

Joint Report of the County Treasurer, Chief Officer for Communities, Public Health, Environment and Prosperity, Chief Officer for Highways, Infrastructure Development and Waste.

2017/18 Budget

Recommendation: that the Scrutiny Committee consider whether it wishes to draw to the attention of the Cabinet any observations on the proposals contained within the draft Revenue Budget 2017/18 and Capital Programme for 2017/18 to 2021/22.

1. Introduction and Commentary

- 1.1 At its meeting of 14th December 2016, Cabinet set Revenue Budget targets for 2017/18. The targets incorporate inflation and pressures and income initiatives and savings required to set a budget within reduced funding levels provided by Government in the recent provisional financial settlement.
- 1.2 A number of major decisions remain to be taken. At this stage, 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. Information should be available by the time that County Council considers final budget proposals for 2017/18 on 16th February 2017. However, given the late notification of the provisional settlement and in line with arrangements from previous years, 23rd February 2017 has been set aside for a second County Council budget meeting if required.
- 1.3 The draft budget attached to this report complies with the targets set by Cabinet on 14th December which total £459.585 millions. The total includes funding for budget pressures of £43.0 millions that mainly relates to additional expenditure to allow for service growth to cater for demographic changes such as increased children and adult service users and unavoidable cost pressures. Savings and income initiatives of £22.2 millions are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table below shows the 2017/18 Budget Targets by Chief Officer as following the restructure we no longer have Strategic Directors. Service specific implications of the restructure are set out in detail later in this report.

	2016/17		Savings &	2017/18	
	Adjusted	Inflation &	Income	Base	
	Budget	Pressures	Initiatives	Budget	
	£000	£000	£000	£000	
Adult Care & Health	197,747	26,936	(8,190)	216,493	+9.5%
Children's Services	115,827	7,843	(5,539)	118,131	+2.0%
Communities, Public Health, Environment & Prosperity	33,311	2,468	(576)	35,203	+5.7%
Corporate Services	33,466	2,283	(2,397)	33,352	-0.3%
Highways, Infrastructure Development & Waste	58,437	3,496	(5,527)	56,406	-3.5%
	438,788	43,026	(22,229)	459,585	

- 1.5 This report provides detailed budget proposals in respect of all Services, in line with the targets outlined above. The Budget Scrutiny day will provide Members with the opportunity to question further budget issues for 2017/18 and beyond. In addition, detailed questions can be raised in advance of the Budget Scrutiny day by using the central DCC mailbox scrutiny@devon.gov.uk

2. Influencing Factors for Cabinet Consideration

- 2.1 On 15th December 2016, the Secretary of State for the Department for Communities and Local Government, Rt. Hon. Sajid Javid MP, made a statement to Parliament on the Provisional Local Government Finance Settlement for 2017/18. The main items of note are set out below.
- 2.2 In 2016/17, the Social Care Precept on Council Tax was set at 2% per annum for the period 2016/17 to 2019/20 inclusive. The terms of this precept have now been changed for the period 2017/18 to 2019/20. Local Authorities will now be able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that go ahead with the 3% increase in both years will not be able to make a further increase in 2019/20 (i.e. the total allowable increase over the three year period remains at 6%).
- 2.3 The 2017/18 New Homes Bonus allocations and details of the consultation on the future of the scheme have been announced (previously these figures were indicative). The number of years the scheme will be based upon, currently six years, will reduce to five years in 2017/18 and four years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum, currently all growth is rewarded. These changes have reduced the County Council's expected New Homes Bonus allocation by £709,000. The majority of New Homes Bonus, 80%, is retained by the District Councils and the impact of this change is therefore felt more keenly by them. The Devon Districts have between them seen their funding reduced by £2.95 millions in 2017/18.
- 2.4 The changes to the New Homes Bonus Scheme have allowed the government to remove £241 millions from the 2017/18 scheme. This saving has been used to create the new Adult Social Care Support Grant. This funding is being distributed based on the relative needs formula and is for 2017/18 only. The County Council will receive £3.592 millions.
- 2.5 As the Adult Social Care Support Grant is for 2017/18 only and the increased freedoms relating to the Social Care Precept being a matter of timing only, there is no change to funding levels from these two changes in 2019/20.
- 2.6 Within the Business Rates Retention system the Top Up element has been amended to reflect the 2017 revaluation. For the County Council this amounts to an additional £74,000 in 2017/18; this is not a gain however, as the local element of Business Rates is expected to reduce by this amount. The other elements of Core Funding are as expected.
- 2.7 The provisional settlement has confirmed that the Council Tax increase that will trigger a referendum, excluding the Social Care Precept, will remain at 2% for 2017/18.
- 2.8 In 2017/18 government funding (core funding) for the County Council will reduce from £151.6 millions in 2016/17 to £128.3 millions in 2017/18. This is a reduction of £23.3 millions, nearly 15.4%. Although this is inline with the four

year settlement announced in 2016/17 it is still a significant reduction to our funding at a time when there are huge pressures on Social Care services.

