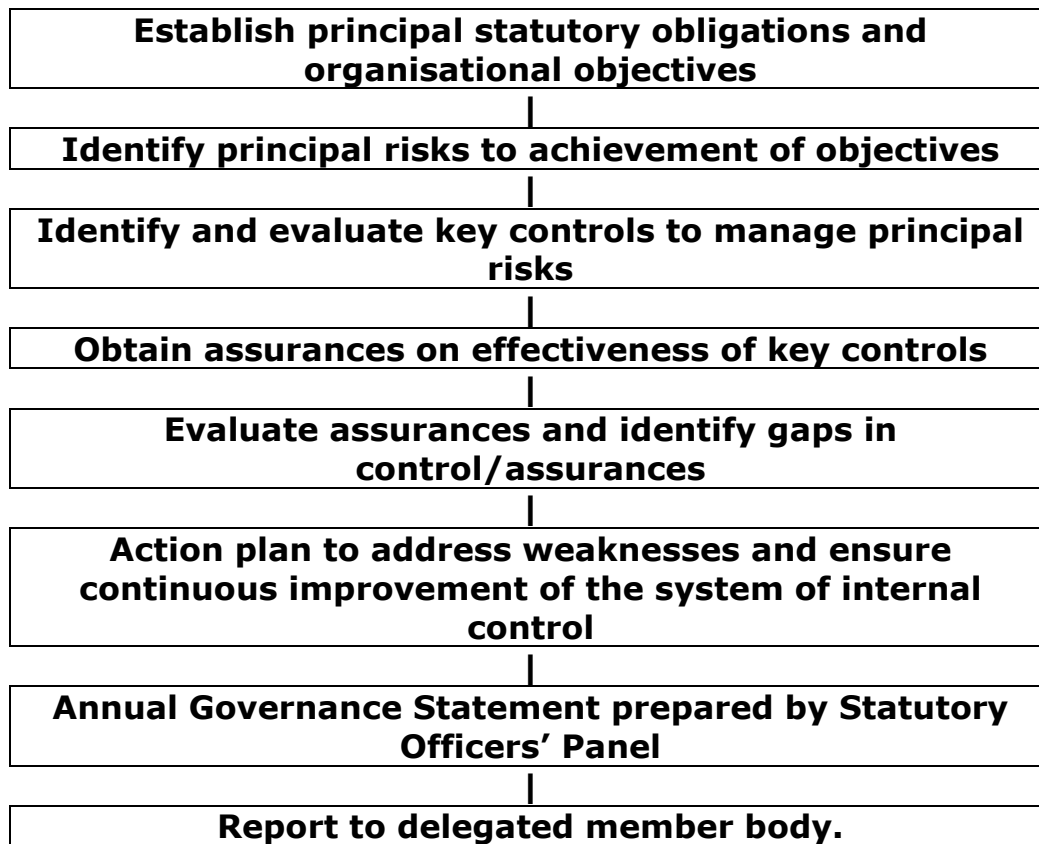
## **2. Background**

- 2.1 The Accounts and Audit (Amendment) (England) Regulations 2006 also introduced a requirement to include an annual review of the effectiveness of the internal audit system.
- 2.2 The Code of Practice on Local Authority Accounting also requires that, within the AGS, there should be a statement on whether the Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.
- 2.3 Maintaining sound systems of internal control and risk management enables the council to monitor and review the key risks that may prevent it from achieving its corporate and service objectives.

## **3. Outcomes/outputs**

- 3.1 The purpose of the AGS process is to provide a continuous review of the effectiveness of an organisation's internal control and risk management, in order to give assurance as to their effectiveness and/or to produce a management action plan to address identified weaknesses in either process.

3.2 The diagram sets out the key stages for the review of governance internal control and the AGS assurance gathering process as follows:



#### **4. Options available and consideration of risk**

4.1 The purpose of the AGS is to provide evidence of a continuous review of the Council's internal control and risk management processes, to provide assurance as to their effectiveness and to identify actions being taken or planned to address any key weaknesses identified.

4.2 Continuous review of the effectiveness of the Council's internal audit system is conducted by the Audit Committee whose terms of reference include, specifically, inter alia:

- To agree the annual Internal Audit Plan
- To monitor the progress and performance of Internal Audit
- To consider the Head of the Devon Audit Partnership's annual report, and comment annually on the adequacy and effectiveness of internal control systems within the Council

## 5. Proposed Way Forward

5.1 The Annual Governance Statement (AGS) sets out any significant governance issues identified and progress made against these.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Accounts and Audit (England) Regulations 2015 requires all relevant bodies to prepare an Annual Governance Statement.</p> <p>There is also a requirement under the Accounts and Audit (Amendment) (England) Regulations 2006 for the AGS to include a review of the effectiveness of the internal audit system.</p> <p>The Audit Committee has delegated powers to approve the Annual Governance Statement on behalf of the Council.</p>
Financial		<p>There are no direct financial implications arising directly from this report.</p>
Risk		<p>The statutory responsibility to publish an Annual Governance Statement requires the Council to review its key risks, and to identify and publish the actions that it intends taking to improve or resolve those risks.</p> <p>These risks primarily relate to the achievement of the Council's core objectives and strategies and, therefore, the AGS provides an opportunity to formally review governance structures and processes that underpin their delivery.</p>



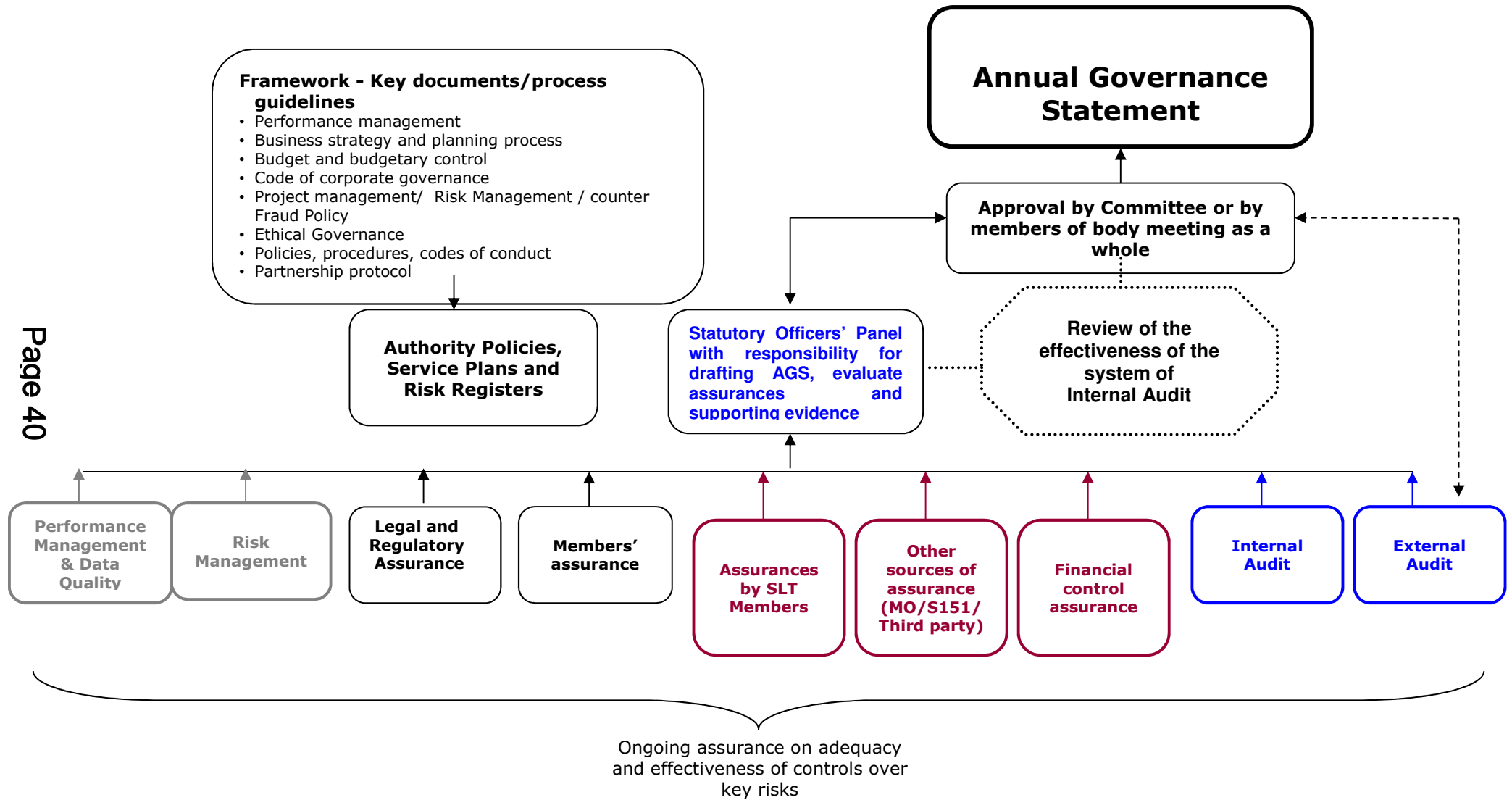
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no specific issues arising from this report.
Safeguarding		There are no specific issues arising from the report.
Community Safety, Crime and Disorder		There are no specific issues arising from the report.
Health, Safety and Wellbeing		There are no specific issues arising from the report.
Other implications		None identified.

**Supporting Information**

**Background Papers:**

Annual Governance Statement 2016/17

# ANNUAL GOVERNANCE STATEMENT FRAMEWORK





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# South Hams District Council Annual Governance Statement 2016 – 2017

## 1. Scope of Responsibility

South Hams District 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, South Hams District 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.

South Hams District Council and West Devon Borough 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. 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 South Hams District 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 Chartered Institute of Public Finance and Accountancy (CIPFA) have identified six principles (key elements) of corporate governance that underpin the effective governance of all local authorities. South Hams District Council has used these principles when assessing the adequacy of its governance arrangements. The main items that contribute to these key elements are listed below:

**Core principle/key element 1: focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area**

- 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
- The Council's adopted Priorities are confirmed in Article 6 of the Constitution and are published on the Council's website
- In March 2016 the Overview and Scrutiny Panel and the Executive considered the 'Our Plan: South Hams' which is a single strategic document that sets out the vision, objectives and activities of the Council. 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;
  - i) The corporate plan establishing the Council's vision, objectives, priorities, actions and delivery approaches and
  - ii) The Local Plan establishing land use planning policies and allocations – the Council's work on the Joint Local Plan between Plymouth City, South Hams and West Devon is described further below.

<http://mg.swdevon.gov.uk/ieListDocuments.aspx?CIid=134&MIid=48&Ver=4>

Through 'Our Plan' we are striving to achieve communities that have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future. Our communities are places where businesses can develop and grow. We want to ensure Our Plan makes a positive contribution to the equality, fairness and wellbeing of our communities.

The 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

In tandem, work has progressed to develop a Joint Local Plan between Plymouth City, South Hams and West Devon. 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.

- All staff briefings undertaken by SLT 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 Panel;
- Scrutiny teams have delivered tangible outcomes as highlighted in their Annual Report

**Core principle/key element 2: members and officers working together to achieve a common purpose with clearly defined functions and roles**

- The Council's T18 programme clearly identifies its priorities, goals and promises statement which exemplifies its vision and values
- Performance measures are linked to drivers, goals and the service/Council priorities and these have continued through 2015/16.
- The Council uses a suite of performance indicators that includes measurement of the quality of service. A 'Balanced Scorecard' system of regular reporting of the key indicators to the Senior Leadership Team (SLT) and Members (Overview and Scrutiny Panel) is in place.
- The Council is also instigating a new suite of performance management dashboards, which will give Members and management access to near real-time information on demand and service levels.
- The Council publishes a Medium Term Financial Strategy (MTFS) each year, which covers a five year period. That for the period 2017/18–2021/22 was approved by the Executive in September 2016 and has regard to the Priorities, business planning – pressures and savings
- There is a single organisation approach between Members and Officers
- The Council's Constitution clearly states the roles and responsibilities of Members and Senior Officers
- Terms of reference for Committees and Member responsibilities are clearly defined
- Clear delegations and accountabilities are laid down in the Constitution
- Officers are appointed with clear job descriptions
- Adoption of statutory and professional standards



- Compliance with Financial Procedure and Contract Procedure Rules that are reviewed and approved by the Council
- Appropriate segregation of duties and management supervision
- The role of the Chief Finance Officer (s151 Officer), as documented in the Constitution, has responsibility for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and maintaining an effective system of internal financial control.
- The role of the Monitoring Officer (MO), as documented in the Constitution, has responsibility for ensuring agreed procedures are followed and that all applicable statutes and regulations are complied with.
- There is an annual process to review and agree the Pay Policy Statement in accordance with the Localism Act Section 38.

There are no significant issues to bring to the attention of the Audit Committee for non compliance with Contract or Financial Procedure Rules.

17 applications for exemptions to Contract / Financial Procedure Rules were received in 2016/17, all but one were accepted (with articulated reasons).

**Core principle/key element 3: promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

- 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 in July 2016.
- 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. This is being reviewed.
  - The Overview and Scrutiny Panel 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.

**Core principle/key element 4: taking informed and transparent decisions which are subject to effective scrutiny and management of risk**

Following the Boundary Review and the local elections, 2015/16 was the first year for the new 31 Member Council. To coincide with the reduction in Members, a new governance structure was implemented whereby all 31 Members served on one of either: the Executive; the Overview and Scrutiny Panel, or the Development Management Committee. Other notable changes were that the Executive membership was reduced from eight to six and the number of Overview and Scrutiny Panels was reduced from three to one.

With regard to the Executive portfolio areas, these were no longer linked to service areas, but were each now aligned to a representative of the Council's Senior Leadership Team.

- Members on the Overview and Scrutiny Panel receive training on effective scrutiny practices
  - Decisions taken are formally minuted
  - Committee Members are aligned to service areas and regularly communicate with and provide strategic direction to the relevant SLT lead
  - The formal management of risk is in place and subject to monitoring by the Senior Leadership Team and reporting to the Audit Committee.
- 
- 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.

- A separate risk register is maintained for the T18 Transformation Programme.
- Active health and safety arrangements, including a robust policy, reviewed and approved by members, regular consideration of issues at SLT.

- 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 Executive.
- Active performance management arrangements
- 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 Panel
- Freedom of Information requests are dealt with in accordance with established protocols
- 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).

**Core principle/key element 5: developing the capacity and capability of members and officers to be effective**

- An induction programme is in place for Officers and Members
- A Member training and development programme is in operation
- Deputy s151 and Monitoring Officers in place
- Officer training programmes are considered at each Staff Appraisal
- Focused training is delivered on specific issues (e.g. complaints, data protection)
- An ELT leadership development programme was commenced to enhance senior officer skills in this regard.
- A staff survey was carried out to gauge employee satisfaction and assist in improving the organisation for employees as a place to work and consequently improve how the organisation performs.

**Core principle/key element 6: engaging with local people and other stakeholders to ensure robust public accountability**

- Our Plan was considered by Members in March 2016
- There is regular community engagement and participation both in general and for specific community groups and services provided, for example, Parish Councils
- Committee and Council meetings are open to the public, with papers available in advance on the internet (save where 'exempt' under the Local Government Act 1972 following formal evaluation of the public interest)

## **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 Executive 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 Panel is responsible for performing a review function which in 2016/17 included specific work on;

- Review of Fees and Charges 2017/18
- Medium Term Financial Strategy for the five year period 2017/18 to 2021/22
- Budget Proposals 2017/18 (Revenue and Capital Budget Proposals)
- Review of Case Management function
- Dartmouth Lower Ferry – Tariff Review
- Planning Peer Challenge Review 2016/17
- Review of South Hams Permits
- Sherford Development
- Joint SH/WD Economy Member Working Group Findings and Delivery Plan
- Parking arrangements for Vehicle Tax-Exempt Motorists
- Community Safety Partnership
- Transitional Resources Monitoring Report
- Local Service Performance
- Disabled Facilities Grants
- Beach Water Safety
- Ombudsman Annual Review Letter 2016
- Devon and Cornwall Housing – Annual Update
- Empty Homes Strategy
- Street Naming and Numbering Briefing paper
- Quarterly Performance Measures
- Task and Finish Group Updates
  - Dartmouth Lower Ferry
  - Partnerships
  - Waste and Recycling
  - Events Policy
  - Permits Review

The Overview and Scrutiny Panel continue to review and scrutinise the Council's performance monitoring reports via T18 programme against the Council's corporate strategy and quarterly performance indicator reports.

