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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: 17 January 2024

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**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY  
COMMITTEE**

Thursday, 25th January, 2024

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.

Donna Manson  
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 2024/25 service area budgets will be scrutinised 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 and will 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, as set out in 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 presentations on any matter relating to the proposed budget, in line with the [public participation scheme](#).

### **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 make recommendations on an overview of priorities and prospects.

At this meeting Cabinet Members/Directors / Heads of Services will report on

- the Cabinet’s Target Budget for Services and likely implications of the 2024/25 target for individual areas of service and how those areas have been prioritised;
- any comparisons between the current year and next year’s proposals for the 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 the Cabinet and Council.

### **Report and Budget 2024/25 Impact Assessment**

Joint Report of the Director of Finance and Public Value, the Chief Executive, Director of Public Health, Communities and Prosperity; and Director of Climate Change, Environment and Transport (DFP/24/04) on the proposed budget for these service areas for 2024/25, 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 30).

[NB: An overview of the impact assessments for all service areas entitled 'Budget 2024/25 Impact Assessment' has been made available to all Members of the Council so that Scrutiny Committees have access to all assessments undertaken as part of the budget's preparation - available at [Budget 2024-2025 - Impact Assessment \(devon.gov.uk\)](https://www.devon.gov.uk/budget-2024-2025-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 meetings 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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DFP/24/04

Corporate Infrastructure & Regulatory Services Scrutiny Committee

25 January 2024

## 2024/25 Budget

Joint Report of the Director of Finance and Public Value, the 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 2024/25 and Capital Programme for 2024/25 to 2028/29.

### 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, with uncertainty over the level of central government funding to local government and further expected cost increases following the Autumn Statement 2023, more time was needed to develop service targets.
- 2.2 It was therefore prudent to defer setting service budget targets until January, after the announcement of the Provisional Local Government Finance Settlement and further development of budget plans. At its meeting on 10 January 2024 Cabinet approved revenue net budget targets as set out in paragraph 2.6.
- 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 available information will be provided when the County Council considers final budget proposals for 2024/25 on 15 February 2024. Given the late notification of the Settlement and in line with arrangements in previous years, 20 February 2024 has been set aside for a second County Council budget meeting should it be required.
- 2.4 The ongoing impact of cost-of-living effects of high inflation and interest rates, and the lasting impact of the pandemic on supplier markets and demand for public services, has created huge financial pressures nationally. The Authority continues to face price and demand pressures as a result. Significant and sustainable savings are being delivered with further savings required in 2024/25 and subsequent years. Some one-off savings measures

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have been included within plans and will ultimately need to be replaced with more sustainable alternatives.

- 2.5 The target budgets include investment of £48.5 million to cover inflation and national living wage cost increases and a further £44.9 million to cover demand pressures. To enable the authority to set a balanced budget, savings, alternative funding and additional income of £49.6 million have been identified. Overall, there is net additional funding of £43.8 million or 6.3% for service budgets next year.
- 2.6 The approved service revenue budget targets for the 2024/25 financial year are set out in the table below.

	2023/24 Adjusted Base Budget £'000	Inflation and National Living Wage £'000	Other Growth and Pressures £'000	Savings Plans and additional income £'000	2024/25 Target Budget £'000	Net Change	
Integrated Adult Social Care	340,245	29,887	20,025	(29,411)	360,746	20,501	6.0%
Children and Young People's Futures	206,278	9,795	20,862	(9,150)	227,785	21,507	10.4%
Public Health, Communities and Prosperity	21,678	533	289	(1,577)	20,923	(755)	-3.5%
Corporate Services	49,755	2,160	1,361	(4,831)	48,445	(1,310)	-2.6%
Climate Change, Environment and Transport	81,619	6,144	2,348	(4,629)	85,482	3,863	4.7%
<b>Total Service Budgets</b>	<b>699,575</b>	<b>48,519</b>	<b>44,886</b>	<b>(49,598)</b>	<b>743,382</b>	<b>43,807</b>	<b>6.3%</b>

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

### 3. The Provisional Local Government Finance Settlement 2024/25

- 3.1 On 18 December 2023, 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 2024/25 financial year.
- 3.2 The 2024/25 local government finance settlement is for one year only, being the final year of the 3-year period covered by the Spending Review 2021 (SR21), as updated for announcements made in the Autumn Statement on the 22 November 2023. Government has outlined national funding levels for 2024/25 and provisional allocations of funding individual council level. However, the funding position for subsequent years is unknown and will be subject to the next Spending Review and subsequent annual finance settlements.
- 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 6.5% which provides some welcome additional flexibility to respond to national inflationary pressures and protect services that local people rely on as far as possible. This incorporates a Government assumption that the Council will implement the full flexibility to increase Council Tax up to the referendum threshold.



- **Council Tax** – The provisional settlement confirms that the Core Spending Power includes the flexibility in setting Council Tax for 2024/25 by setting the referendum limit at 2.99% and that social care authorities may increase the precept by a further 2% for adult social care, and therefore raise Council Tax by up to 4.99% overall without a referendum being required.
- **Revenue Support Grant** – The provisional allocation for 2024/25 of this general funding grant is £713,381, an increase of £44,316 (6.6%) compared to 2023/24.
- **Business Rates** – the business rates funding system and government compensation grant for under-indexing contain a combination of fixed and variable elements making budgeting for this funding complex. The three elements included in the Settlement, and within the Government's assessment of Core Spending Power, have increased by 7.7%. However, actual funding through the business rates system will be subject to actual collection totals locally and estimates for this will not be confirmed until the beginning of February through information to be provided by district / borough / city councils in Devon.
- **New Homes Bonus** – this grant, which is based on delivered housing growth within the County, has been extended by a further year. The provisional allocation of NHB grant in 2024/25 is £1.14 million, which is an increase of £176,859 (18%) compared to 2023/24.
- **Rural Services Delivery Grant** – the provisional allocation for this general funding grant is £8.744 million – the same amount as received in 2023/24.
- **Services Grant** – the provisional allocation of this general funding grant towards the cost of local services is £653,263 in 2024/25, a decrease of £3.499 million (84%) compared to 2023/24.
- **Social Care Grant** – as reported last year, it was announced in the Autumn Statement 2022 that adult social care charging reforms that were due to be introduced from October 2023 are postponed for 2 years, but that the funding that had been allocated by government would be repurposed and still allocated to councils. In 2023/24 this repurposed funding was added to the social care grant, and the former Independent Living Fund grant was also consolidated within the social care grant. The provisional allocation of this general grant funding in 2024/25, which aims to support local authorities in meeting the costs of adults' and children's social care needs, is £63.28 million, an increase of £9.265 million (17%) compared to 2023/24.
- **Improved Better Care Fund** – this grant funding may be used only for the purposes of meeting adult social care needs, reducing pressures on the NHS, including seasonal winter pressures, supporting people to be discharged from hospital when they are ready, and ensuring that the social care provider market is supported. The funding is pooled into the local Better Care Fund. The provisional allocation for 2024/25 is £29.127 million – the same amount as 2023/24.

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- Adult Social Care Market Sustainability and Improvement Fund** – the primary purpose of the fund is to support local authorities to make tangible improvements to adult social care services in their area, in particular to build capacity and improve market sustainability in both social worker workforce capacity and social care providers. The Authority’s allocation of funding for 2023/24 came in two tranches: £8.373 million allocated in the Settlement in February 2023, plus £5.438 million additional in-year allocation confirmed in August 2023. Total funding in 2023/24 is therefore £13.811 million. The Authority’s 2024/25 provisional allocation is £15.643 million next year, an increase of £1.832 million (13%) on the funding received in 2023/24.
- Adult Social Care Discharge Fund** – the funding allocated to local authorities nationally has increased from £300 million in 2023/24 to £500 million in 2024/25. The grant funding must be pooled into the Better Care Fund and may be used to: enable more people to be discharged to an appropriate setting; prioritise those approaches that are most effective in freeing up the maximum number of hospital beds and reducing bed days lost; and boost general adult social care workforce capacity. The provisional allocation for Devon County Council is £6.806 million which is an increase of £2.722 million (67%) compared to 2023/24.
- Local Government funding reform** – The Government confirmed through the Settlement it is not currently prioritising the Review of Relative Needs and Resources (generally referred to as the ‘Fair Funding Review’).

## Core Funding Income

	2023/24 Settlement £000	2024/25 Provisional Settlement £000
Revenue Support Grant (RSG)	669	713
Business Rates – Central Government Top Up	83,428	86,461
Business Rates – Local Element*	21,566	23,884
<b>Total Core Funding</b>	<b>105,663</b>	<b>111,058</b>

\*The actual amount we receive will be derived from returns completed by our Devon Districts in January 2024.

## Other Grant Income Included in the Settlement

	2023/24 Settlement £000	2024/25 Provisional Settlement £000
New Homes Bonus	963	1,140
Rural Services Delivery Grant	8,744	8,744
Services Grant	4,152	653
Social Care Grant	54,015	63,280
Improved Better Care Fund	29,127	29,127
Adult Social Care Market Sustainability and Improvement Fund*	13,811	15,643
Adult Social Care Discharge Fund	4,084	6,806
<b>Total Other Grant Income</b>	<b>114,896</b>	<b>125,393</b>

\*The ASC Market Sustainability and Improvement Fund 2023/24 settlement figure includes £8.373 million allocated in the Settlement in February 2023, plus £5.438 million additional in-year allocation confirmed in August 2023.

- 3.4 The tables above set out the Authority's Core Funding of £111.1 million and shows the other government grants that have been announced so far. Other existing grants are expected to be published soon (for example, public health grant) and, together with any updates to funding allocations when the Final Settlement is announced, will be reported as part of the overall budget papers in February, if known by then.

## **4. Public Health, Communities and Prosperity**

- 4.1 Public Health, Communities and Prosperity Services have reduced budgets overall by £755,000 for 2024/25 due to the introduction of a wide range of savings offsetting and exceeding inflationary and demand pressures, resulting in a 2024/25 budget of £20.9 million.
- 4.2 All services within Public Health, Communities and Prosperity have reviewed existing income generation opportunities. Increases to fees and charges for 2024/25 are based on inflationary rises.
- 4.3 Key savings strategies are about redesigning services to better match capacity to demand and workloads, alongside removing vacant roles and ensuring full cost recovery on externally funded work. This equates to a reduction in budgets of £817,000.
- 4.4 Given inflationary pressures and changing delivery requirements, contracts are being reviewed resulting in a reduction in the Library contract by £300,000 and Transitions contract by £200,000.
- 4.5 Locality budgets have been increased by £180,000 which equates to £3,000 per member, taking them from £5,000 per annum to £8,000 per annum to support local projects in line with the Authority's priorities. Application process and consideration is streamlined and aligned to other grant funding including the Growing Communities Fund, which in turn has been reduced by £210,000.
- 4.6 Economy services budget includes £70,000 towards the operational costs of delivering the Connecting Devon and Somerset broadband project, which continues to successfully deliver faster broadband across rural areas of Devon and Somerset.
- 4.7 Working in partnership with East Devon District Council, a Local Development Order is in place for Skypark, and a reduced and permanent budget of £150,000 is included to bring forward this strategic employment site.
- 4.8 The Public Health grant remains ringfenced for 2024/25. The value of the grant for 2024/25 has not yet been confirmed.
- 4.9 Service demand is starting to recover for key Public Health services. There have been several contract renegotiations during 2023/24 which have largely driven the fluctuations within the budget for 2024/25, alongside realigning budgets to match demand.