3. Service Specific Budget Issues

- 3.1 The targets set for each service area have been based on this new structure. Place Scrutiny Committee will receive the proposed budgets for Infrastructure Development and Waste Management and Highways and Traffic Management which is the responsibility of the Chief Officer for Highways, Infrastructure Development and Waste. It will also receive the proposed budgets for Economy, Enterprise and Skills, Planning Transportation and Environment and Communities and Other Services which is the responsibility of the Chief Officer for Communities, Public Health, Environment and Prosperity. This reflects the change to include Public Health and Skills. For the sake of completeness the proposed budgets for Public Health have also been included however, they have also been considered by the Health and Wellbeing Scrutiny Committee.
- 3.2 The approach taken has looked to ensure a balance between reduced funding to maintain statutory and essential services and preventing future costs rising as a result of demand and demographic pressures. This approach seeks to maximise efficiency, minimise unnecessary spend whilst continuing to look at different ways of delivering the services. Within the budget proposals there are challenges to achieving the reductions especially where significant change is required in a relatively short space of time.
- 3.3 The demand on these areas to undertake transformational change whilst continuing to provide services remains testing. Strategies used to achieve the target budget include income generation, review of policies and statutory levels, alternative methods of service delivery including collaboration and community self-help and process changes including digital by design.
- 3.4 Additionally the corporate transformation agenda will highlight areas of change. Savings of £333,000 is shown under the DCC funded budget in Communities and Other Services. However in reality this is a corporate target across the County relating to a review of countywide information management and change resources.
- 3.5 The financial year 2016/17 saw the Library Service externalised into a mutual, Libraries Unlimited (South West) (Cabinet Report SC/15/23) and this will be followed on 1st February 2017 by the Youth Service transferring in to DYS SPACE (Cabinet Report SC/15/20).
- 3.6 Highways and Traffic Management face continued cost pressures. The procurement of a new term maintenance contract is expected to generate significant savings for the service from 1st April 2017. This, with the redirection of some expenditure to alternative funding sources, has allowed an overall budget reduction of £1.8 millions.
- 3.7 Income generation has been explored in order to reduce the impact on services of the savings required. Current charges will continue to be reviewed to ensure they are reasonable and comparable. Any new and significantly increased charges being proposed will be subject to approval by Cabinet in February 2017. The On-street parking (OSP) income and costs are within a ring-fenced account which is shown on the page entitled "Analysis of Total Expenditure for 2017/18". This account is governed by legislation and any excess income can only be used for prescribed activities. Additionally an online payments system should aid all services to collect income due more efficiently.

- 3.8 The Waste Service is showing a reduction in net expenditure of £200,000. A number of waste processing contracts have been re-procured with start dates of 1st April 2017 and are expected to deliver a net saving. Anticipated waste tonnage growth and other demographic pressures have reduced the overall saving.
- 3.9 The reductions presented to this committee will have an impact on some front line services. The key challenge is to ensure effective communication with communities on what can, and cannot, be achieved during another difficult year.

4. Capital Programme

- 4.1 The Council's capital programme has been produced to maximise investment in the County's infrastructure and assets and to support service delivery and priorities.
- 4.2 The capital programme continues to be focussed on maximising leverage of external funding to support growth across the County. A number of the Heart of South West LEP and developer funded Growth Deal schemes are underway or expected to start shortly including Bridge Road, Exeter and A361 Portmore Junction, Barnstaple. Further bids have been, and will be, submitted for funding from various sources which, subject to approval, will be added to the capital programme if they are successful. There is one new scheme funded from corporate resources for £0.5 millions to fund the decommissioning costs for Broadpath In Vessel Composting Site.
- 4.3 The Local Highways Maintenance capital block funding announced in December 2014 set the needs based formula funding allocation with indicative levels for 2018/19 - 2020/21. A new element was introduced called an Incentive Fund. This fund rewards high performing local authorities who demonstrate they are delivering value for money in carrying out cost effective improvements and have effective asset management planning. Indicative allocations have been advised and have been included in the budget for the period 2017/18 - 2021/22.
- 4.4 In addition a £250 millions Pothole action fund was announced in the 2015 Budget. This is allocated by formula each financial year and is being shared by local authorities between 2016/17 and 2020/21, based on the road length for which each authority is responsible. The government has outlined its commitment to road improvements as part of the Autumn Statement and has confirmed the County's Pothole Action Fund allocation for 2017/18 which has been built into the capital programme. The government will announce further capital allocations to be funded from the £1.8 billions Local Growth Fund in due course.
- 4.5 The Department for Transport continues with the policy that it will no longer set aside a proportion of funding for a resilience contingency fund and has recommended that local highway authorities ensure they retain a contingency for repairing damage to local highways and associated assets caused by incidents such as extreme weather. A sum of £2 millions from Devon's Local Highways Maintenance capital block allocation has been separately identified within the local Transport Plan (LTP) maintenance budget in 2017/18 to address this issue.

5. Equality Impact Assessment

- 5.1 Under the Equality Act 2010, the County Council 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.

5.2 The Equality Act 2010 and other relevant legislation does not prevent the Council from taking difficult decisions which result in service reductions or closures for example, it does however require the Council to ensure that such decisions are:

- Informed and properly considered with a rigorous, conscious approach and open mind.
- Taking due regard of the effects on the protected characteristics with the need to ensure nothing results in unlawful discrimination in terms of access to, or standards of, services or employment as well as considering any opportunities to advance equality and foster good relations.
- Proportionate (negative impacts are proportionate to the aims of the policy decision).
- Fair
- Necessary
- Reasonable, and
- Those affected have been adequately consulted.

5.3 The report 'Budget 2017 – 2018 Equality Impact Assessment' provides information on the impacts of savings strategies. Previous years' assessments are available at <https://new.devon.gov.uk/impact/> under 'Published Assessments'. The report for 2017/18 provides a detailed analysis of community feedback and data and views on budget priorities and council tax.

The 2017/18 report is published at <https://new.devon.gov.uk/impact/published/budget-setting-201718/>

Mary Davis

David Whitton

Virginia Pearson

County Treasurer

Chief Officer

Chief Officer

Electoral Divisions: All

Local Government Act 1972

List of Background Papers

Contact for Enquiries: Mary Davis

Tel No: (01392) 383310 Room 199

Background Paper Date File Ref

Nil

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Leadership Group Commentary

Introduction

Against a national back drop of economic and political uncertainty, Devon County Council is facing increasing pressures on its budget. Uncertainties around the potential fall out from Brexit make for a nervous economic picture, and there remains a lack of any clear direction around the devolution agenda and the potential for the Heart of the South West to benefit financially.