In addition, the Committee also considered agenda items related to the attendance of representatives from the following external agencies/partners:

- South Devon and Torbay Clinical Commissioning Group
- NEW (Northern, Eastern, Western) Devon Clinical Commissioning Group

#### The 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 will provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment and to oversee the financial reporting process.

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/inspectors.

### Internal Audit

South Ham'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 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/inspectors

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 22<sup>nd</sup> September 2016) 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 or the provision for business rates appeals.

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**

Principle 1: Focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area:

Issue Identified	Action to be Taken	Responsible Officer
<p><b>T18 Transformation Programme</b></p> <p>South Hams District Council and West Devon Borough 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. 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 16<sup>th</sup> June 2016 the Executive considered a report on Transitional Resources. The Executive have recommended to Council (on 30<sup>th</sup> June) to approve the re-investment of £0.5 million of T18 savings and new homes bonus funding, to fund the 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 Panel.</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 Executive (16/6/16) and Council (30/6/16)</p> <p>Monitored by a group of officers – Transitional Improvement Board</p>	<p>Senior Leadership Team S.151 Officer Monitoring Officer Internal Audit Manager</p> <p>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.

<b>Issue Identified</b>	<b>Action to be Taken</b>	<b>Responsible Officer &amp; Target Date</b>
<p><b><i>Financial Uncertainty</i></b></p> <p>As Local Authorities experience reductions in funding, although South Hams District 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 Executive 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 £0.6 million by 2020/2021, 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 challenge of a significant funding gap.</p>	<p>Other initiatives in progress include:</p> <ul style="list-style-type: none"> <li>• Income generation initiatives</li> <li>• Commercial property investment strategy</li> <li>• Exploring the concept of creating one single Council with West Devon Borough Council to extend the current shared services partnership</li> <li>• Business Rates Pilot</li> <li>• Strategic Asset Review</li> </ul>	<p>Senior Leadership Team S151 Officer On-Going</p> <p>Reports to Council at the end of July 2017</p>

<b>Issue Identified</b>	<b>Action to be Taken</b>	<b>Responsible Officer and Target Date</b>
<p><b>Business Rates Appeals Provision</b></p> <p>The way that Councils receive income from Business Rates changed from 1 April 2013. Business Rates retention was introduced to enable authorities to be able to retain a share of any growth that is generated in Business Rates revenue in their areas. The business rate retention scheme allows authorities to voluntarily form a business rates retention pool.</p> <p>The membership of the Devon Pool consisted of all Devon District Councils, Devon County Council, Torbay Unitary and Plymouth Unitary.</p> <p>The Valuation Office provided a list of outstanding appeals for the Council, and these were taken account of when completing the government return NNDR3 for 2015/16 (section relating to business rates appeals provision).</p> <p>There was uncertainty and risk surrounding the calculation of the business rates appeals provision as future events may affect the amount required to settle an obligation.</p> <p>The Council took external specialist advice on the accounting for its appeals provision for 2015/16 and also engaged with the Council's external auditors (KPMG) in early discussion on the subject.</p>	<p>The Council took a decision to withdraw from the Devonwide Business Rates Pool for 2015/16, due to the risk of some large Business Rates appeals.</p> <p>The significant business rates appeal was settled in March 2017 and the Council has reflected that fact in its Collection Fund Account for 2016/17 and notified its preceptors. This will mean in 2016/17 that the appeals provision reduces from £29 million to £1.9 million (the SHDC share of this reduces from £11.6 million to £0.8 million). This will be shown in the Council's Accounts for 2016/17.</p>	<p>S151 Officer Publish 16/17 Accounts June 2017</p>

<b>Issue Identified</b>	<b>Action to be Taken</b>	<b>Responsible Officer &amp; Target Date</b>
<p><b>Joint Local Plan</b></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 West Devon 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 2017/18.</p>	<p>Executive Director (Strategy &amp; Commissioning)</p> <p>Adopt in the year 2017/18</p>
<p><b>Internal and External Audit Reports</b></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.

**Signed:**

**Cllr R Tucker  
Leader of South Hams District Council**

**Signed:**

**Steve Jordan  
Executive Director (Strategy and Commissioning)  
and Head of Paid Service, on behalf of South Hams  
District Council**

**Date: To be inserted**

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Report to: **Audit Committee**  
Date: **22 June 2017**  
Title: **Budget Book 2017/18**  
Portfolio Area: **Support Services – Councillor S Wright**

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](mailto:lisa.buckle@swdevon.gov.uk)**  
**01803 861413**

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<p><b>Recommendations:</b> <b>That the Audit Committee notes the content of the Budget Book for 2017-18.</b></p>
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## **1. Executive summary**

Attached is a copy of the Budget Book for 2017-18. This sets out the Council's Revenue Budget for the year into the four areas of Commercial Services, Customer First, Strategy and Commissioning and Support Services.

## **2. Background**

The Budget Book compares the Budget for 2016/17 against the Budget for 2017/18. Cost pressures and savings which were set out in the Medium Term Financial Strategy (MTFS) and agreed as part of the budget process are shown in the 'MTFS' column, with a note underneath. For example, planning fee income was reduced by £125,000 for 2017/18 and this is shown in Cost Centre S1020. There is a separate column 'Salaries' for any increase or decrease in the budget which was salary related.

The yellow highlighted column shows any 'virements' within 2016/17. A virement is where a budget is moved from one budget holder (and cost centre) to another, to better reflect where budget responsibility should be held. Virements always net to zero. As 2016/17 was the first full year of the budgets being redesigned around the T18 Transformation Programme, there was a higher level of virements in 2016/17 as the new budgets (and cost centre codes) became fully operational.

### 3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council is legally required to set a Balanced Budget each financial year.
Financial	Y	There are no direct financial implications as a result of this report.
Risk	Y	The Council's budget book sets out the income and expenditure budgeted for each service area. A prudent level of reserves is held by the Council to mitigate against financial risk.
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**

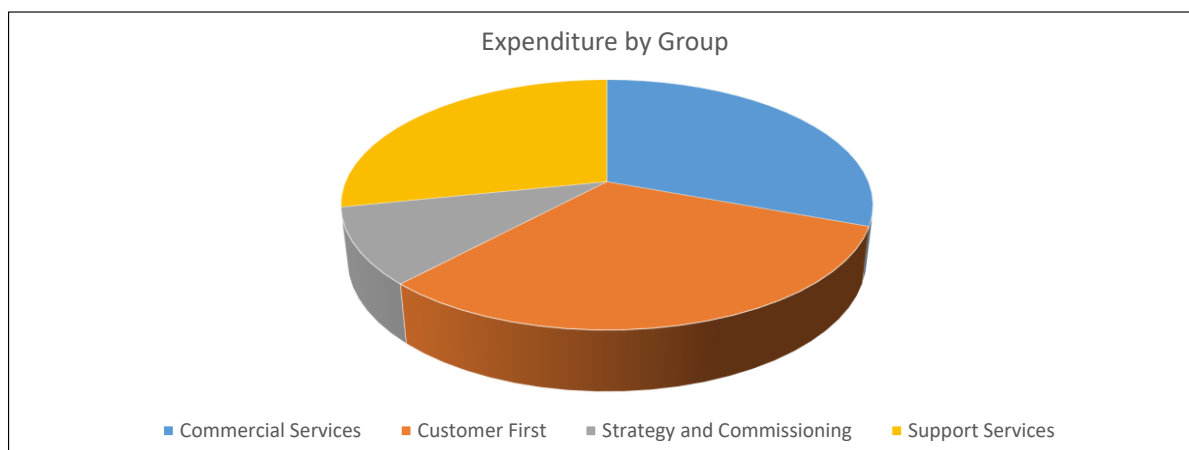
Appendix A – Budget Book summary 2017-18



## South Hams District Council - Revenue Budget 2017/18

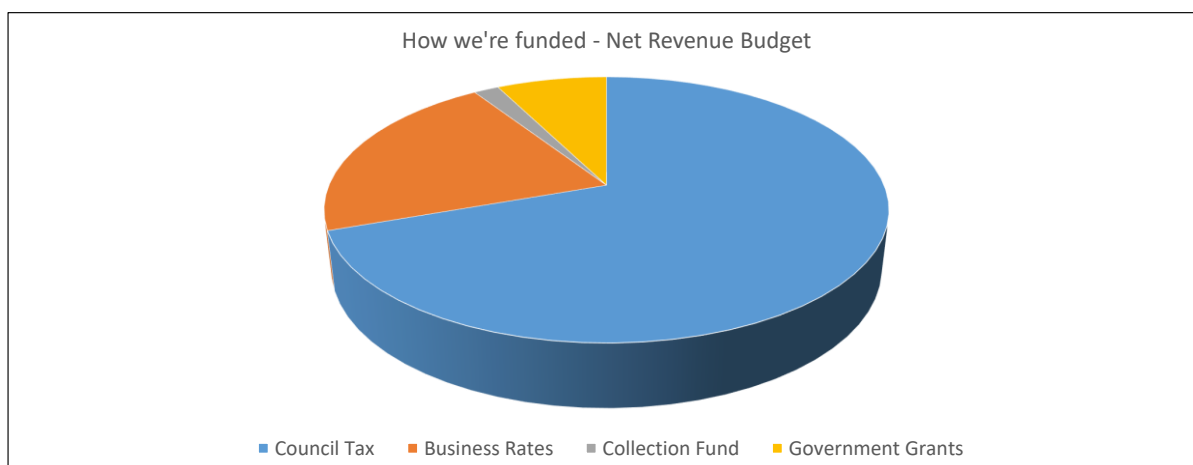
Service Area	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
Commercial Services	2,634,500	82,826	2,717,326	229,700	125,016	3,072,042
Customer First	3,263,500	8,104	3,271,604	- 500,900	369,600	3,140,304
Strategy and Commissioning	954,158	17,650	971,808	- 15,746	28,100	984,162
Support Services	2,839,269	- 108,580	2,730,689	104,330	- 2,900	2,832,119
<b>Sub-Total before accounting adjustments</b>	<b>9,691,427</b>	<b>-</b>	<b>9,691,427</b>	<b>- 182,616</b>	<b>519,816</b>	<b>10,028,627</b>

Contributions to/(from) Reserves (Appendix D2)	1,493,295	750,446
Reversal of depreciation	(1,933,000)	(1,933,000)
Reversal of pensions costs (IAS 19)	(500,000)	(500,000)
<b>Net Budget Total</b>	<b>8,751,722</b>	<b>8,346,074</b>



### Net Revenue Budget - How we're funded

	2016/17	2017/18
Revenue Support Grant	749,451	245,393
Localised Business Rates	1,764,500	1,764,799
Council Tax (assuming an increase of £5)	5,566,140	5,809,541
Collection Fund Surplus	210,000	143,000
Transition Grant	56,095	55,890
Rural Services Delivery Grant	405,536	327,451
	<b>8,751,722</b>	<b>8,346,074</b>



**Customer First Budgets - 2017/18**

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
S1010	Customer Contact Centre	Anita Ley	449,100	15,580	464,680	-300	30,200	494,580
S1013	Localities	To be confirmed	288,800	3,320	292,120	100	13,800	306,020
S1014	Case Management	Kate Hamp	857,400	42,440	899,840	-300	200,800	1,100,340
S1015	Specialists	Drew Powell	1,104,900	42,910	1,147,810	-2,400	184,900	1,330,310
S1020	Planning Applications & Advice	Pat Whymer	-572,400	0	-572,400	135,000	0	-437,400
S1021	Development Control - Enforcement	Pat Whymer	4,700	0	4,700	0	0	4,700
S1030	Economic Development	Darren Arulvasagam	8,000	-2,420	5,580	0	0	5,580
S1034	Planning Policy	Tom Jones	16,900	0	16,900	0	0	16,900
S1040	Local Land Charges	Tom Jones	-127,900	8,050	-119,850	0	0	-119,850
S1060	Community Development	Tom Jones	170,400	0	170,400	2,000	0	172,400
S1070	Environmental Initiatives	Tom Jones	64,600	0	64,600	0	0	64,600
S1104	Other Land and Investment Properties	Chris Brook	-40,000	-440	-40,440	-1,800	0	-42,240
S1165	Follaton House	Cathy Aubertin	176,900	10,310	187,210	-2,900	-3,400	180,910
S1250	CoP Leads & Group Manager	Drew Powell	207,700	1,910	209,610	-100	-56,700	152,810
S1301	Other Community Parks & Open Space	Chris Brook	401,400	-3,840	397,560	-900	0	396,660
S1305	Cemeteries & Burials	Chris Brook	48,200	0	48,200	-400	0	47,800
S1306	Countryside Recreation	Chris Brook	13,000	-4,000	9,000	0	0	9,000
S1310	Leisure Centres	Chris Brook	1,104,600	-9,290	1,095,310	-630,700	0	464,610
S1311	Outdoor Sports and Recreation	Chris Brook	303,800	-230	303,570	-5,400	0	298,170
S1365	Flood Defence & Land Drainage	Chris Brook	49,000	140	49,140	-1,100	0	48,040
S1367	Coast Protection	Chris Brook	83,300	-2,450	80,850	1,200	0	82,050
S1400	Employment Estates Overheads	Chris Brook	-935,900	-7,130	-943,030	2,200	0	-940,830
S1501	General Health	Ian Luscombe	0	11,000	11,000	0	0	11,000
S1503	Public Health	Ian Luscombe	30,500	-18,256	12,244	-500	0	11,744
S1531	Licensing	Ian Luscombe	-183,300	10,000	-173,300	0	0	-173,300
S1533	Pest Control	Ian Luscombe	13,600	0	13,600	0	0	13,600
S1534	Pollution Control	Ian Luscombe	-2,400	-5,490	-7,890	0	0	-7,890
S1535	Food Safety	Ian Luscombe	15,500	0	15,500	0	0	15,500
S1536	Health and Safety at Work	Ian Luscombe	15,600	0	15,600	0	0	15,600
S1544	Community Safety	Ian Luscombe	6,500	0	6,500	0	0	6,500
S1545	Emergency Planning	Ian Luscombe	8,000	0	8,000	0	0	8,000
S1550	Housing Standards	Ian Luscombe	5,200	0	5,200	0	0	5,200
S1551	Homelessness	Isabel Blake	252,500	-78,410	174,090	-14,600	0	159,490
S1552	Housing Advice	Isabel Blake	10,200	0	10,200	0	0	10,200
S1553	Housing Enabling	Isabel Blake	1,800	0	1,800	0	0	1,800
S1555	Private Sector Housing Renewal	Isabel Blake	19,300	-5,600	13,700	0	0	13,700
S1558	Housing Strategy	Isabel Blake	11,200	0	11,200	0	0	11,200
S1565	Housing Benefit Payments	Isabel Blake	-47,000	0	-47,000	0	0	-47,000
S1568	Housing Benefit Administration	Isabel Blake	-227,400	0	-227,400	20,000	0	-207,400
S1571	Council Tax Collection	Isabel Blake	-278,200	0	-278,200	0	0	-278,200
S1574	Council Tax Support	Isabel Blake	-64,600	0	-64,600	0	0	-64,600
			<b>3,263,500</b>	<b>8,104</b>	<b>3,271,604</b>	<b>-500,900</b>	<b>369,600</b>	<b>3,140,304</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Customer Contact Centre</b>								
Staff Costs	*		583,500	15,580	599,080	0	41,800	640,880
Transport Costs			3,000	0	3,000	-300	0	2,700
<b>S1010 Income</b>								
Staff Recharges			0	0	0	0	0	0
Recharges			-137,400	0	-137,400	0	-11,600	-149,000
<b>Net Expenditure</b>			<b>449,100</b>	<b>15,580</b>	<b>464,680</b>	<b>-300</b>	<b>30,200</b>	<b>494,580</b>
*. Annual salary increase and increments								

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1013 Localities</b>								
Staff Costs	*		258,600	2,740	261,340	0	13,800	275,140
Transport Costs			30,200	580	30,780	100	0	30,880
<b>Net Expenditure</b>			<b>288,800</b>	<b>3,320</b>	<b>292,120</b>	<b>100</b>	<b>13,800</b>	<b>306,020</b>
*. Annual salary increase and increments								

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Case Management</b>							
Staff Costs	*	1,563,100	42,440	1,605,540	0	246,500	1,852,040
Transport Costs		5,400	0	5,400	-300	0	5,100
<b>S1014 Income</b>							
Recharges		-711,100	0	-711,100	0	-45,700	-756,800
<b>Net Expenditure</b>		<b>857,400</b>	<b>42,440</b>	<b>899,840</b>	<b>-300</b>	<b>200,800</b>	<b>1,100,340</b>
*. Annual salary increase and increments and reflection of increased South Hams Customer First caseloads.							