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- 4.10 The Public Health reserve at the end of the 2022/23 financial year stood at £13 million. This reserve will be used to support cost pressures and related services across the authority.
- 4.11 The Public Health budget is also included in the papers for the Health and Adult Care Scrutiny committee, which met on 24 January 2024.

## **5. Corporate Services**

- 5.1 Corporate Services has an overall budget reduction of £1.3 million. This is after cost pressures of £3.5 million of which £2.2 million is attributable to unavoidable inflation. To offset these pressures and support the Sustainable Council initiative the Service has identified savings totalling £4.8 million.
- 5.2 To achieve these savings, £2.7 million of budget reductions are required in respect of staffing. This incorporates the restructuring of services and other fundamental operational changes to increase efficiency and reduce costs.
- 5.3 Income generation opportunities continue to be an important way by which the service can mitigate the level of savings required. New and increased income streams totalling £800,000 include salary sacrifice schemes, recruitment advertising, and construction procurement frameworks.
- 5.4 Reviews of contracts are budgeted to deliver £819,000 of savings, with much of this work already underway or complete. IT contracts account for the majority (£518,000) of the saving, with contracts supporting the running and maintaining of corporate buildings also affected as the property portfolio is reduced.
- 5.5 Net savings of £500,000 in external legal disbursements are expected as a result of restructuring and expanding the in-house Legal Services teams.
- 5.6 Delivery of the IT roadmap continues to prioritise essential developments including disaster recovery, cybersecurity and ensuring staff are equipped with fit for purpose devices. In addition, continuing work on digital transformation will enable further refinement of service delivery models in support of the savings plans.

## **6. Climate Change, Environment and Transport.**

- 6.1 The Highways and Infrastructure Development service area faces cost pressures totalling £3.7 million, £2.3 million of which relates to Highways contract inflation and street lighting energy price increases.
- 6.2 Savings, alternative funding sources and income opportunities totalling £4.1 million have been identified within this service area, £1.8 million of which is anticipated to be achieved through funding permanent pothole patch repairs greater than 0.5m<sup>2</sup> from capital budgets. The current policy allows for pothole patches of 1m<sup>2</sup> and above to be funded from capital, on the basis that patches of this size constitute permanent repair. The policy will be extended to include patches of 0.5m<sup>2</sup> and above as evidence shows that patches of this size also meet the criteria for capital expenditure. Additional

income, from a combination of Highways fee income and full cost recovery of staff time recharges for capital programme design work and external arrangements, is expected to contribute a further £2.1 million. Energy savings of £250,000 are anticipated from further dimming of street lights.

- 6.3 The service understands the need to increase investment in Highways drainage activities. However, this is not currently affordable within the available target budget. If further funds become available, the position will be reviewed.
- 6.4 The On Street Parking (OSP) income and expenditure are held within a ringfenced account which is shown on the page entitled "Analysis of Total Expenditure for 2024/25", together with the other CCET services which are wholly self-funded. Further details of the use of the OSP reserve are available in the April 2023 Cabinet report on the County Road Highway Maintenance Capital Programme Budget and Progress on 2022/23 Schemes and Proposals for the 2023/24 Programmes.
- 6.5 The Transport Operations, Environment and Waste service area faces increased expenditure arising from pay and contract inflation totalling £3.2 million. Further pressures of £1.5 million are expected within the Waste service, which includes impact of new legislation such as the management of Persistent Organic Pollutants and the changes to DIY waste charges that occurred at the end of 2023.
- 6.6 The Transport Operations, Environment and Waste budget includes savings, alternative funding, and additional income assumptions totalling £250,000, which include additional Waste contract income and operational savings.
- 6.7 The Planning budget includes an increase of £100,000 for staff pay inflation. Savings proposals to remove vacant posts, alternative funding for project expenditure and additional income from the full cost recovery for staff time recharges are expected to reduce the budget requirement by around £250,000.

## **7. Capital Programme**

- 7.1 The Capital Programme, in line with the Capital Strategy, aims to strike a balance between an affordable Capital Programme and one that meets the needs and aspirations of the Authority's services.
- 7.2 Given the financial pressures on resources, bids for corporate capital funding were invited only where they offered revenue savings, cost reductions or where expenditure is required to perform a statutory duty. The focus of bids approved this year is on supporting the Digital and Technology Services Workplan, and in maintaining the Winter Maintenance and General Fleet whilst gradually replacing vehicles with electric vehicles where it is possible and affordable to do so, as part of the Authority's drive towards Net Zero.
- 7.3 As a result of the Capital Programme Group review, a number of the bids were rejected, with some projects, such as corporate building retrofits in

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support of Net Zero carbon emissions strategy, put on hold until appropriate grant funding is available.

- 7.4 In order to support the corporate financing strategy of building up capital reserves to address the increase Special Educational Needs and Disabilities (SEND) Dedicated Schools Grant accumulated deficit, the financing of projects within the capital programme using capital receipts has been ceased, and corporate funding of these projects amounting to £8.4 million has been switched to internal borrowing.
- 7.5 A brief outline of each area of adjustment follows and the detail is shown at Appendix A on page 45.
- 7.6 The proposed Corporate Infrastructure and Regulatory Service Medium Term Capital Programme is shown at Appendix B on page 49.

## **8. Corporately Funded Increases**

- 8.1 There is an increase of funding of £3.5 million to support the Digital and Technology Service Workplan. This workplan drives forward the digital agenda for the Authority whilst ensuring the legacy business critical services that need to continue for the medium term are maintained.

This includes:

- 8.1.1 £1.2 million to support the strategic aim of maximising the use of digital technology to manage demand and deliver efficiencies. This includes £600,000 of licence renewal costs, and £600,000 of development costs for digital platforms, supporting portals such as those used by the Highways Licence and Application Digital Services customers.
- 8.1.2 £900,000 in respect of a Data centre upgrade which will enable migration to cloud based servers which will improve resilience and reliability and replace existing servers reaching the end of their life.
- 8.1.3 £900,000 in respect of network redesign and firewalls to provide a fit for purpose network with improved security features, as the Wide Area Network is coming to the end of contract.
- 8.1.4 £200,000 in respect of customer re-engagement remodelling, including SEND services.
- 8.1.5 £300,000 for ICT service continuity infrastructure investment to improve security in the event of a cyber-attack.
- 8.2 Fleet Vehicle purchase budgets have been increased by £700,000 as part of the ongoing strategy to maintain the fleet, whilst gradually replacing vehicles with electric vehicles where it is possible and affordable to do so.
- 8.3 The Authority has a statutory duty, under the Highways Act 1980, to keep our road network free from ice and snow during winter, insofar as is reasonably practicable. Winter Maintenance purchase budgets have been

increased by £500,000 to allow ongoing strategy to maintain the Winter Maintenance Vehicle Fleet.

## **9. Other Changes to the Corporately Funded Capital Programme**

- 9.1 The Authority has been able to replace corporate funding with grant funding for two projects, namely Millwater School Extension and River Dart Academy - Dartington School site development.
- 9.2 Other reductions in the capital programme include identified savings on the South Devon Highway project in respect of Kingskerswell bypass, which was corporately funded, and a reduction in the estimated costs of the Freeport Project, funded from external borrowing.
- 9.3 A number of projects have been reprofiled to reflect updated delivery timescales. These changes have a nil overall effect on the programme.

## **10. Introduction of, or changes to Externally Funded projects**

- 10.1 There is an increase in externally funded projects of £73.1 million. This figure represents all changes to externally funded projects including increases, reprofiling and reductions in spend. A full list is available at Appendix A.
- 10.2 The increase is mainly due to the addition of the 2028/29 estimated grant funding. This funding is not guaranteed, and estimates are based on current approved grants and so may vary to actual grants received. Estimates in respect of 2028/29 include the following:
  - 10.2.1 £52.8 million Local Transport Plan (LTP) grant
  - 10.2.2 £3.6 million estimated LTP Integrated Transport Block grant funding
  - 10.2.3 £1.2 million in estimated schools grant funding or contributions
- 10.3 Commitments will not be made in future years, until funding is either announced or secured.

## **11. Equality Impact Assessment**

- 11.1 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.
- 11.2 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:

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- 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.

11.3 The impact assessment for the 2024/25 budget is published at [www.devon.gov.uk/impact/budget-2024-2025/](http://www.devon.gov.uk/impact/budget-2024-2025/)

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

**Donna Manson**  
**Chief Executive**

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

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

**Matthew Jones**  
**Director of Digital Transformation**  
**and Business Services**

Electoral Divisions: All

Cabinet Member: Councillor Phil Twiss

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

Spending Round 2022 & Provisional Settlement 2024/25

Contact for enquiries:

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## Strategic Leadership Team Commentary

This is a time of significant challenge for local government as a whole. Despite the government increasing local councils' spending power, a combination of high inflation and rising demand mean that they face some of their toughest ever financial decisions. The Government's local government financial settlement for 2024/25 assumes that all councils will increase their council tax bills by the maximum allowed in 2024/25. The increase in the national living wage poses a significant additional pressure, particularly on the adult social care budget.

In common with all local authorities, Devon County Council has a legal obligation to set a balanced annual budget. Preparing for the financial year 2024/25 has meant a continuation of plans to make savings by getting best value from all contracts, maximising income, reducing the number of employees and selling Council owned property.

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 we will work closely with our NHS 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.

The year ahead is not going to be easy but we remain fully committed to doing all we can to get the most from every single pound we spend. With key local partners we will 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.

# Agenda Item 4

## Public Health, Communities & Prosperity

### How the 2024/25 Budget has been built up

	<b>2023/24 Adjusted Budget</b>	<b>Changes</b>	<b>2024/25 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Citizen Engagement</b>	16,009	(429)	15,580
<b>Economy, Enterprise and Skills</b>	5,669	(326)	5,343
<b>Public Health</b>	0	0	0
<b>Total</b>	<b>21,678</b>	<b>(755)</b>	<b>20,923</b>

#### **Reasons for changes in Revenue Budget** **£'000**

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

Inflation and National Living Wage	533
Capacity and demand changes	329
Increase in Members Locality Budgets	180
Skypark Development - reduction in core funding	(220)
	<u>822</u>

##### **Savings**

Citizen Engagement service redesign	(300)
Reduction in Library Contracts	(300)
Reduction in Community Grant Programme	(210)
Removal of vacant posts	(424)
Trading Standards service efficiency	(50)
Reduction to transitions contract	(200)
	<u>(1,484)</u>

##### **Alternative sources of funding and additional income**

Increase in overhead recovery for Communities staffing	(93)
	<u>(93)</u>

<b>Total</b>	<b>(755)</b>
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## Analysis of Total Expenditure for 2024/25

