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To: The Chair and Members of the Corporate  
Infrastructure and Regulatory Services  
Scrutiny Committee

County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD

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Date: 20 January 2023

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**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY  
COMMITTEE**

Monday, 30th January, 2023

A meeting of the Corporate Infrastructure and Regulatory Services Scrutiny Committee is to be held on the above date at 9.30 am at Committee Suite, County Hall to consider the following matters.

Jan Spicer  
Interim Chief Executive

**A G E N D A**

**PART I - OPEN COMMITTEE**

1 Apologies

2 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as matters of urgency.

3 Public Participation

Members of the public may make representations/presentations on any substantive matter listed in the published agenda for this meeting, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

## **Overall Approach**

The 2023/24 budget proposals will be scrutinised with consideration of relevant service area budgets by Scrutiny Committees with the Corporate Infrastructure and Regulatory Services Scrutiny Committee considering both its own budget responsibilities as well as any issues raised by the Children's Scrutiny Committee and the Health and Adult Care Scrutiny Committee, to produce an overarching set of recommendations.

This approach enables all Scrutiny Members to question and challenge the budget proposals across services, to better understand the implications of the budget proposals across the Council and to make effective recommendations to Cabinet and Council.

The proceedings of all Scrutiny Committees will be livestreamed and publicised through normal channels.

The Council must have full regard to and consider the impact of any proposals in relation to equalities prior to making any decisions, as set out in equality impact assessments, and any identified risks and mitigation action required.

## **Public Participation**

There will be an opportunity for members of the public to address each Scrutiny Committee meeting and make oral representations/presentations on any matter relating to the proposed budget, in line with the [public participation scheme](#).

## **This Meeting**

At this and other Scrutiny Committees in the current cycle, Members are asked to identify salient issues within each Committee's areas of responsibility, to examine the general thrust of the budget and take an overview of priorities and prospects.

At this meeting Directors / Heads of Services will report on

- the Cabinet's Target Budget for Services and likely implications of the 2023/24 target for individual areas of service (e.g. in percentage terms compared to current levels) and how those areas have been prioritised;
- any comparisons between the current year and next year's proposals for the major service areas, to illustrate the scale of change within those activities and how the Budget has been allocated across services in those years (to illustrate changes of emphasis or priority);
- any "alternative delivery models" or other initiatives contemplated for given services and how it is thought that these may reduce costs; and
- impact assessments undertaken in relation to the draft budget.

In addition, the Chairs of both the Children's Scrutiny Committee and Health & Adult Care Scrutiny Committee will be invited to comment on their Committee's deliberations – in the context of any wider corporate issues that might be incorporated into any recommendations from that Committee to Cabinet and the Council.

## **Report and Budget 2023/24 Impact Assessment**

Joint Report of the Director of Finance and Public Value, the Interim Chief Executive, Director of Public Health, Communities and Prosperity; and Director of Climate Change, Environment and Transport (DF/23/05) on the proposed budget for 2023/24, attached.

For ease of reference: Service areas: Public Health, Communities and Prosperity (Page 12), Corporate Services (Page 20), and Climate Change, Environment and Transport (Page 28).

[NB: An overview of the impact assessments for all service areas entitled 'Budget 2023/24 Impact Assessment' has been made available to all Members of the Council so that Scrutiny Committees have access to all equality impact assessments undertaken as part of the budget's preparation which will be available at [Budget setting 2023/2024 - Impact Assessment \(devon.gov.uk\)](https://www.devon.gov.uk/budget-setting-2023/2024-impact-assessment)

Members are asked to consider the contents and retain it for future meetings, accepting that individual assessments may be updated with time. Members must have full regard to and consider the impact of any proposals in relation to equalities for this (and other) budget meeting prior to making any decisions. Scrutiny Committees will no doubt wish to be assured that risk assessments and projections are adequate and that the evidence supports the assumptions made in the formulation of the budget.

## **PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED**

Nil

*Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.*

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Members of the public may also use social media to report on proceedings.

### **Declarations of Interest for Members of the Council**

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

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DF/23/05

Corporate Infrastructure & Regulatory Services Scrutiny Committee

30 January 2023

## 2023/24 Budget

Joint Report of the Director of Finance and Public Value, the Interim Chief Executive, Director of Public Health, Communities and Prosperity and Director of Climate Change, Environment and Transport

### 1. Recommendation

That the Committee be asked to:

- a) Consider whether it wishes to draw to the attention of Cabinet any observations on the proposals contained within the draft Revenue Budget 2023/24 and Capital Programme for 2023/24 to 2027/28.

### 2. Introduction & Commentary

- 2.1 In previous years, Cabinet has agreed target budgets for services in December, based on financial planning forecasts constructed in advance of the provisional settlement. However, this year, there has been much more uncertainty in terms of central government funding to local government, combined with the most challenging budget round that the Authority has faced in recent decades.
- 2.2 It was therefore prudent to defer setting service budget targets until January, after the announcement of the Provisional Local Government Finance Settlement. Meeting on 11th January, Cabinet approved revenue net budget targets as set out in paragraph 2.4.
- 2.3 At the time of writing, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed along with the local element of business rates. The latest information available will be provided when the County Council considers final budget proposals for 2023/24 on 16th February 2023. Given the late notification of the provisional settlement and in line with arrangements in previous years, 21st February 2023 has been set aside for a second County Council budget meeting should it be required.
- 2.4 The cost of living and geopolitical situation has created huge financial pressures nationally. As a consequence, the authority has faced unprecedented price and demand pressures in the current year and although significant savings have been found to offset this many have been one off measures. The ongoing impact of this and other pressures have been included within the target budgets with investment of £51.5 million to cover inflation and national living wage being required and a further £63.8 million to cover demand pressures. To enable the authority to set a balanced budget, savings, alternative funding and additional income of £49.1 million have been identified. Overall, there is additional funding of £66.2 million or 10.5% for service budgets next year.

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The approved service revenue budget targets for the 2023/24 financial year are set out in the table below.

	<b>2022/23 Adjusted Base Budget *</b>	<b>Inflation and National Living Wage</b>	<b>Other Pressures</b>	<b>Savings, alternative funding and additional income</b>	<b>2023/24 Target Budget</b>	<b>Net change</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Integrated Adult Social Care	311,968	29,535	29,999	(32,200)	339,302	27,334	8.8%
Childrens and Young Peoples Futures	176,205	9,585	32,376	(9,563)	208,603	32,398	18.4%
Public Health, Communities & Prosperity	20,308	874	617	(404)	21,395	1,087	5.4%
Corporate Services	42,213	4,470	623	(2,458)	44,848	2,635	6.2%
Climate Change, Environment & Transport	79,117	7,037	214	(4,468)	81,900	2,783	3.5%
<b>Service budgets total</b>	<b>629,811</b>	<b>51,501</b>	<b>63,829</b>	<b>(49,093)</b>	<b>696,048</b>	<b>66,237</b>	<b>10.5%</b>

\*2022/23 Base budget adjusted for permanent virements

2.5 This report provides detailed budget proposals in line with these targets.

### 3. The Provisional Local Government Finance Settlement 2023/24

3.1 On 19th December 2022, the Rt Hon Michael Gove, Secretary of State for Levelling Up, Housing and Communities, released a written Ministerial statement to Parliament setting out the provisional local government finance settlement for 2023/24 financial year.

3.2 The 2023/24 local government finance settlement is for one year only and is in line with the Spending Review 2021 (SR21) and updated for the announcements made in the Autumn Statement on the 17 November 2022. Government has outlined national funding levels for 2024/25 but uncertainty remains at individual council level, as distribution mechanisms for 2024/25 are unconfirmed.

3.3 The key matters in the provisional settlement are set out below -

- **Core Spending Power** – The government has increased the Authority’s overall Core Spending Power by 9.6% which provides some welcome additional flexibility to respond to national inflationary pressures and protect services that local people rely on as far as possible.
- **Council Tax** – it is important to note that the provisional settlement confirms that the Core Spending Power includes the flexibility in setting Council Tax for 2023/24 by setting the referendum limit at 2.99% and that social care authorities may increase the adult social care precept by 2% - and therefore raise Council Tax by up to 4.99% overall without a referendum being required.
- **Business Rates** – the business rates system and government compensation grant for under-indexing will overall, increase in line with September CPI (which stood at 10.1%).



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- **Social care grant** – it was announced in the Autumn Statement that adult social care charging reforms that were due to be introduced from October 2023 will be postponed for 2 years, but that the funding that had been allocated by government would be repurposed and still allocated to councils. This repurposed funding has been added to the social care grant, and the former Independent Living Fund grant has also been consolidated within the social care grant for 2023/24.
- **Adult Social Care Market Sustainability and Improvement Fund** – this is a new grant through which nationally, local government has been allocated £400 million that was announced in the Autumn Statement as new funding to support hospital discharge. Also, existing funding for implementation of adult social care reforms has been repurposed and consolidated into this new grant.
- **Adult Social Care Discharge Fund** – the Autumn Statement also announced £600 million of funding nationally, that would be split equally between councils and the NHS, to support hospital discharge. This new grant contains the Authorities’ allocation of the fund, which must be pooled into the Better Care Fund.
- **Service grant** – this grant has been reduced by government due to the cancellation of the National Insurance increase and to transfer funding to Supporting Families programme.
- **Local Government funding reform** – The Review of Relative Needs and Resources (generally referred to as the ‘Fair Funding Review’) and a reset of Business Rates growth will not be implemented in the next two years.

	<b>Provisional Settlement £000</b>
Revenue Support Grant	(669)
Business Rates - Central Government Top Up	(83,428)
Business Rates - Local Element	(23,064)
<b>Core Funding</b>	<b>(107,161)</b>

	<b>Provisional Settlement £000</b>
New Homes bonus	(883)
Rural Services Delivery Grant	(7,823)
Social Care Grant	(54,015)
Improved Better Care Fund	(29,127)
Adult social care Market Sustainability and Improvement Fund	(8,373)
Adult Social Care Discharge Fund	(4,084)
Services Grant	(3,987)
<b>Other grants</b>	<b>(108,292)</b>

3.4 The tables above set out the Authority’s Core Funding of £107.2 million and shows the other government grants that have been announced so far. Other existing grants are expected to be published soon and will be reported as part of the overall budget papers in February, if known by then.

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## 4. Service Specific Budget Issues - Public Health, Communities and Prosperity

- 4.1 All services within Public Health, Communities and Prosperity have reviewed existing income generation opportunities. Increases to fees and charges for 2023/24 are based on inflationary rises.
- 4.2 A budget of £112,000 has been allocated to the Communities team to help address poverty and community resilience in the wake of government grants ending and the £462,000 budget for the Community contracts has been reinstated after alternative funding was found for the 2022/23 financial year. (Details on page 14)
- 4.3 Locality budgets have been reduced by £180,000 which equates to £3,000 per member, reducing them from £8,000 per annum to £5,000 per annum. (Details on page 14)
- 4.4 Economy services have been allocated an increase of £115,000 to continue to progress the Connecting Devon and Somerset broadband project. While the temporary funding of £600,000 for developing Skypark has been removed, a permanent budget of £370,000 has been built in. (Details on page 16)
- 4.5 Economy services made a number of one off savings for the 2022/23 budget and £176,000 of this has been reinstated. (Details on page 16)
- 4.6 Services have identified opportunities to reduce contracts, remove vacant posts and pare down overhead and activity budgets resulting in a £203,000 budget reduction. In addition, corporate savings around printing, telephony and staff arrangements prompt a budget reduction of £21,000. (Details on page 12)
- 4.7 Historically this service area has been responsible for delivering many externally funded projects especially those from the European Union (EU). The remaining EU projects are in their final phases.
- 4.8 The Public Health grant remains ring fenced for 2023/24. The value of the grant for 2023/24 has not yet been confirmed.
- 4.9 The Public Health service is starting to see levels of demand increase again following the pandemic. A thorough review of budgets has identified where budget exceeds demand and/or capacity and therefore has been reallocated to support inflationary increases across the service. The Public Health earmarked reserve will be used to manage any cost pressures on the 2023/24 grant. (Details on page 18)
- 4.10 The Public Health reserve at the end of the 2021/22 financial year stood at £11.6 million. During 2022/23 and 2023/24 this reserve will be used to support related services across the authority.
- 4.11 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on 20 January 2023.
- 4.12 The detailed budget information for this service is shown on pages 12 to 19 of this scrutiny report.

## **5. Service Specific Budget Issues - Corporate Services**

- 5.1 Unprecedented inflationary pressures from pay and contract inflation totalling £4.5 million continue across Corporate Services. These include corporate buildings where electricity costs are budgeted to increase by 66% and gas costs by 224% next winter, and Unfunded Pensions where payments to pensioners will increase by 10.1% in 2023/24.
- 5.2 Budgeted assumptions around staff turnover and subsequent vacancy savings of £2.1 million have allowed Corporate Services to minimise cuts to front line operational support.
- 5.3 Delivery of the 2021-2024 IT roadmap has been reviewed, saving £942,000. Budget for essential developments remain including provision for improvements to disaster recovery, cybersecurity and ensuring staff are equipped with fit for purpose devices.
- 5.4 A review of the Corporate Accommodation Strategy following changes to working practices necessitated by COVID-19, is anticipated to deliver a further £350,000 of savings.
- 5.5 Legal Services budgets have increased by £517,000 in recognition of the improvements identified in the last inspection of Local Authority Children's Services (ILACS), and as a direct result of the difficulty in recruiting Solicitors.
- 5.6 The HR Service has written out £330,000 of historic savings plans predicated on a reduction in headcount. This acknowledges an actual increase in headcount across the Authority over the last 5 years.
- 5.7 The detailed budget information for this service is shown on pages 20 to 27 of this scrutiny report.

## **6. Service Specific Budget Issues - Climate Change, Environment and Transport.**

- 6.1 The Highways and Traffic Management service faces continued cost pressures from pay and contract inflation totalling £4.1 million, which includes an unavoidable increase to the term maintenance contract of 17.5%, based on current estimates from the Department for Transport.
- 6.2 All works budgets have been reviewed and savings of £400,000 are proposed from Highways winter maintenance, from a combination of rebasing budgets to reflect historic expenditure trends and a reduction in plant costs.
- 6.3 It is anticipated that £150,000 can be generated through the introduction of advertising on Highways assets.
- 6.4 The On Street Parking (OSP) income and costs are within a ring fenced account which is shown on the page entitled "Analysis of Total Expenditure for 2023/24". This account is governed by legislation and any surplus can only be used for Highways and Transport related expenditure and improvement projects. From 2023/24, an additional £1.2 million of eligible Public Transport expenditure will be funded from this account.