What is clear though is that while resources reduce, demand on services is growing. With people living longer and having increased and more complex needs, expectations of how the Council delivers services need to be managed more effectively.

We remain a large organisation and a major employer in the South West, with a budget of over £1 billion. This is becoming increasingly challenging to manage but by working in new and innovative ways with our staff, Members, partners and communities, it is achievable.

Services under pressure

The combination of increased need and increased complexity of need is putting our services under pressure. While we have already taken steps to increase efficiency and effectiveness, we need to do more to prevent unnecessary escalation into our high cost specialist service areas.

Our budget recognises that the health and social care system is a critical area that is under severe pressure, resulting in escalating demand on resources and the need for better integration. Our core purpose is to look after the old, the young and the most vulnerable people in our society and ensure they have the best outcomes while achieving value for money across all areas of our work.

With a greater emphasis on prevention and tackling health inequalities, we will work with our partners to identify opportunities for better local outcomes, encourage greater independence, and help people to help themselves and live their lives well.

Supporting people, whatever their circumstances, through education and into work is a cornerstone of our commitment to improving quality of life and giving back to the local economy.

We also work hard to keep Devon on the move, with a smooth transition to our new Term Maintenance Contractor helping to reduce costs, and Government grants helping to improve the rural road network.

Building community resilience

One of Devon's biggest assets is its communities. We know that many people are active in supporting others in their town and village, and our voluntary and community sector is strong, playing a key role in helping people to live independently, feel connected and build more resilient communities.

We are beginning to have a different sort of conversation with our communities and discovering more about what matters to them and how they want to work with others to reduce dependency on services. Our recent community survey revealed:

- 80% say their community is active in helping people to stay healthy with a good quality of life
- 84% think local people come together to support each other
- 71% say they look out for neighbours or anyone who might be isolated or lonely
- 68% say they can get the help and support they need from family, friends and the community

- 83% say they are active in helping to shape community life
- 72% say their community helps plan for emergencies such as flooding
- 90% say Devon is a place where people and communities can do well

A prime example of community self help is the innovative Integrated Care for Exeter (ICE) programme, bringing together local government, public and community sector organisations and NHS providers. ICE aims to improve the experience of health and social care and support people to remain independent.

And our place based community self-help scheme involves volunteers in a range of activities to enhance their community and keep it moving in the event of flooding or snow.

Efficiency and innovation

By changing our approach to service delivery, we are challenging ourselves to be more focused on what matters by looking through the eyes of individuals and communities at what we do and how we do it.

We will make the most of the talents, skills and energy of our staff, Councillors and residents to redesign and modernise our services.

We will learn from the best and from experience, developing new ideas and digital solutions.

And we will inject more pace into everything we do, becoming more agile in our approach and ensuring that the best value services get to the right people, at the right time, by the right organisation.

For more information on the contents of this section, please contact Nicky Allen, Senior Assistant County Treasurer on 01392 383590 or email nicola.allen@devon.gov.uk

Communities, Public Health, Environment and Prosperity

Communities and Other Services

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Commissioning Services For Communities					
676	Heritage Centre and Devon Records Office	710	(10)	700	24
5,924	Library and Information Service	6,457	(290)	6,167	243
1,695	Youth Services	1,793	(33)	1,760	65
8,295		8,960	(333)	8,627	332
Planning and Insight					
0	County Wide Research, Performance Review	(333)	0	(333)	(333)
149	Emergency Planning	191	(40)	151	2
198	Research, Intelligence and Performance	202	0	202	4
347		60	(40)	20	(327)
Safer and Stronger Communities					
845	Commissioning / Grants	806	0	806	(39)
494	Community	639	(104)	535	41
1,220	Locality / Town and Parish	1,220	0	1,220	0
2,559		2,665	(104)	2,561	2
11,201		11,685	(477)	11,208	7

Analysis of Changes:

£'000

Technical and Service changes

Inflation	224
Increase in Pension contributions	116

Savings Strategies

County-wide information management and change resources review	(333)
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Total

7

Service Commentary

The Communities portfolio links commissioning, services and support to help people and organisations in communities to be better connected, resilient and safe. Given pressures on public services there remains a clear priority for the organisation to realise and connect personal and community assets. This links with the team's commissioning of library and information services, a Devonwide youth service, community safety work, promoting cultural and heritage activities, promoting physical activity and sport and determining a sustainable offer to Communities, from the Council. Other Services covers Countywide activities.

The corporate transformation agenda will highlight areas of change. A saving of £333,000 is shown under the Research, Intelligence and Performance service. However in reality this is a corporate target across the County relating to a review of countywide information management and change resources.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17 Adjusted Estimate	Change	2017/18 Estimate
Libraries				
Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs Available with public access	No.	502	0	502

Economy, Enterprise and Skills

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Business Support and Innovation					
0	Business Growth Support	358	(4)	354	354
1,810	Trading Standards	3,285	(1,367)	1,918	108
1,810		3,643	(1,371)	2,272	462
Economic Infrastructure and Development					
1,321	Economic Development	1,041	(275)	766	(555)
(11)	Industrial Estates	125	(136)	(11)	0
1,310		1,166	(411)	755	(555)
Employment and Skills					
42	Labour Market Development	376	(209)	167	125
1,761	Post 16 Provision	1,761	0	1,761	0
1,803		2,137	(209)	1,928	125
4,923		6,946	(1,991)	4,955	32

Analysis of changes:

£'000

Technical and Service changes

Inflation	24
Increase in Pension contributions	117
BDUK Project - Phase 1	(31)

Savings Strategies

Reduction in activity based business support and infrastructure development	(10)
Income generation from contracts	(68)

Total

32

Service Commentary

This service leads the County Council's role in supporting and delivering economic growth, prosperity and protection for Devon's residents and businesses. It provides a strategic overview of the Devon economy and collaborates with a wide range of partners to support the achievement of growth and employment and in safe-guarding public and consumer interests.