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Specialists</b>							
Staff Costs	*	1,495,100	42,910	1,538,010	0	247,500	1,785,510
Premises Costs		0	0	0	0	0	0
Transport Costs		34,000	0	34,000	-2,400	0	31,600
Supplies and Services		19,100	0	19,100	0	0	19,100
Third Party Payments		0	0	0	0	0	0
Transfer Payments		0	0	0	0	0	0
<b>Income</b>							
Other Grants and Contributions	*	0	0	0	0	-48,000	-48,000
Recharges	*	-443,300	0	-443,300	0	-14,600	-457,900
<b>Net Expenditure</b>		<b>1,104,900</b>	<b>42,910</b>	<b>1,147,810</b>	<b>-2,400</b>	<b>184,900</b>	<b>1,330,310</b>
*. Annual salary increase and increments - and additional cost pressure for Development Management (£50k) and Sherford Project Team (£45k)							

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Planning Applications &amp; Advice</b>							
Staff Costs		38,100	0	38,100	0	0	38,100
Premises Costs		0	0	0	0	0	0
Transport Costs		0	0	0	0	0	0
Supplies and Services		87,100	1,000	88,100	0	0	88,100
Third Party Payments		0	0	0	0	0	0
Recharges E		2,400	0	2,400	0	0	2,400
<b>Income</b>							
Fees and Charges	*	-690,000	-1,000	-691,000	125,000	0	-566,000
Other Grants and Contributions	*	-10,000	0	-10,000	10,000	0	0
<b>Net Expenditure</b>		<b>-572,400</b>	<b>0</b>	<b>-572,400</b>	<b>135,000</b>	<b>0</b>	<b>-437,400</b>
*. Reduction in S106 contribution income (£10k)							
*. Reduction in planning fee income (£125k)							

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1021 Development Control - Enforcement</b>							
Staff Costs		4,700	0	4,700	0	0	4,700
<b>Net Expenditure</b>		<b>4,700</b>	<b>0</b>	<b>4,700</b>	<b>0</b>	<b>0</b>	<b>4,700</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Economic Development</b>							
Staff Costs	*	3,600	2,600	6,200	0	0	6,200
Premises Costs		200	-120	80	0	0	80
Supplies and Services		2,500	0	2,500	0	0	2,500
Capital Charges	*	1,700	2,200	3,900	0	0	3,900
<b>Income</b>							
Rent		0	-6,900	-6,900	0	0	-6,900
Other Grants and Contributions	*	0	-200	-200	0	0	-200
<b>Net Expenditure</b>		<b>8,000</b>	<b>-2,420</b>	<b>5,580</b>	<b>0</b>	<b>0</b>	<b>5,580</b>
*. Virement in 2016/17 (all virements net to nil across all cost centres)							

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1034 Planning Policy</b>						
Staff Costs	16,900	0	16,900	0	0	16,900
<b>Net Expenditure</b>	<b>16,900</b>	<b>0</b>	<b>16,900</b>	<b>0</b>	<b>0</b>	<b>16,900</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1040 Local Land Charges</b>						
Staff Costs *	14,700	8,050	22,750	0	0	22,750
Supplies and Services	2,400	0	2,400	0	0	2,400
Third Party Payments	25,000	0	25,000	0	0	25,000
<b>Income</b>						
Fees and Charges	-170,000	0	-170,000	0	0	-170,000
<b>Net Expenditure</b>	<b>-127,900</b>	<b>8,050</b>	<b>-119,850</b>	<b>0</b>	<b>0</b>	<b>-119,850</b>
<i>The salary costs of staff delivering these services are sat within the case management and specialist budgets and an appropriate allocation of these costs will be apportioned to the Land Charges budget for staff costs.</i>						
*. Virement in 2016/17 (all virements net to nil across all cost centres)						

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1060 Community Development</b>						
Staff Costs	2,400	0	2,400	0	0	2,400
Supplies and Services	168,000	0	168,000	2,000	0	170,000
<b>Net Expenditure</b>	<b>170,400</b>	<b>0</b>	<b>170,400</b>	<b>2,000</b>	<b>0</b>	<b>172,400</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1070 Environmental Initiatives</b>						
Staff Costs	8,600	0	8,600	0	0	8,600
Supplies and Services	56,000	0	56,000	0	0	56,000
<b>Net Expenditure</b>	<b>64,600</b>	<b>0</b>	<b>64,600</b>	<b>0</b>	<b>0</b>	<b>64,600</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1165 Follaton House</b>						
Staff Costs	70,000	590	70,590	0	-3,400	67,190
Premises Costs *	322,200	9,720	331,920	7,100	0	339,020
Supplies and Services *	56,500	0	56,500	-5,000	0	56,500
Capital Charges	39,400	0	39,400	0	0	39,400
<b>Income</b>						
Fees and Charges *	-13,000	0	-13,000	10,000	0	-13,000
Rent *	-295,200	0	-295,200	-15,000	0	-305,200
Other Grants and Contributions	-3,000	0	-3,000	0	0	-3,000
<b>Net Expenditure</b>	<b>176,900</b>	<b>10,310</b>	<b>187,210</b>	<b>-2,900</b>	<b>-3,400</b>	<b>180,910</b>
* Increase in Business Rates on Follaton House (£7k)						
* Room Hire income reduced by £10k						
* Additional rental income (£15k) and reduced running costs (£5k)						

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1250 CoP Leads &amp; Group Manager</b>						
Staff Costs *	247,500	1,910	249,410	0	-70,200	179,210
Transport Costs	1,400	0	1,400	-100	0	1,300
<b>Income</b>						
Recharges	-41,200	0	-41,200	0	13,500	-27,700
<b>Net Expenditure</b>	<b>207,700</b>	<b>1,910</b>	<b>209,610</b>	<b>-100</b>	<b>-56,700</b>	<b>152,810</b>
*. Re-organisation with vacant post budget being moved to Executive Directors cost centre						

		16/17	16/17	16/17			17/18
		Original	In-Year	Final			Original
		Budget	Virement	Budget	MTFS	Salaries	Budget
<b>Other Community Parks &amp; Open Spaces</b>							
	Staff Costs	12,900	0	12,900	0	0	12,900
	Premises Costs	372,400	-1,840	370,560	-900	0	369,660
	Transport Costs	2,000	-2,000	0	0	0	0
<b>S1301</b>	Supplies and Services	13,400	0	13,400	0	0	13,400
	Capital Charges	127,500	0	127,500	0	0	127,500
	<b>Income</b>						
	Fees and Charges	-15,800	0	-15,800	0	0	-15,800
	Rent	-96,100	0	-96,100	0	0	-96,100
	Recharges	-3,400	0	-3,400	0	0	-3,400
	Other Grants and Contributions	-11,500	0	-11,500	0	0	-11,500
	<b>Net Expenditure</b>	<b>401,400</b>	<b>-3,840</b>	<b>397,560</b>	<b>-900</b>	<b>0</b>	<b>396,660</b>

		16/17	16/17	16/17			17/18
		Original	In-Year	Final			Original
		Budget	Virement	Budget	MTFS	Salaries	Budget
<b>Cemeteries &amp; Burials</b>							
<b>S1305</b>	Staff Costs	200	0	200	0	0	200
	Premises Costs	31,200	0	31,200	-400	0	30,800
	Supplies and Services	16,800	0	16,800	0	0	16,800
	<b>Net Expenditure</b>	<b>48,200</b>	<b>0</b>	<b>48,200</b>	<b>-400</b>	<b>0</b>	<b>47,800</b>

		16/17	16/17	16/17			17/18
		Original	In-Year	Final			Original
		Budget	Virement	Budget	MTFS	Salaries	Budget
<b>Leisure Centres</b>							
	Staff Costs	2,400	0	2,400	0	0	2,400
	Premises Costs	101,100	-9,290	91,810	-1,000	0	90,810
<b>S1310</b>	Transport Costs	0	0	0	0	0	0
	Supplies and Services	600	0	600	0	0	600
	Third Party Payments	694,700	0	694,700	-694,700	0	0
	Capital Charges	405,800	0	405,800	0	0	405,800
	<b>Income</b>						
	Other Grants and Contributions	0	0	0	0	0	0
	Other Grants and Contributions	-100,000	0	-100,000	65,000	0	-35,000
	<b>Net Expenditure</b>	<b>1,104,600</b>	<b>-9,290</b>	<b>1,095,310</b>	<b>-630,700</b>	<b>0</b>	<b>464,610</b>
	* Savings from re-procurement of contracts (£695k)						
	* Reduction in third party income (£65k)						

		16/17	16/17	16/17			17/18
		Original	In-Year	Final			Original
		Budget	Virement	Budget	MTFS	Salaries	Budget
<b>Flood Defence &amp; Land Drainage</b>							
<b>S1365</b>	Staff Costs	800	0	800	0	0	800
	Premises Costs	39,000	140	39,140	-1,100	0	38,040
	Capital Charges	9,200	0	9,200	0	0	9,200
	<b>Net Expenditure</b>	<b>49,000</b>	<b>140</b>	<b>49,140</b>	<b>-1,100</b>	<b>0</b>	<b>48,040</b>

		16/17	16/17	16/17			17/18
		Original	In-Year	Final			Original
		Budget	Virement	Budget	MTFS	Salaries	Budget
<b>Coast Protection</b>							
	Staff Costs	2,100	0	2,100	0	0	2,100
	Premises Costs	69,300	-2,450	66,850	1,200	0	68,050
<b>S1367</b>	Supplies and Services	200	0	200	0	0	200
	Capital Charges	70,500	0	70,500	0	0	70,500
	<b>Income</b>						
	Rent	-32,000	0	-32,000	0	0	-32,000
	Interest	-14,500	0	-14,500	0	0	-14,500
	Recharges	-12,300	0	-12,300	0	0	-12,300
	<b>Net Expenditure</b>	<b>83,300</b>	<b>-2,450</b>	<b>80,850</b>	<b>1,200</b>	<b>0</b>	<b>82,050</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Employment Estates Overheads</b>						
Staff Costs	12,800	0	12,800	0	0	12,800
Premises Costs	203,000	-7,130	195,870	2,200	0	198,070
Supplies and Services	10,600	0	10,600	0	0	10,600
Capital Charges	180,000	0	180,000	0	0	180,000
<b>S1400 Income</b>						
Rent	-1,288,400	0	-1,288,400	0	0	-1,288,400
Fees and Charges	-9,800	0	-9,800	0	0	-9,800
Recharges	-25,100	0	-25,100	0	0	-25,100
Other Grants and Contributions	-19,000	0	-19,000	0	0	-19,000
<b>Net Expenditure</b>	<b>-935,900</b>	<b>-7,130</b>	<b>-943,030</b>	<b>2,200</b>	<b>0</b>	<b>-940,830</b>

\*. Reduction in corporate expenditure on repairs and maintenance

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>General Health</b>						
<b>S1501</b> Supplies and Services	0	11,000	11,000	0	0	11,000
<b>Net Expenditure</b>	<b>0</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>0</b>	<b>11,000</b>

\*. Virement in 2016/17 (all virements net to nil across all cost centres)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Public Health</b>						
Staff Costs	3,600	0	3,600	0	0	3,600
Premises Costs	15,200	0	15,200	-500	0	14,700
Transport Costs	7,100	-3,256	3,844	0	0	3,844
<b>S1503</b> Supplies and Services	9,200	-9,200	0	0	0	0
<b>Income</b>						
Fees and Charges	-100	-10,000	-10,100	0	0	-10,100
Recharges	-4,500	4,200	-300	0	0	-300
<b>Net Expenditure</b>	<b>30,500</b>	<b>-18,256</b>	<b>12,244</b>	<b>-500</b>	<b>0</b>	<b>11,744</b>

\*. Virement in 2016/17 (all virements net to nil across all cost centres)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Licensing</b>						
Staff Costs	9,600	0	9,600	0	0	9,600
Supplies and Services	7,000	0	7,000	0	0	7,000
<b>S1531</b> <b>Income</b>						
Recharges	-5,000	0	-5,000	0	0	-5,000
Fees and Charges	-194,900	10,000	-184,900	0	0	-184,900
<b>Net Expenditure</b>	<b>-183,300</b>	<b>10,000</b>	<b>-173,300</b>	<b>0</b>	<b>0</b>	<b>-173,300</b>

*The salary costs of staff delivering these services are sat within the case management and specialist budgets and an appropriate allocation of these costs will be apportioned to the Licensing budget for staff costs.*

\*. Virement in 2016/17 (all virements net to nil across all cost centres)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1533</b> <b>Pest Control</b>						
Staff Costs	100	0	100	0	0	100
Supplies and Services	13,500	0	13,500	0	0	13,500
<b>Net Expenditure</b>	<b>13,600</b>	<b>0</b>	<b>13,600</b>	<b>0</b>	<b>0</b>	<b>13,600</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Pollution Control</b>						
Staff Costs	6,200	0	6,200	0	0	6,200
Premises Costs	600	-90	510	0	0	510
Supplies and Services	22,400	600	23,000	0	0	23,000
Capital Charges	5,400	0	5,400	0	0	5,400
<b>S1534</b> <b>Income</b>						
Fees and Charges	-37,000	-6,000	-43,000	0	0	-43,000
<b>Net Expenditure</b>	<b>-2,400</b>	<b>-5,490</b>	<b>-7,890</b>	<b>0</b>	<b>0</b>	<b>-7,890</b>

\*. Virement in 2016/17 (all virements net to nil across all cost centres)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1535 Food Safety</b>						
Staff Costs	8,500	0	8,500	0	0	8,500
Supplies and Services	7,000	0	7,000	0	0	7,000
<b>Net Expenditure</b>	<b>15,500</b>	<b>0</b>	<b>15,500</b>	<b>0</b>	<b>0</b>	<b>15,500</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1536 Health and Safety at Work</b>						
Staff Costs	15,600	0	15,600	0	0	15,600
<b>Net Expenditure</b>	<b>15,600</b>	<b>0</b>	<b>15,600</b>	<b>0</b>	<b>0</b>	<b>15,600</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1544 Community Safety</b>						
Staff Costs	900	0	900	0	0	900
Supplies and Services	5,600	0	5,600	0	0	5,600
<b>Net Expenditure</b>	<b>6,500</b>	<b>0</b>	<b>6,500</b>	<b>0</b>	<b>0</b>	<b>6,500</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1545 Emergency Planning</b>						
Staff Costs	1,100	0	1,100	0	0	1,100
Premises Costs	4,800	0	4,800	0	0	4,800
Supplies and Services	2,100	0	2,100	0	0	2,100
<b>Net Expenditure</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>8,000</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1550 Housing Standards</b>						
Staff Costs	4,200	0	4,200	0	0	4,200
Supplies and Services	1,000	0	1,000	0	0	1,000
<b>Net Expenditure</b>	<b>5,200</b>	<b>0</b>	<b>5,200</b>	<b>0</b>	<b>0</b>	<b>5,200</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Homelessness</b>						
Staff Costs	7,500	0	7,500	0	0	7,500
Premises Costs	259,200	-69,560	189,640	-14,600	0	175,040
Supplies and Services	166,500	-17,950	148,550	0	0	148,550
Capital Charges	37,700	0	37,700	0	0	37,700
Savings to be Identified	80,000	-80,000	0			
<b>Income</b>						
Rent	-277,500	108,200	-169,300	0	0	-169,300
Recharges	-2,400	-14,600	-17,000	0	0	-17,000
Other Grants and Contributions	-18,500	-4,500	-23,000	0	0	-23,000
<b>Net Expenditure</b>	<b>252,500</b>	<b>-78,410</b>	<b>174,090</b>	<b>-14,600</b>	<b>0</b>	<b>159,490</b>
* . Reduction in Business Rates (£11k)						
* . Virement in 2016/17 (all virements net to nil across all cost centres)						

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1552 Housing Advice</b>						
Staff Costs	7,200	0	7,200	0	0	7,200
Supplies and Services	3,000	0	3,000	0	0	3,000
<b>Net Expenditure</b>	<b>10,200</b>	<b>0</b>	<b>10,200</b>	<b>0</b>	<b>0</b>	<b>10,200</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S1553 Housing Enabling</b>						
Staff Costs	1,800	0	1,800	0	0	1,800
<b>Net Expenditure</b>	<b>1,800</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>1,800</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Private Sector Housing Renewal</b>						
S1555 Staff Costs	3,700	0	3,700	0	0	3,700
Supplies and Services	15,600	-5,600	10,000	0	0	10,000
<b>Net Expenditure</b>	<b>19,300</b>	<b>-5,600</b>	<b>13,700</b>	<b>0</b>	<b>0</b>	<b>13,700</b>