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- 6.5 The Waste Service faces increased expenditure arising from pay and contract inflation totalling £1.8 million. Savings totalling £932,000 are proposed from a combination of additional income and the impact of a reduction in waste tonnages.
- 6.6 Infrastructure Development is anticipated to deliver savings of £800,000 from an increase in charge out rates to ensure full cost recovery is achieved.
- 6.7 Inflationary and other pressures totalling £1.3 million have been built into the Planning, Transportation and Environment budgets.
- 6.8 Concessionary travel passenger numbers have fallen in recent years and the trend is expected to continue. Passenger numbers are still below pre pandemic levels and associated savings of £722,000 have been built into the Public Transport budget to reflect this.
- 6.9 The environment service is proposing savings totalling £225,000. These include the full cost recovery of staff time from externally funded projects and a review of funding for the Tour of Britain.
- 6.10 The detailed budget information for this service is shown on pages 28 to 35 of this scrutiny report.

## **7. Capital Programme**

- 7.1 The capital programme has been produced to maximise investment in our infrastructure and assets and to support service delivery and priorities. The capital programme continues to focus on maximising the leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources. If successful, these will be added to the capital programme subject to the appropriate approvals.
- 7.2 The Corporate Services capital programme for 2023/24 shows a net increase in corporate capital funding of £9.4 million; increases of £19.8 million and decreases of £10.4 million, as well as the addition of £117.2 million in externally funded capital investment across the service areas.
- 7.3 A brief outline of each area of adjustment follows and the detail is shown at Appendix A on pages 40-42.
- 7.4 The proposed Corporate Infrastructure and Regulatory Service Medium Term Capital Programme is shown at Appendix B on pages 43-48.

## **8. Rolling Budgets – reduced by 25% £2.6 million**

- 8.1 Historically, the capital programme contained corporately funded allocations for areas such as Buildings Maintenance, County Farms Estate and other Property Enabling budgets on a rolling annual basis.

- 8.2 In recognition of the transformative work being explored in the Transformation, Performance and Resources directorate under the Financial Sustainability Programme (FSP), the Capital Programme Group (CPG) have reviewed these rolling budgets, and agreed to reduce each existing budget by 25%, and also not to allocate further rolling budgets beyond 2026/27.
- 8.3 The Capital Programme Group will consider any calls for increases in these budgets either in year, during 2023/24, via the approvals process, or via the budget setting process as a formal Capital bid to the 2024/25 capital programme.

## **9. Other Reductions or Adjustments – net reduction £6.9 million**

- 9.1 Capital projects were reviewed by project managers and project sponsors. Uncommitted budget has been removed and reductions made where budget is no longer required.
- 9.2 Changes were made to the Vehicle Equipment Loans Pool (VELP) for Fleet and Winter Maintenance vehicles. The VELP loan facility has been removed, and a net revenue saving made of £0.5 million in Minimum Revenue Provision as well as a £1.3 million revenue budget reduction. The Fleet and Winter Maintenance teams now have a dedicated Capital Budget on a one year basis. The Capital Programme Group will receive an annual bid for further funding in this area, which will require cabinet approval subject to affordability.

## **10. Corporate Funding – now funded by Grant £920,000**

- 10.1 Corporate Funding for the Okehampton Special School has been replaced with external grant funding in 2023/24.

## **11. Corporately Funded – Increase £19.8 million**

- 11.1 There is a small increase of £247,000 to the amount we are forward funding for the North Devon Link Road, due to variations in S106 agreements and other external funding.
- 11.2 In December 2022 the Government announced the successful bid by Plymouth City Council, of the Plymouth & South Devon Freeport. As Highways Authority, we have committed to delivering the three infrastructure projects which form a crucial part in the delivery of the Freeport. These projects will be part funded £9.6 million by seed funding from government, and £15 million of external borrowing. We will be reimbursed for the principal and interest payments relating to this borrowing, through a Business Rates share arrangement.
- 11.3 The Winter Maintenance and Fleet Vehicle purchase budgets have been increased by £317,000 due to the rising costs of electric vehicles.
- 11.4 Corporate Funding of £4.3 million has been requested for the Street lighting – Telensa Expansion project. Upon the completion of this project we will have the ability to dim streetlights, saving in the region of £50,000 in revenue, energy costs in 2023/24 rising to around £260,000 per annum from 2024/25 onwards. This project is funded from forecast capital receipts, in order to keep internal borrowing and MRP costs to a minimum.

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## 12. Corporately Funded – Reprofiled; net nil

- 12.1 Our match funding requirement for the A361 North Devon Link Road of £2.7 million has been reprofiled to 2024/25 due to a rephasing of the project spend and it's financing.
- 12.2 Given the current budgetary pressures, it was agreed to defer the £4.4 million Tavistock Household Waste Recycling Centre project by one year to 2024/25.
- 12.3 Our contribution to the River Dart Academy schools of £406,000 for site development is not required until 2024/25.

## 13. Introduction of changes to Externally Funded Projects £117.3 million

- 13.1 This figure represents all other changes, reprofiling, increases and reductions to externally funded projects.
- 13.2 The Local Transport Plan (LTP) maintenance figure for 2023/24 reflects the needs based formula funding and incentive funding allocations as announced by the Department for Transport. As allocations for the period 2025/26 to 2027/28 have not yet been announced, the same level as 2022/23 has been assumed in the capital programme at this time.
- 13.3 Commitments will not be made in future years, until funding is either announced or secured.

## 14. Equality Impact Assessment

- 14.1 Under the Equality Act 2010, the Authority has a legal duty to give due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations when making decisions about services. This duty applies to the eight 'protected characteristics' of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Where relevant, Impact Assessments are carried out to consider how best to meet this duty, which includes mitigating against the negative impact of service reductions.
- 14.2 The Equality Act 2010 and other relevant legislation does not prevent the Authority from taking difficult decisions which result in service reductions or closures for example, it does however require the Authority to ensure that such decisions are:
  - Informed and properly considered with a rigorous, conscious approach and open mind.
  - Taking due regard of the effects on the protected characteristics with the need to ensure nothing results in unlawful discrimination in terms of access to, or standards of, services or employment as well as considering any opportunities to advance equality and foster good relations.
  - Proportionate (negative impacts are proportionate to the aims of the policy decision).
  - Fair

- Necessary
- Reasonable, and
- Those affected have been adequately consulted.

14.3 The impact assessment for the 2023/24 budget is published at

<https://www.devon.gov.uk/impact/budget23-24/>

**Angie Sinclair**  
**Director of Finance and**  
**Public Value**

**Jan Spicer**  
**Interim Chief Executive**

**Steve Brown**  
**Director of Public Health,**  
**Communities and Prosperity**

**Meg Booth**  
**Director for Climate Change,**  
**Environment and Transport**

**Matthew Jones**  
**Interim Head of Digital Transformation**  
**and Business Support**

Electoral Divisions: All

Cabinet Member: Councillor Phil Twiss

## **Local Government Act 1972: List of Background Papers**

Spending Round 2021 & Provisional Settlement 2023/24

Contact for enquiries:

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Date Published: 20 January 2023

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## Strategic Leadership Team Commentary

There is no doubt that this year, Devon like so many other councils has faced a significant challenge to make ends meet.

An increasing need for services coupled with rising inflation and costs has led to significant pressure on the resources we have available to meet the needs of those in greatest need and deliver other vital local priorities.

Like all Councils, we have a legal obligation to set a balanced annual budget and preparing it for 2023/24 has presented us with incredibly difficult decisions.

The urgent action we have taken over the past year to cut our own costs and find savings coupled with the welcome additional funding in the government's provisional financial settlement has certainly helped to mitigate some of this pressure. But many challenges remain.

Our overriding focus for the next twelve months will continue to be to meet the needs of the young, old and most vulnerable across Devon and will work closely with our One Devon partners to support and develop the local health and care system. We will also continue to work closely with all our partners across Team Devon to help support the local economy, improve job prospects and housing opportunities for local people, respond to climate change, champion opportunities for our young people, and address the impacts of the rising cost of living for those hardest hit.

Looking ahead, the next twelve months are not going to be easy. But we are fully committed to doing all we can to get the most from every single pound we spend and to transform how we do things so we can continue to deliver vital local services and improve outcomes for the people of Devon as efficiently and effectively as we can.



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## Public Health, Communities & Prosperity

### How the 2023/24 Budget has been built up

	<b>2022/23 Adjusted Budget</b>	<b>Changes</b>	<b>2023/24 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Citizen Engagement</b>	14,764	982	15,746
<b>Economy, Enterprise and Skills</b>	5,544	105	5,649
<b>Public Health</b>	0	0	0
<b>Total</b>	<b>20,308</b>	<b>1,087</b>	<b>21,395</b>

#### **Reasons for changes in Revenue Budget**

**£'000**

#### **Inflation, National Living Wage, and other pressures**

Inflation and National Living Wage	874
Cancellation of National Insurance social care levy	(69)
Citizen Engagement licence fee and staffing pressures	51
Addressing poverty and community resilience	112
Broadband UK Connecting Devon and Somerset	115
Skypark Development - removal of temporary reserves funding	(600)
Skypark Development - core funding	370
Reinstatement of core Community contracts budgets	462
Reinstatement of one off Economy service savings in 22/23	176
	<hr/>
	1,491

#### **Savings, alternative funding and additional income**

Reduction in Locality budgets	(180)
Removal of vacant posts in Economy service	(72)
Reduction in service contracts, overhead and activity budgets	(131)
Corporate printing, telephony and staff arrangements	(21)
	<hr/>
	(404)

<b>Total</b>	<b>1,087</b>
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# Agenda Item 4

## Analysis of Total Expenditure for 2023/24

	<b>Gross Expenditure</b>	<b>Grant and Contribution Income</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Citizen Engagement</b>	18,209	(55)	(462)	(1,946)	15,746
<b>Economy, Enterprise and Skills</b>	9,482	(80)	(3,081)	(672)	5,649
<b>Public Health</b>	32,252	(32,132)	0	(120)	0
<b>Total</b>	<b>59,943</b>	<b>(32,267)</b>	<b>(3,543)</b>	<b>(2,738)</b>	<b>21,395</b>

The following services (which are not included above) are wholly self-funded and do not directly impact on Council Tax.

	<b>Gross Expenditure</b>	<b>Grant and Contribution Income</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Citizen Engagement</b>					
Active Devon	1,697	(1,516)	(11)	(170)	0
Refugee Resettlement	2,540	(2,501)	0	(39)	0
<b>Economy, Enterprise and Skills</b>					
Building Better Opportunities Focus 5	92	(92)	0	0	0
Developing Entrepreneurship In Schools	2	(2)	0	0	0
Digital Business Utilisation Service	211	(211)	0	0	0
EU - North Devon Enterprise Centre	83	(83)	0	0	0
Future Farming Resilience Scale Up	1,184	(1,184)	0	0	0
Growth Hub	205	0	(182)	(23)	0
Learn Devon	3,330	(3,303)	(27)	0	0
New Futures	140	(140)	0	0	0
SFP - Co-Ordinator Grant	6	(2)	0	(4)	0
Supported Internships	57	(57)	0	0	0
The Digital Skills Service	954	(954)	0	0	0
<b>Total</b>	<b>10,501</b>	<b>(10,045)</b>	<b>(220)</b>	<b>(236)</b>	<b>0</b>
<b>Grand total</b>	<b>70,444</b>	<b>(42,312)</b>	<b>(3,763)</b>	<b>(2,974)</b>	<b>21,395</b>

# Agenda Item 4

## Communities and Citizens Engagement

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2023/24 <b>Outturn Budget £'000</b>	2023/24 Net Changes £'000
1,112	<b>Citizens Engagement</b>	1,546	(297)	<b>1,249</b>	137
	<b>Commissioning Services For Communities</b>				
811	Heritage Centre and Devon Records Office	824	(10)	<b>814</b>	3
7,049	Library and Information Service	7,607	(307)	<b>7,300</b>	251
1,850	Youth Services	2,001	(26)	<b>1,975</b>	125
9,710		10,432	(343)	<b>10,089</b>	379
	<b>Planning and Insight</b>				
1,400	Community Safety and Violence Prevention	2,200	(800)	<b>1,400</b>	0
276	Emergency Planning	393	(105)	<b>288</b>	12
125	Research, Intelligence and Performance	165	(34)	<b>131</b>	6
1,801		2,758	(939)	<b>1,819</b>	18
	<b>Safer and Stronger Communities</b>				
562	Commissioning / Grants	1,136	0	<b>1,136</b>	574
1,099	Community	2,037	(884)	<b>1,153</b>	54
480	Locality	300	0	<b>300</b>	(180)
2,141		3,473	(884)	<b>2,589</b>	448
<b>14,764</b>		<b>18,209</b>	<b>(2,463)</b>	<b>15,746</b>	<b>982</b>

### Analysis of Changes:

£'000

#### Inflation, National Living Wage, and other pressures

Inflation and National Living wage	649
Cancellation of National Insurance social care levy	(32)
Citizen engagement licence fee and staffing pressures	51
Addressing poverty and community resilience	112
Reinstatement of core Community contracts budgets	462
	<u>1,242</u>

#### Savings, alternative funding and additional income

Reduction in Locality budgets	(180)
Reduction in service contracts - Heritage Centre and Library resource fund	(71)
Corporate printing, telephony and staff arrangements	(9)
	<u>(260)</u>

### Total

**982**

## Service Commentary

The Communities portfolio leads a range of commissioning and collaboration to develop services and support, to help people and organisations in communities to be better connected, resilient and safe.

This includes:

- Commissioning of Devon's youth services, support around domestic and sexual violence, and library and heritage services;
- Community safety and coordination of work and partnerships to tackle serious violence and vulnerability; and statutory coordination to prevent extremism and radicalisation;
- Leading the authority's response to food insecurity and wider aspects of poverty;
- Community development and capacity building across the County and its links to the authority's priorities; and
- Work to support a range of communities including the Armed Forces Covenant partnership, the Syrian & Afghan families resettlement programme, gypsies and travellers, and through Active Devon, accessing and increasing physical activity across the County.