Working with partners, including the Local Enterprise Partnership, the key priorities for the service are:

- Improving skills attainment and supporting people into work, particularly the most disadvantaged,
- Supporting the personal, social, health and economic development of individuals and communities,
- Stimulating innovation and business support,
- Protecting consumers and communities by ensuring a safe, fair, responsible, sustainable and competitive trading environment,
- Promoting Devon as a business location, including the facilitation of strategic employment space, managed workspace, broadband and mobile infrastructure,
- Developing growth sectors and supply chains, including energy, Agri-tech and the rural economy,
- Leading on an economic evidence base and analysis to support growth strategies, funding bids and lobbying campaigns on key issues impacting on the Devon economy.

Income generation is being continuously explored in order to reduce the impact on this service of the savings required. This will include new externally funded projects, collaborative working and using specialisms to deliver other savings.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17	Change	2017/18
		Adjusted Estimate		Estimate
Trading Standards				
Business premises on Trading Standards database	No.	65,782	1,722	67,504
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	20,000	(4,200)	15,800
Learn Devon				
Learn Devon - Learner Recruitment	No.	10,000	(1,500)	8,500

Planning, Transportation and Environment

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Environment Service					
468	Environment Policy	560	(59)	501	33
940	Flood Risk and Surface Water Management	950	0	950	10
418	Projects and Partnerships	458	(45)	413	(5)
1,826		1,968	(104)	1,864	38
Planning and Transportation					
532	Development Management	1,379	(744)	635	103
2,513	Planning and Transportation	3,072	(287)	2,785	272
3,045		4,451	(1,031)	3,420	375
Public and Community Transport					
38	Management Support	1,895	(1,694)	201	163
9,084	National Concessionary Travel Scheme	9,285	(20)	9,265	181
0	NHS Patient Transport Advice Service	2,420	(2,400)	20	20
3,047	Public Transport Support	4,335	(1,012)	3,323	276
12,169		17,935	(5,126)	12,809	640
17,040		24,354	(6,261)	18,093	1,053

Analysis of changes:

£'000

Technical and Service changes

Inflation	298
Increase in Pension contributions	179
National Living Wage	32
Funding for bus services previously paid under S106	280
Cyclical renewal of National Travel scheme bus passes	100
Reprocurement of Fleet arrangements	75
Reinstatement of School Crossing Patrol budget	254

Savings Strategies

Transport efficiency savings	(159)
Restructured community transport awards	(6)

Total	1,053
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Service Commentary

The Planning, Transportation and Environment service includes strategic infrastructure planning and statutory responses including development of the Education and Transport Plans and other strategic documents, such as the Waste and Minerals plans. Additionally services include development and delivery of large infrastructure projects including planning applications, consultations, overview of planning applications and delivery of projects to enhance the ecology, landscape, marine and historic environment of Devon, and progressing the carbon management agenda. The responsibility for planning schools infrastructure, sustainable travel and road safety resides in this team along with the flood and coastal risk management functions. The Transport Co-ordination team provide a range of public transport services including subsidised services, concessionary fares, fleet management and services to education and the NHS.

Reductions for this year mainly relate to contract efficiencies where collaboration and tight contract management provide opportunities to make savings.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17 Adjusted Estimate	Change	2017/18 Estimate
Planning, Transportation & Environment				
County Matter applications	No.	60	0	60
County Council development applications	No.	40	0	40
Listed building consent applications	No.	5	0	5
Strategic Planning consultations	No.	40	0	40
Pre Application advice	No.	125	0	125
Discharge of Planning Condition Applications	No.	40	0	40
Non Material Amendments to planning applications	No.	20	0	20
Formal monitoring visits for Minerals and Waste sites	No.	80	0	80
Planning application consultations (externally driven by the economy)	No.	12,500	0	12,500
Verified historic monument records on Heritage Gateway website	No.	73,943	7,057	81,000
Specialist historic environment responses to all enquiries, including responses for development	No.	1,050	0	1,050
Specialist ecology, landscape and greenhouse gas responses provided to planning case officers for development management activity	No.	155	0	155
Sustainable drainage consultations for major development	No.	918	32	950
Land drainage consents	No.	33	2	35
Number of Local Plans which have successfully progressed through the examination stage	No.	10	(7)	3
East Devon Traffic Screenline - Average daily no. of vehicles crossing (predicted)	No.	114000	0	114,000
Public Transport				
Local bus services contracts	No.	122	8	130
Bus passenger journeys started in Devon	No.	26.5 million	(0.25) million	26.25 million
Train trips within Devon and to/from neighbours	No.	4.6 million	0.15 million	4.75 million
Ring and Ride community transport schemes	No. of schemes	16	0	16
Shop mobility schemes	No. of schemes	8	0	8
Community buses	No.	9	0	9
Fare car supported taxi schemes	No. of schemes	6	1	7