\*. Virement in 2016/17 (all virements net to nil across all cost centres)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Housing Strategy</b>						
S1558 Staff Costs	9,700	0	9,700	0	0	9,700
Supplies and Services	1,500	0	1,500	0	0	1,500
<b>Net Expenditure</b>	<b>11,200</b>	<b>0</b>	<b>11,200</b>	<b>0</b>	<b>0</b>	<b>11,200</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Housing Benefit Payments</b>						
S1565 Transfer Payments	21,007,000	0	21,007,000	-937,000	0	20,070,000
<b>Income</b>						
Recharges	-205,000	0	-205,000	0	0	-205,000
Government Grants	-20,849,000	0	-20,849,000	937,000	0	-19,912,000
<b>Net Expenditure</b>	<b>-47,000</b>	<b>0</b>	<b>-47,000</b>	<b>0</b>	<b>0</b>	<b>-47,000</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Housing Benefit Administration</b>						
S1568 Staff Costs	18,400	0	18,400	0	0	18,400
<b>Income</b>						
Government Grants	-245,800	0	-245,800	20,000	0	-225,800
<b>Net Expenditure</b>	<b>-227,400</b>	<b>0</b>	<b>-227,400</b>	<b>20,000</b>	<b>0</b>	<b>-207,400</b>

\*. Reduction in Housing Benefit Subsidy Administration Grant

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Council Tax Collection</b>						
S1571 Staff Costs	35,600	0	35,600	0	0	35,600
Supplies and Services	14,200	0	14,200	0	0	14,200
<b>Income</b>						
Recharges	-121,800	0	-121,800	0	0	-121,800
Government Grants	-206,200	0	-206,200	0	0	-206,200
<b>Net Expenditure</b>	<b>-278,200</b>	<b>0</b>	<b>-278,200</b>	<b>0</b>	<b>0</b>	<b>-278,200</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Council Tax Support</b>						
S1574 Staff Costs	23,900	0	23,900	0	0	23,900
<b>Income</b>						
Government Grants	-88,500	0	-88,500	0	0	-88,500
<b>Net Expenditure</b>	<b>-64,600</b>	<b>0</b>	<b>-64,600</b>	<b>0</b>	<b>0</b>	<b>-64,600</b>



## Strategy and Commissioning Budgets - 2017/18

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
S3001	Electoral Registration	Liz Tucker	119,500	15,440	134,940	-100	3,200	138,040
S3010	District Elections	Liz Tucker	1,100	0	1,100	0	0	1,100
S3041	Communications & Media CoP	Lesley Crocker	61,700	8,040	69,740	0	2,800	72,540
S3042	Marketing and Tourism	Lesley Crocker	-2,300	2,300	0	0	0	0
S3043	South Hams Magazine	Lesley Crocker	11,500	-11,500	0	0	0	0
S3050	Democratic Representation & Management	Darryl White	341,800	0	341,800	-5,346	0	336,454
S3051	HA-Member Support & Democratic Services	Darryl White	79,300	620	79,920	-200	9,600	89,320
S3075	Waste & Place Strategy	Jane Savage	63,900	510	64,410	-100	-10,700	53,610
S4501	Performance, Intelligence & Strategic Finance	Darren Arulvasagam	103,000	1,110	104,110	0	23,200	127,310
S4510	Building Regulations	Darren Arulvasagam	-21,800	1,130	-20,670	0	0	-20,670
S4511	Other Building Control Work	Darren Arulvasagam	94,800	0	94,800	0	0	94,800
	Council Tax Support Grant		101,658	0	101,658	-10,000	0	91,658
			<b>954,158</b>	<b>17,650</b>	<b>971,808</b>	<b>-15,746</b>	<b>28,100</b>	<b>984,162</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3001</b>	<b>Electoral Registration</b>							
	Staff Costs		103,900	540	104,440	0	3,200	107,640
	Premises Costs		1,000	0	1,000	0	0	1,000
	Transport Costs		1,300	-100	1,200	-100	0	1,100
	Supplies and Services		15,800	15,000	30,800	0	0	30,800
	Capital Charges		0	0	0	0	0	0
	<b>Income</b>							
Sales		-2,500	0	-2,500	0	0	-2,500	
	<b>Net Expenditure</b>		<b>119,500</b>	<b>15,440</b>	<b>134,940</b>	<b>-100</b>	<b>3,200</b>	<b>138,040</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3010</b>	<b>District Elections</b>							
	Staff Costs		1,100	0	1,100	0	0	1,100
	<b>Net Expenditure</b>		<b>1,100</b>	<b>0</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>1,100</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3041</b>	<b>Communications &amp; Media CoP</b>							
	Staff Costs		84,100	810	84,910	0	3,800	88,710
	Transport Costs		300	0	300	0	0	300
	Supplies and Services		0	7,230	7,230	0	0	7,230
	<b>Net Expenditure</b>		<b>84,400</b>	<b>8,040</b>	<b>92,440</b>	<b>0</b>	<b>3,800</b>	<b>96,240</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3042</b>	<b>Marketing and Tourism</b>							
	Staff Costs	*	2,600	-2,600	0	0	0	0
	Capital Charges	*	2,200	-2,200	0	0	0	0
	<b>Income</b>							
	Rent	*	-6,900	6,900	0	0	0	0
	Other Grants and Contributions	*	-200	200	0	0	0	0
	<b>Net Expenditure</b>		<b>-2,300</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Budget consolidated as part of Economic Development review

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3043</b>	<b>South Hams Magazine</b>							
	Supplies and Services	*	11,500	-11,500	0	0	0	0
	<b>Net Expenditure</b>		<b>11,500</b>	<b>-11,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Budget realigned with Media COP

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S3050</b>	<b>Democratic Representation &amp; Management</b>							
	Staff Costs		25,500	0	25,500	0	0	25,500
	Supplies and Services	*	316,300	0	316,300	-5,346	0	310,954
	<b>Net Expenditure</b>		<b>341,800</b>	<b>0</b>	<b>341,800</b>	<b>-5,346</b>	<b>0</b>	<b>336,454</b>

\* Savings on printing Council agendas (£5k) and Members' travel (£5k). Members' allowances inflationary increase (£4k).

		16/17	16/17	16/17 Final	MTFS	Salaries	17/18
		Original	In-Year	Budget			Original
		Budget	Virement	Budget			Budget
	<b>HA-Member Support &amp; Democratic Services</b>						
S3051	Staff Costs *	121,100	620	121,720	0	2,200	123,920
	Transport Costs	1,500	0	1,500	-200	0	1,300
	<b>Income</b>						
	Recharges *	-43,300	0	-43,300	0	7,400	-35,900
	<b>Net Expenditure</b>	<b>-43,300</b>	<b>620</b>	<b>79,920</b>	<b>-200</b>	<b>9,600</b>	<b>89,320</b>

\* Annual increments and pay award

		16/17	16/17	16/17 Final	MTFS	Salaries	17/18
		Original	In-Year	Budget			Original
		Budget	Virement	Budget			Budget
	<b>Waste &amp; Place Strategy</b>						
S3075	Staff Costs *	86,100	510	86,610	0	-33,700	52,910
	Transport Costs	800	0	800	-100	0	700
	Supplies and Services	0	0	0	0	0	0
	Capital Charges	0	0	0	0	0	0
	<b>Income</b>						
	Recharges *	-23,000	0	-23,000	0	23,000	0
	<b>Net Expenditure</b>	<b>63,900</b>	<b>510</b>	<b>64,410</b>	<b>-100</b>	<b>-10,700</b>	<b>53,610</b>

\*. Reduction in staff costs nets off with reduction in staff recharges reflecting a change in employer for the postholder.

		16/17	16/17	16/17 Final	MTFS	Salaries	17/18
		Original	In-Year	Budget			Original
		Budget	Virement	Budget			Budget
S4501	<b>Performance, Intelligence &amp; Strategic Finance</b>						
	Staff Costs *	133,400	1,110	134,510	0	8,600	143,110
	Transport Costs	300	0	300	0	0	300
	<b>Income</b>						
	Recharges *	0	0	0	0	0	0
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*. Staff restructuring changes resulting in movements of staff costs between cost centres as well as annual increments and pay award

		16/17	16/17	16/17 Final	MTFS	Salaries	17/18
		Original	In-Year	Budget			Original
		Budget	Virement	Budget			Budget
	<b>Building Regulations</b>						
S4510	Staff Costs	271,300	1,130	272,430	0	0	0
	Transport Costs	28,700	0	28,700	0	0	0
	Supplies and Services	23,300	0	23,300	0	0	0
	Recharges E	-74,200	0	-74,200	0	0	0
	Corporate Items	63,100	0	63,100	0	0	0
	Third Party Payment / Receipt	0	0	0	0	0	-20,670
	<b>Income</b>						
	Fees and Charges	-334,000	0	-334,000	0	0	0
	<b>Net Expenditure</b>	<b>-21,800</b>	<b>1,130</b>	<b>-20,670</b>	<b>0</b>	<b>0</b>	<b>-20,670</b>

		16/17	16/17	16/17 Final	MTFS	Salaries	17/18
		Original	In-Year	Budget			Original
		Budget	Virement	Budget			Budget
	<b>Other Building Control Work</b>						
S4511	Staff Costs	7,100	0	7,100	0	0	0
	Premises Costs	16,900	0	16,900	0	0	0
	Transport Costs	8,600	0	8,600	0	0	0
	Supplies and Services	1,000	0	1,000	0	0	0
	Recharges E	74,200	0	74,200	0	0	0
	Third Party Payment / Receipt	0	0	0	0	0	94,800
	<b>Income</b>						
	Fees and Charges	-10,000	0	-10,000	0	0	0
	Other Grants and Contributions	-3,000	0	-3,000	0	0	0
	<b>Net Expenditure</b>	<b>94,800</b>	<b>0</b>	<b>94,800</b>	<b>0</b>	<b>0</b>	<b>94,800</b>

Commercial Services Budget - 2017/18

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
S1304	Grounds Maintenance General	Cathy Aubertin	-42,700	12,303	-30,397	1,200	-4,100	-33,297
S2002	Beach and Water Safety	Adam Parnell	84,500	0	84,500	100	0	84,600
S2005	Salcombe Harbour	Adam Parnell	0	0	0	0	0	0
S2010	Dartmouth Ferry	Adam Parnell	39,400	-1,680	37,720	21,900	35,200	94,820
S2017	Street and Beach Cleaning	Neil Greenhalgh	556,800	250,509	807,309	1,700	83,292	892,301
S2030	Totnes Depot	Neil Greenhalgh	0	0	0	-1,700	0	-1,700
S2040	Dartmouth Depot	Neil Greenhalgh	0	0	0	300	0	300
S2041	Transfer Station Torr Quarry	Neil Greenhalgh	197,000	0	197,000	28,600	22,900	248,500
S2043	Ivybridge Depot	Neil Greenhalgh	0	0	0	-100	0	-100
S2044	Torr Quarry Depot	Neil Greenhalgh	0	0	0	400	0	400
S2101	Car Parking Overhead Account	Cathy Aubertin	-1,767,700	-12,715	-1,780,415	31,800	7,900	-1,740,715
S2310	Dog Warden Service	Cathy Aubertin	0	5,000	5,000	0	0	5,000
S2400	Public Conveniences Overheads Account	Cathy Aubertin	631,800	57,848	689,648	1,200	-16,124	674,724
S2702	Household Waste Collection	Neil Greenhalgh	1,666,600	227,775	1,894,375	47,900	-97,595	1,844,680
S2705	Recycling Services	Neil Greenhalgh	183,600	227,506	411,106	87,700	71,360	570,166
S2710	Mechanical Leaf Sweepings	Neil Greenhalgh	-34,500	0	-34,500	0	0	-34,500
S2713	Trade Waste Services	Neil Greenhalgh	-158,200	94,452	-63,748	-48,800	1,573	-110,975
S2715	Garden Waste Services	Neil Greenhalgh	6,100	-2,100	4,000	0	0	4,000
S2716	Food Waste Services	Neil Greenhalgh	-5,500	2,100	-3,400	0	0	-3,400
S2720	Waste & Recycling Services	Neil Greenhalgh	327,300	2,240	329,540	44,900	19,300	393,740
S2721	Environment Services - Manual Staff	Neil Greenhalgh	814,800	-814,799	1	0	-36,790	-36,789
S2733	Other Commercial Services	Cathy Aubertin	357,800	32,960	390,760	0	35,700	426,460
S2734	Pannier Markets Overheads	Cathy Aubertin	-99,500	-280	-99,780	10,500	0	-89,280
S2841	Repairs and Maintenance	Chris Brook	-59,400	-11,993	-71,393	1,600	2,400	-67,393
S2884	Supervisors Vehicles	Neil Greenhalgh	-6,500	6,500	0	200	0	200
S2886	Landscape and Leisure Vehicles	Neil Greenhalgh	-1,400	1,400	0	0	0	0
S2887	Street Scene Vehicles	Neil Greenhalgh	-5,800	5,800	0	300	0	300
S2703	Data Management	Neil Greenhalgh	-50,000	0	-50,000	0	0	-50,000
			<b>2,634,500</b>	<b>82,826</b>	<b>2,717,326</b>	<b>229,700</b>	<b>125,016</b>	<b>3,072,042</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Grounds Maintenance General</b>							
	Staff Costs	*	286,200	2,260	288,460	0	-4,100	284,360
	Premises Costs		-474,200	0	-474,200	100	0	-474,100
S1304	Transport Costs	*	115,000	-23,857	91,143	1,100	0	92,243
	Supplies and Services		59,900	0	59,900	0	0	59,900
	Capital Charges	*	0	33,900	33,900	0	0	33,900
	<b>Income</b>							
	Other Grants and Contributions		-29,600	0	-29,600	0	0	-29,600
	<b>Net Expenditure</b>		<b>-42,700</b>	<b>12,303</b>	<b>-30,397</b>	<b>1,200</b>	<b>-4,100</b>	<b>-33,297</b>
	* Virements part of cost centre reorganisation within Commercial Services							

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Beach and Water Safety</b>							
	Staff Costs		12,000	0	12,000	0	0	12,000
S2002	Premises Costs		4,600	0	4,600	100	0	4,700
	Supplies and Services		21,400	0	21,400	0	0	21,400
	Third Party Payments		75,700	0	75,700	0	0	75,700
	<b>Income</b>							
	Other Grants and Contributions		-29,200	0	-29,200	0	0	-29,200
	<b>Net Expenditure</b>		<b>84,500</b>	<b>0</b>	<b>84,500</b>	<b>100</b>	<b>0</b>	<b>84,600</b>

			16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Salcombe Harbour</b>							
	Staff Costs		384,800	0	384,800	0	0	398,300
	Premises Costs		293,500	0	293,500	0	0	321,000
S2005	Transport Costs		49,700	0	49,700	0	0	47,000
	Supplies and Services		77,000	0	77,000	0	0	73,100
	Recharges E		43,500	0	43,500	0	0	43,800
	Capital Charges		24,800	0	24,800	0	0	25,100
	Transfer to Reserves		0	141,800	141,800	0	0	158,500
	<b>Income</b>							
	Sales		-100	0	-100	0	0	-100
	Fees and Charges		-995,800	0	-995,800	0	0	-1,048,800
	Rent		-1,500	0	-1,500	0	0	-1,500
	Other Grants and Contributions		-6,000	0	-6,000	0	0	-6,000
	Interest		-2,000	0	-2,000	0	0	-700
	Recharges		132,100	-141,800	-9,700	0	0	-9,700
	<b>Net Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Dartmouth Ferry</b>						
Staff Costs	561,000	3,250	564,250	0	35,200	599,450
Premises Costs	64,600	1,360	65,960	100	0	66,060
Transport Costs	154,900	-6,290	148,610	21,800	0	170,410
Supplies and Services	28,300	0	28,300	0	0	28,300
Capital Charges	37,600	0	37,600	0	0	37,600
<b>Income</b>						
Fees and Charges	-798,300	0	-798,300	0	0	-798,300
Other Grants and Contributions	-8,700	0	-8,700	0	0	-8,700
<b>Net Expenditure</b>	<b>39,400</b>	<b>-1,680</b>	<b>37,720</b>	<b>21,900</b>	<b>35,200</b>	<b>94,820</b>