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Communities and Citizen Engagement</b>	17,861	(58)	(519)	(1,704)	15,580
<b>Economy, Enterprise and Skills</b>	9,118	(90)	(2,918)	(767)	5,343
<b>Public Health</b>	34,636	(34,576)	0	(60)	0
<b>Total</b>	<b>61,615</b>	<b>(34,724)</b>	<b>(3,437)</b>	<b>(2,531)</b>	<b>20,923</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>Communities and Citizen Engagement</b>					
Active Devon	1,626	(1,507)	(11)	(108)	0
Refugee Resettlement	1,641	(1,631)	0	(10)	0
<b>Economy, Enterprise and Skills</b>					
Digital Business Utilisation Service	145	(145)	0	0	0
Fast Followers Net Zero Living(Innovate)	169	(169)	0	0	0
Future Farming Resilience Scale Up	872	(872)	0	0	0
Growth Hub	269	0	(269)	0	0
Learn Devon	2,999	(2,999)	0	0	0
SPF Business Support Exeter	113	(113)	0	0	0
SPF Business Support East Devon	118	(118)	0	0	0
SPF Business Support Mid Devon	116	(116)	0	0	0
SPF Business Support South Hams	80	(80)	0	0	0
SPF Business Support West Devon	80	(80)	0	0	0
Supported Internships	57	(57)	0	0	0
The Digital Skills Service	832	(832)	0	0	0
<b>Total</b>	<b>9,117</b>	<b>(8,719)</b>	<b>(280)</b>	<b>(118)</b>	<b>0</b>
<b>Grand total</b>	<b>70,732</b>	<b>(43,443)</b>	<b>(3,717)</b>	<b>(2,649)</b>	<b>20,923</b>

# Agenda Item 4

## Communities and Citizens Engagement

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2024/25 Outturn Budget £'000</b>	2024/25 Net Changes £'000
1,263	<b>Citizens Engagement</b>	1,296	(235)	<b>1,061</b>	(202)
	<b>Commissioning Services For Communities</b>				
812	Heritage Centre and Devon Records Office	840	(10)	<b>830</b>	18
7,300	Library and Information Service	7,435	(310)	<b>7,125</b>	(175)
1,975	Youth Services	2,121	(21)	<b>2,100</b>	125
10,087		10,396	(341)	<b>10,055</b>	(32)
	<b>Planning and Insight</b>				
1,400	Community Safety and Violence Prevention	2,281	(800)	<b>1,481</b>	81
290	Emergency Planning	379	(107)	<b>272</b>	(18)
132	Research, Intelligence and Performance	141	0	<b>141</b>	9
1,822		2,801	(907)	<b>1,894</b>	72
	<b>Safer and Stronger Communities</b>				
1,386	Commissioning / Grants	1,176	0	<b>1,176</b>	(210)
1,151	Community	1,712	(798)	<b>914</b>	(237)
300	Locality	480	0	<b>480</b>	180
2,837		3,368	(798)	<b>2,570</b>	(267)
<b>16,009</b>		<b>17,861</b>	<b>(2,281)</b>	<b>15,580</b>	<b>(429)</b>

### Analysis of Changes:

**£'000**

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

Inflation and National Living wage	404
Capacity and demand pressures	103
Domestic Abuse Duty	81
Increase in Members Locality Budgets	180
	<u>768</u>

#### Savings

Citizen Engagement service redesign	(300)
Reduction in Library Contract	(300)
Reduction in Community Grant Programme	(210)
Reduction in staffing	(294)
	<u>(1,104)</u>

#### Alternative sources of funding and additional income

Increase in overhead recovery	(93)
	<u>(93)</u>

**Total** **(429)**

## Service Commentary

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

This includes:

- Commissioning of Devon’s youth services, support to tackle interpersonal and gender-based violence and abuse and meeting the Authority's related statutory duties, and its 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;
- Work to support resettlement, migration and support to those seeking asylum;
- Through Active Devon, accessing and increasing physical activity across the County.

Increasingly the team's work has focussed on support around the emerging priorities of resettlement and migration, and in delivering the Government's Household Support Fund.

Citizens Engagement covers a number of essential functions including being responsible for core public information and promoting strategic priorities. It provides support to services by connecting with hard to reach groups, promoting healthy communities and behaviour change, and engaging with key partners in the public sector and beyond.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2023/24 Estimate</b>	<b>Change</b>	<b>2024/25 Estimate</b>
<b>Libraries</b>				
Static Libraries & Mobile Libraries	No.	50	0	50
PCs available with public access	No.	323	(136)	187
Stock issues	No.	2,220,000	0	2,220,000
Membership	No.	112,000	8,000	120,000
Library Visits	No.	1,776,000	0	1,776,000
Library Events	No.	8,100	0	8,100
<b>Youth Service</b>				
Organisations supported	No.	90	(5)	85
Young people attending open sessions per qtr	No.	5,300	800	6,100
Young people prevented from permanent exclusion	No.	105	0	105
<b>Heritage Service</b>				
Searchroom visits	No.	2,400	0	2,400
Social Media followers	No.	3,750	200	3,950

# Agenda Item 4

## Economy, Enterprise and Skills

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2024/25 Outturn Budget £'000</b>	2024/25 Net Changes £'000
<b>Business Support and Innovation</b>					
316	Business Growth Support	594	(262)	<b>332</b>	16
2,058	Trading Standards	4,304	(2,227)	<b>2,077</b>	19
2,374		4,898	(2,489)	<b>2,409</b>	35
<b>Economic Infrastructure and Development</b>					
1,302	Economic Development	1,621	(299)	<b>1,322</b>	20
305	Industrial Estates	234	(74)	<b>160</b>	(145)
1,607		1,855	(373)	<b>1,482</b>	(125)
<b>Employment and Skills</b>					
263	Labour Market Development	1,020	(793)	<b>227</b>	(36)
1,425	Post 16 Provision	1,345	(120)	<b>1,225</b>	(200)
1,688		2,365	(913)	<b>1,452</b>	(236)
<b>5,669</b>		<b>9,118</b>	<b>(3,775)</b>	<b>5,343</b>	<b>(326)</b>

### Analysis of changes:

£'000

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

Inflation and National Living wage	129
Broadband UK Connecting Devon and Somerset	70
Skypark Development - reduction in core funding	(220)
Industrial Estates income reduction	75
	<u>54</u>

#### Savings

Trading Standards service efficiency	(50)
Removal of vacant posts	(130)
Reduction to transitions contract	(200)
	<u>(380)</u>

<b>Total</b>	<b>(326)</b>
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## 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, supporting the Authority's corporate parenting duty, and supports infrastructure programmes including workspace and broadband and unlocking housing. 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 economic strategy and response to economic shocks;
- Delivering careers, advice and guidance for young people and adults, including our statutory duties and supporting corporate parenting duty;
- 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, developing growth sectors and bringing forward key infrastructure and employment sites;
- Protecting communities and consumers, and supporting businesses by ensuring a safe, fair, responsible, sustainable, and competitive trading environment;
- Securing investment and external funding into Devon and delivering a Devolution Deal for Devon;
- Working with partners to develop plans for local places including housing, regeneration, utilising joint assets and levelling up;
- 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	2023/24 Estimate	Change	2024/25 Estimate
<b>Trading Standards (Shared Service)</b>				
Number of businesses in Service area (ONS data)	No.	86,800	0	86,800
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	18,500	(2,500)	16,000
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	6,000	0	6,000

# Agenda Item 4

## Public Health

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2024/25 Outturn Budget £'000	2024/25 Net Changes £'000
<b>Public Health</b>					
2,608	Children 5-19 Public Health Programmes	2,558	0	<b>2,558</b>	(50)
873	Comm Sfty, Violence Prvntn and Social Excl	871	0	<b>871</b>	(2)
72	Health At Work	71	0	<b>71</b>	(1)
273	Health Protection	187	0	<b>187</b>	(86)
9,801	Mandated 0-5 Children's Services	9,626	0	<b>9,626</b>	(175)
98	National Child Measurement Programme	95	0	<b>95</b>	(3)
272	NHS Health Check Programme	650	0	<b>650</b>	378
393	Obesity	277	0	<b>277</b>	(116)
590	Other Public Health	590	0	<b>590</b>	0
206	Physical Activity	114	0	<b>114</b>	(92)
360	Public Health Expert Advice	350	0	<b>350</b>	(10)
(31,511)	Public Health Income	0	(31,453)	<b>(31,453)</b>	58
417	Public Mental Health	399	(60)	<b>339</b>	(78)
7,139	Sexual Health	7,208	0	<b>7,208</b>	69
1,316	Smoking and Tobacco	2,350	(950)	<b>1,400</b>	84
5,717	Substance Misuse	7,708	(2,173)	<b>5,535</b>	(182)
1,376	Support Services	1,582	0	<b>1,582</b>	206
<b>0</b>		<b>34,636</b>	<b>(34,636)</b>	<b>0</b>	<b>0</b>

### Analysis of changes:

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

Inflation and National Living Wage	235
Support Services - Inflationary increase to support costs	46
NHS Health Check Programme increase	378
Smoking and Tobacco contract changes	90
Drug and Alcohol support for under 18's - replacement of temporary reserves funding	58
	<u>807</u>

#### Savings

Public Health Nursing contract realignment	(215)
Mental Health service remodelling	(100)
Contractual changes - Substance misuse	(277)
Renegotiation of Obesity contracts	(138)
Various demand led, contract and staffing changes	(77)
	<u>(807)</u>

### Total

**0**



## Service Commentary

Public Health is funded by means of a ringfenced grant to the Authority from the Department of Health and Social Care. The grant covers the whole cost of Public Health's work, with the vast majority going on the commissioning and delivery of public facing health services which the Local Authority has a statutory requirement to provide.

Service demand is starting to return to pre pandemic levels for key public health services such as health visitors and school nurses, sexual health services, for drug and alcohol services, and NHS health checks. Public Health must manage increase in demand against a backdrop of below inflation increases in the public health grant.

Central government has issued additional short-term ringfenced funding to public health to support delivery of the national drugs strategy, which is resulting in increasing numbers in treatment, and have indicated additional funding for stop smoking services. However, a lack of certainty about the long-term future of this specific funding and the likelihood of below inflation rises in the general Public Health ringfenced grant in future years, has necessitated a focus on the budget of safeguarding statutory public health services.

Key priorities for 2024/25 include utilising the additional short-term funding to continue to increase the numbers in treatment and improve outcomes within the substance misuse service. The additional smoking funding will enable us to increase support for existing smokers to quit and importantly work with partners to curb the rise in youth vaping. Public Health will continue to work with NHS partners to identify at risk individuals and enable early diagnosis and optimal treatment of key conditions such as cardiovascular disease and cancer to help reduce morbidity and excess mortality. An additional priority will be to ensure the available public health data and intelligence is utilised to inform future service development and provision across the Local Authority with a key emphasis on tackling health inequalities and improving health outcomes.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2023/24 Estimate</b>	<b>Change</b>	<b>2024/25 Estimate</b>
Opiate clients in treatment	Individuals	1,263	(83)	1,180
Non-opiate only clients in treatment	Individuals	159	34	193
Alcohol only clients in treatment	Individuals	657	58	715
Alcohol & non-opiate clients in treatment	Individuals	97	164	261
Genito-urinary medicine patients treated	Individuals	37,822	1,065	38,887
Contraception services accessed	Individuals	30,521	(2,814)	27,707

# Agenda Item 4

## Corporate Services

### How the 2024/25 Budget has been built up

	<b>2023/24 Adjusted Budget</b>	<b>Changes</b>	<b>2024/25 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Chief Exec, Legal, People and Culture</b>	8,614	(223)	8,391
<b>Finance and Public Value</b>	14,741	553	15,294
<b>People and Culture</b>	4,848	(108)	4,740
<b>Transformation and Business Services</b>	21,552	(1,532)	20,020
<b>Total</b>	<b>49,755</b>	<b>(1,310)</b>	<b>48,445</b>

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

**£'000**

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

Inflation and National Living Wage	2,160
People and Culture Restructuring	542
Additional staffing	210
Coroner Services	174
Reduction in external funding & other income	181
Various other demand led and contract pressures	254
	<hr/>
	3,521

#### **Savings**

Additional vacancy management and reductions in staffing	(2,712)
Review of contracts	(819)
Savings in external legal disbursements	(500)
	<hr/>
	(4,031)

#### **Alternative funding and additional income**

Increased existing and new income streams	(800)
	<hr/>
	(800)

<b>Total</b>	<b>(1,310)</b>
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# Agenda Item 4

## Analysis of Total Expenditure for 2024/25

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Chief Exec, Legal, People and Culture</b>	12,628	0	(3,376)	(861)	8,391
<b>Finance and Public Value</b>	25,737	0	(4,911)	(5,532)	15,294
<b>People and Culture</b>	27,212	0	(3,508)	(18,964)	4,740
<b>Transformation and Business Services</b>	37,896	(9,103)	(4,176)	(4,597)	20,020
<b>Total</b>	<b>103,473</b>	<b>(9,103)</b>	<b>(15,971)</b>	<b>(29,954)</b>	<b>48,445</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>Finance and Public Value</b>					
Devon Audit Partnership	2,011	0	(2,011)	0	0
Peninsula Pensions	5,251	0	(5,236)	(15)	0
<b>Transformation and Business Services</b>					
SCOMIS	4,847	0	(2,509)	(2,338)	0
<b>Total</b>	<b>12,109</b>	<b>0</b>	<b>(9,756)</b>	<b>(2,353)</b>	<b>0</b>
<b>Grand total</b>	<b>115,582</b>	<b>(9,103)</b>	<b>(25,727)</b>	<b>(32,307)</b>	<b>48,445</b>

The direct cost to the Council of commissioning services from SCOMIS is included within the Digital and Technology Service budget. For Devon Audit Partnership it is included in the Corporate Management and Commissioning budget.