Increasingly this year the team's work has focussed on support around the emerging priorities of resettlement and migration.

Citizens Engagement performs a wide range of essential functions including being responsible for core public information and promoting key strategic initiatives. It provides support to services; engaging on changes, reaching out to hard to reach groups, promoting healthy communities and behaviour change, and recruitment.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2022/23 Estimate	Change	2023/24 Estimate
<b>Libraries</b>				
Static Libraries & Mobile Libraries	No.	54	(1)	53
PCs available with public access	No.	323	0	323
Stock issues	No.	2,400,000	(180,000)	2,220,000
Membership	No.	95,000	17,000	112,000
Library Visits	No.	n/a		1,776,000
Library Events	No.	n/a		8,100
<b>Youth Service</b>				
Organisations supported	No.	90	0	90
Young people attending open sessions per qtr	No.	n/a		5,300
Young people prevented from permanent exclusion	No.	n/a		105
<b>Heritage Service</b>				
Searchroom visits	No.	3,500	(1,100)	2,400
Social Media followers	No.	n/a		3,750

# Agenda Item 4

## Economy, Enterprise and Skills

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Business Support and Innovation</b>					
321	Business Growth Support	532	(221)	<b>311</b>	(10)
1,951	Trading Standards	4,358	(2,308)	<b>2,050</b>	99
2,272		4,890	(2,529)	<b>2,361</b>	89
<b>Economic Infrastructure and Development</b>					
1,126	Economic Development	1,533	(231)	<b>1,302</b>	176
549	Industrial Estates	476	(167)	<b>309</b>	(240)
1,675		2,009	(398)	<b>1,611</b>	(64)
<b>Employment and Skills</b>					
222	Labour Market Development	1,038	(786)	<b>252</b>	30
1,375	Post 16 Provision	1,545	(120)	<b>1,425</b>	50
1,597		2,583	(906)	<b>1,677</b>	80
<b>5,544</b>		<b>9,482</b>	<b>(3,833)</b>	<b>5,649</b>	<b>105</b>

### Analysis of changes:

£'000

#### Inflation, National Living Wage and other pressures

Inflation and National Living wage	225
Cancellation of National Insurance social care levy	(37)
Broadband UK Connecting Devon and Somerset	115
Skypark Development - removal of temporary reserves funding	(600)
Skypark Development - core funding	370
Reinstatement of one off Economy service savings in 22/23	176
	<u>249</u>

#### Savings, alternative funding and additional income

Removal of vacant posts	(72)
Reduction in service overhead and activity budgets	(60)
Corporate printing, telephony and staff arrangements	(12)
	<u>(144)</u>

### Total

**105**

## Service Commentary

This service supports creating productive, inclusive, and sustainable growth across the Devon economy and leads on responding to economic shocks, working with a range of public and private partners. It leads on delivering regulatory services through the Heart of the South West Trading Standards Service, delivers a range of adults and young people skills programmes and supports a range of infrastructure programmes including workspace and broadband. It provides a strategic overview of the Devon economy and works with Team Devon and a wide range of local and national partners to secure investment opportunities. The key priorities for the service are:

- Leading response and recovery to economic shocks, working with public and private sector;
- Delivering careers, advice and guidance for young people and adults, including our statutory duties for those moving on from education;
- Raising aspirations and opportunities for our young people through promoting apprenticeships, internships and work placements and delivering adult basic skills and community learning;
- Stimulating innovation and business support including encouraging new business start ups, social enterprises, and business competitiveness;
- Developing growth sectors including clean energy, Agri tech, digital, food and tourism, and bringing forward key employment sites;
- Protecting communities and consumers, in particular the most vulnerable, and supporting businesses by ensuring a safe, fair, responsible, sustainable, and competitive trading environment;
- Securing investment and external funding into Devon;
- Working with partners to develop plans for local places including regeneration, urban renewal, utilising joint assets and levelling up; and
- Leading on an economic assessment duty and analysis to support growth strategies and influencing national and local growth and skills policies.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2022/23 Estimate	Change	2023/24 Estimate
<b>Trading Standards (Shared Service)</b>				
Number of businesses in Service area (ONS data)	No.	79,600	7,200	86,800
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	16,800	1,700	18,500
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	6,000	0	6,000

# Agenda Item 4

## Public Health

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2023/24 <b>Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Public Health</b>					
2,325	Children 5-19 Public Health Programmes	2,413	0	<b>2,413</b>	88
859	Community Safety, Violence Prevention and	873	0	<b>873</b>	14
59	Health At Work	72	0	<b>72</b>	13
247	Health Protection	273	0	<b>273</b>	26
8,792	Mandated 0-5 Children's Services	9,023	0	<b>9,023</b>	231
80	National Child Measurement Programme	98	0	<b>98</b>	18
459	NHS Health Check Programme	272	0	<b>272</b>	(187)
738	Obesity	448	(55)	<b>393</b>	(345)
708	Other Public Health	656	(66)	<b>590</b>	(118)
178	Physical Activity	206	0	<b>206</b>	28
317	Public Health Advice to NHS Commissioners	360	0	<b>360</b>	43
25	Public Health Development	0	0	<b>0</b>	(25)
(30,478)	Public Health Income	0	(30,538)	<b>(30,538)</b>	(60)
736	Public Mental Health	477	(60)	<b>417</b>	(319)
7,038	Sexual Health	7,139	0	<b>7,139</b>	101
1,158	Smoking and Tobacco	1,316	0	<b>1,316</b>	158
5,489	Substance Misuse	7,250	(1,533)	<b>5,717</b>	228
1,270	Support Services	1,376	0	<b>1,376</b>	106
<b>0</b>		<b>32,252</b>	<b>(32,252)</b>	<b>0</b>	<b>0</b>

### Analysis of changes:

£'000

#### Savings, alternative funding and additional income

Pay and Contract Inflation	958
Support Service - Inflationary increase to support costs	130
Public Health Nursing Contract Increase	281
Reallocation of SRO discretionary budgets	(350)
Public Mental Health remodelling	(350)
Reduction in demand for primary care services and out of area GUM	(250)
Reduction to the Diabetes Social Impact Bond	(250)
Renegotiation of Obesity Contracts	(121)
Various demand led, contract and allocation changes	(48)
	<b>0</b>

#### Total

**0**



## Service Commentary

Public Health is predominantly funded by a ring fenced grant from the Department of Health and Social Care. The vast majority of the grant is spent on the commissioning of health services for which the local authority has a statutory requirement to provide.

While the direct operational response to COVID-19 has reduced the Public Health team continues to play an active role in supporting the UK Health Security Agency and the NHS on responding to infectious diseases, outbreaks and promoting immunisation uptake.

While there was a drop off in numbers accessing key services, such as sexual health, throughout the pandemic, service levels are starting to return to pre pandemic levels and in some service areas, such as substance misuse, demand levels are rising because of increased alcohol consumption.

The key challenges for 2023/24 for Public Health will be to identify and respond to the health impacts caused as a result of the pandemic and the cost of living crisis. During the pandemic there was a reduction in people coming forward for routine checks which has resulted in an increase in undiagnosed conditions, which will result in poorer health outcomes for individuals. Working with the NHS to identify and support individuals to enable early diagnosis and optimal treatment will be vital this year to help reduce excess mortality.

We are also seeing rising levels of food insecurity and the number of households in fuel poverty are increasing within Devon. The growing impact on health inequalities and the impact on health, and particularly mental health, of vulnerable individuals and families will result in an increased demand for health and care services in Devon. Public Health will work with partners to identify need and support with interventions to ensure they are targeted at those in greatest need to reduce the risk of increasing inequalities.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2022/23 Estimate</b>	<b>Change</b>	<b>2023/24 Estimate</b>
Opiate clients in treatment	Individuals	1,243	20	1,263
Non-opiate only clients in treatment	Individuals	199	(40)	159
Alcohol only clients in treatment	Individuals	649	8	657
Alcohol & non-opiate clients in treatment	Individuals	219	(122)	97
Genito-urinary medicine patients treated	Individuals	22,588	15,234	37,822
Contraception services accessed	Individuals	23,929	6,592	30,521

# Agenda Item 4

## Corporate Services

### How the 2023/24 Budget has been built up

	<b>2022/23 Adjusted Budget</b>	<b>Changes</b>	<b>2023/24 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Chief Executive, Legal, Organisational Change, Policy Integration and HR</b>	9,825	1,531	11,356
<b>Digital Transformation and Business Support</b>	19,230	(203)	19,027
<b>Finance and Public Value</b>	13,158	1,307	14,465
<b>Total</b>	<b>42,213</b>	<b>2,635</b>	<b>44,848</b>
<b>Reasons for changes in Revenue Budget</b>			<b>£'000</b>
<b>Inflation, National Living Wage, and other pressures</b>			
Inflation and National Living Wage			4,470
Additional staffing			613
HR growth in demand			336
Increased contract costs			289
Reinstatement of one off savings in 22/23 - one off project income			209
Business Rates - change to rateable value of properties			184
Coroners Services - demand pressures			104
Cancellation of National Insurance social care levy			(450)
Removal of invest to save projects and transitional funding			(662)
			<u>5,093</u>
<b>Savings, alternative funding and additional income</b>			
IT roadmap			(942)
Accommodation review			(350)
Reduction in unfunded pensions			(278)
Increase in staff turnover savings			(265)
Other programme savings			(237)
Inreased income			(206)
Corporate printing, telephony and staff arrangements			(180)
			<u>(2,458)</u>
<b>Total</b>			<b>2,635</b>

# Agenda Item 4

## Analysis of Total Expenditure 2023/24

	<b>Gross Expenditure</b>	<b>Grant and Contribution Income</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Chief Executive, Legal, Organisational Change, Policy Integration and HR</b>	36,915	0	(5,707)	(19,852)	11,356
<b>Digital Transformation and Business Support</b>	36,649	(9,014)	(3,956)	(4,652)	19,027
<b>Finance and Public Value</b>	29,600	0	(9,366)	(5,769)	14,465
<b>Total</b>	<b>103,164</b>	<b>(9,014)</b>	<b>(19,029)</b>	<b>(30,273)</b>	<b>44,848</b>

The following services (which are not included above) are wholly self-funded and do not directly impact on Council Tax.

	<b>Gross Expenditure</b>	<b>Grant and Contribution</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
<b>Digital Transformation and Business Support</b>					
SCOMIS	5,172	0	(2,646)	(2,526)	0
<b>Finance and Public Value</b>					
Devon Audit Partnership	2,165	0	(2,165)	0	0
<b>Total</b>	<b>7,337</b>	<b>0</b>	<b>(4,811)</b>	<b>(2,526)</b>	<b>0</b>
<b>Grand total</b>	<b>110,501</b>	<b>(9,014)</b>	<b>(23,840)</b>	<b>(32,799)</b>	<b>44,848</b>

# Agenda Item 4

## Chief Executive, Legal, Organisational Change, Policy Integration and HR

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Chief Executive, Legal and Democratic Services</b>					
1,793	Coroners Service	1,958	(20)	<b>1,938</b>	145
226	Corporate Management	344	(76)	<b>268</b>	42
1,881	Cost of Democracy	2,080	(133)	<b>1,947</b>	66
500	Equality, Diversity and Inclusion	525	(125)	<b>400</b>	(100)
2,121	Legal Services	3,956	(1,233)	<b>2,723</b>	602
140	Local Authority Subscriptions	154	(1)	<b>153</b>	13
(1,092)	Registration Service	1,501	(2,511)	<b>(1,010)</b>	82
5,569		10,518	(4,099)	<b>6,419</b>	850
<b>Human Resources</b>					
731	Employee Services	21,466	(19,932)	<b>1,534</b>	803
103	Management	329	(295)	<b>34</b>	(69)
1,322	Operations	2,531	(1,078)	<b>1,453</b>	131
1,071	Strategy and Performance	1,251	(150)	<b>1,101</b>	30
3,227		25,577	(21,455)	<b>4,122</b>	895
678	<b>Organisational Change</b>	532	(3)	<b>529</b>	(149)
351	<b>Policy Integration</b>	288	(2)	<b>286</b>	(65)
<b>9,825</b>		<b>36,915</b>	<b>(25,559)</b>	<b>11,356</b>	<b>1,531</b>

### Analysis of changes:

£'000

#### Inflation, National Living Wage and other pressures

Inflation and National Living Wage	851
Additional staffing	517
HR growth in demand	336
Coroners Services - demand pressures	104
Transfers within Corporate Services	206
Increase in cost of HRMS contract	148
Cancellation of National Insurance social care levy	(125)
Removal of invest to save projects and one off funding	(162)
	<u>1,875</u>

#### Savings, alternative funding and additional income

Other programme savings and increased income	(251)
Increase in staff turnover savings	(50)
Corporate printing, telephony and staff arrangements	(43)
	<u>(344)</u>

### Total

**1,531**

## Service Commentary

The Chief Executive, Legal, Organisational Change, Policy Integration and HR budget page is an amalgamation of distinct services provided under the Corporate portfolio. Collectively these services provide advice and support to officers and Members alongside some services to the public. More specifically, Chief Executive, Legal and Democratic Services provides for the Registration of Births, Deaths & Marriages, Her Majesty's Coroners Services, Democratic Services and Scrutiny, whilst taking the lead on the Equality, Diversity and Inclusion agenda. There are a number of pressures affecting the service, not least the increasing demands for legal support in respect of childcare and safeguarding adults, financial pressures on the Coroners Service and the need to respond robustly to the 2021 Race Equality Audit.

The Human Resources Service assists the Authority to recruit, retain and develop staff with the right skills and experience to achieve the strategic purposes of the Authority. The service supports the Authority by identifying any external developments that will impact on the workforce, including employment related legislative changes. The drive to transform and change services continues to be acute and balancing those demands for support from front line services, within the available financial envelope, remains a key pressure.

The Organisational Change Team is focussed on helping increase the overall effectiveness of the Authority to meet its vision and priorities now and into the future. The priority for the team in 2023/2024 will be to continue to work in partnership with leaders to reimagine and redesign our organisation to enable long term financial resilience and transformation in response to unprecedented financial pressures driven by inflation.

The Policy Integration team works across the whole organisation, and with partners, to help the Authority meet its vision of Devon being the best place to grow up, live well and prosper. In 2023/2024 they will continue to support collaboration as part of Team Devon and work with Devon's Members of Parliament to influence Government policy and legislation.