Public Health

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Public Health					
2,989	Children 5-19 Public Health Programmes	2,973	0	2,973	(16)
895	Community Safety, Violence Prevention and Social Exclusion	1,000	0	1,000	105
40	Health At Work	40	0	40	0
101	Health Protection	96	0	96	(5)
8,989	Mandated 0-5 Children's Services	9,101	0	9,101	112
90	National Child Measurement Programme	96	0	96	6
90	NHS Health Check Programme	349	0	349	259
421	Obesity	268	0	268	(153)
580	Other Public Health	440	0	440	(140)
213	Physical Activity	268	0	268	55
338	Public Health Advice to NHS Commissioners	365	0	365	27
(28,952)	Public Health Income	0	(28,238)	(28,238)	714
639	Public Mental Health	772	(151)	621	(18)
5,933	Sexual Health	5,987	0	5,987	54
650	Smoking and Tobacco	1,133	(650)	483	(167)
6,038	Substance Misuse	5,995	0	5,995	(43)
1,093	Support Services	1,103	0	1,103	10
147		29,986	(29,039)	947	800

Analysis of changes:

£'000

Technical and Service Changes

Community Safety, Violence prevention and social exclusion- staffing reallocation	105
Mandated 0-5 children's services - staffing reallocation	112
NHS Health Check programme - universal programme recommences	259
Obesity - savings through re-procurement of lifestyle services	(153)
Other Public Health - food for life partnership and health at work savings	(140)
Physical activity - one small step programme commenced	55
Public Health Income - reduction in Department of Health grant	714
Sexual Health - service demand growth	54
Smoking and Tobacco - savings through re-procurement	(167)
Other minor changes	(39)
Total	800

Service Commentary

Public Health is funded by a ring-fenced grant from the Department of Health which has reduced by £714,000 or 2.5% for 2017/18. Future grant allocations have been confirmed as being reduced by 2.6% for 2018/19 and 2019/20 and a programme of procurement for all service areas is in place to enable the services to be delivered within the funding available.

The Integrated Children's Service contract, which terminates in March 2018, continues to deliver the 0-19 services for Public Health, with an overall commitment to this from the Public Health Grant of £11.8millions.

The universal NHS Healthchecks programme is being re-introduced during 2017/18. Service demand for Sexual Health and Substance Misuse services continue to grow, but costs are being managed through strong contract management and negotiation. The introduction of the new healthy lifestyle service, OneSmallStep, has contributed to savings.

The reduction in the grant has led to a budget shortfall of £800,000 in 2017/18. This shortfall is for one year only as in future years changes will be made to contracted services to bring the budget back in to balance. This one off shortfall has therefore been funded from corporate resources.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17 Adjusted Estimate	Change	2017/18 Estimate
Referrals to substance misuse service	Individuals	3,687	0	3,687
New structured treatments starts in substance misuse service	Individuals	1,532	0	1,532
Genito-urinary medicine patients treated	Individuals	28,988	1,449	30,437
Contraception services accessed	Individuals	30,780	1,539	32,319

Highways, Infrastructure Development and Waste

Infrastructure Development and Waste Management

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Engineering, Design and Built Environments Team					
196	Compliance Surveys - School Buildings	196	0	196	0
(438)	Engineering and Design Group	483	(904)	(421)	17
83	Schools Estates Work	83	0	83	0
(159)		762	(904)	(142)	17
Waste Disposal and Recycling					
10,913	Disposal of Statutory Waste	14,051	(3,998)	10,053	(860)
5,613	Landfill Tax on Disposal	5,533	0	5,533	(80)
323	Other Site Related Costs	330	(7)	323	0
5,067	Recycling Centres	5,769	(3)	5,766	699
4,280	Recycling Credits	4,258	0	4,258	(22)
673	Waste Management	749	(15)	734	61
199	Waste Minimisation Activities	449	(270)	179	(20)
27,068		31,139	(4,293)	26,846	(222)
26,909		31,901	(5,197)	26,704	(205)

Analysis of changes:

£'000

Technical and Service changes

Inflation	618
Increase in Pension contributions	22
Waste tonnage growth	113
Landfill tax tonnage growth	56
Price changes for Energy from Waste plants	116
Increase in IVC tonnage cost	100
Change in market conditions for recycling contracts	750

Savings Strategies

Contract efficiency savings	(1,510)
Operational efficiencies on the Plymouth Energy from Waste plant	(250)
Reduced recycling credit budget	(150)
Generating income from advertising	(20)
Reduced treatment and disposal costs through collaboration	(50)

Total

(205)

Service Commentary

Infrastructure Development (Engineering Design Group & Built Environments)

The purpose of the service is to deliver the County Council'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 council.

Waste Management

The purpose of the service is to dispose 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.

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

A number of waste processing contracts have been re-procured recently, with start dates of 1st April 2017, and are expected to deliver a net saving. Anticipated waste tonnage growth and other demographic pressures have reduced the overall net saving to £0.2 millions.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17	Change	2017/18
		Adjusted Estimate		Estimate
Municipal waste disposal to landfill	Tonnes	64,500	800	65,300
Municipal waste recycled (excl. soil & rubble)	Tonnes	214,000	0	214,000
Municipal waste recovered	Tonnes	14,000	0	14,000
Exeter Energy from Waste	Tonnes	60,000	0	60,000
Plymouth Energy from Waste	Tonnes (approx)	53,027	960	53,987
Recycling, reusing and composting	Percentage	55.0	0	55.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	55	0	55