# Agenda Item 4

## Chief Executive, Legal and Democratic Services

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2024/25 Outturn Budget £'000	2024/25 Net Changes £'000
<b>Chief Executive, Legal and Democratic Services</b>					
1,940	Coroner Services	2,221	(37)	<b>2,184</b>	244
264	Corporate Management	358	(79)	<b>279</b>	15
1,955	Cost of Democracy	2,259	(177)	<b>2,082</b>	127
5,287	Legal Services	6,046	(1,295)	<b>4,751</b>	(536)
153	Local Authority Subscriptions	167	(1)	<b>166</b>	13
(985)	Registration Services	1,577	(2,648)	<b>(1,071)</b>	(86)
<b>8,614</b>		<b>12,628</b>	<b>(4,237)</b>	<b>8,391</b>	<b>(223)</b>

### Analysis of changes:

£'000

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

Inflation and National Living Wage	209
Coroner Services	174
Cost of Democracy	68
Various other demand led and contract pressures	76
	<u>527</u>

#### Savings

Legal Service redesign	(700)
	<u>(700)</u>

#### Alternative funding and additional income

Increased income from Registration Services	(50)
	<u>(50)</u>

### Total

**(223)**

## Service Commentary

Chief Executive, Legal and Democratic Services provides all the Council's legal services, the Registration of Births, Deaths & Marriages, Her Majesty's Coroners Services, Democratic and Elected Member Services, Scrutiny and Equality, Diversity, and Inclusion. The Directorate is responsible for the Council's constitution and the Member's Code of Conduct.

There are a number of pressures affecting the service, not least the increasing demands for legal support in respect of childcare and safeguarding adults, contract and procurement support and the financial pressures on the Coroners Service.

## Service Statistics and Other Information

	<b>Unit of Measurement</b>	<b>2023/24 estimates</b>	<b>Change</b>	<b>2024/25 estimates</b>
<b>Coroners Service</b>				
Deaths Reported	No.	1,857	109	1,966
Inquests opened	No.	408	(45)	363
Body Removals	No.	1,189	(70)	1,119
Post-mortems	No.	850	(19)	831
<b>Registration Service</b>				
Certificates Issued	No.	50,000	9,000	59,000
Ceremonies Performed	No.	5,572	0	5,572
Premises licences issued	No.	53	(2)	51

# Agenda Item 4

## Finance and Public Value

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2024/25 Outturn Budget £'000</b>	2024/25 Net Changes £'000
<b>Core Finance Services</b>					
3,761	Accountancy Services	5,359	(1,620)	<b>3,739</b>	(22)
748	Corporate Management and Commissioning	1,624	(997)	<b>627</b>	(121)
2,455	Financial Systems, Processes and Compliance	3,646	(860)	<b>2,786</b>	331
1,801	Strategic Financial Planning	4,449	(2,599)	<b>1,850</b>	49
8,765		15,078	(6,076)	<b>9,002</b>	237
<b>Other Finance Services</b>					
126	Bank Charges	130	0	<b>130</b>	4
50	Council Tax Support Partnership	50	0	<b>50</b>	0
270	External Audit	312	0	<b>312</b>	42
4,384	Unfunded Pensions	7,726	(3,048)	<b>4,678</b>	294
4,830		8,218	(3,048)	<b>5,170</b>	340
1,146	<b>Procurement</b>	2,441	(1,319)	<b>1,122</b>	(24)
<b>14,741</b>		<b>25,737</b>	<b>(10,443)</b>	<b>15,294</b>	<b>553</b>

### Analysis of changes:

£'000

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

Inflation and National Living Wage	656
Reduction in external funding & other income	167
Increased cost of external audit	34
Additional staffing	210
	<u>1,067</u>

#### Savings

Additional vacancy management and staff savings	(280)
	<u>(280)</u>

#### Alternative funding and additional income

Additional income	(234)
	<u>(234)</u>

### Total

**553**

## 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 £1.7 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. The implementation of the new system is well underway, and we expect to start using the system part way through 2024/25.

## Service Statistics and Other Information

	Unit of Measurement	2023/24 estimates	Change	2024/25 estimates
<b>Pensions Administration</b>				
Completed cases (DCC Fund – all members)				
High Priority	No.	16,000	(1,500)	14,500
Medium Priority	No.	23,300	1,900	25,200
Low Priority	No.	7,500	(1,300)	6,200
<b>Debt Management</b>				
Debtors raised	No.	105,000	1,000	106,000
Debtors raised	£000	284,000	55,000	339,000
<b>Payments</b>				
Invoices paid	No.	403,000	13,000	416,000
Proportion paid using BACS	Percentage	99.9	0.0	99.9
<b>Procurement</b>				
Invitations to Tender issued	No.	280	(30)	250
Contract awarded	No.	375	30	405

# Agenda Item 4

## Transformation and Business Services

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2024/25 Outturn Budget £'000	2024/25 Net Changes £'000
<b>Business Services</b>					
8,080	Business Services and Support	9,120	(2,453)	<b>6,667</b>	(1,413)
822	Customer Relations	1,027	(179)	<b>848</b>	26
1,380	Customer Service Centre	1,506	(72)	<b>1,434</b>	54
10,282		11,653	(2,704)	<b>8,949</b>	(1,333)
12,138	<b>Digital Technology Service</b>	14,200	(2,349)	<b>11,851</b>	(287)
<b>Estates</b>					
1,054	Building Maintenance	1,057	(3)	<b>1,054</b>	0
1,209	Corporate Estates	1,526	(291)	<b>1,235</b>	26
(534)	County Farms Estate	856	(1,390)	<b>(534)</b>	0
2,751	Facilities Management	4,698	(2,058)	<b>2,640</b>	(111)
(5,348)	Private Finance Initiatives	3,906	(9,081)	<b>(5,175)</b>	173
(868)		12,043	(12,823)	<b>(780)</b>	88
<b>21,552</b>		<b>37,896</b>	<b>(17,876)</b>	<b>20,020</b>	<b>(1,532)</b>

### Analysis of changes:

£'000

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

Inflation and National Living Wage

1,091

IT Roadmap & Software

76

1,167

#### Savings

Business Services redesign

(1,683)

Reduction in Digital Technology Service & Estates

(204)

Review of Digital Technology and Estates contracts

(812)

(2,699)

### Total

**(1,532)**



## Service Commentary

Transformation and Business Services supports the Council's change agenda and also ensures that critical services including IT, digital, business support and property are delivered to ensure the smooth running of the Council.

Operationally the Service is responsible for key support to 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.

Over the coming year the focus of work to improve and effect change in the Council aligned to the Council's Corporate Plan will be digital transformation support within SEND, the property change programme and Children's Services improvement.

Aligned to the Council's risk register the management and mitigations relating to cyber security continue to be an area of significant focus for the Council, alongside ensuring compliance with statutory obligations relating to providing information to members of the public under the Freedom of Information Act, data security and property compliance.

## Service Statistics and Other Information

### TRANSFORMATION AND BUSINESS SERVICES

	Unit of Measurement	2023/24 estimates	Change	2024/25 estimates
<b>Property</b>				
Owned or leased operational properties (excl farms)	No.	420	(17)	403
<b>County Farms Estate</b>				
No of Farms	No.	65	(1)	64
Total acreage	Acres	9,548	14	9,562
<b>IT Infrastructure &amp; Support</b>				
Managed Desktops	No.	6,467	(114)	6,353
Networked Sites	No.	191	(18)	173
Active User accounts (DCC IT systems)	No.	5,248	353	5,601
WiFi points	No.	269	6	275
Cases raised to IT Helpdesk by phone	No.	15,168	(2,854)	12,314
Cases raised to IT Helpdesk online	No.	36,880	(4,054)	32,826
Data and Intelligence Services supported	No.	20	5	25
Digital Services supported	No.	32	2	34
<b>Business Support</b>				
Access to Information - Police Requests	No.	130	(2)	128
Access to Information - Freedom of Information Requests	No.	1,755	176	1,931
Access to Information - Subject Access Requests	No.	541	76	617
Access to Information - Environmental Information Regulations	No.	250	0	250

# Agenda Item 4

## People and Culture

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2024/25 Outturn Budget £'000</b>	2024/25 Net Changes £'000
<b>People and Culture</b>					
659	HR Helpline and Support Services	1,163	0	<b>1,163</b>	504
1,206	HR Operations	2,597	(1,112)	<b>1,485</b>	279
150	Management and Trade Unions	552	(229)	<b>323</b>	173
1,840	Organisational Development	1,049	(52)	<b>997</b>	(843)
435	Payroll Services	1,344	(1,234)	<b>110</b>	(325)
558	Recruitment and Retention	20,507	(19,845)	<b>662</b>	104
<b>4,848</b>		<b>27,212</b>	<b>(22,472)</b>	<b>4,740</b>	<b>(108)</b>

### Analysis of changes:

£'000

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

Inflation and National Living Wage	204
Redesign & support to People Strategy	542
Loss of income from academy schools	14
	<u>760</u>

#### Savings

Redesign	(345)
Review of contracts	(7)
	<u>(352)</u>

#### Alternative funding and additional income

New income streams	(300)
Increase in income from maintained schools and external organisations	(216)
	<u>(516)</u>

### Total

**(108)**

## Service Commentary

The focus of the People & Culture Directorate is our workforce – ensuring we are working well – both in terms of the performance of our work, but also that we are happy in our environment. At a practical level this includes how we recruit, retain, and develop staff with the right skills and experience to achieve the strategic purposes of the Authority, but also more from a cultural perspective in terms of our mindsets and how we behave towards each other. We aim to create a culture that supports and enables high performance, helping us to be a trusted, inclusive, and innovative council.