## Service Statistics and Other Information

	Unit of Measurement	2022/23 estimates	Change	2023/24 estimates
<b>Coroners Service</b>				
Deaths Reported	No.	1,857	0	1,857
Inquests opened	No.	408	0	408
Body Removals	No.	1,128	61	1,189
Post-mortems	No.	900	0	900
<b>Registration Service</b>				
Certificates Issued	No.	50,000	0	50,000
Ceremonies Performed	No.	4,239	(91)	4,148
Premises licences issued	No.	67	0	67
<b>Human Resources</b>				
DCC Headcount – contracted workforce excl schools	No.	5,363	(218)	5,145
Apprentices employed	No.	120	0	120
Payslips issued	No.	206,000	(8,000)	198,000
Caseload	No.	696	33	729
DBS checks processed	No.	24,500	(500)	24,000
Answered calls and emails to HR Direct	No.	10,000	0	10,000
Answered calls to Payroll	No.	17,600	(600)	17,000
Answered calls to Recruitment	No.	15,000	(2,000)	13,000

# Agenda Item 4

## Finance and Public Value

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Core Finance Services</b>					
3,441	Accountancy Services	5,321	(1,656)	<b>3,665</b>	224
720	Corporate Management and Commissioning	1,699	(992)	<b>707</b>	(13)
2,023	Financial Systems, Processes and Compliance	8,150	(5,746)	<b>2,404</b>	381
1,643	Strategic Financial Planning	4,569	(2,788)	<b>1,781</b>	138
7,827		19,739	(11,182)	<b>8,557</b>	730
<b>Other Finance Services</b>					
126	Bank Charges	126	0	<b>126</b>	0
148	External Audit	270	0	<b>270</b>	122
4,234	Unfunded Pensions	7,240	(2,856)	<b>4,384</b>	150
4,508		7,636	(2,856)	<b>4,780</b>	272
823	<b>Procurement</b>	2,225	(1,097)	<b>1,128</b>	305
<b>13,158</b>		<b>29,600</b>	<b>(15,135)</b>	<b>14,465</b>	<b>1,307</b>

### Analysis of changes:

£'000

#### Inflation, National Living Wage, and other pressures

Inflation and National Living Wage	1,325
Reinstatement of one off savings in 22/23 - one off project income	209
Transfer from within Corporate Services	35
Increased contract and sundry costs	237
Cancellation of National Insurance social care levy	(141)
	<u>1,665</u>

#### Savings, alternative funding and additional income

Reduction in unfunded pensions	(278)
Increase in staff turnover savings	(50)
Corporate printing, telephony and staff arrangements	(30)
	<u>(358)</u>

### Total

**1,307**

## Service Commentary

Finance and Public Value provides a range of finance and procurement services. The combining of Finance and Procurement early in 2022 enables a greater focus towards achieving Best Value and closer working in these key service areas. The vision for the service is to be a Partner, an Enabler of Learning and to provide Stewardship.

Services are provided internally across the Authority and to external clients and partners. Devon Audit Partnership is a joint service working in partnership with other Devon authorities and provides a comprehensive assurance service covering Internal Audit, Risk Management and Counter Fraud. Peninsula Pensions is a joint service with Somerset Council to provide pensions administration for employers & scheme members of the Local Government Pension Scheme, Client Financial Services team provide help and support to social care clients, and Court of Protection provide help & support to vulnerable clients in the management of their affairs. Our Investments Team provide treasury management services to the Authority and manage Pension Fund strategy and investments of over £5 billion. Procurement provides strategic procurement support across the Authority including collaborative initiatives such as the Southern Construction Framework and others.

The Authority has an annual turnover of in excess of £1.5 billion and all of the expenditure and income flows through Finance and Public Value in one way or another.

During 2022 a procurement was undertaken to replace our core finance system. Implementation during the year ahead will bring new opportunities to develop innovative new practice to drive greater efficiency and value for the Authority.

## Service Statistics and Other Information

	Unit of Measurement	2022/23 estimates	Change	2023/24 estimates
<b>Pensions Administration</b>				
Completed cases (DCC Fund – all members)				
	High Priority	No. 14,500	1,500	16,000
	Medium Priority	No. 21,200	2,100	23,300
	Low Priority	No. 6,800	700	7,500
<b>Debt Management</b>				
	Debtors raised	No. 105,000	0	105,000
	Debtors raised	£000 270,000	14,000	284,000
<b>Payments</b>				
	Invoices paid	No. 403,000	0	403,000
	Proportion paid using BACS	Percentage 99.9	0.0	99.9
<b>Procurement</b>				
	Invitations to Tender issued	No. 280	0.0	280
	Contract awarded	No. 375	0.0	375

# Agenda Item 4

## Digital Transformation and Business Support

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Business Services</b>					
6,167	Business Services and Support	9,074	(2,445)	<b>6,629</b>	462
652	Customer Relations	965	(156)	<b>809</b>	157
1,464	Customer Service Centre	1,648	(64)	<b>1,584</b>	120
8,283		11,687	(2,665)	<b>9,022</b>	739
13,381	<b>Digital Technology Service</b>	14,376	(2,340)	<b>12,036</b>	(1,345)
<b>Estates</b>					
1,020	Building Maintenance	1,067	(13)	<b>1,054</b>	34
1,244	Corporate Estates	1,510	(296)	<b>1,214</b>	(30)
(534)	County Farms Estate	719	(1,253)	<b>(534)</b>	0
2,355	Facilities Management	4,813	(2,062)	<b>2,751</b>	396
(6,519)	Private Finance Initiatives	2,477	(8,993)	<b>(6,516)</b>	3
(2,434)		10,586	(12,617)	<b>(2,031)</b>	403
<b>19,230</b>		<b>36,649</b>	<b>(17,622)</b>	<b>19,027</b>	<b>(203)</b>

### Analysis of changes:

£'000

#### Inflation, National Living Wage, and other pressures

Inflation and National Living Wage	2,294
Business Rates - change to rateable value of properties	184
Cancellation of National Insurance social care levy	(184)
Transfers within Corporate Services	(241)
Removal of transitional funding	(500)
	<u>1,553</u>

#### Savings, alternative funding and additional income

IT roadmap	(942)
Accommodation review	(350)
Increase in staff turnover savings	(165)
Increased income generation	(192)
Corporate printing, telephony and staff arrangements	(107)
	<u>(1,756)</u>

### Total

**(203)**



## Service Commentary

The Digital Transformation and Business Support Service leads and drives the digital transformation agenda. As such a primary focus of the service is to continue to develop a series of digital solutions that will enable citizens and staff to do business with the Authority in a modern digital way that primarily meets their needs.

The services are critical for the smooth running of the Authority, enabling all of us to work more efficiently; is fundamental to ensuring that the Authority's key resources are prioritised to meet organisational demand so that the Authority's statutory and legislative responsibilities are both supported and discharged.

As such it covers a range of functions that are critical to supporting frontline service delivery including Information and Communications Technology, Property Asset Strategy, Land and Property Management (including the County Farms Estate), Facilities Management, Business Support (both front line and back office), Customer Services Centre, Customer Relations, Information Governance, Digital Transformation and Cyber Security.

In terms of pressures, the key challenge is to ensure efficient and effective service delivery to all front line services, despite ever increasing demands being placed on Digital Transformation and Business Support from all services within the Authority. The growth in demand from Children's Services and Adults Social Care is having a direct impact across a range of services such as Business Support, ICT and Property. Recruitment and retention of professional staff across all sectors, but particularly Cyber Security and Digital Technology is increasing the pressure and challenge.

The Service must be developed and evolved to ensure it meets the changing shape of the Authority, whilst ensuring the Authority has a robust and secure foundation on which to operate.

## Service Statistics and Other Information

	Unit of Measurement	2022/23 estimates	Change	2023/24 estimates
<b>Property</b>				
Owned or leased operational properties (excl farms)	No.	454	(34)	420
<b>County Farms Estate</b>				
No of Farms	No.	65	0	65
Total acreage	Acres	9,568	(20)	9,548
<b>IT Infrastructure &amp; Support</b>				
Managed Desktops	No.	6,314	153	6,467
Networked Sites	No.	207	(16)	191
User accounts (DCC IT systems)	No.	5,467	(219)	5,248
WiFi points	No.	295	(26)	269
Cyber incidents which bypassed security controls	No.	110	0	110
Cases raised to IT Helpdesk by phone	No.	15,168	0	15,168
Cases raised to IT Helpdesk online	No.	36,880	0	36,880
Data and Intelligence Services supported	No.	12	8	20
Digital Services supported	No.	15	17	32

# Agenda Item 4

## Climate Change, Environment & Transport

### How the 2023/24 Budget has been built up

	<b>2022/23 Adjusted Budget</b>	<b>Changes</b>	<b>2023/24 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Highways and Traffic Management</b>	27,559	3,485	31,044
<b>Infrastructure Development and Waste</b>	29,978	78	30,056
<b>Planning, Transportation and Environment</b>	21,580	(780)	20,800
<b>Total</b>	<b>79,117</b>	<b>2,783</b>	<b>81,900</b>

	<b>Change £' 000</b>
<b>Reasons for changes in Revenue Budget</b>	
<b>Inflation, National Living Wage, and other pressures</b>	
Inflation and National Living Wage	7,340
Re-tender of sweepings contract	50
Funding for bus services previously paid under S106	33
Carbon offsetting and implementation of Environment Act	48
Cancellation of National Insurance social care levy	(220)
	<u>7,251</u>
<b>Savings, alternative funding and additional income</b>	
Income generation and staff time recharges	(1,650)
Highways winter maintenance	(400)
Reduction in tonnages for Shared Savings Scheme	(200)
Reduction in tonnages resulting from van permit scheme	(130)
Renegotiate waste contracts	(40)
Public Transport expenditure to be funded from the On Street Parking account	(1,250)
Ongoing trend of reduction in concessionary travel	(722)
Review of funding for Tour of Britain	(75)
Reinstatement of prior year one-off savings	113
Corporate printing, telephony, and staff arrangements	(114)
	<u>(4,468)</u>
<b>Total</b>	<b>2,783</b>

# Agenda Item 4

## Analysis of Total Expenditure for 2023/24

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>	34,518	(127)	(2,448)	(899)	31,044
<b>Infrastructure Development and Waste</b>	35,539	0	(4,681)	(802)	30,056
<b>Planning, Transportation and Environment</b>	24,029	(1,069)	(1,350)	(810)	20,800
<b>Total</b>	<b>94,086</b>	<b>(1,196)</b>	<b>(8,479)</b>	<b>(2,511)</b>	<b>81,900</b>

The following services (which are not included above) are wholly self-funded and do not directly impact on Council Tax.

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>					
Highways Permit Scheme	1,477	0	(1,477)	0	0
On Street Parking	8,750	(82)	(8,668)	0	0
<b>Infrastructure Development and Waste</b>					
National Lottery Comm Fund - Food Rescue	56	(56)	0	0	0
<b>Planning, Transportation and Environment</b>					
AONB Blackdown Hills	253	(234)	0	(19)	0
AONB North Devon	218	(200)	0	(18)	0
Devon Maritime Forum	20	(3)	(12)	(5)	0
Exe Estuary Partnership	36	(24)	(2)	(10)	0
NHS Patient Transport Advice Service	3,580	0	(3,549)	(31)	0
Other Countryside Projects	569	(561)	0	(8)	0
Transport Co-Ordination Service	5,271	(3,344)	(1,810)	(117)	0
<b>Total</b>	<b>20,230</b>	<b>(4,504)</b>	<b>(15,518)</b>	<b>(208)</b>	<b>0</b>
<b>Grand total</b>	<b>114,316</b>	<b>(5,700)</b>	<b>(23,997)</b>	<b>(2,719)</b>	<b>81,900</b>

# Agenda Item 4

## Highways and Traffic Management

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Highway Maintenance</b>					
4,618	Cyclic Maintenance	5,383	0	<b>5,383</b>	765
3,725	Highway Lighting	4,408	0	<b>4,408</b>	683
750	Maintenance of Public Rights of Way	795	(45)	<b>750</b>	0
34	Other Highway Services	167	(133)	<b>34</b>	0
296	Retaining Walls and Bridges	336	0	<b>336</b>	40
3,554	Routine Maintenance	4,144	0	<b>4,144</b>	590
5,789	Safety Reaction	6,748	0	<b>6,748</b>	959
2,861	Winter and Emergencies	3,006	0	<b>3,006</b>	145
21,627		24,987	(178)	<b>24,809</b>	3,182
5,932	<b>Highway Network Management</b>	9,531	(3,296)	<b>6,235</b>	303
<b>27,559</b>		<b>34,518</b>	<b>(3,474)</b>	<b>31,044</b>	<b>3,485</b>

### Analysis of Changes:

**£'000**

#### Inflation, National Living Wage, and other pressures

Inflation and National Living Wage

4,188

Cancellation of National Insurance social care levy

(89)

4,099

#### Savings, alternative funding and additional income

Re-base winter maintenance budget based on historic expenditure

(300)

Review of winter maintenance fleet

(100)

Advertising on highways assets

(150)

Corporate printing, telephony, and staff arrangements

(64)

(614)

**Total**

**3,485**

## Service Commentary

The purpose of the Highways and Traffic Management services is to maintain, improve and operate the existing local highway and public rights of way networks. The service is driving efficiency in the way it works, through managing demand and enabling community self help. The service prioritises safety and meeting the travel needs of businesses, communities, and individuals.

To cope with reducing budgets, the service adopts asset management principles to identify priority needs and to focus the available funding on reducing whole life maintenance costs, for example by delivering preventative maintenance rather than repairing roads on a worst first basis. The main road network is being maintained in a good condition; however, parts of the minor road network are in poor condition. Such roads will be kept safe by repairing defects in accordance with adopted policy.

The service works in a collaborative way with its contractors, communities, and individuals, which is enabling Devon to maximise Government capital funding. Service discipline on spending enables the service to respond to in year changes and pressures due, for example, to extreme weather events.