Highways and Traffic Management

2016/17 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2017/18 Outturn Budget £'000	2017/18 Net Changes £'000
Highway Maintenance					
4,237	Cyclic Maintenance	4,199	(32)	4,167	(70)
4,446	Highway Lighting	3,888	(30)	3,858	(588)
625	Maintenance of Public Rights of Way	653	(26)	627	2
23	Other Highway Services	159	(133)	26	3
734	Retaining Walls and Bridges	483	(8)	475	(259)
2,972	Routine Maintenance	1,857	(30)	1,827	(1,145)
6,365	Safety Reaction	6,263	(63)	6,200	(165)
6,596	Winter and Emergencies	6,284	(60)	6,224	(372)
25,998		23,786	(382)	23,404	(2,594)
Highway Network Management					
5,527	Highway Network Management	7,451	(1,157)	6,294	767
3	Management and Support	217	(213)	4	1
5,530		7,668	(1,370)	6,298	768
31,528		31,454	(1,752)	29,702	(1,826)

Analysis of Changes:

£'000

Technical and Service changes

Inflation	1,367
Increase in Pension contributions	254
Impact of Ash die back on Highways trees	100

Savings Strategies

Income generation from sponsorship and advertising	(150)
Reduced street lighting energy and usage	(967)
Highways maintenance procurement savings	(980)
Focus on preventative maintenance for bridges and structures	(250)
Reduced emergency works based on 3 year average	(200)
Redirection of costs to alternative funding streams	(1,000)

Total	(1,826)
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Service Commentary

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

To cope with reducing budgets, the service adopts asset management principles to identify priority needs and to focus the available funding on reducing whole life maintenance costs, for example by delivering preventative maintenance rather than repairing roads on a worst first basis. The main road network is being maintained in a good condition, however, parts of the minor road network are not holding up so well and some minor roads will continue to deteriorate. Such roads will be kept safe by repairing defects in accordance with adopted policy.

The service works in a collaborative way with its contractors, communities and individuals. This should enable 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 service continues to face cost pressures. The procurement of a new term maintenance contract is expected to generate significant savings for the service from 1st April 2017. This, with the redirection of some expenditure to alternative funding sources, has allowed an overall budget reduction of £1.8 millions.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2016/17 Adjusted Estimate	Change	2017/18 Estimate
Size of Network	Km	12,915	0	12,915
Bridges	No.	3,291	0	3,291
Structural retaining walls (>1.35m height)	No.	1,564	0	1,564
Structural retaining walls (>1.35m height)	Km	113	0	113
Street lights total	No.	77,752	48	77,800
Street lights to have been converted to part night lighting	No.	50,000	95	50,095
Rights of way	Km	5,000	0	5,000
Strategic road salted after route optimisation	Km	2,471	0	2,471
Illuminated road markings and signs	No.	10,524	0	10,524
Gullies emptied	No.	130,000	0	130,000
Total grass area cut	m ²	1 million	0	1 million
Surface dressed	Km	854	(30)	824
Resurfacing / reconstruction	Km	25	9	34

Capital Programme

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

Project	*Total Scheme Approval £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Economy, Enterprise and Skills						
Devon and Somerset Superfast Broadband Programme	13,500	1,580	1,440	480	0	0
District Heating Networks	177	177	0	0	0	0
Devon employment space strategy		52	0	0	0	0
Total		1,809	1,440	480	0	0
Planning, Transportation and Environment						
Large and Major Highway Schemes						
A361 North Devon Link Road Improvements		145	300	300	0	0
A38 Deep Lane - junction, Phase 1 Northern side	3,100	487	0	0	0	0
A382 Widening, Southern Phase, Newton Abbot	13,000	907	4,400	5,565	0	0
Bridge Road - Exeter	13,455	769	0	0	0	0
Crediton Link Road	8,421	51	10	10	0	0
Drumbridges and Battle Road Junction		100	0	0	0	0
Growth Deal Infrastructure Preparation		0	156	0	0	0
Moor Lane Roundabout widening		150	0	0	0	0
Roundswell Phase 2 - Barnstaple	2,855	288	0	0	0	0
South Devon Highway	117,998	5,884	3,166	1,643	241	277
		8,781	8,032	7,518	241	277
Sustainable Transport						
Around Devon Cycle Route - Exeter to Broadclyst		1	1	1	0	0
Around Devon cycle route - Teign Estuary		313	61	265	0	0
Cycling - Exe Estuary		230	0	0	0	0
E4 : Exeter Strategic Cycle Route		150	0	0	0	0
Hollow Lane pedestrian and cycle route	108	95	0	0	0	0
Okehampton East Station		20	227	0	0	0
		809	289	266	0	0
LTP						
Local Transport Plan (LTP) Integrated transport block		3,601	3,601	3,601	3,601	3,601
Environment						
Schools Expansion						
Advanced Design Fees		324	350	0	0	0
Canada Hill Primary School - Expansion Early Stages of Development	70	50	0	0	0	0
Chudleigh Primary - Expansion	20	20	0	0	0	0
John Tallack Centre - Adaptations to Childrens Centre	5	5	0	0	0	0
Orchard Vale Community School - Expansion to 420	20	20	0	0	0	0
Proposed new primary school Sherford	1,000	0	1,000	0	0	0
Willand Primary - Studio / Performance Hall	20	20	0	0	0	0
		439	1,350	0	0	0