We have recently developed our first People Strategy (2023 – 25) which sets the overall direction for both the Directorate as well as the organisation from a workforce perspective. Delivery of its Action Plan and 6 themes (Voice, Recruitment, Learning, Wellbeing, Belonging and Reward) will be the key focus of the directorate.

Coupled with the delivery of the People Strategy, the drive to transform and change services continues to be acute. Balancing those demands for support from front line services, within the available financial envelope, remains a key pressure. There is a critical balance in resourcing activities within the Directorate to ensure delivery of both operational support to front line services – such as in relation to Health & Safety, managing absence, disciplinary and grievances, safe and effective recruitment, apprenticeships, learning & development, and payroll – alongside leading on more strategic and long-term projects, such as workforce planning and organisational wide development. The directorate will support the organisation in relation to redesign and enabling the Council to have the right people, in the right structures to deliver a stronger and more sustainable Council. The financial challenges also mean there is an increased need to make the best use of the skills within our workforce alongside continuing to attract and retain good quality staff in a highly competitive market. There will also be other external developments that will impact on the workforce, such as employment related legislative changes, which will need to be identified and addressed. All of these demands will form challenges the directorate will need to meet over the coming year.

## Service Statistics and Other Information

	<b>Unit of Measurement</b>	<b>2023/24 estimates</b>	<b>Change</b>	<b>2024/25 estimates</b>
DCC Headcount – contracted workforce excl schools	No.	5,281	(131)	5,150
Apprentices employed	No.	120	(30)	90
Payslips issued	No.	198,000	(4,000)	194,000
HR direct and operational/consultancy cases	No.	3,566	0	3,566
DBS checks processed	No.	24,000	0	24,000
Recruitment Adverts processed	No.	6,000	1,000	7,000
Employment contracts processed	No.	1,290	0	1,290

# Agenda Item 4

## Climate Change, Environment & Transport

### How the 2024/25 Budget has been built up

	<b>2023/24 Adjusted Budget</b>	<b>Changes</b>	<b>2024/25 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Highways and Infrastructure Development</b>	30,986	(459)	30,527
<b>Planning</b>	3,195	(145)	3,050
<b>Transport Operations, Environment Waste</b>	47,438	4,467	51,905
<b>Total</b>	<b>81,619</b>	<b>3,863</b>	<b>85,482</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	6,144
Change in funding source for cyclic maintenance from reserve to core budget	800
Funding for bus services previously paid under S106	73
Implementation of Environmental legislation and carbon offsetting	183
Waste contract pressures and impact of new legislation	1,292
	<u>8,492</u>
<b>Savings</b>	
Street Lighting energy savings from additional dimming	(250)
Waste service operational savings	(100)
Removal of vacant posts	(151)
	<u>(501)</u>
<b>Alternative sources of funding and additional income</b>	
Income generation and staff time recharges	(2,168)
Alternative funding of pothole patch permanent repairs from capital budgets	(1,800)
Waste contract profit sharing	(100)
Traffic data and road safety projects alternative source of funding	(60)
	<u>(4,128)</u>
<b>Total</b>	<b>3,863</b>

# Agenda Item 4

## Analysis of Total Expenditure for 2024/25

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Infrastructure Development</b>	36,714	(127)	(4,062)	(1,998)	30,527
<b>Planning</b>	3,217	0	(160)	(7)	3,050
<b>Transport Operations, Environment Waste</b>	59,090	(1,134)	(5,123)	(928)	51,905
<b>Total</b>	<b>99,021</b>	<b>(1,261)</b>	<b>(9,345)</b>	<b>(2,933)</b>	<b>85,482</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 Infrastructure Development</b>					
Highways Permit Scheme	1,655	0	(1,655)	0	0
LEVI Capability Funding	271	(271)	0	0	0
On Street Parking	8,671	(95)	(8,576)	0	0
<b>Planning</b>					
Cycle Bikeability Training	485	(485)	0	0	0
Sports Eng Active Travel and Environ Prog	135	(135)	0	0	0
<b>Transport Operations, Environment Waste</b>					
AONB Blackdown Hills	250	(235)	0	(15)	0
AONB North Devon	223	(200)	0	(23)	0
Devon Maritime Forum	37	(3)	(24)	(10)	0
Exe Estuary Partnership	37	(24)	(2)	(11)	0
Other Countryside Projects	1,049	(1,039)	0	(10)	0
NHS Patient Transport Advice Service	3,768	0	(3,737)	(31)	0
Transport Co-ordination Service	6,519	(4,592)	(1,810)	(117)	0
National Lottery Comm Fund - Food Rescue	56	(56)	0	0	0
<b>Total</b>	<b>23,156</b>	<b>(7,135)</b>	<b>(15,804)</b>	<b>(217)</b>	<b>0</b>
<b>Grand total</b>	<b>122,177</b>	<b>(8,396)</b>	<b>(25,149)</b>	<b>(3,150)</b>	<b>85,482</b>

# Agenda Item 4

## Highways and Infrastructure Development

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2024/25 <b>Outturn Budget £'000</b>	2024/25 Net Changes £'000
	<b>Highway Maintenance</b>				
5,383	Cyclic Maintenance	6,535	0	<b>6,535</b>	1,152
4,408	Highway Lighting	5,225	0	<b>5,225</b>	817
750	Maintenance of Public Rights of Way	795	(45)	<b>750</b>	0
46	Other Highway Services	166	(120)	<b>46</b>	0
336	Retaining Walls and Bridges	358	0	<b>358</b>	22
4,144	Routine Maintenance	4,414	0	<b>4,414</b>	270
6,748	Safety Reaction	5,388	0	<b>5,388</b>	(1,360)
3,006	Winter and Emergencies	3,202	0	<b>3,202</b>	196
24,821		26,083	(165)	<b>25,918</b>	1,097
6,485	<b>Highway Network Management</b>	9,551	(4,098)	<b>5,453</b>	(1,032)
31,306		35,634	(4,263)	<b>31,371</b>	65
222	<b>Highways Development Management</b>	1,149	(892)	<b>257</b>	35
	<b>Infrastructure Development</b>				
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(821)	Engineering and Design Group	(348)	(1,032)	<b>(1,380)</b>	(559)
83	Schools Estates Work	83	0	<b>83</b>	0
(542)		(69)	(1,032)	<b>(1,101)</b>	(559)
<b>30,986</b>		<b>36,714</b>	<b>(6,187)</b>	<b>30,527</b>	<b>(459)</b>

### Analysis of Changes:

£'000

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

Inflation and National Living Wage	2,881
Change in funding source for cyclic maintenance from reserve to core budget	800
	<u>3,681</u>

#### Savings

Street Lighting energy savings from additional dimming	(250)
	<u>(250)</u>

#### Alternative sources of funding and additional income

Alternative funding of pothole patch permanent repairs from capital budgets	(1,800)
Increase in income from Highways licences	(600)
Full cost recovery from staff time recharges	(1,490)
	<u>(3,890)</u>

<b>Total</b>	<b>(459)</b>
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## Service Commentary

The Highways and Infrastructure Development service includes Highways and Traffic Management, Highways Development Management and the Engineering Design Group.

The purpose of the Highways and Traffic Management Service is to safely connect people in Devon to the people and places that matter to them and to enable people, communities and business to thrive. The service is driving efficiency in the way it works, through managing demand and enabling community self help.

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 safety defects in accordance with adopted policy.

The service continually reviews its approach to maintenance and adopts new technology and innovation from across the sector and shares learning and experience with peers. The reduction of carbon emissions from maintenance operations is a key objective for the service.

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.

The Highways Development Management Team comment on behalf of the highway authority to planning applications. These range from small access alterations, new supermarkets, through to sites of several hundred houses in locations across Devon. Additionally they consider potential Local Plan allocations and deal with pre application enquires as well as liaising and then managing the adoption process through legal agreements.

The purpose of the Engineering Design Group 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.

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## Service Statistics and Other Information

<b>Service/Activity</b>	<b>Unit of Measurement</b>	<b>2023/24 Estimate</b>	<b>Change</b>	<b>2024/25 Estimate</b>
Size of Network	Km	12,990	0	12,990
Bridges	No.	3,343	2	3,345
Structural retaining walls (>1.35m height)	No.	1,810	17	1,827
Structural retaining walls (>1.35m height)	Km	115	10	125
Street lights total	No.	80,914	40	80,954
Street lights converted to LED	No.	63,500	5,500	69,000
Street lights operated by Central Management	No.	15,477	10,124	25,601
Rights of way	Km	5,017	0	5,017
Length of road salted	Km	2,688	2	2,690
Illuminated road markings and signs	No.	11,403	20	11,423
Gullies emptied	No.	151,000	5,661	156,661
Total grass area cut	m <sup>2</sup>	7.78 million	0	7.78 million



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# Agenda Item 4

## Transport Operations, Environment and Waste

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2024/25 <b>Outturn Budget £'000</b>	2024/25 Net Changes £'000
<b>Environment Service</b>					
826	Environment Policy	1,159	(272)	<b>887</b>	61
806	Flood Risk and Surface Water Management	953	(7)	<b>946</b>	140
771	Projects and Partnerships	818	(13)	<b>805</b>	34
2,403		2,930	(292)	<b>2,638</b>	235
<b>Public and Community Transport</b>					
1,534	Fleet Services	1,693	(159)	<b>1,534</b>	0
7,128	National Concessionary Travel Scheme	7,663	(15)	<b>7,648</b>	520
4,656	Public Transport Support	6,402	(1,062)	<b>5,340</b>	684
1,773	Transport Co-Ordination Service	2,697	(867)	<b>1,830</b>	57
15,091		18,455	(2,103)	<b>16,352</b>	1,261
<b>Waste Disposal and Recycling</b>					
15,862	Disposal of Statutory Waste	22,029	(4,220)	<b>17,809</b>	1,947
510	Landfill Tax on Disposal	510	0	<b>510</b>	0
223	Other Site Related Costs	225	(2)	<b>223</b>	0
6,869	Recycling Centres	8,006	(300)	<b>7,706</b>	837
5,140	Recycling Credits	5,397	0	<b>5,397</b>	257
1,159	Waste Management	1,131	(42)	<b>1,089</b>	(70)
181	Waste Minimisation Activities	407	(226)	<b>181</b>	0
29,944		37,705	(4,790)	<b>32,915</b>	2,971
<b>47,438</b>		<b>59,090</b>	<b>(7,185)</b>	<b>51,905</b>	<b>4,467</b>

### Analysis of changes:

£'000

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

Inflation and National Living wage	3,169
Funding for bus services previously paid under S106	73
Implementation of Environmental legislation and carbon offsetting	183
Waste contract pressures and impact of new legislation	1,292
	<u>4,717</u>

#### Savings

Waste service operational savings	(100)
	<u>(100)</u>

#### Alternative sources of funding and additional income

Public Transport income and full cost recovery of staff time recharges	(50)
Waste contract profit sharing	(100)
	<u>(150)</u>

**Total** **4,467**

## Service Commentary

The Transport Operations, Environment and Waste group of services covers the Transport Coordination Service (TCS), Environmental Policy, Flood Risk Management, Climate Change, Waste Disposal and Recycling.

The TCS covers all aspects of passenger transport including subsidised local bus services, the national bus pass, community transport, fleet management and transport services to provide access for education, social care 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 risks due to the slow recovery in patronage and revenue for bus companies following the pandemic.

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. There are also areas of additional responsibility including Bio Diversity Net Gain, the management of Historical Records and around Sustainable Drainage which will impact on the teams work in 2024/25

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. Only around 3% of Devon's total 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. The service will be impacted by various changes in 24/25, including the management of Persistent Organic Pollutants and understanding the implications of the DIY waste changes that occurred at the end of 2023.