## Service Statistics and Other Information

<b>Service/Activity</b>	<b>Unit of Measurement</b>	<b>2022/23 Estimate</b>	<b>Change</b>	<b>2023/24 Estimate</b>
Size of Network	Km	12,979	11	12,990
Bridges	No.	3,337	6	3,343
Structural retaining walls (>1.35m height)	No.	1,789	21	1,810
Structural retaining walls (>1.35m height)	Km	119	(4)	115
Street lights total	No.	80,627	287	80,914
Street lights to have been converted to part night lighting	No.	53,886	112	53,998
Rights of way	Km	5,012	5	5,017
Length of road salted	Km	2,688	0	2,688
Illuminated road markings and signs	No.	11,383	20	11,403
Gullies emptied	No.	149,000	2,000	151,000
Total grass area cut	m <sup>2</sup>	7.65 million	0.13 million	7.78 million
Surface dressed	Km	240	(5)	235
Resurfacing / reconstruction	Km	85	(44)	41

# Agenda Item 4

## Infrastructure Development and Waste Management

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Engineering, Design and Built Environments Team</b>					
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(101)	Engineering and Design Group	(105)	(762)	<b>(867)</b>	(766)
83	Schools Estates Work	83	0	<b>83</b>	0
178		174	(762)	<b>(588)</b>	(766)
<b>Waste Disposal and Recycling</b>					
15,241	Disposal of Statutory Waste	20,723	(4,153)	<b>16,570</b>	1,329
1,440	Landfill Tax on Disposal	510	0	<b>510</b>	(930)
223	Other Site Related Costs	225	(2)	<b>223</b>	0
6,977	Recycling Centres	7,169	(300)	<b>6,869</b>	(108)
4,896	Recycling Credits	5,140	0	<b>5,140</b>	244
882	Waste Management	1,191	(40)	<b>1,151</b>	269
141	Waste Minimisation Activities	407	(226)	<b>181</b>	40
29,800		35,365	(4,721)	<b>30,644</b>	844
<b>29,978</b>		<b>35,539</b>	<b>(5,483)</b>	<b>30,056</b>	<b>78</b>

### Analysis of changes:

£'000

#### Inflation, National Living Wage, and other pressures

Inflation and National Living Wage	1,819
Re-tender of sweepings contract	50
Cancellation of National Insurance social care levy	(59)
	<u>1,810</u>

#### Savings, alternative funding and additional income

Engineering and Design Group income from full cost recovery charge-out rates	(800)
Additional income from Energy from Waste plants	(250)
Additional income from Household Recycling Centres resale shops	(300)
Reduction in tonnages for Shared Savings Scheme	(200)
Reduction in tonnages resulting from van permit scheme	(130)
Renegotiate waste contracts	(40)
Corporate printing, telephony, and staff arrangements	(12)
	<u>(1,732)</u>

**Total**

**78**

## Service Commentary

The purpose of Infrastructure Development is to deliver the Authority's Capital Programme. The Service provides technical engineering consultancy services. The Group is the Authority's intelligent client for the procurement of construction contracts and is focussed on driving efficiency and providing a flexible and responsive service to meet the needs of the Authority.

The Waste Management service is responsible for the disposal of local authority collected waste. The service supports and enables waste prevention activity, manages waste contracts for recycling, treatment, and disposal, provides new waste infrastructure and manages redundant landfill sites. The service works with Waste Collection Authorities to join up waste collection and waste disposal where possible. Less than 3% of Devon's residual household waste is now disposed of at landfill sites.

Waste tonnage is extremely volatile and sensitive to both economic and demographic factors and needs to be closely monitored, as fluctuations in tonnages could have a significant impact on the budget.

## Service Statistics and Other Information

<b>Service/Activity</b>	<b>Unit of Measurement</b>	<b>2022/23 Estimate</b>	<b>Change</b>	<b>2023/24 Estimate</b>
Municipal waste disposal to landfill	Tonnes	17,000	(12,000)	5,000
Municipal waste recycled (excl. soil & rubble)	Tonnes	206,000	0	206,000
Trade Waste - rechargeable income	Tonnes	8,500	1,500	10,000
Municipal waste sent for energy recovery	Tonnes	157,000	4,000	161,000
Recycling, reusing and composting	Percentage	55.0	0	55.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	58	0	58

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## Planning, Transportation and Environment

2022/23 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2023/24 Outturn Budget £'000</b>	2023/24 Net Changes £'000
<b>Environment Service</b>					
862	Environment Policy	997	(179)	<b>818</b>	(44)
805	Flood Risk and Surface Water Management	804	(5)	<b>799</b>	(6)
677	Projects and Partnerships	783	(12)	<b>771</b>	94
2,344		2,584	(196)	<b>2,388</b>	44
<b>Planning and Transportation</b>					
412	Development Management	1,675	(988)	<b>687</b>	275
2,779	Planning and Transportation	2,760	(79)	<b>2,681</b>	(98)
3,191		4,435	(1,067)	<b>3,368</b>	177
<b>Public and Community Transport</b>					
1,294	Fleet Services	1,659	(125)	<b>1,534</b>	240
7,628	National Concessionary Travel Scheme	7,143	(15)	<b>7,128</b>	(500)
5,539	Public Transport Support	5,718	(1,062)	<b>4,656</b>	(883)
1,584	Transport Co-Ordination Service	2,490	(764)	<b>1,726</b>	142
16,045		17,010	(1,966)	<b>15,044</b>	(1,001)
<b>21,580</b>		<b>24,029</b>	<b>(3,229)</b>	<b>20,800</b>	<b>(780)</b>

### Analysis of changes:

**£'000**

#### Inflation, National Living Wage, and other pressures

Inflation and National Living wage	1,333
Funding for bus services previously paid under S106	33
Carbon offsetting and implementation of Environment Act	48
Cancellation of National Insurance social care levy	(72)
	<u>1,342</u>

#### Savings, alternative funding and additional income

Public Transport expenditure to be funded from the On Street Parking account	(1,250)
Ongoing trend of reduction in concessionary travel usage	(722)
Review of funding for Tour of Britain	(75)
Recharge staff time spent working on externally funded activities	(150)
Corporate printing, telephony, and staff arrangements	(38)
Reinstatement of prior year one-off savings	113
	<u>(2,122)</u>

### Total

**(780)**



## Service Commentary

The Planning, Transportation and Environment service includes strategic infrastructure planning and the development of strategic documents such as the Education and Transport Plans, as well as the Waste and Minerals plans. Additionally, services include development of large infrastructure projects, overview of planning applications and delivery of projects to enhance the ecology, landscape, marine and historic environment of Devon. The responsibility for planning schools' infrastructure, sustainable travel and road safety also resides in this team along with the flood and coastal risk management functions.

The Environment Team is leading the climate change agenda where we are working with a number of stakeholders as well as progressing our own range of initiatives.

The Transport Coordination team work closely with the Public Transport operators to provide a range of services across the County. The range of services involved include subsidised bus services, concessionary fares, community transport, fleet management and services to education, adults, and the NHS. The coming year sees opportunities with an increase in funding from government to enhance the bus service in the county, but it also sees threats due to the decrease in patronage and revenue for bus companies due to COVID-19.

## Service Statistics and Other Information

Service/Activity	Unit of Measurement	2022/23 Estimate	Change	2023/24 Estimate
<b>Planning, Transportation &amp; Environment</b>				
County Matter applications	No.	45	(20)	25
County Council development applications	No.	35	(5)	30
Sustainable drainage consultations for major development	No.	520	10	530
Land drainage consents	No.	110	20	130
<b>Public Transport</b>				
Local bus services contracts	No.	120	(5)	115
Ring and Ride community transport schemes	No. of schemes	15	0	15
Community buses	No.	5	0	5
Fare car supported taxi schemes	No. of schemes	6	0	6

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## Grants Paid to External Organisations

2022/23 £000	2023/24 £000
<b>Service and Grant Title</b>	
<b>Planning, Transportation and Environment</b>	
49 AONB (East, South and Tamar)	49
40 Dorset & East Devon World Heritage site (Jurassic Coast)	40
25 Cornwall & West Devon Mining Landscape World Heritage site	25
25 South West Energy & Environment group	25
4 Wembury Centre	4
2 Tamar Estuaries consultative forum	2
20 Devon Wildlife Trust Nature Improvement Area Project	20
40 Devon & Cornwall Rail Partnership	40
248 Community bodies - Transport Ring & Ride	248
<b>453</b>	<b>453</b>
<b>Communities and Other Services</b>	
400 Citizens Advice Bureau	400
62 Devon Communities Together	62
<b>462</b>	<b>462</b>
<b>Public Health</b>	
0 Contribution to NHSE - Mental Health Treatment Requirements	10
<b>0</b>	<b>10</b>
<b>Highways and Traffic Management</b>	
9 Meldon Viaduct	9
<b>9</b>	<b>9</b>
<b>924 TOTAL</b>	<b>934</b>

# Agenda Item 4

## Staffing Data 2023/24

	2022/23	Changes FTEs	2023/24		Total FTEs
	Adjusted Total FTEs		Revenue Funded FTEs	Externally Funded FTEs	
Highways and Traffic Management	301	4	305	0	305
Infrastructure Development and Waste	113	0	113	0	113
Planning, Transportation and Environment	188	4	167	25	192
<b>Climate Change, Environment and Transport</b>	<b>602</b>	<b>8</b>	<b>585</b>	<b>25</b>	<b>610</b>
Chief Executive, Legal, Organisational Change, Policy Integration and HR	329	6	330	5	335
Digital Transformation and Business Support	544	3	484	63	547
Finance and Public Value	377	10	249	138	387
<b>Corporate Services</b>	<b>1,250</b>	<b>19</b>	<b>1,063</b>	<b>206</b>	<b>1,269</b>
Communities and Citizen Engagement	97	(4)	59	34	93
Economy, Enterprise and Skills	226	(16)	66	144	210
Public Health	45	(2)	0	43	43
<b>Public Health, Communities and Prosperity</b>	<b>368</b>	<b>(22)</b>	<b>125</b>	<b>221</b>	<b>346</b>
<b>Total</b>	<b>2,220</b>	<b>5</b>	<b>1,773</b>	<b>452</b>	<b>2,225</b>

**Explanation of Movements**

**Communities and Citizens Engagement**

Externally funded - Food Insecurity temporary roles	(3)
Externally funded - Various projects	(1)
	<b>(4)</b>

**Economy, Enterprise and Skills**

Externally funded - Reduction in Learn Devon posts	(5)
Externally funded - Various projects	(1)
Trading Standards - post deletions	(6)
Economy vacant posts deleted	(2)
Temporary roles removed - Economic Recovery	(1)
Various roles - reduction in hours	(1)
	<b>(16)</b>

**Public Health**

Externally funded - Core Function	(1)
Externally funded - Temporary roles	(1)
	<b>(2)</b>

**Chief Executive, Legal, Organisational Change, Policy Integration and HR**

HR - Temporary Pay & Allowances project staff	5
HR - Equality, Diversity & Inclusion officer	1
HR - Social Work Recruitment	1
Organisational Change - Temporary post ceased	(1)
	<b>6</b>

**Digital Transformation and Business Support**

Business Support transfer from Public Health Nursing	3
Information Governance	1
Digital Technology Service - Systems Development Officer	1
Transfer of Energy Manager post to Climate Change, Environment & Transport	(1)
Digital Technology Service - Temporary post ceased	(1)
	<b>3</b>

**Finance and Public Value**

Temporary Finance Transformation posts	7
Pensions (externally funded)	5
Transfer from Children's Social Care	1
Temporary posts ceased	(3)
	<b>10</b>

**Highways and Traffic Management**

Highways permitting scheme	4
Stakeholder Relations Officers	2
Externally funded - Stover HLF project	(2)
	<b>4</b>

**Planning, Transportation and Environment**

Transport Coordination Officers	2
Transportation Planning Officers	3
Environment Officers	2
External funding projects	(3)
	<b>4</b>

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<b>Total</b>	<b>5</b>
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# Agenda Item 4

## Capital Programme

### Appendix A

#### Corporately Funded Increases and Decreases to the Capital Programme Corporate Infrastructure & Regulatory Service areas, only

Project	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Rolling Budgets - Reduced 25%</b>						
Building Maintenance	(225)	(225)	(225)	(225)	0	(900)
County Farms Estate Enhancement Programme	(250)	(150)	(150)	(150)	0	(700)
Property Enabling Budget	(38)	(38)	(38)	(38)	0	(152)
Replace and Upgrade Corporate Estate	(150)	(150)	(150)	(150)	0	(600)
Waste Recycling Centre - Capital works	(55)	(55)	(55)	(55)	0	(220)
Youth service minor capital works	(10)	(10)	(10)	(10)	0	(40)
<b>Other reductions / Adjustments</b>						
Carbon Reduction Programme	(602)	0	0	0	0	(602)
DCC Operating Model ICT Replacement and Renewal	0	(200)	(950)	(200)	0	(1,350)
Fleet Vehicle purchases (previously VELP)	870	0	0	0	0	870
Flood prevention works	(281)	(10)	(120)	(90)	0	(501)
Mill Water School - Extension	(60)	0	0	0	0	(60)
The Castle Primary Sch / Elmore Church - Replacement wall	(125)	0	0	0	0	(125)
Vehicle Equipment Loans Pool - Fleet (removed)	(1,109)	(1,136)	(1,246)	(1,431)	0	(4,922)
Vehicle Equipment Loans Pool - Schools (reduced)	(100)	(100)	(100)	(100)	0	(400)
Winter Maintenance Vehicle purchases (previously VELP)	239	0	0	0	0	239
<b>Corporate Funding - Replaced with Grant</b>						
Okehampton Special School	(920)	0	0	0	0	(920)
<b>Corporately Funded - Increase</b>						
A361 North Devon Link Road	(11)	(201)	460	0	0	248
Plymouth & South Devon Freeport		7,669	2,331	5,000	0	15,000
Streetlighting - Telensa Expansion	2,180	2,057	0	0	0	4,237
Winter Maintenance Vehicle purchases (previously VELP)	317	0	0	0	0	317
<b>Total Increase (Decrease) to Corporate Capital Programme</b>	<b>(330)</b>	<b>7,451</b>	<b>(253)</b>	<b>2,551</b>	<b>0</b>	<b>9,419</b>
<b>Corporately Funded - Reprofiting</b>						
A361 North Devon Link Road	(2,731)	2,731	0	0	0	0
Tavistock Household Waste Recycling Centre	(417)	(4,054)	3,521	950	0	0
River Dart Academy - Dartington School site development	(406)	406	0	0	0	0
<b>Introduction of (or changes to) Externally Funded Projects</b>	<b>(14,100)</b>	<b>43,915</b>	<b>14,085</b>	<b>15,428</b>	<b>57,951</b>	<b>117,279</b>
<b>Total Increase (Decrease) to Capital Programme</b>	<b>(17,984)</b>	<b>50,449</b>	<b>17,353</b>	<b>18,929</b>	<b>57,951</b>	<b>126,698</b>