\* Cost of lease renewal for workshop

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Street and Beach Cleaning</b>						
Staff Costs	394,300	36,988	431,288	0	83,292	514,580
Premises Costs	23,500	0	23,500	0	0	23,500
Transport Costs	241,400	-54,622	186,778	1,700	0	188,478
Supplies and Services	67,400	-1,400	66,000	0	0	66,000
Recharges E	0	143,643	143,643	0	0	143,643
Capital Charges	0	48,400	48,400	0	0	48,400
<b>Income</b>	0	0	0	0	0	0
Fees and Charges	0	-2,700	-2,700	0	0	-2,700
Other Grants and Contributions	-3,500	-1,200	-4,700	0	0	-4,700
Recharges	-66,300	3,900	-62,400	0	0	-62,400
<b>Net Expenditure</b>	<b>656,800</b>	<b>173,009</b>	<b>829,809</b>	<b>1,700</b>	<b>83,292</b>	<b>914,801</b>

\* Budgets vired and additional staff transferred out from holding account for manual staff (S2721)

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Totnes Depot</b>						
Premises Costs	-20,500	200	-20,300	-1,700	0	-22,000
Transport Costs	0	100	100	0	0	100
Supplies and Services	9,200	-300	8,900	0	0	8,900
Capital Charges	11,300	0	11,300	0	0	11,300
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,700</b>	<b>0</b>	<b>-1,700</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Transfer Station Torr Quarry</b>						
Premises Costs	10,100	0	10,100	-1,700	4,200	12,600
Transport Costs	31,500	0	31,500	300	0	31,800
Supplies and Services	155,400	0	155,400	30,000	0	185,400
<b>Net Expenditure</b>	<b>197,000</b>	<b>0</b>	<b>197,000</b>	<b>28,600</b>	<b>4,200</b>	<b>229,800</b>

\* Additional haulage costs

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Ivybridge Depot</b>						
Premises Costs	-22,400	900	-21,500	-100	0	-21,600
Transport Costs	0	250	250	0	0	250
Supplies and Services	6,600	-1,125	5,475	0	0	5,475
Capital Charges	19,400	0	19,400	0	0	19,400
<b>Income</b>						
Rent	-3,600	-25	-3,625	0	0	-3,625
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>-100</b>

	16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>Torr Quarry Depot</b>						
Premises Costs	-12,400	-700	-13,100	400	0	-12,700
Transport Costs	0	500	500	0	0	500
Supplies and Services	7,200	200	7,400	0	0	7,400
Capital Charges	5,200	0	5,200	0	0	5,200
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>400</b>

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
<b>Car Parking Overhead Account</b>		Budget	Virement	Budget			Budget
	Staff Costs	76,900	0	76,900	0	7,900	84,800
	Premises Costs	714,300	-1,340	712,960	79,500	0	792,460
	Transport Costs	199,900	-27,275	172,625	100	0	172,725
<b>S2101</b>	Supplies and Services	109,300	39,800	149,100	0	0	149,100
	Capital Charges	22,600	0	22,600	0	0	22,600
	<b>Income</b>	0	0	0	0	0	0
	Fees and Charges	-2,858,200	-18,900	-2,877,100	-47,800	0	-2,924,900
	Rent	-13,300	-5,000	-18,300	0	0	-18,300
	Other Grants and Contributions	-19,200	0	-19,200	0	0	-19,200
	<b>Net Expenditure</b>	<b>-1,767,700</b>	<b>-12,715</b>	<b>-1,780,415</b>	<b>31,800</b>	<b>7,900</b>	<b>-1,740,715</b>
* Additional business rates across car parks following business rate revaluation (£79k)							
* Additional car park income (£38k) and permit income (£10k)							

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
<b>Dog Warden Service</b>		Budget	Virement	Budget			Budget
<b>S2310</b>	Supplies and Services	0	9,200	9,200	0	0	9,200
	<b>Income</b>						
	Recharges	0	-4,200	-4,200	0	0	-4,200
	<b>Net Expenditure</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
<b>Public Conveniences Overheads Account</b>		Budget	Virement	Budget			Budget
	Staff Costs	213,900	1,664	215,564	0	-16,124	199,440
	Premises Costs	296,000	-2,010	293,990	800	0	294,790
<b>S2400</b>	Transport Costs	60,600	-26,809	33,791	400	0	34,191
	Supplies and Services	30,300	0	30,300	0	0	30,300
	Recharges E	0	78,403	78,403	0	0	78,403
	Capital Charges	112,000	6,600	118,600	0	0	118,600
	<b>Income</b>						
	Other Grants and Contributions	-81,000	20,000	-61,000	0	0	-61,000
	<b>Net Expenditure</b>	<b>631,800</b>	<b>77,848</b>	<b>709,648</b>	<b>1,200</b>	<b>-16,124</b>	<b>694,724</b>
* Increased utilities cost (£10k) and reduction in business rates (£10k)							
* Budgets vired and additional staff transferred out from holding account for manual staff (S2721)							

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
<b>Household Waste Collection</b>		Budget	Virement	Budget			Budget
	Staff Costs	867,800	101,275	969,075	0	-97,595	871,480
	Premises Costs	26,400	-2,220	24,180	100	0	24,280
	Transport Costs	922,400	-406,946	515,454	47,800	0	563,254
<b>S2702</b>	Supplies and Services	68,800	0	68,800	0	0	68,800
	Recharges E	0	239,166	239,166	0	0	239,166
	Capital Charges	134,100	324,000	458,100	0	0	458,100
	<b>Income</b>						
	Government Grants	-54,700	-205,300	-260,000	0	0	-260,000
	Sales	-30,000	0	-30,000	0	0	-30,000
	Fees and Charges	-7,900	0	-7,900	0	0	-7,900
	Other Grants and Contributions	-220,300	205,300	-15,000	0	0	-15,000
	<b>Net Expenditure</b>	<b>1,706,600</b>	<b>255,275</b>	<b>1,961,875</b>	<b>47,900</b>	<b>-97,595</b>	<b>1,912,180</b>
* Reduced savings on waste round review (£40k)							
* Budgets vired and additional staff transferred out from holding account for manual staff (S2721)							

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
<b>Recycling Services</b>		Budget	Virement	Budget			Budget
	Staff Costs	215,200	1,680	216,880	0	71,360	288,240
	Premises Costs	54,600	0	54,600	0	0	54,600
<b>S2705</b>	Transport Costs	291,400	-15,471	275,929	2,700	0	278,629
	Supplies and Services	317,400	0	317,400	0	0	317,400
	Recharges E	0	139,597	139,597	0	0	139,597
	Capital Charges	0	101,700	101,700	0	0	101,700
	<b>Income</b>						
	Other Grants and Contributions	-695,000	0	-695,000	85,000	0	-610,000
	<b>Net Expenditure</b>	<b>183,600</b>	<b>227,506</b>	<b>411,106</b>	<b>87,700</b>	<b>71,360</b>	<b>570,166</b>
* Budgets vired and additional staff transferred out from holding account for manual staff (S2721)							
* Reduction in recycling income (£85k)							

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2710</b>	<b>Mechanical Leaf Sweepings</b>						
	Supplies and Services	26,000	0	26,000	0	0	26,000
	<b>Income</b>						
	Other Grants and Contributions	-60,500	0	-60,500	0	0	-60,500
	<b>Net Expenditure</b>	<b>-34,500</b>	<b>0</b>	<b>-34,500</b>	<b>0</b>	<b>0</b>	<b>-34,500</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2713</b>	<b>Trade Waste Services</b>						
	Staff Costs *	80,700	63,837	144,537	0	1,573	146,110
	Premises Costs	7,000	0	7,000	200	0	7,200
	Transport Costs *	129,600	-50,231	79,369	1,000	0	80,369
	Supplies and Services	428,500	0	428,500	0	0	428,500
	Recharges E *	0	29,946	29,946	0	0	29,946
	Capital Charges *	0	50,900	50,900	0	0	50,900
	<b>Income</b>						
	Fees and Charges *	-774,000	-30,000	-804,000	-50,000	0	-854,000
	<b>Net Expenditure</b>	<b>-128,200</b>	<b>64,452</b>	<b>-63,748</b>	<b>-48,800</b>	<b>1,573</b>	<b>-110,975</b>
	* Budgets vired and additional staff transferred out from holding account for manual staff (S2721)						
	* Higher trade waste income (£25k) and additional income from business rated domestic properties (£25k)						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2715</b>	<b>Garden Waste Services</b>						
	Premises Costs	6,100	-2,100	4,000	0	0	4,000
	<b>Net Expenditure</b>	<b>6,100</b>	<b>-2,100</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2716</b>	<b>Food Waste Services</b>						
	Supplies and Services	0	2,100	2,100	0	0	2,100
	<b>Income</b>						
	Sales	-5,500	0	-5,500	0	0	-5,500
	<b>Net Expenditure</b>	<b>-5,500</b>	<b>2,100</b>	<b>-3,400</b>	<b>0</b>	<b>0</b>	<b>-3,400</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2720</b>	<b>Waste &amp; Recycling Services</b>						
	Staff Costs *	324,700	2,240	326,940	75,000	20,300	422,240
	Transport Costs	600	0	600	-100	0	500
	Supplies and Services *	30,000	0	30,000	-30,000	0	0
	<b>Income</b>						
	Recharges	-28,000	0	-28,000	0	-1,000	-29,000
	<b>Net Expenditure</b>	<b>327,300</b>	<b>2,240</b>	<b>329,540</b>	<b>44,900</b>	<b>19,300</b>	<b>393,740</b>
	* Additional salaries for Environmental Services manual workers (£75k)						
	* Removal of one-off cost in respect of waste and cleansing options review (£30k)						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2721</b>	<b>Environment Services - Manual Staff</b>						
	Staff Costs *	814,800	-184,044	630,756	0	-36,790	593,966
	<b>Net Expenditure</b>	<b>814,800</b>	<b>-184,044</b>	<b>630,756</b>	<b>0</b>	<b>-36,790</b>	<b>593,966</b>
	* Budgets vired and additional staff transferred out from this cost centre to other Commercial Services cost centres						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S2733</b>	<b>Other Commercial Services</b>						
	Staff Costs *	386,100	32,960	419,060	0	37,000	456,060
	<b>Income</b>						
	Recharges	-28,300	0	-28,300	0	-1,300	-29,600
	<b>Net Expenditure</b>	<b>357,800</b>	<b>32,960</b>	<b>390,760</b>	<b>0</b>	<b>35,700</b>	<b>426,460</b>
	* Annual salary increase and increments						

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
		Budget	Virement	Budget			Budget
<b>Pannier Markets Overheads</b>							
S2734	Staff Costs	1,100	0	1,100	0	0	1,100
	Premises Costs	10,300	-280	10,020	500	0	10,520
	Supplies and Services	9,100	0	9,100	0	0	9,100
	<b>Income</b>						
	Fees and Charges	-120,000	0	-120,000	10,000	0	-110,000
	<b>Net Expenditure</b>	<b>-99,500</b>	<b>-280</b>	<b>-99,780</b>	<b>10,500</b>	<b>0</b>	<b>-89,280</b>

\* Reduction in pannier market income (£10k)

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
		Budget	Virement	Budget			Budget
<b>Repairs and Maintenance</b>							
S2841	Staff Costs	404,000	3,290	407,290	0	2,400	409,690
	Premises Costs	-757,700	0	-757,700	25,000	0	-732,700
	Transport Costs	111,000	-15,283	95,717	1,600	0	97,317
	Supplies and Services	183,300	0	183,300	-25,000	0	158,300
	<b>Net Expenditure</b>	<b>-59,400</b>	<b>-11,993</b>	<b>-71,393</b>	<b>1,600</b>	<b>2,400</b>	<b>-67,393</b>

\* Impact of efficiency target to reduce repairs and maintenance to Council buildings by 3%

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
		Budget	Virement	Budget			Budget
<b>Supervisors Vehicles</b>							
S2884	Transport Costs	-21,000	15,700	-5,300	200	0	-5,100
	Capital Charges	14,500	-9,200	5,300	0	0	5,300
	<b>Net Expenditure</b>	<b>-6,500</b>	<b>6,500</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>

\* Virements part of re-organisation within commercial services

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
		Budget	Virement	Budget			Budget
<b>Landscape and Leisure Vehicles</b>							
S2886	Transport Costs	-3,500	3,500	0	0	0	0
	Capital Charges	2,100	-2,100	0	0	0	0
	<b>Net Expenditure</b>	<b>-1,400</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		16/17	16/17	16/17 Final			17/18
		Original	In-Year	Budget	MTFS	Salaries	Original
		Budget	Virement	Budget			Budget
<b>Street Scene Vehicles</b>							
S2887	Transport Costs	-20,700	20,700	0	300	0	300
	Capital Charges	14,900	-14,900	0	0	0	0
	<b>Net Expenditure</b>	<b>-5,800</b>	<b>5,800</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>300</b>

\* Virements part of re-organisation within commercial services

## Support Service Budgets - 2017/18

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
S4001	Executive Directors	Neil Hawke	137,700	810	138,510	-400	2,400	140,510
S4004	Corporate Training & Occ Health	Andy Wilson	43,200	0	43,200	0	0	43,200
S4009	Non Distributed Costs	Lisa Buckle	380,400	0	380,400	98,579	0	478,979
S4010	Inflation/Pension Provision	Lisa Buckle	166,269	-123,120	43,149	-43,149	0	0
S4041	Internal Audit	Neil Hawke	75,900	410	76,310	0	5,300	81,610
S4084	ICT Software & Support Contracts	Mike Ward	332,300	4,320	336,620	0	0	336,620
S4086	Client Hardware Replacement	Tim Radcliffe	36,600	0	36,600	0	0	36,600
S4100	Human Resources CoP	Neil Hawke	118,300	620	118,920	-100	9,500	128,320
S4101	Legal CoP	Neil Hawke	173,900	510	174,410	-5,100	300	169,610
S4102	Design CoP	Neil Hawke	51,200	410	51,610	0	2,000	53,610
S4103	Finance CoP	Neil Hawke	253,700	1,440	255,140	-100	-25,600	229,440
S4104	ICT CoP	Neil Hawke	228,800	1,850	230,650	-300	34,000	264,350
S4150	Support Services Case Management	Rebecca Doyle	452,900	2,610	455,510	0	-33,900	421,610
S4160	Corporate Management	Steve Jordan	137,300	0	137,300	0	0	137,300
S4180	Support Services Mgmt & O' Heads	Neil Hawke	97,800	210	98,010	-100	5,700	103,610
S4196	Customer Support	Tim Radcliffe	125,500	1,350	126,850	0	-2,600	124,250
S4199	Central Service Overheads	Neil Hawke	175,500	0	175,500	-10,000	0	165,500
S6050	Interest & Investment Income	Lisa Buckle	-148,000	0	-148,000	25,000	0	-123,000
	Apprenticeship Levy		0	0	0	40,000	0	40,000
			<b>2,839,269</b>	<b>-108,580</b>	<b>2,730,689</b>	<b>104,330</b>	<b>-2,900</b>	<b>2,832,119</b>

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
	<b>Executive Directors</b>							
	Staff Costs		182,600	810	183,410	0	3,500	186,910
S4001	Transport Costs		4,300	0	4,300	-400	0	3,900
	Supplies and Services		11,300	0	11,300	0	0	11,300
	<b>Income</b>							
	Recharges		-60,500	0	-60,500	0	-1,100	-61,600
	<b>Net Expenditure</b>		<b>137,700</b>	<b>810</b>	<b>138,510</b>	<b>-400</b>	<b>2,400</b>	<b>140,510</b>

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
S4004	<b>Corporate Training &amp; Occ Health</b>							
	Staff Costs		43,200	0	43,200	0	0	43,200
	<b>Net Expenditure</b>		<b>43,200</b>	<b>0</b>	<b>43,200</b>	<b>0</b>	<b>0</b>	<b>43,200</b>

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
	<b>Non Distributed Costs</b>							
S4009	Staff Costs		208,200	0	208,200	-26,421	0	181,779
	Premises Costs		26,200	0	26,200	0	0	26,200
	Corporate Items		146,000	0	146,000	125,000	0	271,000
	<b>Net Expenditure</b>		<b>380,400</b>	<b>0</b>	<b>380,400</b>	<b>98,579</b>	<b>0</b>	<b>478,979</b>
	* Triennial pension revaluation (£125k)							

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
S4010	<b>Inflation/Pension Provision</b>							
	Corporate Items		166,269	-123,120	43,149	-43,149	0	0
	<b>Net Expenditure</b>		<b>166,269</b>	<b>-123,120</b>	<b>43,149</b>	<b>-43,149</b>	<b>0</b>	<b>0</b>