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## Service Statistics and Other Information

		<b>Estimate</b>		<b>Estimate</b>
<b>Transport Operations</b>				
Local bus services contracts	No.	115	14	129
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
<b>Environment</b>				
Sustainable drainage consultations for major development	No.	530	0	530
Land drainage consents	No.	130	20	150
Historic records updated	No. updated	3,566	3,434	7,000
<b>Waste</b>				
Municipal waste disposal to landfill	Tonnes	5,000	0	5,000
Municipal waste recycled (excl. soil & rubble)	Tonnes	190,000	0	190,000
Trade Waste - rechargeable income	Tonnes	10,000	0	10,000
Municipal waste sent for energy recovery	Tonnes	155,000	0	155,000
Recycling, reusing and composting	Percentage	54.0	0	54.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	58	0	58

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# Agenda Item 4

## Planning

2023/24 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2024/25 Outturn Budget £'000</b>	2024/25 Net Changes £'000
<b>Planning and Transportation</b>					
483	Development Management	526	(83)	<b>443</b>	(40)
2,712	Planning and Transportation	2,691	(84)	<b>2,607</b>	(105)
<b>3,195 Total</b>		<b>3,217</b>	<b>(167)</b>	<b>3,050</b>	<b>(145)</b>
<b>Analysis of changes:</b>					<b>£'000</b>
<b>Inflation, National Living Wage, and other pressures</b>					
Inflation and National Living Wage					94
					<hr/> 94
<b>Savings</b>					
Removal of vacant posts					(151)
					<hr/> (151)
<b>Alternative sources of funding and additional income</b>					
Full cost recovery from staff time recharges					(28)
Traffic data and road safety projects alternative source of funding					(60)
					<hr/> (88)
<b>Total</b>					<b>(145)</b>

## Service Commentary

The Planning 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.

## Service Statistics and Other Information

<b>Service/Activity</b>	<b>Unit of Measurement</b>	<b>2023/24 Estimate</b>	<b>Change</b>	<b>2024/25 Estimate</b>
County Matter applications	No.	25	0	25
County Council development applications	No.	30	0	30

# Agenda Item 4

## Grants Paid to External Organisations

<b>2023/24</b> <b>£000</b>		<b>2024/25</b> <b>£000</b>
	<b>Service and Grant Title</b>	
	<b>Transport Operations, Environment and Waste</b>	
	49 AONB (East, South and Tamar)	58
	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	26
	4 Wembury Centre	6
	2 Tamar Estuaries consultative forum	3
	0 Teign Estuary Partnership	1
	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>467</b>
	<b>Communities and Other Services</b>	
	500 Citizens Advice Bureau	500
	62 Devon Communities Together	62
<b>562</b>		<b>562</b>
	<b>Public Health</b>	
	10 Contribution to NHSE - Mental Health Treatment Requirements	10
<b>10</b>		<b>10</b>
	<b>Highways and Infrastructure Development</b>	
	9 Meldon Viaduct	9
<b>9</b>		<b>9</b>
<b>1,034 TOTAL</b>		<b>1,048</b>



## Staffing Data 2024/25

	2023/24	Changes	2024/25		Total
	Adjusted Total FTEs		FTEs	Revenue Funded FTEs	
Communities and Citizen Engagement	95	(12)	48	35	83
Economy, Enterprise and Skills	214	(33)	58	123	181
Public Health	43	(1)	0	42	42
<b>Public Health, Communities and Prosperity</b>	<b>352</b>	<b>(46)</b>	<b>106</b>	<b>200</b>	<b>306</b>
Chief Exec, Legal, People and Culture	111	7	117	1	118
Finance and Public Value	398	7	265	140	405
People and Culture	221	(3)	212	6	218
Transformation and Business Services	566	(49)	455	62	517
<b>Corporate Services</b>	<b>1,296</b>	<b>(38)</b>	<b>1,049</b>	<b>209</b>	<b>1,258</b>
Highways and Infrastructure Development	419	3	420	2	422
Planning	66	(3)	62	1	63
Transport Operations, Environment Waste	125	9	105	29	134
<b>Climate Change, Environment and Transport</b>	<b>610</b>	<b>9</b>	<b>587</b>	<b>32</b>	<b>619</b>
<b>Total</b>	<b>2,258</b>	<b>(75)</b>	<b>1,742</b>	<b>441</b>	<b>2,183</b>

# Agenda Item 4

## Explanation of Movements

### Communities and Citizens Engagement

Externally funded - Active Devon	(2)
Externally funded - Refugee and Resettlement	(1)
Smarter Devon	(1)
Communities Team vacancies	(2)
Communications restructure	(6)
	<hr/>
	<b>(12)</b>

### Economy, Enterprise and Skills

Externally funded - Learn Devon restructure	(24)
Externally funded - Careers Hub TUPE	(4)
Externally funded - various projects	1
Trading Standards Officers	(4)
Economy Service vacancies	(2)
	<hr/>
	<b>(33)</b>

### Public Health

Externally funded - minor cumulative changes	1
Externally funded - removal of vacancies	(2)
	<hr/>
	<b>(1)</b>

### Chief Executive, Legal, and Democratic Services

Service redesign	7
	<hr/>
	<b>7</b>

### Finance and Public Value

Removal of vacant posts within Accountancy Services	(5)
Revenue & Payments officer	1
Court of Protection	1
Externally funded - Client Financial Services	5
Externally funded - Pensions	5
	<hr/>
	<b>7</b>

### People and Culture

Service redesign	(3)
	<hr/>
	<b>(3)</b>

### Transformation and Business Services

Service redesign	(49)
	<hr/>
	<b>(49)</b>

### Highways and Infrastructure Development

Street Lighting engineer funded from capital programme	1
Externally funded Local Electric Vehicle Infrastructure project staff	2
	<hr/>
	<b>3</b>

### Planning

Planning Officers	(3)
	<hr/>
	<b>(3)</b>

### Transport Operations, Environment and Waste

Transport Operations Higher Apprentice	1
Externally funded Patient Transport Officers	4
Environment Officers	2
Externally funded Environment project staff	2
	<hr/>
	<b>9</b>

<b>Total</b>	<hr/> <hr/> <b>(75)</b>
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## Capital Programme

### Appendix A

Project	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporately Funded - Increase</b>						
DCC Operating Model ICT Replacement and Renewal	1,275	2,025	200	0	0	<b>3,500</b>
Fleet vehicle purchases	676	0	0	0	0	<b>676</b>
Winter Maintenance Vehicle Purchases	495	0	0	0	0	<b>495</b>
Carbon Reduction Programme	4	0	0	0	0	<b>4</b>
Welland - Additional Residential Accommodation	80	0	0	0	0	<b>80</b>
<b>Corporate Funding - Replaced by Grant</b>						
Mill Water School - Extension	(115)	0	0	0	0	<b>(115)</b>
River Dart Academy - Dartington School site development	(406)	0	0	0	0	<b>(406)</b>
<b>Corporately Funded Reductions / Adjustments</b>						
South Devon Highway - Kingskerswell Bypass	(602)	0	0	0	0	<b>(602)</b>
South Molton Infants - Expansion to 420	(86)	0	0	0	0	<b>(86)</b>
<b>Corporately Funded - External Borrowing</b>						
Plymouth & South Devon Freeport - Cycle & Pedestrian Bridge	(3,669)	2,958	0	0	0	<b>(711)</b>
Plymouth & South Devon Freeport - Spine Road Extension	(4,000)	7,250	0	0	0	<b>3,250</b>
Plymouth & South Devon Freeport - Sandy/Holland Road roundabout	0	1,750	(5,000)	0	0	<b>(3,250)</b>
<b>Corporately Funded - Reprofiting</b>						
Destination Exmouth Levelling Up Fund	(752)	752	0	0	0	<b>0</b>
County Farms Estate Enhancement Programme	450	0	(450)	0	0	<b>0</b>
A361 North Devon Link Road	410	(410)	0	0	0	<b>0</b>
West Devon Transport Hub Levelling Up Fund	(74)	74	0	0	0	<b>0</b>
<b>Total Increase (Reduction) to Corporate Capital Programme</b>	<b>(6,314)</b>	<b>14,399</b>	<b>(5,250)</b>	<b>0</b>	<b>0</b>	<b>2,835</b>
<b>Introduction of (or changes to) Externally Funded Projects</b>	<b>(1,509)</b>	<b>11,066</b>	<b>150</b>	<b>5,680</b>	<b>57,701</b>	<b>73,088</b>
<b>Total Increase (Decrease) to Capital Programme</b>	<b>(7,823)</b>	<b>25,465</b>	<b>(5,100)</b>	<b>5,680</b>	<b>57,701</b>	<b>75,923</b>

# Agenda Item 4

<b>Financed by:</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>Total</b>
	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing - External (Freeport)	(7,669)	11,958	(5,000)	0	0	<b>(711)</b>
Borrowing - Internal *	6,055	5,122	1,300	0	0	<b>12,477</b>
Capital Receipts	(5,117)	(2,345)	(1,550)	0	0	<b>(9,012)</b>
Other Corporate Funding	417	(336)	0	0	0	<b>81</b>
External Funding	(1,509)	11,066	150	5,680	57,701	<b>73,088</b>
<b>Total Capital Financing</b>	<b>(7,823)</b>	<b>25,465</b>	<b>(5,100)</b>	<b>5,680</b>	<b>57,701</b>	<b>75,923</b>

\* Financing through borrowing will be by internal borrowing where feasible but may require use of external borrowing instead depending on availability of cash resources through treasury management