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Financed by:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing - External	0	7,669	2,331	5,000	0	15,000
Borrowing - Internal	(2,350)	1,817	2,635	(1,549)	0	553
Capital Receipts - General	(1,534)	(2,952)	(1,698)	50	0	(6,134)
External Funding *	(14,100)	43,915	14,085	15,428	57,951	117,279
<b>Total Capital Financing</b>	<b>(17,984)</b>	<b>50,449</b>	<b>17,353</b>	<b>18,929</b>	<b>57,951</b>	<b>126,698</b>

\*a breakdown of externally funded increases (decreases) follows:

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Project	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Breakdown of Externally Funded increase (decrease) of £117.2 million</b>						
<b>Funded by External Funding</b>						
A361 North Devon Link Road	17	201	(460)	0	0	(242)
Barnstaple Longbridge Active Travel Improvements	(100)	0	0	0	0	(100)
Bus Service Improvement Plan (BSIP)	0	4,065	0	0	0	4,065
Cullompton Eastern Relief Road	(700)	0	0	0	0	(700)
Cullompton High Street Heritage Action Zone - Higher Bullring Public Realm Enhancement	0	680	0	0	0	680
Flood & Coastal Innovation & Resilience Programme Phase 2	1,591	1,222	854	406	0	4,073
Local Transport Capital Block Funding (LTP Integrated Transport Block)	0	0	0	0	3,628	3,628
Local Transport Capital Block Funding (LTP Maintenance)	11,691	11,691	11,691	11,691	52,823	99,587
Newton Abbot Future High Streets Fund	200	0	0	0	0	200
Plymouth & North Devon Freeport	5,891	3,728	0	0	0	9,619
South West Exeter Housing Infrastructure Fund	(10,248)	10,248	0	0	0	0
Advanced Design Fees	200	200	0	0	0	400
Axminster Primary School, phased expansion to 420	150	0	0	0	0	150
Basic Need - Funding Allocations / Reprofile	(6,115)	(2,113)	2,000	3,331	0	(2,897)
Bodley House BIS0442 Convert for SEN	(100)	0	0	0	0	(100)
Braunton Academy - Additional Accommodation	1,274	2,500	0	0	0	3,774
Dawlish College - replace ROSLA block	500	500	0	0	0	1,000
Exeter Creative Free School Contribution	(3,971)	4,147	0	0	0	176
Exmouth Community College Expansion	(1,414)	100	0	0	0	(1,314)
Great Torrington School - New teaching block and re-modelling works	241	0	0	0	0	241
Honiton Primary School - Phased Expansion	(100)	0	0	0	0	(100)
Ivybridge College -Additional Accommodation	(1,477)	1,655	0	0	0	178
Kenn CofE Primary School, energy reduction scheme	(34)	0	0	0	0	(34)
Monkerton Primary - Contribution	660	0	0	0	0	660
Okehampton Special School	1,070	150	0	0	0	1,220
Pathfield - Additional Accommodation	(55)	0	0	0	0	(55)
Pilton Community College - Additional Accommodation	(282)	591	0	0	0	309
Proposed New Primary School West Barnstaple	(200)	200	0	0	0	0
River Dart Academy - Dartington School site development	(100)	100	0	0	0	0
Roundswell Primary - Contribution	357	0	0	0	0	357
Seaton Primary School - expansion and improvements	69	0	0	0	0	69
SEND Places (new build and expansion)	(7,760)	2,950	0	0	0	(4,810)
Sherford Vale Primary School - Expansion	1,500	1,000	0	0	0	2,500
Sidmouth Primary - Expansion to PAN 90	(100)	100	0	0	0	0
Westcliff School - Expansion to 420	(38)	0	0	0	0	(38)
West Clyst Primary	475	0	0	0	0	475



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Project	2023/24	2024/25	2025/26	2026/27	2027/28	Total
DDA projects (contingency)	200	0	0	0	0	200
MUMIS (contingency)	180	0	0	0	0	180
The Castle Primary Sch / Elmore Church, Tiverton - Replacement wall	(13)	0	0	0	0	(13)
Estimate Capital Maintenance - SCA Grant	(3,500)	0	0	0	1,500	(2,000)
Appledore Community Primary - Blk 03 Ramped Access and Steps	61	0	0	0	0	61
Bishopsteignton School - Replace boiler plant & gas safety systems	78	0	0	0	0	78
Bovey Tracey Primary School - Block 01 renew flat roof	108	0	0	0	0	108
Broadhembury C of E Primary - Blk 01 renew rainwater goods & windows. Boundary Wall Work	47	0	0	0	0	47
Buckland Brewer Community Primary - Blk 01 external refurbishment	91	0	0	0	0	91
Caen Community Primary - Blk 01&07 ext refurb. Blk 07 boiler. Blk 09 heat controls	69	0	0	0	0	69
Cornwood C of E Primary - Blk 03 Ext refurb. Blk 02 Renew handrails. Blk 01 windows. Doo	60	0	0	0	0	60
Countess Wear Community School - Fire Compartmentation Work	129	0	0	0	0	129
Cullompton Community College - Fire Compartmentation Work	72	0	0	0	0	72
Denbury Primary - Block 01 Renew Flat Roof membranes & Flashing	88	0	0	0	0	88
East Anstey Primary - Replace fence. Partial rebuild & refurb of boundary wall	47	0	0	0	0	47
East Anstey Primary - Upgrade or Replacement of Block 02	351	0	0	0	0	351
Great Torrington Bluecoat C of E Primary - Security Fencing Improvements	62	0	0	0	0	62
Hazeldown School - Fire Compartmentation Work	97	0	0	0	0	97
Highweek Community Primary & Nursery - Block 01 external refurbishment	203	0	0	0	0	203
Ifracombe C of E Junior - Blks 01 & 02 Ceilings & lighting. Blk 01 external refurb	109	0	0	0	0	109
Ifracombe Infant & Nursery - Block 01 fire escape doors & windows. Clock Tower Refurb	184	0	0	0	0	184
Ifracombe Infant & Nursery - Fire Compartmentation Work	37	0	0	0	0	37
Kilminster Primary - Upgrade or Replacement of Block 02	381	0	0	0	0	381
Kingsbridge Community Primary - Block 01 external refurbishment	59	0	0	0	0	59
Ladysmith Infant & Nursery - Fire Compartmentation Work	99	0	0	0	0	99
Littleham C of E Primary - Blk 01 Replace suspended ceiling & Replace lighting with LED	159	0	0	0	0	159
Mary Tavy & Brentor Community Primary - Replace Kitchen Ventilation Hood	26	0	0	0	0	26
Modbury Primary - Block 01 replace boiler plant	122	0	0	0	0	122
Shirwell Community Primary - Block 01 renew doors & replace windows in Admin office	26	0	0	0	0	26
Southmead School - Blk 01 improve ventilation in toilets. Replace kitchen ventilation hood	65	0	0	0	0	65
Stoke Canon C of E Primary - Blk 01 replace radiator, pipework & boilers. CO Detection & Gas Shut off	99	0	0	0	0	99
Two Moors Primary - Block 03 Flooring	41	0	0	0	0	41
West Croft School - Block 01 Roof Work	367	0	0	0	0	367
Winkleigh Primary - Renew drive tarmac, kitchen cupboards & classroom cupboards/sinks	82	0	0	0	0	82
Tiverton EuE Phase 2	(7,478)	0	0	0	0	(7,478)
<b>Total Increase funded Externally</b>	<b>(14,100)</b>	<b>43,915</b>	<b>14,085</b>	<b>15,428</b>	<b>57,951</b>	<b>117,279</b>

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## Appendix B

The following table details the medium term capital programme for this service and how that programme is being funded

### Public Health, Communities & Prosperity

Total Approval (includes prior years) Project	2023/24	2024/25	2025/26	2026/27	2027/28
£'000	£'000	£'000	£'000	£'000	£'000
<b>Public Health, Communities &amp; Prosperity</b>					
<b>Economy, Enterprise and Skills</b>					
2,090 North Devon Enterprise Centre - Phase 2	150	0	0	0	0
<b>Economy, Enterprise and Skills Total</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commissioning Services For Communities</b>					
N/A Youth service minor capital works	27	27	27	27	0
<b>Commissioning Services For Communities Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>Public Health, Communities &amp; Prosperity Total</b>	<b>177</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>Financed by:</b>					
Borrowing - Internal	150	0	0	27	0
Capital Receipts - General	27	27	27	0	0
<b>Total Financing</b>	<b>177</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>

\* Total Scheme Approvals have been included for individual projects only, not for programmes.

This table does not show expenditure on capital projects currently programmed in financial year 2022/23 which may be deferred to 2023/24 or future years.

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## Transformation, Performance & Resources

Total Approval (includes prior years) Project	2023/24	2024/25	2025/26	2026/27	2027/28
£'000	£'000	£'000	£'000	£'000	£'000
<b>Transformation, Performance &amp; Resources</b>					
N/A Building Maintenance	675	675	675	675	0
N/A County Farms Estate Enhancement Programme	750	450	450	450	0
9,250 DCC Operating Model ICT Replacement and Renewal	3,800	0	0	0	0
N/A Property Enabling Budget	113	113	113	113	0
N/A Replace and Upgrade Corporate Estate	450	450	450	450	0
717 SCOMIS ICT	266	55	0	0	0
<b>Transformation, Performance &amp; Resources Total</b>	<b>6,054</b>	<b>1,744</b>	<b>1,688</b>	<b>1,688</b>	<b>0</b>
<b>Financed by:</b>					
Borrowing - Internal	2,341	55	0	563	0
Capital Receipts - General	3,713	1,688	1,688	1,125	0
<b>Total Financing</b>	<b>6,054</b>	<b>1,743</b>	<b>1,688</b>	<b>1,688</b>	<b>0</b>

\* Total Scheme Approvals have been included for individual projects only, not for programmes.

This table does not show expenditure on capital projects currently programmed in financial year 2022/23 which may be deferred to 2023/24 or future years.

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## Climate Change, Environment & Transport

Total Approval (includes prior years) Project £'000		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<b>Climate Change, Environment &amp; Transport</b>						
<b>Highways, Infrastructure Development and Waste</b>						
<b>Schools Maintenance and Improvements</b>						
<b>Committed Works</b>						
N/A	DDA projects (contingency)	200	0	0	0	0
1,766	Heathcoat Primary - Main block Re-Roof	670	0	0	0	0
N/A	MUMIS (contingency)	180	0	0	0	0
<b>Planned Works</b>						
61	Appledore Community Primary - Blk 03 Ramped Access and Steps	61	0	0	0	0
78	Bishopsteignton School - Replace boiler plant & gas safety systems	78	0	0	0	0
108	Bovey Tracey Primary School - Block 01 renew flat roof	108	0	0	0	0
47	Broadhembury C of E Primary - Blk 01 renew rainwater goods & windows. Boundary Wall Work	47	0	0	0	0
91	Buckland Brewer Community Primary - Blk 01 external refurbishment	91	0	0	0	0
69	Caen Community Primary - Blk 01&07 ext refurb. Blk 07 boiler. Blk 09 heat controls	69	0	0	0	0
60	Cornwood C of E Primary - Blk 03 Ext refurb. Blk 02 Renew handrails. Blk 01 windows. Doors	60	0	0	0	0
129	Countess Wear Community School - Fire Compartmentation Work	129	0	0	0	0
72	Cullompton Community College - Fire Compartmentation Work	72	0	0	0	0
88	Denbury Primary - Block 01 Renew Flat Roof membranes & Flashing	88	0	0	0	0
47	East Anstey Primary - Replace fence. Partial rebuild & refurb of boundary wall	47	0	0	0	0
351	East Anstey Primary - Upgrade or Replacement of Block 02	351	0	0	0	0
N/A	Estimate Capital Maintenance - SCA Grant	0	3,000	2,500	2,000	1,500
62	Great Torrington Bluecoat C of E Primary - Security Fencing Improvements	62	0	0	0	0
97	Hazeldown School - Fire Compartmentation Work	97	0	0	0	0
203	Highweek Community Primary & Nursery - Block 01 external refurbishment	203	0	0	0	0
109	Ifracombe C of E Junior - Blks 01 & 02 Ceilings & lighting. Blk 01 external refurb	109	0	0	0	0
184	Ifracombe Infant & Nursery - Block 01 fire escape doors & windows. Clock Tower Refurb	184	0	0	0	0
37	Ifracombe Infant & Nursery - Fire Compartmentation Work	37	0	0	0	0
381	Kilmington Primary - Upgrade or Replacement of Block 02	381	0	0	0	0
59	Kingsbridge Community Primary - Block 01 external refurbishment	59	0	0	0	0
99	Ladysmith Infant & Nursery - Fire Compartmentation Work	99	0	0	0	0
159	Littleham C of E Primary - Blk 01 Replace suspended ceiling & Replace lighting with LED	159	0	0	0	0
26	Mary Tavy & Brentor Community Primary - Replace Kitchen Ventilation Hood	26	0	0	0	0
122	Modbury Primary - Block 01 replace boiler plant	122	0	0	0	0
26	Shirwell Community Primary - Block 01 renew doors & replace windows in Admin office	26	0	0	0	0
65	Southmead School - Blk 01 improve ventilation in toilets. Replace kitchen ventilation hood	65	0	0	0	0
99	Stoke Canon C of E Primary - Blk 01 replace radiator, pipework & boilers. CO Detection & Gas Shut off	99	0	0	0	0
41	Two Moors Primary - Block 03 Flooring	41	0	0	0	0
367	West Croft School - Block 01 Roof Work	367	0	0	0	0
82	Winkleigh Primary - Renew drive tarmac, kitchen cupboards & classroom cupboards/sinks	82	0	0	0	0
<b>Schools Maintenance and Improvements Total</b>		<b>4,469</b>	<b>3,000</b>	<b>2,500</b>	<b>2,000</b>	<b>1,500</b>