			16/17	16/17	16/17 Final			17/18
			Original	In-Year	16/17 Final	MTFS	Salaries	Original
			Budget	Virement	Budget			Budget
	<b>Internal Audit</b>							
	Staff Costs		73,100	410	73,510	0	2,800	76,310
S4041	Transport Costs		300	0	300	0	0	300
	Supplies and Services		17,800	0	17,800	0	0	17,800
	<b>Income</b>							
	Recharges		-15,300	0	-15,300	0	2,500	-12,800
	<b>Net Expenditure</b>		<b>75,900</b>	<b>410</b>	<b>76,310</b>	<b>0</b>	<b>5,300</b>	<b>81,610</b>



		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4084</b>	<b>ICT Software &amp; Support Contracts</b>						
	Supplies and Services	438,100	4,320	442,420	0	0	442,420
	Savings to be made	-47,000	0	-47,000	0	0	-47,000
	<b>Income</b>						
	Recharges	-58,800	0	-58,800	0	0	-58,800
	<b>Net Expenditure</b>	<b>332,300</b>	<b>4,320</b>	<b>336,620</b>	<b>0</b>	<b>0</b>	<b>336,620</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4086</b>	<b>Client Hardware Replacement</b>						
	Supplies and Services	36,600	0	36,600	0	0	36,600
	<b>Net Expenditure</b>	<b>36,600</b>	<b>0</b>	<b>36,600</b>	<b>0</b>	<b>0</b>	<b>36,600</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4100</b>	<b>Human Resources CoP</b>						
	Staff Costs *	141,800	620	142,420	0	12,000	154,420
	Transport Costs	1,100	0	1,100	-100	0	1,000
	Supplies and Services	4,600	0	4,600	0	0	4,600
	<b>Income</b>						
	Recharges	-29,200	0	-29,200	0	-2,500	-31,700
	<b>Net Expenditure</b>	<b>118,300</b>	<b>620</b>	<b>118,920</b>	<b>-100</b>	<b>9,500</b>	<b>128,320</b>
	* Additional payroll support						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4101</b>	<b>Legal CoP</b>						
	Staff Costs	219,700	510	220,210	0	2,900	223,110
	Transport Costs	700	0	700	-100	0	600
	Supplies and Services *	9,200	0	9,200	-5,000	0	4,200
	<b>Income</b>						
	Recharges	-55,700	0	-55,700	0	-2,600	-58,300
	<b>Net Expenditure</b>	<b>173,900</b>	<b>510</b>	<b>174,410</b>	<b>-5,100</b>	<b>300</b>	<b>169,610</b>
	* Reduction in spending on text books and magazine subscriptions						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4102</b>	<b>Design CoP</b>						
	Staff Costs	72,400	410	72,810	0	2,900	75,710
	Transport Costs	100	0	100	0	0	100
	<b>Income</b>						
	Recharges	-21,300	0	-21,300	0	-900	-22,200
	<b>Net Expenditure</b>	<b>51,200</b>	<b>410</b>	<b>51,610</b>	<b>0</b>	<b>2,000</b>	<b>53,610</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4103</b>	<b>Finance CoP</b>						
	Staff Costs *	349,800	1,440	351,240	0	-19,500	331,740
	Transport Costs	1,100	0	1,100	-100	0	1,000
	Supplies and Services	15,800	0	15,800	0	0	15,800
	<b>Income</b>						
	Recharges *	-113,000	0	-113,000	0	-6,100	-119,100
	<b>Net Expenditure</b>	<b>253,700</b>	<b>1,440</b>	<b>255,140</b>	<b>-100</b>	<b>-25,600</b>	<b>229,440</b>
	* Re-organisation of staff resources with Section 151 post moving to Strategy and Commissioning						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
<b>S4104</b>	<b>ICT CoP</b>						
	Staff Costs *	406,700	1,850	408,550	0	67,200	475,750
	Transport Costs	2,800	0	2,800	-300	0	2,500
	Supplies and Services	400	0	400	0	0	400
	<b>Income</b>						
	Recharges *	-181,100	0	-181,100	0	-33,200	-214,300
	<b>Net Expenditure</b>	<b>228,800</b>	<b>1,850</b>	<b>230,650</b>	<b>-300</b>	<b>34,000</b>	<b>264,350</b>
	* Reorganisation of staff resources with posts moving to ICT CoP from Case Management and Performance and Intelligence						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Support Services Case Management</b>						
	Staff Costs	425,700	1,610	427,310	0	-29,300	398,010
<b>S4150</b>	Transport Costs	800	0	800	0	0	800
	Supplies and Services	131,000	33,500	164,500	0	0	164,500
	<b>Income</b>						
	Recharges	-104,600	-32,500	-137,100	0	-4,600	-141,700
	<b>Net Expenditure</b>	<b>452,900</b>	<b>2,610</b>	<b>455,510</b>	<b>0</b>	<b>-33,900</b>	<b>421,610</b>
	* Reorganisation of staff resources with post moving to ICT CoP from Case Management						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Corporate Management</b>						
	Staff Costs	24,700	0	24,700	0	0	24,700
<b>S4160</b>	Supplies and Services	112,600	0	112,600	0	0	112,600
	<b>Net Expenditure</b>	<b>137,300</b>	<b>0</b>	<b>137,300</b>	<b>0</b>	<b>0</b>	<b>137,300</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Support Services Mgmt &amp; O' Heads</b>						
	Staff Costs	109,400	210	109,610	0	10,300	119,910
<b>S4180</b>	Transport Costs	600	0	600	-100	0	500
	Supplies and Services	29,600	0	29,600	0	0	29,600
	<b>Income</b>						
	Recharges	-41,800	0	-41,800	0	-4,600	-46,400
	<b>Net Expenditure</b>	<b>97,800</b>	<b>210</b>	<b>98,010</b>	<b>-100</b>	<b>5,700</b>	<b>103,610</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Customer Support</b>						
	Staff Costs	194,400	1,350	195,750	0	-3,500	192,250
<b>S4196</b>	Transport Costs	200	0	200	0	0	200
	<b>Income</b>						
	Recharges	-69,100	0	-69,100	0	900	-68,200
	<b>Net Expenditure</b>	<b>125,500</b>	<b>1,350</b>	<b>126,850</b>	<b>0</b>	<b>-2,600</b>	<b>124,250</b>

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Central Service Overheads</b>						
	Staff Costs	23,400	0	23,400	0	0	23,400
<b>S4199</b>	Supplies and Services	152,100	0	152,100	-10,000	0	142,100
	<b>Net Expenditure</b>	<b>175,500</b>	<b>0</b>	<b>175,500</b>	<b>-10,000</b>	<b>0</b>	<b>165,500</b>
	* Reduction in spending on text books and magazine subscriptions						

		16/17 Original Budget	16/17 In-Year Virement	16/17 Final Budget	MTFS	Salaries	17/18 Original Budget
	<b>Interest &amp; Investment Income</b>						
	Interest	-148,000	0	-148,000	25,000	0	-123,000
<b>S6050</b>	<b>Net Expenditure</b>	<b>-148,000</b>	<b>0</b>	<b>-148,000</b>	<b>25,000</b>	<b>0</b>	<b>-123,000</b>
	* Reduction in Treasury Management Income						

Report to: **Audit Committee**  
Date: **22 June 2017**  
Title: **Internal Audit Annual Report 2016/17**  
Portfolio Area: **Support Services – Cllr S Wright**  
Wards Affected: **All**  
Relevant Scrutiny Committee: Overview and Scrutiny Panel

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

Author: **Brenda Davis** Role: **Audit Managers**  
**Dominic Measures**  
**Robert Hutchins** **Head of Partnership**

Contact: [Brenda.davis@swdevon.gov.uk](mailto:Brenda.davis@swdevon.gov.uk)  
[Dominic.measures@swdevon.gov.uk](mailto:Dominic.measures@swdevon.gov.uk) **01803 861375**  
[Robert.hutchins@swdevon.gov.uk](mailto:Robert.hutchins@swdevon.gov.uk) **01392 383000**

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## **Recommendations:**

### **It is recommended that:**

1. The Audit Committee note that overall and based on work performed during 2016/17, and that of our experience from 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.
2. Members note the satisfactory performance and achievements of the Internal Audit Team during 2016/17.

## **1. Executive summary**

This report summarises the work undertaken by the Council's Internal Audit team during 2016/17, reviews the performance of the Internal Audit service and provides an audit opinion on the adequacy of internal control. The report is particularly relevant to the preparation of the Authority's Annual Governance Statement which is required under the Accounts and Audit (England) Regulations 2015.

This report is to inform members of the principal activities and findings of the Council's Internal Audit team for 2016/17 to 31st March 2017, by:

- Providing a summary of the main issues raised by completed individual audits; and
- Showing the progress made by Internal Audit against the 2016/17 annual internal audit plan, as approved by this Committee in March 2016, and
- Providing an opinion on the adequacy of the Council's control environment.

## **2. Background**

The Audit Committee, under its Terms of Reference contained in South Hams District Council's Constitution, is required to consider the Head of Internal Audit's annual report, and to monitor the progress and performance of Internal Audit.

The Accounts and Audit (Amendment) (England) Regulations 2015 require that all Authorities need to carry out an annual review of the effectiveness of their internal audit system, and need to incorporate the results of that review into their Annual Governance Statement (AGS), published with the annual Statement of Accounts.

The Internal Audit plan for 2016/17 was presented to and approved by the Audit Committee in March 2016. The following report and appendices set out the background to audit service provision; a review of work undertaken in 2016/17, and provides an opinion on the overall adequacy and effectiveness of the Authority's internal control environment.

## **3. Outcomes/outputs**

The Public Sector Internal Audit Standards (PSIAS) require the Head of Internal Audit to present an annual report providing an opinion that can be used by the organisation to inform its governance statement.

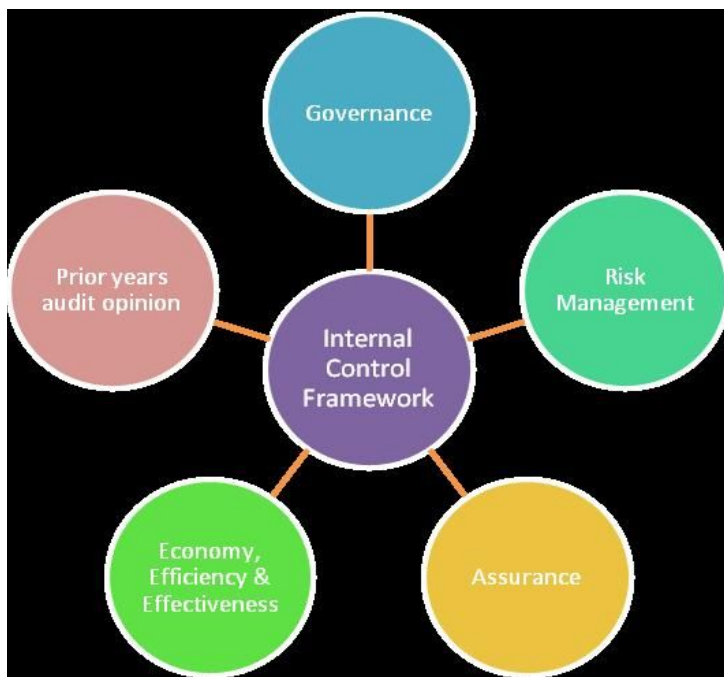
In carrying out our work, Internal Audit assess whether key, and other, controls are operating effectively within the area under review, and an opinion on the adequacy of controls is provided to management as part of the audit report. Final audit reports, will if applicable, include an agreed action plan with responsible officers and target dates to address any control issues or recommendations for efficiencies identified.

Details of Internal Audit’s opinion on each audit review carried out in 2016/17 have been provided to relevant members of the Senior Leadership Team to assist them with compilation of their individual annual governance assurance statements.

**Overall and based on work performed during 2016/17, and that of our experience from 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 assurance statement is in line with the definitions below and will provide Members with an indication of the direction of travel for their consideration for the Annual Governance Statement*

The above statement of opinion is underpinned by our consideration of:



Full Assurance	Risk management arrangements are properly established, effective and fully embedded, aligned to the risk appetite of the organisation. The systems and control framework mitigate exposure to risks identified & are being consistently applied in the areas reviewed.
<b>Significant Assurance</b>	Risk management and the system of internal control are generally sound and designed to meet the organisation’s objectives. However, some weaknesses in design and / or inconsistent application of controls do not mitigate all risks identified, putting the achievement of particular objectives at risk.
Limited Assurance	Inadequate risk management arrangements and weaknesses in design, and / or inconsistent application of controls, put the achievement of the organisation’s objectives at risk in a number of areas reviewed.
No Assurance	Risks are not mitigated and weaknesses in control, and /or consistent non-compliance with controls could result / has resulted in failure to achieve the organisation’s objectives in the areas reviewed, to the extent that the resources of the Council may be at risk, and the ability to deliver the services may be adversely affected.

## **Key Findings 2016/17**

As stated above we are, overall, able to provide significant assurance on the internal control framework. During the year a number of audit assignments have been completed for which an audit opinion of "improvements required" has been provided (please refer to appendix B for definition of "improvements required").

We set out below some of the key issues of concern identified. It should be noted that agreed management actions plans are in place to address the weaknesses, and we consider that if such actions are completed promptly then the control issue will be addressed. Many of the findings have previously been reported at audit committee meetings during the 2016/17 year.

### **Council Tax** - see App B

Council Tax bills are accurate and the system is operating with generally satisfactory controls but there were some areas highlighted where there is scope for improvement, in particular more regular review of Single Persons Discount. Staff resources have reduced and some of the audit recommendations may help create additional capacity within the team to enable key tasks to be completed promptly and effectively.

### **Business Rates** – see App B

The billing and collection of Business Rates sits in the same service area as Council Tax and therefore face similar resource challenges. Areas that require improvement include the monitoring and review of account suppressions and broken arrangements. Assurance can be given that bills are raised and calculated correctly.

### **Benefits** – see App B

Although some of the agreed actions from our 2015/16 audit report have been implemented there remain a number of outstanding issues, which management have advised are either due to limited staff resource or awaiting the results of the strategic debt review project and the trial period of using an external debt recovery company.

Quality checks and targeted reviews have been re-instated. Claimants are now able to submit claims electronically and this is showing signs of reducing the amount of manual intervention needed in processing some claims and has the potential to create some additional capacity.

### **Strategic Debt Review** – see App B

Responsibility for debt recovery is currently devolved across individual services. A virtual Debt Recovery Community Of Practice was established in December 2016, with membership from across those services, to better understand collectively each area's current levels of debt, remedies available to address it, staffing capacity and gaps in service.

With limited staff capacity for debt recovery having been identified as an issue, representatives from the Debt Recovery Community of Practice have met with an external debt recovery company, who offer debt recovery tailored to the needs of local authorities, amongst other services.

Arrangements have been made for a free diagnostic analysis to be completed of all outstanding debts, where there is no existing arrangement to pay the debt. The diagnostic will be returned with commercial recommendations.

#### **Health and Safety** (previously reported)

The audit review provided independent confirmation that the gap analysis undertaken by Environmental Health COP Lead had identified areas which could be strengthened and that an action plan was developed to ensure compliance with health and safety legislation and best practice. Our recommendations highlighted some additional considerations.

Subsequently, a communication policy has been drawn up, an e-learning module developed and risk assessments undertaken. Once the action plan is fully implemented and embedded, the system should be operating to a good standard

#### **Housing Standards – Disabled Facilities Grants & Loans** (previously reported)

Controls over the administration of grants and loans for Private Sector Housing Renewal (PSHR) are in place, but recommendations were made which would contribute to the strengthening of these.

Subsequently, a Level 4 Specialist has been appointed into the lead PSHR role, training being provided to strengthen systems and the use of technological solutions will allow information to be shared securely with third parties. Controls over discretionary loans have been reviewed to ensure the effective use of available funds.

The 2016/17 Internal Audit Plan is attached at **Appendix A**. This has been extended to show the final position for each audit.

The reporting of individual high priority recommendations is set out at **Appendix B**. This is an ongoing part of the report to advise the Audit Committee in detail of significant findings since the last report and confirm that the agreed action has been implemented or what progress has been made.

**Appendix C** provides a summary of work where the planned work is complete but no audit report produced.

#### **Non Compliance with Contract or Financial Procedure Rules**

There are no significant issues to bring to the attention of the Committee for 2016/17. 17 applications for exemptions to Contract / Financial Procedure Rules have been received, all but one were accepted.