# Agenda Item 4

	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Grant Replacing Corporate Funding</b>						
Mill Water School - Extension	0	115				<b>115</b>
River Dart Academy - Dartington School site development	(100)	507	0	0	0	<b>407</b>
<b>Grants</b>						
A382 Live Labs Carbon Negative Project	509	1,660	0	0	0	<b>2,169</b>
Abbotskerswell Primary - Blocks 01, 03 & 04 doors & windows. Block 01 Ext Refurb	38	0	0	0	0	<b>38</b>
Advanced Design Fees	0	200	0	0	0	<b>200</b>
Barnes - Additional Residential Accommodation	446	0	0	0	0	<b>446</b>
Bassetts Farm Primary - Resurface play areas	84	0	0	0	0	<b>84</b>
Berrynarbor C of E Primary - Block 01 windows, rooflight & ext refurb	41	0	0	0	0	<b>41</b>
Bidwell Brook - Expansion	(80)	0	0	0	0	<b>(80)</b>
Bidwell Brook School - Fire Compartmentation work	76	0	0	0	0	<b>76</b>
Bishopsteignton School - Boundary fence, tarmac & retaining wall	96	0	0	0	0	<b>96</b>
Bovey Tracey Primary - Fire Compartmentation work	61	0	0	0	0	<b>61</b>
Bow Community Primary - Block 01 replace boilers, flues, pumps & provide CO detection	159	0	0	0	0	<b>159</b>
Braunton Academy - Additional Accommodation	(800)	800	0	0	0	<b>0</b>
Carbon Reduction Programme	143	0	0	0	0	<b>143</b>
Chestnut Nursery - Replace heating system	37	0	0	0	0	<b>37</b>
Confirmed Basic Need Allocation	(2,383)	1,678	0	5,530	0	<b>4,825</b>
Cranbrook Education Campus (Academy) - New build	400	0	0	0	0	<b>400</b>
Cranbrook Education Campus (Academy) - New build - Phase 1	1,200	600	0	0	0	<b>1,800</b>
Cullompton Community College - Block 01 Doors. Block 08 windows. Block 09 windows & ext refurb	114	0	0	0	0	<b>114</b>
Dawlish College - replace ROSLA block	(500)	500	0	0	0	<b>0</b>
DDA projects (contingency)	200	0	0	0	0	<b>200</b>
Estimate Capital Maintenance - SCA Grant	(3,000)	100	100	100	1,100	<b>(1,600)</b>
Exeter Creative Free School Contribution	(3,000)	0	0	0	0	<b>(3,000)</b>
Exmouth Community College Expansion	(100)	100	0	0	0	<b>0</b>
Ifracombe C of E Junior School - Fire Alarm & Associated work	93	0	0	0	0	<b>93</b>
Local Transport Capital Funding Highways Maintenance and Pothole Fund	6,663	0	0	0	52,823	<b>59,486</b>
Local Transport Capital Funding Integrated Transport Block	0	0	0	0	3,628	<b>3,628</b>
Marland Day	(29)	0	0	0	0	<b>(29)</b>
Marpool Primary School-Fire Alarm System	78	0	0	0	0	<b>78</b>
MUMIS (contingency)	110	0	0	0	0	<b>110</b>
Offwell C of E Primary - Block 02 Renew fascias, bargeboards, guttering & re-roof	84	0	0	0	0	<b>84</b>
Pathfield - Additional Accommodation	(14)	0	0	0	0	<b>(14)</b>
Schools capital maintenance (contingency)	808	0	0	0	0	<b>808</b>
SEND Places (new build and expansion)	(1,853)	1,269	0	0	0	<b>(584)</b>
Sidmouth Primary - Expansion to PAN 90	200	0	0	0	0	<b>200</b>

# Agenda Item 4

	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000	£'000	£'000
South Molton Infants - Expansion to 420	(1)	0	0	0	0	(1)
Southbrook School - Block 04 Cladding	183	0	0	0	0	183
Southbrook School - Fire Compartmentation work	25	0	0	0	0	25
Southmead School - Replace Fire Alarm	50	0	0	0	0	50
Spreyton School - Block 01 Renew fascias	25	0	0	0	0	25
Stoke Canon C of E Primary - Block 01 Investigate damp issues & carry out remedial work	43	0	0	0	0	43
Stoke Hill Infants & Nursery - Block 01 Renew switchgear & isolation equipment	25	0	0	0	0	25
Stoke Hill Junior - Block 01 Investigate cracking & remedial work	63	0	0	0	0	63
SW Devon Special School	300	0	0	0	0	300
Tavistock Community Primary - Block 01 replacement windows	120	0	0	0	0	120
The Castle School Tiverton - Improve site fencing & renew tarmac	69	0	0	0	0	69
Thorverton C of E Primary - Block 02 windows & Block 01 Flooring	190	0	0	0	0	190
Tiverton High School - Various work to Blocks 03 & 11	92	0	0	0	0	92
Welland - Additional Residential Accommodation	272	0	0	0	0	272
West Croft School - Block 01 Replace electrical supply & board. Block 201 Renew CWS system	84	0	0	0	0	84
Withycombe Raleigh C of E Primary - Window replacement	52	0	0	0	0	52
<b>Contributions</b>						
Destination Exmouth Levelling Up Fund	(800)	800	0	0	0	0
External Contribution to school projects	0	0	0	0	100	100
Plymouth & South Devon Freeport - Sandy/Holland Road roundabout	1,160	0	0	0	0	1,160
Plymouth & South Devon Freeport - Spine Road Extension	(1,160)	0	0	0	0	(1,160)
<b>S106 contributions</b>						
A361 North Devon Link Road	(150)	0	50	50	50	0
Axe Valley Ac.-Food Tech refurb/Canopies	450	0	0	0	0	450
Bovey Tracey Primary School - Expansion	100	0	0	0	0	100
Braunton Academy - Additional Accommodation	180	0	0	0	0	180
Exeter Creative Free School Contribution	(1,146)	1,146	0	0	0	0
Ivybridge College -Additional Accommodation	(1,000)	1,000	0	0	0	0
Pilton Community College - Additional Accommodation	(516)	591	0	0	0	75
<b>Total introduction of (or changes to) Externally Funded Projects</b>	<b>(1,509)</b>	<b>11,066</b>	<b>150</b>	<b>5,680</b>	<b>57,701</b>	<b>73,088</b>

## 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) £'000	Project	2024/25	2025/26	2026/27	2027/28	2028/29
		£'000	£'000	£'000	£'000	£'000
	<b>Public Health, Communities &amp; Prosperity</b>					
	<b>Economy, Enterprise and Skills</b>					
2,391	Devon & Somerset - Superfast broadband programme	1,907	0	0	0	0
577	Mullacott - Industrial estate road	235	235	0	0	0
179	Okehampton East Business Park	35	0	0	0	0
2,160	Roundswell South Business Park	100	0	0	0	0
	<b>Economy, Enterprise and Skills Total</b>	<b>2,277</b>	<b>235</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	0	0
	<b>Commissioning Services For Communities Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0</b>
	<b>Public Health, Communities &amp; Prosperity Total</b>	<b>2,304</b>	<b>262</b>	<b>27</b>	<b>0</b>	<b>0</b>
	<b>Financed by:</b>					
	Borrowing - Internal	2,304	262	27	0	0
	<b>Total Financing</b>	<b>2,304</b>	<b>262</b>	<b>27</b>	<b>0</b>	<b>0</b>

\* Financing through borrowing will be by internal borrowing where feasible but may require use of external borrowing instead depending on availability of cash resources through treasury management

This table does not show expenditure on capital projects currently programmed in financial year 2023/24 which may be deferred to 2024/25 or future years.

# Agenda Item 4

## Transformation, Performance & Resources

Total Approval (includes prior years) £'000	Project	2024/25	2025/26	2026/27	2027/28	2028/29
		£'000	£'000	£'000	£'000	£'000
<b>Transformation, Performance &amp; Resources</b>						
N/A	Building Maintenance	675	675	675	0	0
N/A	County Farms Estate Enhancement Programme	900	450	0	0	0
N/A	DCC Operating Model ICT Replacement and Renewal	1,275	2,025	200	0	0
N/A	Property Enabling Budget	113	113	113	0	0
N/A	Replace and Upgrade Corporate Estate	450	450	450	0	0
717	SCOMIS ICT	54	0	0	0	0
<b>Transformation, Performance &amp; Resources Total</b>		<b>3,467</b>	<b>3,713</b>	<b>1,438</b>	<b>0</b>	<b>0</b>
<b>Financed by:</b>						
	Borrowing - Internal	3,467	3,713	1,438	0	0
<b>Total Financing</b>		<b>3,467</b>	<b>3,713</b>	<b>1,438</b>	<b>0</b>	<b>0</b>

\* Financing through borrowing will be by internal borrowing where feasible but may require use of external borrowing instead depending on availability of cash resources through treasury management

This table does not show expenditure on capital projects currently programmed in financial year 2023/24 which may be deferred to 2024/25 or or future years.



## Climate Change, Environment & Transport

Total Approval (includes prior years)	Project	2024/25	2025/26	2026/27	2027/28	2028/29
£'000		£'000	£'000	£'000	£'000	£'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
N/A	MUMIS (contingency)	110	0	0	0	0
N/A	Schools Capital Maintenance (contingency)	808	0	0	0	0
	<b>Planned Works</b>					
38	Abbotskerswell Primary - Blocks 01, 03 & 04 doors & windows. Block 01 Ext Refurb	38	0	0	0	0
84	Bassetts Farm Primary - Resurface play areas	84	0	0	0	0
41	Berrynarbor C of E Primary - Block 01 windows, rooflight & ext refurb	41	0	0	0	0
76	Bidwell Brook School - Fire Compartmentation work	76	0	0	0	0
96	Bishopsteignton School - Boundary fence, tarmac & retaining wall	96	0	0	0	0
61	Bovey Tracey Primary - Fire Compartmentation work	61	0	0	0	0
159	Bow Community Primary - Block 01 replace boilers, flues, pumps & provide CO detection	159	0	0	0	0
37	Chestnut Nursery - Replace heating system	37	0	0	0	0
114	Cullompton Community College - Block 01 Doors. Block 08 windows. Block 09 windows & ext refurb	114	0	0	0	0
93	Ifracombe C of E Junior School - Fire Alarm & Associated work	93	0	0	0	0
78	Marpool Primary School-Fire Alarm System	78	0	0	0	0
84	Offwell C of E Primary - Block 02 Renew fascias, bargeboards, guttering & re-roof	84	0	0	0	0
183	Southbrook School - Block 04 Cladding	183	0	0	0	0
25	Southbrook School - Fire Compartmentation work	25	0	0	0	0
50	Southmead School - Replace Fire Alarm	50	0	0	0	0
25	Spreyton School - Block 01 Renew fascias	25	0	0	0	0
43	Stoke Canon C of E Primary - Block 01 Investigate damp issues & carry out remedial work	43	0	0	0	0
25	Stoke Hill Infants & Nursery - Block 01 Renew switchgear & isolation equipment	25	0	0	0	0
63	Stoke Hill Junior - Block 01 Investigate cracking & remedial work	63	0	0	0	0
120	Tavistock Community Primary - Block 01 replacement windows	120	0	0	0	0
69	The Castle School Tiverton - Improve site fencing & renew tarmac	69	0	0	0	0
190	Thorverton C of E Primary - Block 02 windows & Block 01 Flooring	190	0	0	0	0
92	Tiverton High School - Various work to Blocks 03 & 11	92	0	0	0	0
84	West Croft School - Block 01 Replace electrical supply & board. Block 201 Renew CWS system	84	0	0	0	0
52	Withycombe Raleigh C of E Primary - Window replacement	52	0	0	0	0
N/A	Estimate Capital Maintenance - SCA Grant	0	2,600	2,100	1,600	1,100
	<b>Schools Maintenance and Improvements Total</b>	<b>3,100</b>	<b>2,600</b>	<b>2,100</b>	<b>1,600</b>	<b>1,100</b>

# Agenda Item 4

## Waste

5,838	Tavistock Household Waste Recycling Centre	387	4,471	950	0	0
N/A	Waste Recycling Centre - Capital works	165	165	165	0	0

## Waste Total

**552 4,636 1,115 0 0**

## Highways

N/A	Local Transport Capital Funding Highways Maintenance and Pothole Fund	59,486	52,823	52,823	52,823	52,823
N/A	Fleet Vehicle purchases	676	0	0	0	0
3,071	Stover Discovery Centre	57	0	0	0	0
4,237	Telensa Street lighting CMS	2,057	0	0	0	0
N/A	Winter Maintenance Vehicle Purchases	495	0	0	0	0