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<b>Total Approval (includes prior years) Project</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Waste</b>					
5,838 Tavistock Household Waste Recycling Centre	0	417	4,471	950	0
N/A Waste Recycling Centre - Capital works	165	165	165	165	0
<b>Waste Total</b>	<b>165</b>	<b>582</b>	<b>4,636</b>	<b>1,115</b>	<b>0</b>
<b>Highways</b>					
N/A Local Transport Capital Funding Highways Maintenance and Pothole Fund	52,823	52,823	52,823	52,823	52,823
8,673 Street Lighting LED	1,663	0	0	0	0
3,071 Stover Discovery Centre	2,606	57	0	0	0
4,237 Telensa Streetlighting CMS	2,180	2,057	0	0	0
<b>Highways Total</b>	<b>59,272</b>	<b>54,937</b>	<b>52,823</b>	<b>52,823</b>	<b>52,823</b>
<b>Highways, Infrastructure Development and Waste Total</b>	<b>63,906</b>	<b>58,519</b>	<b>59,959</b>	<b>55,938</b>	<b>54,323</b>
<b>Planning, Transportation and Environment</b>					
<b>Large and Major Highway Schemes</b>					
67,629 A361 North Devon Link Road	27,095	3,602	460	0	0
N/A A382 Major Road Network	394	0	0	0	0
10,700 Bus Service Improvement Plan (BSIP)	2,970	4,065	0	0	0
1,000 Cedars Junction, Barnstaple	970	0	0	0	0
828 Cullompton High Street Heritage Action Zone - Higher Bullring Public Realm Enhancement	0	680	0	0	0
6,200 Dawlish Link - Elm Grove to A379 Exeter Road	5,564	0	0	0	0
N/A Exeter to Cranbrook Cycle Route	50	0	0	0	0
N/A Fleet Vehicle purchases	870	0	0	0	0
N/A Local Transport Capital Funding Integrated Transport Block	3,628	3,628	3,628	3,628	3,628
1,104 Newton Abbot Future High Streets Fund	699	0	0	0	0
N/A Pinhoe Access Strategy Measures	304	0	0	0	0
11,570 Plymouth & South Devon Freeport - Spine Road Extension	4,790	5,160	1,620	0	0
8,049 Plymouth & South Devon Freeport - Cycle & Pedestrian Bridge	1,101	6,237	711	0	0
5,000 Plymouth & South Devon Freeport - Road Link to Sandy Road	0	0	0	5,000	0
N/A Slapton Line Minor Road Improvements	100	95	0	0	0
117,999 South Devon Link Road	448	752	0	0	0
55,140 South West Exeter Housing Infrastructure Fund	27,225	10,248	0	0	0
260 Tithebarn signalisation scheme	250	0	0	0	0
5,700 Tiverton Eastern Urban Extension Phase 1	5	0	0	0	0
N/A Warwick Road Exeter pedestrian/cycle link	21	0	0	0	0
N/A Winter Maintenance Vehicle Purchases	556	0	0	0	0
<b>Large and Major Highway Schemes Total</b>	<b>77,040</b>	<b>34,467</b>	<b>6,419</b>	<b>8,628</b>	<b>3,628</b>

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£'000		£'000	£'000	£'000	£'000	£'000
	<b>Environment</b>					
3,000	Carbon Reduction Programme	398	0	0	0	0
5,294	Flood & Coastal Innovation & Resilience Programme Phase 2	1,591	1,222	854	406	0
N/A	Flood Prevention Works	349	340	230	260	0
	<b>Environment Total</b>	<b>2,338</b>	<b>1,562</b>	<b>1,084</b>	<b>666</b>	<b>0</b>
	<b>Childrens &amp; Schools Expansion</b>					
N/A	Advanced Design Fees	425	200	0	0	0
2,575	Axminster Primary School, phased expansion to 420	1,250	0	0	0	0
4,032	Braunton Academy - Additional Accomodation	1,274	2,500	0	0	0
N/A	Confirmed Basic Need Allocation	848	4,158	4,000	3,331	0
2,343	Cranbrook Education Campus (Academy) - New build	72	0	0	0	0
1,132	Dawlish College - replace ROSLA block	500	500	0	0	0
4,147	Exeter Creative Free School Contribution	0	4,147	0	0	0
3,173	Exmouth Community College Expansion	439	100	0	0	0
741	Great Torrington School - New teaching block and re-modelling works	241	0	0	0	0
1,655	Ivybridge College -Additional Accomodation	0	1,655	0	0	0
2,426	Monkerton Primary - Contribution	660	0	0	0	0
137	Okehampton College - expansion / site security	100	0	0	0	0
891	Pilton Community College - Additional Accommodation	300	591	0	0	0
1,720	Proposed New Primary School West Barnstaple	0	200	0	0	0
1,960	Roundswell Primary - Contribution	357	0	0	0	0
985	Seaton Primary School - expansion and improvements	640	0	0	0	0
100	Sidmouth Primary - Expansion to PAN 90	0	100	0	0	0
2,500	Sherford Vale Primary School - Expansion	1,500	1,000	0	0	0
17	South Dartmoor Community College - Additional science provision	17	0	0	0	0
1,888	South Molton Community College - phased expansion	300	0	0	0	0
3,055	West Clyst Primary	475	0	0	0	0
	<b>Childrens &amp; Strategic Schools Programme Total</b>	<b>9,398</b>	<b>15,151</b>	<b>4,000</b>	<b>3,331</b>	<b>0</b>
	<b>SEND PROGRAMME</b>					
506	River Dart Academy - Dartington School site development	0	506	0	0	0
11,250	Okehampton Special School	1,663	150	0	0	0
2,236	Marland Day - Additional Accomodation Bideford	700	0	0	0	0
N/A	SEND Places (new build and expansion)	942	2,950	0	0	0
	<b>SEND Programme Total</b>	<b>3,305</b>	<b>3,606</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Planning, Transportation &amp; Environment Total</b>	<b>92,081</b>	<b>54,786</b>	<b>11,503</b>	<b>12,625</b>	<b>3,628</b>
	<b>Climate Change, Environment &amp; Transport Total</b>	<b>155,987</b>	<b>113,305</b>	<b>71,462</b>	<b>68,563</b>	<b>57,951</b>

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## Financed by:

Borrowing - External	0	7,669	2,331	5,000	0
Borrowing - Internal	4,035	3,918	4,471	950	0
Borrowing - Internal Forward Funding	440	68	460	0	0
Capital Receipts - General	2,874	3,046	395	425	0
Direct Revenue Funds - Services	30	0	0	0	0
External Funding - Contributions	3,124	737	0	0	0
External Funding - Grants	138,617	93,473	63,805	62,188	57,951
External Funding - S106	6,867	4,394	0	0	0
<b>Total Financing</b>	<b>155,987</b>	<b>113,305</b>	<b>71,462</b>	<b>68,563</b>	<b>57,951</b>

\* Total Scheme Approvals have been included for individual projects only, not for programmes.

This table does not show expenditure on capital projects currently programmed in financial year 2022/23 which may be deferred to 2023/24 or future years.

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## Capital - Risk Assessment

Risks to the capital programme and mitigations are set out below, using the following Risk Matrix

LIKELIHOOD	6	12	18	24	30
	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	<b>IMPACT</b>				

Risk Title:	Inherent Score	Current (Mitigated) Score	Mitigations
<b>Capital Scheme costs are higher than estimated</b>	Impact: 4 Likelihood: 5 20 – High	Impact: 2 Likelihood: 4 8 – Low	<ul style="list-style-type: none"> <li>Experts' advice and qualified professionals are engaged early on</li> <li>Works which may be susceptible to seasonal variations are programmed during less volatile seasons wherever possible</li> <li>Projects and the economic climate monitored on a regular basis, and contingency built into major schemes to lessen the overall impact</li> <li>Litigation is unlikely as legal team are engaged early to draft contracts with default terms clearly communicated and understood</li> <li>Project boards set up for Major Schemes to try to identify synergies early</li> <li>Capital Programme may be slowed, paused or schemes halted to mitigate financial impact</li> </ul>
<b>Risk Description</b> Due to: <ul style="list-style-type: none"> <li>Inaccurate or overly optimistic original estimates</li> <li>Unexpected events causing increased costs, either inside or outside of our control, as well as additional supply chain, resource and transportation costs</li> <li>Economic factors such as interest rate rises</li> <li>Default event by either party resulting in litigation</li> <li>Agreed changes to original scheme scope</li> <li>Scheme costs may increase, resulting in:               <ul style="list-style-type: none"> <li>Unexpected gap to be financed</li> <li>Default fines</li> <li>Reduction in funds available to other schemes</li> <li>Increased internal borrowing or requirement to externally borrow</li> </ul> </li> </ul>			



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<p>Risk Title:</p> <p><b>External funding resources are not received</b></p>	<p><b>Inherent Score</b></p> <p>Impact: 3 Likelihood 4 12 – Medium</p>	<p><b>Current (Mitigated) Score</b></p> <p>Impact: 2 Likelihood: 3 6 – Low</p>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>• The level of internal borrowing required to finance the capital programme is monitored, and in accordance with borrowing limits</li> <li>• The availability of cash resources to support internal borrowing is monitored</li> <li>• Capital programme is reprioritised. Capital projects reengineered, paused or deferred</li> <li>• External funding balances are monitored monthly, including capital receipts</li> <li>• Triggers are monitored for S106 and CIL payments</li> <li>• Bi monthly monitoring of the capital programme by the Programme Group</li> <li>• Regular monitoring by Director of Finance and Public Value.</li> </ul>
<p><b>Risk Description</b></p> <p>Due to:</p> <ul style="list-style-type: none"> <li>• Expectations around future funding based on prior year funding and current economic climate</li> <li>• Lack of signed agreements from central government and other bodies</li> <li>• Changes to central government priority/policy determining where funds are directed or the funds available to bid for Capital funding</li> <li>• The expected levels of funding may not be achieved, resulting in a shortfall for the delivery of planned works or schemes.</li> </ul>			
<p>Risk Title:</p> <p><b>Capital Programme is not delivered as planned</b></p>	<p><b>Inherent Score</b></p> <p>Impact: 3 Likelihood 6 18 – High</p>	<p><b>Current (Mitigated) Score</b></p> <p>Impact: 3 Likelihood: 4 12 – Medium</p>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>• Development of a medium term capital programme (MTCP) that can realistically be delivered to the time scales agreed</li> <li>• Mitigate delays by bringing forward the planned start dates of future projects in the MTCP</li> <li>• The Capital Programme Group provide challenge and oversight, and supports the Capital Programme delivery</li> <li>• Regular monitoring by Director of Finance and Public Value</li> <li>• Projects are monitored at a service level and board level</li> </ul>
<p><b>Risk Description</b></p> <p>Delays and longer term delivery dates, particularly for Major Schemes with multiple funding and partners, due to:</p> <ul style="list-style-type: none"> <li>• Time taken to achieve planning consent, public consultation, environmental factors</li> <li>• Availability of resource / specialist contractors</li> <li>• Design reengineering</li> <li>• Contractual variations</li> <li>• Seasonal variations</li> </ul>			

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<p>Risk Title:</p> <p><b>Capital Receipts arising later or lower than forecast</b></p>	<p><b>Inherent Score</b></p> <p>Impact: 4 Likelihood 4 16 – High</p>	<p><b>Current (Mitigated) Score</b></p> <p>Impact: 3 Likelihood: 4 12 – Medium</p>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>• Alternative funding sources, for example internal borrowing may be sought</li> <li>• The potential to borrowing externally may be considered</li> <li>• Capital schemes may be deferred, if receipts are generated later than forecast, or for a reduced sum.</li> <li>• Proceeds from the sale of assets are closely monitored</li> </ul>
<p><b>Risk Description</b></p> <p>Forecast capital receipts are estimated by internal officers and advisors based on local market conditions. Receipts may be lower than expected or not realised, including due to:</p> <ul style="list-style-type: none"> <li>• Sale not taking place</li> <li>• Limited supply of assets for sale</li> <li>• Market climate</li> <li>• Lasting economic impact of COVID-19 and current cost of living crisis</li> </ul> <p>Resulting in a need to reprioritise schemes.</p>			
<p>Risk Title:</p> <p><b>Risk of government funding to other geographical areas</b></p>	<p><b>Inherent Score</b></p> <p>Impact: 3 Likelihood 4 12 – Medium</p>	<p><b>Current (Mitigated) Score</b></p> <p>Impact: 2 Likelihood: 4 8 – Low</p>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>• Projects and the economic climate monitored on a regular basis.</li> <li>• Contingency built into major schemes to lessen the overall impact.</li> <li>• The level of internal borrowing required to finance the capital programme is monitored, and in accordance with borrowing limits.</li> <li>• External funding balances are monitored monthly, including capital receipts.</li> <li>• Triggers are monitored for S106 and CIL payments.</li> <li>• Monitoring of the capital programme by the Programme Group.</li> <li>• Regular monitoring by Director of Finance and Public Value.</li> <li>• Monitoring by individual project and programme groups.</li> </ul>
<p><b>Risk Description</b></p> <p>Central government priority or policy determines where funds are directed or funds available to bid for. Action taken by Central Government to mitigate the effects of COVID-19, the withdrawal from the EU, or for example the redirection of funding to the North of the UK, may result in a reduction in funding for the South West or less opportunity to bid for funding.</p>			

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Risk Title:	Inherent Score	Current (Mitigated) Score	Mitigations
<b>Capital Project aborted due to external forces</b>	Impact: 3 Likelihood 4 12 – Medium	Impact: 2 Likelihood: 3 6 – Low	<ul style="list-style-type: none"> <li>• Effort is made to ensure that a project is not aborted</li> <li>• Alternatives will be investigated to ensure service needs are met by meeting capital objectives, whilst minimising a risk that abortive capital costs impact the revenue budget</li> <li>• If it is not possible to avoid aborting the project, the normal revenue mitigations of in year savings and use of earmarked reserves and balances, may be used</li> <li>• Process reengineering or pausing a project whilst alternative funding sources are identified are possible mitigations allowable under the Local Government Code of Practice</li> <li>• Monitoring by Capital Programme Group</li> <li>• Regulator monitoring by Director of Finance and Public Value</li> <li>• Monitoring by individual project and programme groups</li> </ul>
<p><b>Risk Description</b></p> <p>Should funding be revoked or an alternative solution be preferred, a capital project may be aborted which results in costs to date becoming revenue in nature.</p> <p>A project may also be aborted as a result of a change in legislation for the service, for example requiring an alternative delivery method, or if an alternative solution is preferred.</p>			