Project	*Total Scheme Approval	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Confirmed Basic Need Allocation		0	17,125	0	0	0
Estimated Basic Need		0	0	3,742	3,742	3,742
Energy cost reduction initiative		99	0	0	0	0
Axminster Primary (Green Lodge) - Expansion	360	100	0	0	0	0
Bodley House - Special educational need provision	1,380	1,000	0	0	0	0
Bovey Tracey Primary School - Expansion	160	130	0	0	0	0
Cranbrook New Community - Education Campus	1,608	442	0	0	0	0
Digital Free School (West Clyst) - New school contribution	576	576	0	0	0	0
Haywards (Credition) Primary - Expansion to 420	1,020	775	0	0	0	0
High Bickington C of E primary – Expansion	641	507	42	0	0	0
Highweek Primary - Additional Capacity	1,568	102	0	0	0	0
Honiton Primary School - Phased Expansion	1,230	1,000	0	0	0	0
Kingsteignton – New Primary School site	1,759	1,518	0	0	0	0
Landscape Primary (Credition) - Expansion up to 420	1,240	29	0	0	0	0
Loddiswell Primary School - Replacement School	2,919	1,789	1,000	0	0	0
North Tawton Community Primary School - Additional classroom / Remodelling	314	284	0	0	0	0
Okehampton Primary - Additional Classroom	633	100	0	0	0	0
Proposed new primary / special school Bideford	1,000	0	1,000	0	0	0
Proposed new primary Newcourt (Trinity C of E Primary)	6,885	4,156	150	0	0	0
Proposed new primary Okehampton	1,722	250	0	0	0	0
South Molton Infants - Expansion to 420	569	508	15	0	0	0
St Andrews Primary (Cullompton) - Phased Expansion to PAN 60	1,364	1,230	0	0	0	0
Sticklepath Primary School - Expansion	608	30	0	0	0	0
Teignmouth Community School - Expansion to 420 Place	800	480	0	0	0	0
Westcliff School - Expansion to 420	1,950	1,600	300	0	0	0
Withycombe Primary School, Exmouth - Expansion up to 630	1,401	1,085	0	0	0	0
		17,790	19,632	3,742	3,742	3,742
Commissioning Services For Communities						
Youth service minor capital works		37	37	37	37	37
Cranbrook library		0	230	0	0	0
Library modernisation partnership schemes - Bideford	1,580	0	1,280	0	0	0
Vehicle Equipment Loans Pool - Fleet management		1,000	1,000	1,000	1,000	1,000
		1,037	2,547	1,037	1,037	1,037
Total		32,457	35,451	16,164	8,621	8,657
Communities, Public Health, Environment & Prosperity Total						
		34,266	36,891	16,644	8,621	8,657
Financed by:						
Borrowing - Unsupported		3,276	3,696	1,057	0	0
Borrowing - VELP		1,000	1,000	1,000	1,000	1,000
Capital Receipts - General		3,320	1,400	831	198	222
Capital Receipts - IID		334	290	266	0	0
Direct Revenue Funds - Services		350	0	0	0	0
External Funding - Contributions		2,740	1,522	781	80	92
External Funding - Grants		17,201	28,983	7,609	7,343	7,343
External Funding - S106		6,045	0	5,100	0	0
Total		34,266	36,891	16,644	8,621	8,657

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2016/17 which may be deferred to 2017/18 owing to changes in project delivery timescales.

Project	*Total Scheme Approval £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Waste Service						
Broadpath In Vessel Composting Plant		500	0	0	0	0
Ivybridge recycling centre	3,703	210	4	0	0	0
Waste Total		710	4	0	0	0
Schools Maintenance and Improvements						
Abbotskerswell Primary School - Replacement of Block 90	20	16	4	0	0	0
Alphington Primary School - Block 01 - Replace Roof	267	49	0	0	0	0
Ashleigh Church of England Primary School - Block 06 replacement and roof improvements	445	115	0	0	0	0
Bearnas Primary - Mezzanine Floor	100	46	0	0	0	0
Berrynarbor CofE Primary School - Block 03 internal wall refurb and joinery	31	25	6	0	0	0
Bishops Nympton Primary School - Block 01 - Renew Wet Heating System, Block 04 - Replace Boiler and Wet Heating System.	113	40	10	0	0	0
Bishops Nympton Primary School - Block 01 Window replacement. Block 02 window/door replacement and timber cladding	20	16	4	0	0	0
Bishops Tawton Primary - Refurburbish Hard Play Area	22	18	4	0	0	0
Bovey Tracey Primary School - Block 01 roof improvements and replace external retaining wall	15	12	3	0	0	0
Bratton Fleming Community Primary School - Block 01 Replace oil tank and pressure jet burner. CO Detection and Auto Shut off	43	35	8	0	0	0
Braunton Caen Primary School - Blk04 Windows / Blk01 Masonary improvements	149	120	29	0	0	0
Capital Maintenance (contingency)		565	450	0	0	0
Cheriton Fitzpaine Primary School - Replace biomass boiler flues	18	15	3	0	0	0
Combe Martin Primary School - Block 01 Replace Fire Alarm	51	41	10	0	0	0
Cornwood CofE Primary School - Block 01 - Replace Water Distribution Pipework and Improve External Walls	36	29	7	0	0	0
Cullompton Community College - Block 01 - Renew Boilers and Heating System	168	42	0	0	0	0
Dartington C of E Primary School - Remedial work	6,806	4,313	0	0	0	0
Dawlish Community College - Block 01 - Replace Windows, Roof & Hot and Cold Water System, Block 07 & 03 - Replace Boiler. Devon Lady Improvements	242	44	0	0	0	0
DDA Projects Contingency		400	300	0	0	0
Decoy Primary School - Blocks 01, 05 & 07 CO Detection and Auto shutoff	14	12	2	0	0	0
East Anstey Primary School - Block 01 Window replacement & external refurbishment. Block 02 Window and door replacement and timber/exterior cladding	37	30	7	0	0	0
Ellen Tinkham School - Block 01 partial replacement of roof, rooflights and downpipes. Block 01 Replace boiler control panel. CO Detection and Auto shutoff	104	84	20	0	0	0
		6,067	867	0	0	0