#### **Fraud Prevention and Detection and the National Fraud Initiative**

Counter fraud arrangements are a high priority for the Council and assist in the protection of public funds and accountability. The Cabinet Office runs a national data matching exercise (National Fraud Initiative – NFI) every two years. In October 2016, a number of data sets of information were provided to the Cabinet Office and a list of potential matches have now been received. This data is currently being reviewed by management and appropriate action is being taken. The NFI exercise identifies

potentially erroneous or fraudulent payments in areas such as housing benefits, awards of council tax single person's discounts and creditor payments.

### Irregularities

There are no irregularities to report.

### 4. Options available and consideration of risk

No alternative operation has been considered as the failure to maintain an adequate and effective system of internal audit would contravene the Accounts and Audit Regulations 2015.

### 5. Proposed Way Forward

We continue to be flexible in our approach and with the timetabling of audits to ensure that resources are assigned to specific areas of the plan to enable our work to be delivered at the most effective time for the organisation.

### PROVISION OF INTERNAL AUDIT AND PERFORMANCE – 2016/17

There are no national performance indicators in place for internal audit; however the team monitor against local performance indicators as follows:-

Local performance indicator	2016/17 Target	2016/17 Actual
Percentage of audit plan commenced	95%	100%
Percentage of audit plan completed	95%	91%
Actual audit days as a percentage of planned	95%	94%*
Customer satisfaction (percentage of customers stating that service is "good" or "excellent")	90%	100% **
Draft reports issued within target days	90%	100%
Average level of sickness	2%	11.8%***
Outturn within budget	Yes	Yes

\* In addition to the planned work, 40 days have been spent on LEAF (Greater Dartmoor Local Enterprise Action Fund) and LAG (South Devon Coastal Action Group) grant work.

\*\* During the period we issue client survey forms with our final report and it is pleasing to note that auditees considered that the team continue to provide a good or excellent service.



\*\*\*Sickness relating to officers within the combined internal audit team equates to 41 days in the period 1st April 2016 to 31st March 2017.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>The Accounts and Audit Regulations 1996 issued by the Secretary of State for the Environment require every local authority to maintain an adequate and effective internal audit.</p> <p>The work of the internal audit service assists the Council in maintaining high standards of public accountability and probity in the use of public funds. The service has a role in promoting robust service planning, performance monitoring and review throughout the organisation, together with ensuring compliance with the Council's statutory obligations.</p>
Financial	Y	There are no additional or new financial implications arising from this report. The cost of the internal audit team is in line with budget expectations.
Risk	Y	The work of the internal audit service is an intrinsic element of the Council's overall corporate governance, risk management and internal control framework.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no specific equality and diversity issues arising from this report.
Safeguarding	N	There are no specific safeguarding issues arising from this report.
Community Safety, Crime and Disorder	N	There are no specific community safety, crime and disorder issues arising from this report.
Health, Safety and Wellbeing	N	There are no specific health, safety and wellbeing issues arising from this report.
Other implications	N	There are no other specific implications arising from this report.

## **Supporting Information**

### **Appendices:**

There are no separate appendices to this report.

### **Background Papers:**

Annual Internal Audit Plan 2016/17 as approved by the Audit Committee on 24 March 2016.

### **Approval and clearance of report**

<b>Process checklist</b>	<b>Completed</b>
Portfolio Holder briefed	<b>Yes</b>
SLT Rep briefed	<b>Yes</b>
Relevant Exec Director sign off (draft)	<b>Yes</b>
Data protection issues considered	<b>Yes</b>
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	<b>N/A</b>

**Appendix A**

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
Main Accounting System & Budgetary Control	8	■	■				■			
Creditor Payments	10	■	■	■	■		■			Summary to Audit Committee in January 2017
Payroll	12	■	■	■	■		■			Summary in App B below
Council Tax	10	■	■	■	■			■		Summary in App B below
Business Rates (NNDR)	10	■	■	■	■			■		Summary in App B below
Benefits Payments	5	■	■	■	■			■		Summary in App B below
Treasury Management	5	■	■	■	■	■				Summary to Audit Committee in January 2017
<b>Main Financial Systems</b>	<b>60</b>									
Stores (stock control & security)	6	■	■	■	■			■		Summary to Audit Committee in January 2017
ICT Audit	26	■								Commenced at year end, rolling into 17/18.
Annual Governance Statement	2	-	-	-	-	-	-	-	-	Review of the Code of Corporate Governance presented to June 2016 Audit Committee under separate cover
Risk Management	15	■	■	■	■	-	-	-	-	Summary in App B below
Culture & Ethics	8	■	■	■	■		■			Summary in App B below

**Appendix A**

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
Contract Management – inc Leisure Centre Client	14	-	-	-	-	-	-	-	-	Review of Leisure Contract deferred to 17/18 to enable contract to embed. Resources used on Strategic Debt Review.
Strategic Debt Review		■	■	■	■	-	-	-	-	Summary in App B below
Counter Fraud Work	10	-	-	-	-	-	-	-	-	Inc. supporting National Fraud Initiative (NFI) exercise
Exemptions from Financial Regulations	3	-	-	-	-	-	-	-	-	17 Exemption applications received and processed in 2016/17, of which 16 accepted.
Community Parks & Open Spaces	6	■	■	■	■		■			Summary to Audit Committee in January 2017
Health & Safety	8	■	■	■	■			■		Summary to Audit Committee in January 2017
Pollution Control	5	■	■	■	■		■			Summary to Audit Committee in January 2017
Street Cleaning	6	■	■	■	■		■			Summary to Audit Committee in January 2017
Dartmouth Lower Ferry	7	■	■	■	■		■			Summary in App B below
Street Scene - Car Parking	8	■	■	■	■		■			Summary in App B below
Salcombe Harbour	7	■	■	■	■		■			Summary in App B below
Housing Standards – disabled facilities grants & loans	15	■	■	■	■			■		Summary to Audit Committee in January 2017

Development Control – enforcement	8	■									
Development Controls – planning applications (Follow Up to Peer Review)	8	■	■				-	-	-	-	Review found good progress is being made to implement the recommendations from the Planning Improvement Peer Review.
Planning Policy –Section 106 Agreements	7	■									
Shared Services - recharging	5	-	-	-	-		-	-	-	-	Incorporated within the review of Main Accounting System
Performance Management - Pls & Data Quality	10	-	-	-	-		-	-	-	-	Resources used on Strategic Debt Review
T18 Project	11	-	-	-	-		-	-	-	-	T18 Audit deferred until September 17 to align to when a final report on the Programme is scheduled be reported to Members
Culture & Heritage	5	-	-	-	-		-	-	-	-	Requirement for audit review re-considered.
Partnerships & Partnership Management	10	■	-	-	-		-	-	-	-	Deferred to 2017/18 and recently commenced
Grants –Greater Dartmoor Local Enterprise Action Fund (LEAF) & South Devon Coastal Action Group (LAG)	0	■	-	-	-		-	-	-	-	40 days spent on claims in year.

Projects agreed in the Audit Plan	Planned Number of Days	Fieldwork started	Issued in draft	Management comments received	Final	Opinion				Comments
						High Standard	Good Standard	Improvements Required	Fundamental Weaknesses	
Follow Up of Previous Year's Audits	10	■	■	■	■	-	-	-	-	
Contingency (Unplanned) & Advice	20	-	-	-	-	-	-	-	-	
Audit Management, including <ul style="list-style-type: none"> <li>■ Audit Planning</li> <li>■ Partnership audit Management</li> <li>■ Monitoring against the plan</li> <li>■ Reports to management and audit</li> </ul>	18	-	-	-	-	-	-	-	-	Includes attendance at Audit Committee – Annual Report presented to Audit Committee on 30 June 2016.
<b>Other Systems &amp; Audit Work</b>	<b>261</b>									

Previously Reported Changes to the Plan			
VAT	0		Removed from plan, previously 10 days external VAT Specialist to be engaged.
Member Allowances	0		Deferred to 2017/18, previously 4 days
Capital Receipts	0		Removed from plan, previously 5 days
Elections	3		Reduced by 5 days, previously 8 days. The 3 days are to be used to review the Election Payroll and have been incorporated into the Payroll audit.
<b>Total Revised Days</b>	<b>321</b>		<b>Previously 345 days</b>

## Planned Audit 2016/17 – Final Reports

The following tables provide a summary of the audit opinion and main issues raised in the reports issued to managers. In all cases (unless stated) an action plan has been agreed to address these issues.

### Definitions of Audit Assurance Opinion Levels

#### High Standard

The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.

#### Good Standard

The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures.

#### Improvements Required

In our opinion there are a number of instances where controls and procedures do not adequately mitigate the risks identified. Existing procedures need to be improved in order to ensure that they are fully reliable. Recommendations have been made to ensure that organisational objectives are not put at risk.

#### Fundamental Weaknesses Identified

The risks identified are not being controlled and there is an increased likelihood that risks could occur. The matters arising from the audit are sufficiently significant to place doubt on the reliability of the procedures reviewed, to an extent that the objectives and / or resources of the Council may be at risk, and the ability to deliver the service may be adversely affected. Implementation of the recommendations made is a priority.

## Planned Audit 2016/17 – Final Reports

Subject	Audit Findings	Management Response
Payroll	<p><b>Audit Opinion - Good Standard</b></p> <p><b>Conclusions</b> Overall we have found the payroll system and process design to be adequate, providing suitable key controls.</p> <p>There have been on-going developments during 2016/17, which include:</p> <ul style="list-style-type: none"> <li>■ A move towards holding all documentation electronically, including accepting email submission of scanned documents such as overtime forms; and</li> <li>■ The introduction of the self-serve module for the submission of travel and expenses claims.</li> </ul>	
Council Tax	<p><b>Audit Opinion – Improvements Required</b></p> <p><b>Conclusions</b> Assurance can be given that the Council Tax bills issued are calculated correctly. However controls do need strengthening in some areas; weaknesses identified include the lack of regular monitoring and / or review of:</p> <ul style="list-style-type: none"> <li>■ User's system access rights;</li> <li>■ Identification of new properties;</li> <li>■ Single Persons Discount;</li> <li>■ The suspense account;</li> <li>■ Broken arrangements to pay;</li> <li>■ Use of the balliff; and</li> <li>■ Debt recovery strategy.</li> </ul>	<p>The outcome of the strategic debt review and the trial use of an external debt recovery company will help to determine future processes.</p> <p>Arrangements will be made for regular review and amendment of access rights.</p> <p>The Authority is examining the possible use of a Credit Reference Agency to help identify cases where Single Persons Discount may no longer apply.</p> <p>Responsibility for the review of the suspense account to be allocated to a specified officer.</p>
Business Rates	<p><b>Audit Opinion - Improvements Required</b></p> <p><b>Conclusions</b> The findings following the review of the business rates system is similar to that of</p>	See Council Tax above



Subject	Audit Findings	Management Response
	Council Tax above. Both taxes are administered by the same officers and assurance can be given that the Business Rate bills are calculatedly correctly.	
Benefits – Follow Up of 2015/16 review	<p><b>Audit Opinion - Improvements Required</b></p> <p><b>Conclusions</b> Whilst our Audit Opinion remains as Improvements Required we acknowledge that there have been improvements to the service. Whilst satisfactory progress has been made against several of the agreed recommendations, some actions remain to be completed. This is largely due to staff resources being limited for the following reasons:</p> <ul style="list-style-type: none"> <li>■ Period of staff absence;</li> <li>■ Introduction of W2 system and</li> <li>■ Transfer of documentation from the previous document imaging system to W2.</li> </ul> <p>A full Housing Benefit audit review is planned for the beginning of Quarter 3, 2017.</p>	<p>The outcome of the strategic debt review and the trial use of an external debt recovery company will help to determine future processes.</p> <p>With the move to more customer self-serve and use of associated new technology, staff are able to focus more on processing claims accurately and promptly.</p> <p>Quality checks are undertaken and benefits processors' weekly activity is reviewed to ensure that performance is satisfactory.</p> <p>Revised processes have been put in place to help reduce the occurrence of overpayments. With greater use being made of technology, officer resource is now freed up to address claims more promptly, with claims being suspended as soon as any information is received which could have a detrimental effect on a claim.</p>
Risk Management	<p><b>Audit Opinion - Working</b></p> <p>Senior managers take the lead to apply risk management thoroughly across the organisation. They own and manage a register of key risks and set the risk appetite. A core group of people have the skills and knowledge to manage risk effectively and implement the risk management framework. Staff are aware of key risks and responsibilities. Risk with partners and suppliers is well managed across organisational boundaries. Appropriate resources are in place to manage risk. Risk management processes used to support key business processes. Early warning indicators and lessons learned are reported. Critical services supported through continuity plans.</p> <p><b>Conclusions</b></p> <p>The Lead Members and senior officers are risk focused and consider risks to objectives as part of day to day corporate and service management.</p> <p>The new working model is starting to become embedded with better understanding of roles, responsibilities and new ways of working. The model and emerging culture, with clear leadership and encouragement for well managed risk taking, provides the right business environment to continue the rise in the Council's risk</p>	

Subject	Audit Findings	Management Response
<p><b>Strategic Debt Review</b></p>	<p>management maturity that will protect reputation, improve resilience, reduce unexpected losses, demonstrate good governance and better position the Council to meet its strategic objectives and priorities.</p> <p><b>Audit Opinion - Value Added</b></p> <p><b>Conclusions</b> Resources and procedures need to be considered and other issues addressed in order to maximise recovery rates and reduce current debt levels.</p> <p>Potential contributing factors include:</p> <ul style="list-style-type: none"> <li>■ Reduced staff resource;</li> <li>■ The process for obtaining County Court Judgements for sundry debts has lapsed;</li> <li>■ Less use of enforcement agents since the increase in fees that agents can levy on the customer.</li> </ul> <p>See <b>Appendix D</b> below for details of debt levels/recovery rates for Sundry Debts, Council Tax, Business Rates and Housing Benefit Overpayments</p>	<p>Following the trial period of debt recovery by an external organisation, their effectiveness will be evaluated and an assessment made of their continued use versus the establishment of an in-house, centralised debt recovery team.</p> <p>A business case will then be presented to recommend the most cost-effective route.</p> <p>The Authority will be implementing a new system to enable online applications for CCJs, alongside use of the external debt recovery company.</p> <p>The findings, as well as consideration of whether or not any further parts of debt enforcement can be automated, will inform the Debt Recovery guidance to be produced</p>
<p><b>Street Scene – Car Parking follow-up</b></p>	<p><b>Audit Opinion - Good Standard</b></p> <p><b>Conclusions</b> The popularity of cashless parking continues to rise and the authority’s accounting of income from this source was confirmed as accurate. Parking permit transactions are processed accurately and payments promptly received.</p> <p>We can confirm that good progress has been made by management in addressing the risks identified in the original audit and implementing our recommendations.</p>	

Subject	Audit Findings	Management Response
<p><b>Salcombe Harbour Follow-Up</b></p>	<p><b>Audit Opinion - Good Standard</b></p> <p><b>Conclusions</b>                      Testing of the eHarbour system confirmed that income due has been appropriately entered on the daily batch reports and brought to account and officers are competent in the use of the system.</p> <p>The eHarbour system is separate from the Council's financial systems and this means that additional manual input is required to process all of the daily transactions. Action has been undertaken to streamline the process and carry out transactions electronically.</p>	
<p><b>Culture &amp; Ethics</b></p>	<p><b>Audit Opinion - Good Standard</b></p> <p><b>Conclusions</b>                      There has been regular and comprehensive communication from management, and members, setting the 'tone from the top', outlining to staff the direction and requirements of the Council. The Councils need to further develop and strengthen this by demonstrating a clear vision of the future for both Councils; this could be demonstrated by preparing a 'mission statement' to support the Councils' plans and provide a vision for both customers and staff.</p> <p>The Council's Annual Reports and Our Plans set out the objectives and expected outcomes for the Councils. These, together with Joint Local Plan, provide a useful summary of the key actions the Council is taking to improve life and the environment of the District.</p> <p>Good procedures were found in the following areas:</p> <ul style="list-style-type: none"> <li>■ The conduct of Members and officers;</li> <li>■ The receiving and handling of complaints;</li> <li>■ Response to the results of staff surveys</li> </ul>	