## Highways Total

**62,771 52,823 52,823 52,823 52,823**

## Highways, Infrastructure Development and Waste Total

**66,423 60,059 56,038 54,423 53,923**

## Planning, Transportation and Environment

### Large and Major Infrastructure Schemes

67,629	A361 North Devon Link Road	3,861	50	50	50	50
N/A	A382 Live Labs Carbon Negative Project	509	1,660	0	0	0
N/A	Active Travel Fund	518	0	0	0	0
N/A	Barnstaple Longbridge Active Travel Improvements	91	0	0	0	0
17,518	Destination Exmouth Levelling Up Fund	11,029	1,752	0	0	0
10,700	Bus Service Improvement Plan (BSIP)	4,065	0	0	0	0
1,252	Cedars Junction, Barnstaple	428	0	0	0	0
61	Footpath Clovelly Road, Bideford	61	0	0	0	0
N/A	Local Transport Capital Funding Integrated Transport Block	3,767	3,628	3,628	3,628	3,628
N/A	Pinhoe Access Strategy Measures	44	0	0	0	0
11,570	Plymouth & South Devon Freeport - Spine Road Extension	0	8,870	0	0	0
7,338	Plymouth & South Devon Freeport - Cycle & Pedestrian Bridge	2,568	3,669	0	0	0
5,000	Plymouth & South Devon Freeport - Sandy/Holland Road roundabout	1,160	1,750	0	0	0
N/A	Slapton Line Minor Road Improvements	167	0	0	0	0
117,999	South Devon Highway	150	0	0	0	0
55,140	South West Exeter Housing Infrastructure Fund	14,381	0	0	0	0
300	Sport England Pedestrian/Cycle Infrastructure Exeter	84	0	0	0	0
106	Station Road Footways - Near Clyst Vale CC	86	0	0	0	0
14,950	West Devon Transport Hub Levelling Up Fund	11,009	1,273	0	0	0

## Large and Major Highway Schemes Total

**53,978 22,652 3,678 3,678 3,678**

# Agenda Item 4

## Environment

n/a	Carbon Reduction Programme	147	0	0	0	0
13,339	Home Upgrade Grant Phase 2	7,033	0	0	0	0
5,294	Flood & Coastal Innovation & Resilience Programme Phase 2	1,664	863	422	0	0
N/A	Flood Prevention Works	340	230	260	0	0

### Environment Total

**9,184 1,093 682 0 0**

## Childrens & Schools Expansion

N/A	Advanced Design Fees	200	200	0	0	0
450	Axe Valley Ac.-Food Tech refurb/Canopies	450	0	0	0	0
500	Barnes - Additional Residential Accommodation	446	0	0	0	0
246	Bovey Tracey Primary School - Expansion	100	0	0	0	0
4,032	Braunton Academy - Additional Accomodation	1,880	800	0	0	0
N/A	Confirmed Basic Need Allocation	500	5,678	3,331	5,530	0
2,343	Cranbrook Education Campus (Academy) - New build	400	0	0	0	0
1,800	Cranbrook Education Campus (Academy) - New build - Phase 1	1,200	600	0	0	0
1,132	Dawlish College - replace ROSLA block	0	500	0	0	0
4,147	Exeter Creative Free School Contribution	0	1,146	0	0	0
3,173	Exmouth Community College Expansion	0	100	0	0	0
142	Gatehouse Primary - Internal Remodelling	32	0	0	0	0
1,655	Ivybridge College -Additional Accomodation	656	1,000	0	0	0
342	Loddiswell Primary - Single class extn	266	7	0	0	0
9,532	Mill Water School - Extension	0	115	0	0	0
891	Pilton Community College - Additional Accommodation	75	591	0	0	0
1,720	Proposed New Primary School West Barnstaple	200	0	0	0	0
2,500	Sherford Vale Primary School - Expansion	1,000	0	0	0	0
100	Sidmouth Primary - Expansion to PAN 90	300	0	0	0	0
720	Welland - Additional Residential Accommodation	352	0	0	0	0

### Childrens & Strategic Schools Programme Total

**8,057 10,737 3,331 5,530 0**

## SEND PROGRAMME

30	Brixington Primary – SEN resource base	15	0	0	0	0
135	Holsworthy College – SEN resource base	68	0	0	0	0
11,250	Okehampton Special School	150	0	0	0	0
506	River Dart Academy - Dartington School site development	0	507	0	0	0
3,700	SW Devon Special School	300	0	0	0	0
30	West Croft Primary – SEN resource base	15	0	0	0	0
N/A	SEND Places (new build and expansion)	500	1,269	0	0	0

### Capital Maintenance

**1,048 1,776 0 0 0**

### Planning, Transportation & Environment Total

**72,267 36,258 7,691 9,208 3,678**

### Climate Change, Environment & Transport Total

**138,690 96,317 63,729 63,631 57,601**

# Agenda Item 4

**Financed by:**

Borrowing - External	0	14,289	0	0	0
Borrowing - Internal	7,173	7,018	1,375	0	0
Borrowing - Internal Forward Funding	478	50	0	0	0
Capital Receipts - IID	0	73	0	0	0
Direct Revenue Funds - Services	80	0	0	0	0
External Funding - Contributions	14,878	800	0	0	0
External Funding - Grants	113,028	71,350	62,304	63,581	57,551
External Funding - S106	3,053	2,737	50	50	50

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**Total Financing**

**138,690 96,317 63,729 63,631 57,601**

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\* Financing through borrowing will be by internal borrowing where feasible but may require use of external borrowing instead depending on availability of cash resources through treasury management

This table does not show expenditure on capital projects currently programmed in financial year 2023/24 which may be deferred to 2024/25 or future years.

## 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>Early engagement of expert advice and qualified professionals.</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 inflation and interest rates.</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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Risk Title:	Inherent Score	Current (Mitigated) Score	Mitigations
<b>External funding resources are not received</b>	Impact: 3 Likelihood 4 12 – Medium	Impact: 2 Likelihood: 3 6 – Low	<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 Capital 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.</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>			
Risk Title:	Inherent Score	Current (Mitigated) Score	Mitigations
<b>Capital Programme is not delivered as planned</b>	Impact: 3 Likelihood 6 18 – High	Impact: 3 Likelihood: 4 12 – Medium	<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 provides 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 or external borrowing may be sought.</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> <li>• Alternative measures included in the SEND Safety Valve discussions with Government.</li> </ul>
<p><b>Risk Description</b></p> <p>Forecast capital receipts are estimated by 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 conditions and economic climate.</li> <li>• Lasting economic impact of COVID-19 and the 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 may result in a reduction in funding for the South West or less opportunity overall 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>• Regular monitoring by Director of Finance and Public Value.</li> <li>• Monitoring by individual project and programme groups.</li> </ul>
<b>Risk Description</b> <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 2024/25 £'000	Risk and Impact	Mitigation
Growing Communities Fund	379	Community funding has provided important small/medium grants to local organisations. There is a planned reduction (£210k) in the Growing Communities fund which may mean 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.	<p>The Authority will optimise the use of the remaining community grant funds for 2024/25 to focus on strategic priorities.</p> <p>The reduction in the Growing Communities Fund will be mitigated by the increase in funding available to Local Members.</p>
Libraries	7,000	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 it maintains in order that the offer is sustainable and fit for purpose.	<p>Work closely with providers to reduce costs and drive efficiency. Where changes are required consider current user numbers and wider impact. Where appropriate, continue successful promotions and increased use of electronic and online services.</p> <p>Conduct a review of opening hours across the 50 libraries.</p>
Exeter Science Park (loan guarantee)	Max 2,703	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 has	The guarantee is based on development monies being generated in the future to repay the loan which becomes due in March 2024. ESPL and its Shareholders are working with the LEP to consider options on the

		guaranteed 50% of the loan and interest. There is a risk the loan guarantee may be triggered.	repayment of the debt. These options will also need to be considered in the context of transition of functions, assets, and liabilities as the LEP is due to be dissolved on 1 April 2024.
Budget Reductions (incl. Policy Changes)	1,577	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.	The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2024/25 with particular emphasis on high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.

## Corporate Service – Risk Assessment

Service	Budget 2024/25 £000	Risk and Impact	Mitigation
All Corporate Services	48,445 (net)	Where the Council insource staff, this will require significant back-office support including Business Support, ICT, Procurement, Estates, HR, Legal and Finance. Along with responsibility for linked assets which transfer such as buildings, 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 Council, capturing cost and resource requirements, and identifying funding.
ICT	11,851 (net)	The threat of Cyber Security is a growing risk globally, and the Council must ensure its staff and Members have sufficient skills to operate technology in a secure way to protect the data assets of the Authority.	A refreshed and regular training programme for all staff and members is being rolled out.
Business Services and Support	6,667 (net)	Reduction in staff across support services may impact on service delivery.	Prioritise business process re-design in critical and high-risk areas. Implement agility and wider training across teams to redirect resources to areas of high risk and priority.
Property and Estates	12,043 (gross)	Buildings and land may not be maintained or improved	Budget reduction is profiled against the property change programme – where fewer properties/assets require less investment to ensure retained assets are maintained and compliant.

All Transformation and Business Services	37,896 (gross)	Inflationary increase in cost of contracts across services leading to unsustainable budgetary requirements	Re-negotiation of contracts to reduce costs, identifying contracts that can be ceased or the specification reduced.
Coroners Service	2,184 (net)	There is a risk of unavoidable additional costs in medical (pathology), analysts, funeral directors, and mortuary facility fees. The service is demand driven and the Council do not have control over the number or complexity of inquests.	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 and Equality, Diversity, and Inclusion	4,751 (net)	<p>Demands for legal support to Children's, Adults and 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 unplanned demands for legal and EDI 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> <p>In addition to this the service have struggled in recruitment and retention of staff</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 2024/25 £'000	Risk and Impact	Mitigation
Highways Maintenance term maintenance contract	17,500	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. 6,500	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	3,000	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 £300,000.	during the year and, where possible, mitigating actions are taken in other areas of the budget.
Waste Management	33,600	<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>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.</p> <p>The impact of the changes to the Controlled Waste Regulations at the end of 2023 may result in additional costs.</p> <p>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 remained at around 80% of the pre COVID-19 levels and have been further impacted by reliability of services. This is largely affecting the	Government has maintained additional financial support through a grant called Bus Service Improvement Plan Plus (BSIP+) through to March 2025

		<p>commercial market which accounts for around 80% of the network.</p> <p>With the recovery plateauing this puts 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 grants continue to 31 March 2025. 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 is implementing improvements though the original successful application of its Bus Service Improvement bid. The funding is being used to improve bus access on the Highway network, and through promotional activity designed to help improve the viability of the network.</p> <p>The Authority is linked in with national associations lobbying Central Government for longer term sustainable funding.</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 capital prog.)	The Authority is the Lead Local Flood Authority (LLFA) as defined by the Flood and Water Management Act and the Flood Risk Regulations. Consequently, there would be costs associated	The Authority has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and above this budget might need to be identified.

		<p>with statutory requirements in the event of a major incident.</p> <p>Implementation of the Flood and Water Management Act Schedule 3 is expected in 2024, the full details of this are not known, and there could be additional costs incurred.</p>	
<p>School Place Planning (capital funding/home to school transport revenue)</p>		<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 and Kenton.</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> <p>Tipton St John school has entered the schools re-building programme.</p>



## 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
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
CQC	Care Quality Commission
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
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
ICB	Integrated Care Board

# Agenda Item 4

IID	Investing in Devon funds
ILACS	Inspection of Local Authority Children's Services
INTERREG	European Territorial Cooperation
IVC	In Vessel Composting
LAG	Local Action Group
LEP	Local Enterprise Partnership
LGA	Local Government Association
LEVI	Local Electric Vehicle Infrastructure
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
MTFP	Medium Term Financial Plan
MUGA	Multi Use Games Area
MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NDLR	North Devon Link Road
NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NFF	National Funding Formula
NHS	National Health Service
NHSE	National Health Service England
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
SGO	Special Guardianship Order
SPF	Shared Prosperity Fund
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