## Public Health, Communities and Prosperity - Risk Assessment

Service	Budget 2023/24 £'000	Risk and Impact	Mitigation
Members Locality Budgets and Growing Communities Fund	739	Community funding has provided important small/medium grants to local organisations particularly to support COVID-19 response and recovery. The reduction in these budgets means the Authority may lose capacity in supporting community resilience and organisations will have fewer opportunities to fund wellbeing, preventative and local connection and capacity building. Inflationary and costs of living pressures on small organisations are significant and may result in groups/projects ending.	The Authority will optimise the use of the remaining community grant funds for 2023/24 to focus on strategic priorities.
Libraries	7,300	As with other services heavily reliant on staff, building based offers and technology, the current inflationary costs are placing significant pressures on budget and sustainable delivery. As a result, the Authority and its commissioned service will need to review the number of books/resources it can purchase, the number of staff and its opening hours, the numbers of buildings and vehicles it maintains in order that the offer is sustainable and fit for purpose.	Work closely with provider to reduce costs and drive efficiency. Where changes are required consider current user numbers and wider impact. Where appropriate, continue promotions of electronic and online services.
Exeter Science Park (loan guarantee)	Max 2,652	The Science Park Innovation Centre Construction was built by Exeter Science Park Limited (ESPL). This was partially funded via a loan from the Local Enterprise Partnership. The Authority have	The guarantee is based on development monies being generated in the future to repay the loan which falls due in October 2023. ESPL Shareholders are working with

		<p>guaranteed 50% of the loan and interest. There remains in the balance sheet a provision of £1.8 million to cover the guarantee. This figure was based on the shortfall in the ESPL business plan. It is likely that part of this provision will be required</p>	<p>the LEP to consider options on the repayment of the debt.</p>
<p>Budget Reductions (incl. Policy Changes)</p>	<p>404</p>	<p>Reductions are becoming harder to achieve. Some reductions are reliant on collaboration and cooperation from partners which cannot be fully guaranteed or controlled by the Authority and others on supply and demand for services. In order to achieve budget reductions, polices are continually being reviewed using a more risk based approach. This may lead to an increase in the risk of challenge or failure.</p>	<p>The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2023/24 with particular emphasis on high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.</p>

## Corporate Service – Risk Assessment

Service	Budget 2023/24 £000	Risk and Impact	Mitigation
All Corporate Services	44,848 (net)	Where the Authority insource or take on additional services and staff to the Authority, this will require significant back office support including Business Support, ICT, Procurement, Estates, HR, and Finance. Along with responsibility for linked assets such as buildings which also transfer, this combines to put pressure on all budget lines.	Work closely with frontline service heads to ensure Corporate Services develop and evolve to meet the changing needs of the Authority, capturing cost and resource requirements, and identifying funding.
All Corporate Services	44,848 (net)	The long term impacts of COVID-19 compounded by unprecedented inflationary pressures will necessitate extensive service transformation and delays to key strategic projects.	Work closely across the Tactical Leadership Team to ensure resources are deployed appropriately and the impact of transformation or delayed projects is fully understood.
ICT	12,036 (net)	Nationally the threat of Cyber Security is a growing risk, and the Authority must ensure its staff and Members have sufficient skills to operate technology in a secure way to protect the data assets of the Authority.	Activity built into the Digital and Technology roadmap to educate staff and Members. This will include increased cyber security training.
Business Services and Support	6,629 (net)	Ongoing increasing demands for business support for Children & Adults at risk, place increasing pressure on the service.	Work closely with service heads to identify where efficiencies can be made and assess resource requirements.
Coroners Service	1,938 (net)	There is a risk of unavoidable additional costs in medical (pathology), analysts, funeral directors, and mortuary facility fees.	Continue to work closely with colleagues across the region conducting ongoing reviews of commissioning processes and joint working arrangements with a

			view to curtailing expenditure and producing additional efficiencies in this respect.
Legal Services	2,723 (net)	<p>Demands for legal support to Children's and Adults Services place increasing pressure on the service leading to potential for cases being delayed, negative outcomes for vulnerable people and cases being outsourced to the private sector to supplement capacity.</p> <p>Increasing workloads and demands for legal support in relation to Litigation, particularly SEN, and Procurement, resulting in the need to outsource legal work to the private sector to relieve capacity as well as affecting team resilience and leading to delays in the provision of legal support.</p>	Engagement with service heads to monitor the activity drivers, implementing an Improvement Plan to support and compliment the Children's Services Improvement Plan, interim use of locum lawyers to end outsourcing of cases and seeking to recruit additional staff to progress increased caseloads.

## Climate Change, Environment and Transport - Risk Assessment

Service	Budget 2023/24 £'000	Risk and Impact	Mitigation
Highways Maintenance term maintenance contract	19,000	The budget has been set to take account of expected inflationary increases. However, further increases during the year could impact the level of expenditure and / works delivery.	The inflation allocation included in the budget is based on information received from the Department for Transport. Close working with the term maintenance contractor may allow the mitigation of some additional pressures encountered.
Winter Maintenance and Emergencies	3,000	Winter maintenance and other emergencies which are typically weather related, cannot be predicted. There is a risk of overspend in the event of severe weather conditions. Proportions of this budget are based on a mild winter. Therefore, more inclement weather is likely to lead to this budget being exceeded.	There is limited scope for management action as the bulk of the costs tend to fall in the latter part of the financial year thus precluding funding by deferral of planned maintenance work. The Authority policy is to respond appropriately to such events and wherever possible divert resources from other works in order to mitigate some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 5,500	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Significant under investment has reduced the resilience of the network and left it more susceptible to bad weather and changes in patterns of use.	Works are closely monitored during the year and safety related works are prioritised over cyclic cleaning activities. Focusing on early capital funded interventions has helped mitigate future revenue expenditure as far as possible.
Highways Services Income from	2,400	The Authority is legally entitled to levy charges for a variety of Highways services. These services are completely demand led and are therefore susceptible to variations in economic factors. A	There is limited scope for direct management action to significantly influence the demand for Highways services. However, income levels are monitored



Fees and Charges		variation in demand of +/- 10% could result in a budgetary impact of £240,000.	during the year and, where possible, mitigating actions are taken in other areas of the budget.
Waste Management	30,600	<p>Waste tonnage levels and growth rates are volatile and difficult to predict as they are subject to a range of influences outside the control of the Authority, such as the wider economic climate and more working from home. Similarly, the extent to which contractors will meet recycling targets is uncertain. These risks may result in the budget being over or under provided. A variation in tonnages of +/- 1% could result in a financial variation of approximately £300,000.</p> <p>Responses to Government consultations on waste policy &amp; further details of the Extended Producer Responsibility for Packaging are expected to be published later this year which may impact on future service delivery. Diversion of waste containing POPS (Persistent Organic Pollutants) away from landfill has resulted in service changes which have yet to be finalised and may result in additional costs. Tightening of emission levels at the Energy Recovery facilities &amp; the introduction of the Electricity Generation Levy will also impact with the potential for increased costs and less income generation.</p>	<p>Current budgets reflect recent trends in waste volumes. Other than undertaking work to influence behaviours there is limited scope for management to alleviate financial pressures should tonnage increase. Tonnage levels are closely monitored. More cost effective ways of disposing of waste are continually explored.</p> <p>The Devon Resource &amp; Waste Strategy generally aligns with the Government direction of travel including all District/Borough/City Councils either already collecting food waste or starting to roll it out. Arrangements are being put in place to manage POPS waste and work is still ongoing to understand and evaluate the impact of this and the new requirements at the Energy Recovery facilities. Devon has responded to numerous consultations on Government policy such that the impact on Local Authorities is understood by Government.</p>
Public & Community Transport	15,000	Patronage levels on local bus services have returned to around 80% of the pre COVID-19 levels and have been further impacted by reliability of services due to driver shortages. This	Government is currently considering whether to maintain their support for local bus services recovery into the 2023/24 financial year.

		<p>is impacting on the commercial market which accounts for around 80% of the network.</p> <p>If the recovery plateaus this will put additional pressure on bus companies and could lead to further commercial withdrawals. The Authority will then be under pressure to reinstate services with a financially supported local bus contract. This is at a time of severe financial pressures for the local authority.</p> <p>Linked with high transport inflation tender prices continue to increase putting pressure on the Public Transport budget.</p> <p>Central Government post COVID-19 recovery grants are due to cease on 31 March 2023. This fund is currently used to reinstate surrendered commercial bus services, cover high inflation costs on existing contracts and the increased costs through contract surrenders. It also supports the loss of fare revenue through lower patronage.</p> <p>The Authority also supports the voluntary and community transport sector where conventional buses are not sustainable.</p> <p>Any reductions to service will have an impact on Devon communities as 19% of Devon residents have no access to a car.</p>	<p>The Authority was partly successful with its Bus Service Improvement Plan bid which will be used to improve the infrastructure of the local bus network. The funding will be used to for fare and promotional activity designed to help improve the viability of the network.</p> <p>The Authority will continue to lobby Central Government to provide funding for a viable and sustainable local bus network.</p> <p>If any reductions in the supported local bus network is required a full consultation must be undertaken on any reduced frequency of services. This is a lengthy process taking nine months to complete and implement the changes.</p>
Flood Risk Management – Surface water	800 (excludes	The Authority is the Lead Local Flood Authority (LLFA) as defined by the Flood and Water Management Act and the Flood Risk Regulations.	The Authority has processes in place to undertake the required duty should there be a significant flood

	capital prog.)	Consequently, there would be costs associated with statutory requirements in the event of a major incident.	incident. However, funding over and above this budget might need to be identified.
School Place Planning (capital funding/home to school transport revenue)		<p>The introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>Several schools have been identified at risk of flooding including Tipton St John.</p>	<p>Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Ensure approved Free Schools are delivered, realising central Government investment.</p> <p>Continued delivery of additional SEN Places across the county.</p> <p>Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular, in Maintained Special Schools.</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p>

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## Abbreviations

Abbreviations used within the budget for all Scrutiny reports:

ADASS	Association of Directors of Adult Social Services
AMHP	Approved Mental Health Professional
AONB	Area of Outstanding Nature Beauty
ASW RAA	Adopt South West Regional Adoption Agency
BACS	Bankers automated clearing services (electronic processing of financial transactions)
BCF	Better Care Fund - formerly known as the Integration Transformation Fund, a national arrangement to pool existing NHS and Local Government funding starting in April 2015.
BDUK	Broadband delivery UK
Blk	Block
CCG	Clinical Commissioning Group
CCLA	Churches, Charities and Local Authorities
CFR	Capital Financing Requirement
CIL	Community Infrastructure Levy
CIPFA	The Chartered Institute of Public Finance & Accountancy
CO	Carbon Monoxide
C of E	Church of England
CPG	Capital Programme Group
CVS	Council of Voluntary Services
CYP	Children and Young People
DAF	Devon Assessment Framework
DAP	Devon Audit Partnership
DC	District Council
DCC	Devon County Council
DDA	Disability Discrimination Act
DEFRA	Department for Environmental Food & Rural Affairs
DELETTI	Devon low carbon Energy and Transport Technology Innovator
DFC	Devolved Formula Capital
DfE	Department for Education
DFG	Disabled Facilities Grant
DfT	Department for Transport
DLUHC	Department for Levelling Up, Housing and Communities formally known as Ministry of Housing, Communities and Local Government
DoLS	Deprivation of Liberty Safeguards
DPLS	Devon Personalised Learning Service
DPT	Devon Partnership NHS Trust
DSG	Dedicated Schools Grant
DYS	Devon Youth Services
EFA	Education Funding Agency
EH4MH	Early Help 4 Mental Health
EHCP	Education & Health Care Plans
ERDF	European Regional Development Fund
ESPL	Exeter Science Park Ltd
EU	European Union
FF&E	Fixtures, Fittings & Equipment
FTE	Full Time Equivalent
HIF	Housing Infrastructure Fund
HIV	Human Immunodeficiency Virus
HMRC	Her Majesty's Revenue & Customs
HNB	High Needs Budget
HR	Human Resources
HRMS	Human Resources Management System
iBCF	Improved Better Care Fund - Additional grant funding to supplement the Better Care Fund
ICT	Information & Communications Technology

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IID	Investing in Devon funds
ILACS	Inspection of Local Authority Children's Services
INNOVASUMP	Innovations in Sustainable Urban Mobility plans for low carbon urban transport
INTERREG	European Territorial Cooperation
IVC	In Vessel Composting
LAG	Local Action Group
LEP	Local Enterprise Partnership
LGA	Local Government Association
LMC	Local Medical Committee
LPS	Liberty Protection Safeguards
LTP	Local Transport Plan
MH	Mental Health
MHCLG	Ministry of Housing, Communities and Local Government is now called Department for Levelling Up, Housing and Communities
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MTFS	Medium Term Financial Strategy
MUGA	Multi Use Games Area
MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NDEC	North Devon Enterprise Centre
NDLR	North Devon Link Road
NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NFF	National Funding Formula
NHS	National Health Service
NLW	National Living Wage
NPIF	National Productivity Investment Fund
NPV	Net Present Value
OP&D	Older People & Disability
OSP	On Street Parking Account
OT	Occupational Therapist
PFI	Private Finance Initiative
PH	Public Health
PHN	Public Health Nursing
PPE	Personal Protective Equipment
PSPB	Priority School Building Project
PTE	Part Time Equivalent (15 hours)
PWLB	Public Works Loans Board
R&R	Ring and Ride
REACH	Reducing Exploitation and Absence from Care or Home
ROVICs	Rehabilitation Officers for Visually Impaired Children services
RD&E	Royal Devon & Exeter Hospital
RPA	Rural Payments Agency
RSG	Revenue Support Grant
S106	Funding from developers resulting from planning obligations authorised by section 106 of the Town and Country Planning Act 1990
SCF	Southern Construction Framework
SCOMIS	Schools Management Information Service
SEND	Special Education Needs and Disability
SFP	Sustainable Food Places
SGO	Special Guardianship Order
SRO	Senior Responsible Officer
SR21	Spending Review 2021
STP	Sustainable Transformation Programme
TBC	To be confirmed
TCS	Transport Coordination Services
TIDE	Atlantic Network for Developing Historical Maritime Tourism
TUPE	Transfer of Undertakings (Protection of Employment)
UASC	Unaccompanied Asylum Seeking Children
UK	United Kingdom
VELP	Vehicle Equipment Loan Pool
VfM	Value for Money
WEG	Water Environment Grant