## Planned Audit 2016/17 – Work Complete (No Audit Report)

Subject	Comments
<b>System of Internal Control (SIC), and Annual Governance Statement (AGS)</b>	<p>Included within the Internal Audit Annual Report presented to the June Audit Committee was the internal audit opinion providing assurance that the Council's systems contain a satisfactory level of internal control.</p> <p>In addition, there is a requirement for the Council to prepare an AGS statement. Internal Audit provided support and challenge, as appropriate, to the Senior Leadership Team as they drafted the statement in respect of the 2015/16 financial year. The S151 Officer presented the 2015/16 AGS to the Audit Committee on 28 July 2016 with the draft accounts.</p>
<b>Exemptions to Financial Procedure Rules</b>	<p>17 applications for Contract / Financial Procedure Rules have been received in the year to date, of which 16 were accepted.</p>

## Strategic Debt Review 2016-17

Table 1 - 2016/17 Strategic Debt Review Data Summary - South Hams

Debt Stream	2013/14		2014/15		2015/16		2016/17		
		Value	% increase/ decrease	Value	% increase/ decrease	Value	% increase/ decrease	Value	% increase/ decrease
Sundry Debtors (monetary value)	£	378,119	-	426,411	12.8%	465,761	9.2%	550,428	18.2%
Housing Benefit Overpayments (monetary value)	£	1,112,151	-	1,269,962	14.2%	1,140,497	-10.2%	1,239,587	8.7%
Council Tax (collection rate)	%	98.8	-	98.3	-0.5%	98.2	-0.1%	98.1	-0.1%
Business Rates (collection rate)	%	98.6	-	98.6	0.0%	98.2	-0.4%	96.8	-1.4%

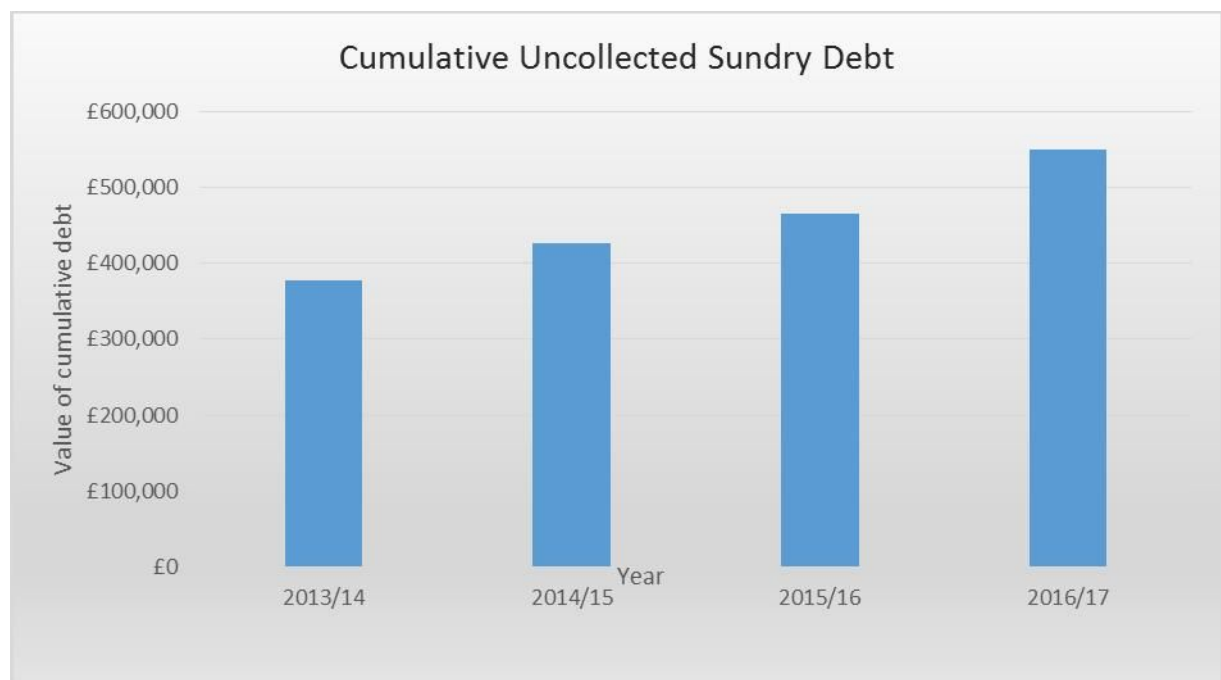
The following paragraphs provide a high level summary of the levels of each type of debt.

**Sundry Debts**

Table 2 shows the cumulative uncollected sundry debt for the Authority. The figures shown for each year end exclude any invoices less than thirty days old (recovery not commencing until this point), but do include a number of credits owed by the Council to debtors which, at 31 March 2017, totalled £25.8k.

It is to be noted that the Council issued a Section 106 invoice for £141,610 in October 2016. The debtor has disputed the invoice for several months, but has recently made an offer to clear the account. Although not yet collected, this invoice is not reflected in Table 1 above or the table below, so as not to distort year on year trends.

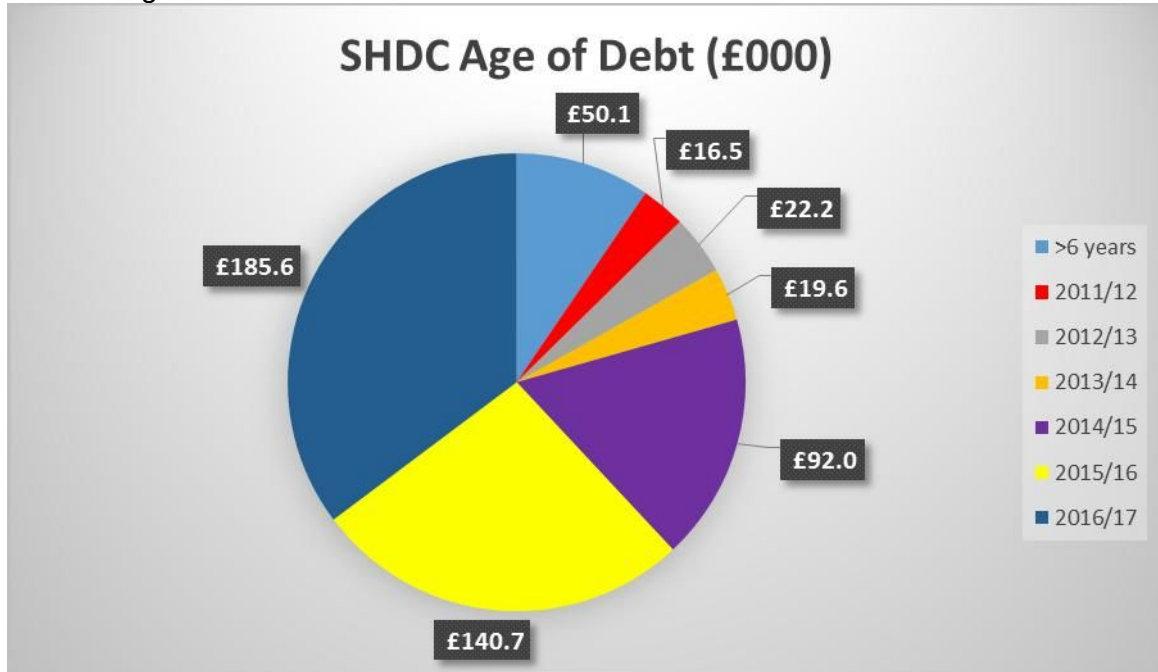
Table 2: Cumulative Uncollected Sundry Debt Values for SHDC at 8th June 2017



Source: Sundry Debtor System Reports

Table 3 shows the proportions of outstanding sundry debt aged between one and six years or more.

Table 3: Age of Debt Profile as at 31 March 2017

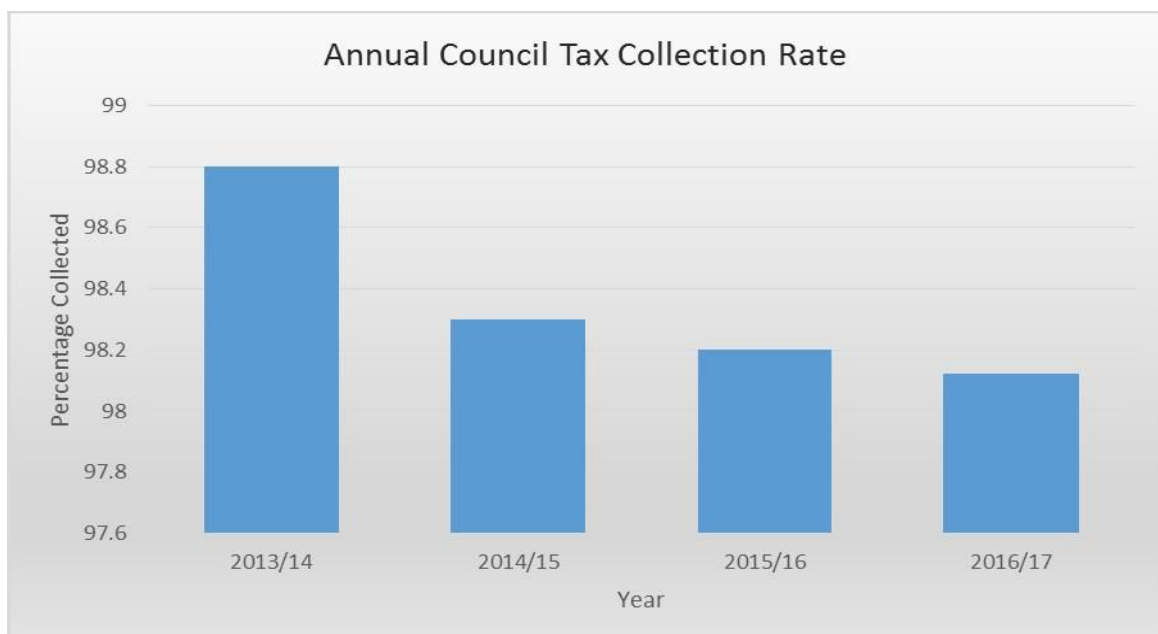


Source: Sundry Debtor System Reports

**Council Tax**

The Council Tax collection rate for the Authority is shown in Table 4. Recovery rates remain high and compare well to both the national and “shire” averages including other Devon authorities.

Table 4: South Hams Annual Council Tax Collection Rate



Source: Covalent performance indicator data

The collection rate has reduced by 0.05% compared to 2015/16.

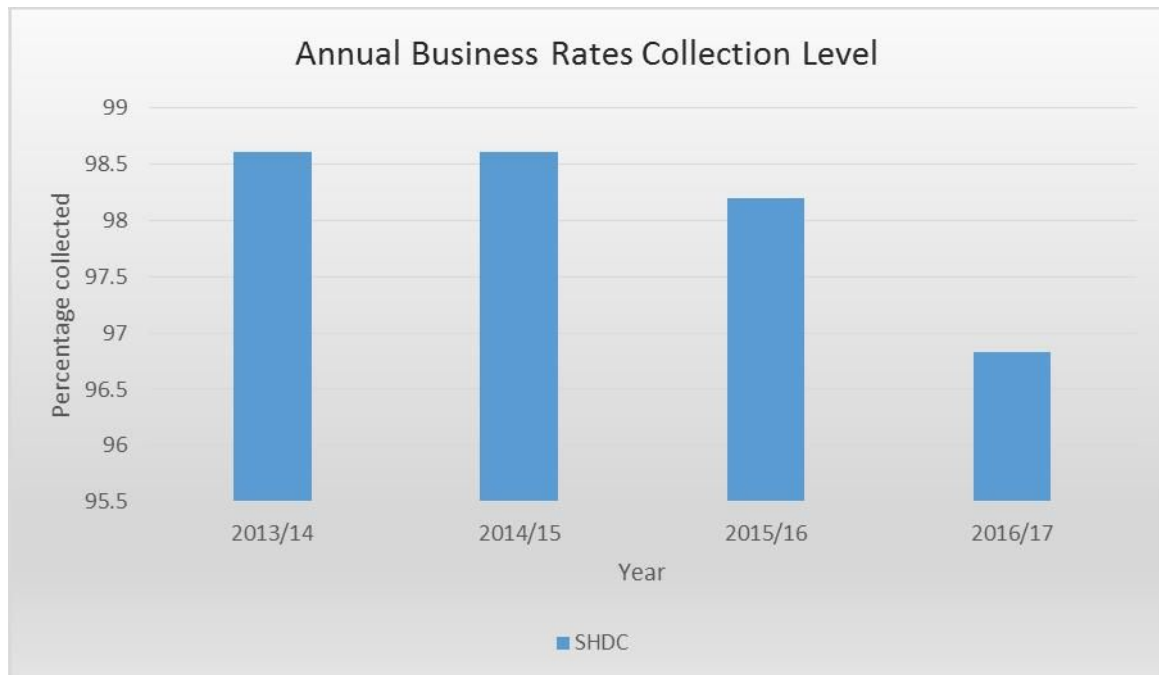
The slight reduction in collection rate is partly attributed to the fact that since 2015 a contribution to Council Tax is payable by those residents of working age who are in receipt of Council Tax Reduction and also there were delays in issuing the first bills of 2016/17 which will have had a knock on effect on instalment due dates.

**Business Rates**

Business Rates collection levels remain reasonable, as shown in Table 5, and generally compare well to both the national and “shire” averages including other Devon authorities.

Despite this, there is still a reduction of 1.35% for the Council compared to the previous year’s collection rate. This is attributed to several causes. a mid-year national revaluation of medical centres leading to a number of over-payments and a few large companies paid their rates later than expected which, in itself, had a 0.7% adverse impact on the collection rate.

Table 5: SHDC Annual Business Rates Collection Levels



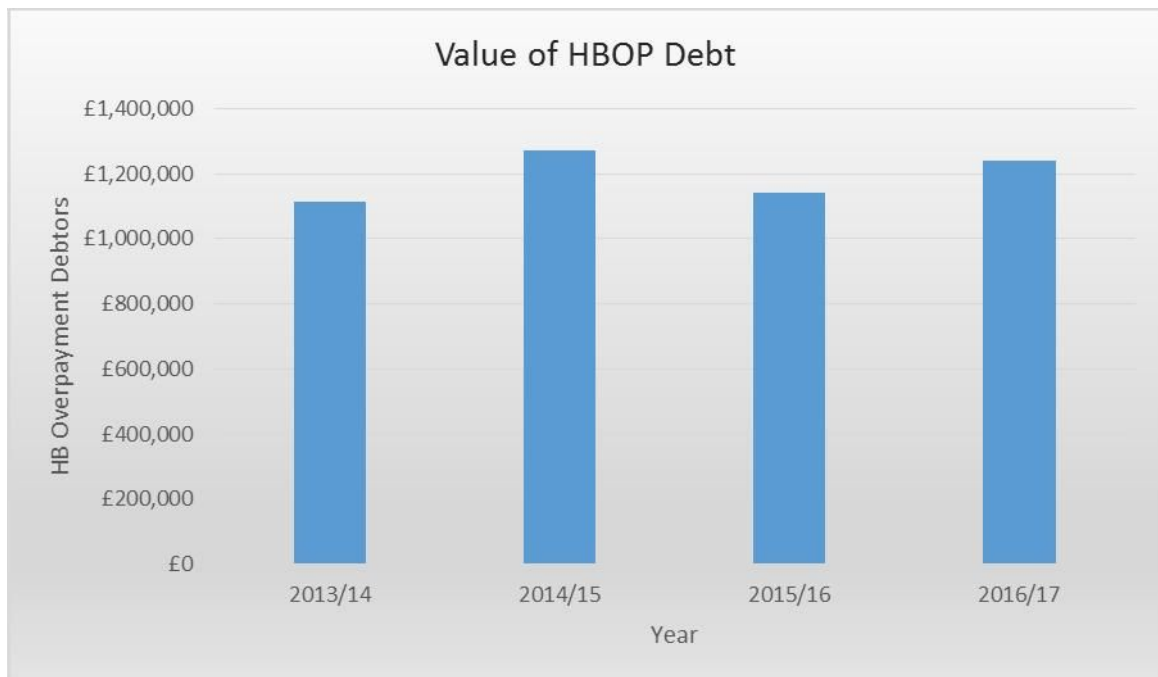
Source: Covalent performance indicator data



**Housing Benefit Overpayments (HBOP)**

Table 6 shows levels of HBOP debt since 2013/14. We understand that recent HBOP debt levels may have increased partly due to the use of RTI (Real Time Information). This has identified unreported changes of circumstances which have resulted in overpayments.

Table 6: South Hams Housing Benefit Overpayments (HBOP)



Source: 2016/17 Accounts Closedown working papers

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