Project	*Total Scheme Approval	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Schools Maintenance and Improvements continued						
Estimated Capital Maintenance		0	5,500	5,250	5,000	4,750
Great Torrington Bluecoat Primary School - Block 01 - Replace Windows, doors, timber cladding, & Fascias, guttering, downpipes and flat roofing	205	165	40	0	0	0
Heathcoat Primary School - Roof Improvements	406	194	0	0	0	0
Holbeton School - Block 02 - Replace Roof	56	45	11	0	0	0
Holsworthy CofE Primary School - Roof improvements	383	45	0	0	0	0
Holsworthy Community College - Blk 01 Heat, Blk10 Windows, Roof, Ext.	735	30	0	0	0	0
Holsworthy Community College - Block 01 - Fenestrations	19	16	3	0	0	0
Ifracombe CofE Junior - Blocks 01 & 03 External Refurbishment. Block 08 roof and window improvements	173	139	34	0	0	0
Ifracombe Infant & Nursery School - Block 01 - Replace Boiler, Windows and Shelving in Kitchen	67	54	13	0	0	0
King Edward Vi Community College - Site Refurbishment and Roof improvements	410	160	50	0	0	0
King's Nympton Primary - Block 01 - Fenestrations	20	16	4	0	0	0
Kingsbridge Community Primary School - Block 02 Replace windows	31	25	6	0	0	0
Ladysmith Infant School - Improve underground drainage	123	99	24	0	0	0
Littleham CofE Primary School, Exmouth - Block 01 - Rewire	58	46	11	0	0	0
Marland School - Expansion	4,067	2,445	500	0	0	0
Milton Abbot Primary School - Replacement Roof	185	148	37	0	0	0
MUMIS (contingency)		90	90	0	0	0
Newton St Cyres Primary School - PSBP Contribution	532	0	300	0	0	0
Northlew and Ashbury Primary - Structural Repairs	35	28	7	0	0	0
Oaklands Park - Block 02 Mechanical ventilation works	26	21	5	0	0	0
Okehampton College - Block 01 replace windows, doors, timber cladding, render and roofing works. Block 13 windows and spalling concrete panels	613	491	122	0	0	0
Okehampton College - Block 11 Window replacement	17	14	3	0	0	0
Pathfield School - Block 01 - Replace Sliding External Doors.	194	38	0	0	0	0
Pathfield School - Blocks 1,5 & 6 CO Detection and Autoshtut off	15	12	3	0	0	0
Princetown Primary - Block 01 - Improve Wall to Resolve Dampness	24	20	4	0	0	0
Ratcliffe School - Replace Water Mains	58	13	0	0	0	0
Sandford School - Improve retaining walls	74	60	14	0	0	0
School Buildings Temporary Planning Permissions		25	0	0	0	0
Seaton Primary School - Block 01 - Replace Incoming Panel, Distribution Board, Upgrade Fire Alarm and Fenestrations	126	101	25	0	0	0
South Tawton Primary School - Replace Blocks 03, 04, 05 & 06	1,574	32	0	0	0	0
St Michaels CofE Primary School, Kingsteignton - Block 01 Roof improvements including drainage and rooflights	62	50	12	0	0	0
Stoke Canon CofE Primary School - Block 03 - Replace Windows	41	33	8	0	0	0
		4,655	6,826	5,250	5,000	4,750

Project	*Total Scheme Approval	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Schools Maintenance and Improvements continued						
Stoke Hill Infants School - Block 01 re-roofing above water tank and associated works.	86	69	17	0	0	0
Stoke Hill Junior School - Block 01 - Replace Fluorescent Lighting and Main Heating Pumps, Block 03 - Replace Fluorescent Lighting & Upgrade Fire Alarm, Block 02 - Replace Timber Cladding.	200	44	0	0	0	0
Stoke Hill Junior School - Blocks 1,2 & 3 Emergency Lighting	38	31	7	0	0	0
Stokenham Area Primary School - Block 01 Roof replacement	35	28	7	0	0	0
Tavistock College – Block 01 Replacement Windows	126	25	0	0	0	0
Tavistock Community Primary & Nursery School - DDA Project	62	20	0	0	0	0
Tedburn St Mary School - Block 01 - Replace Fenestrations.	52	10	0	0	0	0
The Axe Valley Community College - Replace blocks 07, 14, 17 & 20	1,987	500	0	0	0	0
The Chestnut Centre - Block 01 Structural Internal/External wall repairs	31	25	6	0	0	0
The Erme Primary School, Ivybridge - Block 01 window replacement and lift improvement works	22	18	4	0	0	0
The Park Community School - Block 04 renew wet system and radiators. Block 08 concrete cladding panel works	86	69	17	0	0	0
Two Moors Primary School, Tiverton - Block 01 roof and drainage improvements. Blocks 1,2,3,4,10,90 CO Detection and Auto Shut off	28	23	5	0	0	0
Ugborough Primary School - Block 01 - Replace Windows, Fascias & Redecorate, Block 02 & 03 - Replace Windows.	65	13	0	0	0	0
Upottery Primary School – Glazed roofing panes work	40	10	0	0	0	0
Wembury Primary School - Block 01 Window and Door Replacement	26	21	5	0	0	0
Whimble Primary School - Block 01 & 04 Replace Windows	53	10	0	0	0	0
Willowbank Primary - Electrical work	71	57	14	0	0	0
Winkleigh Primary School NOW D1 - Block 01 - Replace Roof and rooflights	37	30	7	0	0	0
Woolsery Primary School - Blocks 01 and 03 Mechanical Works	30	24	6	0	0	0
Other Schools Maintenance and Improvement Schemes		78	0	0	0	0
		1,105	95	0	0	0
Schools Maintenance and Improvements Total		11,827	7,788	5,250	5,000	4,750
Highways						
Challenge Fund Street Lighting Improvements	13,156	3,962	0	0	0	0
Depot Strategy		225	75	0	0	0
Local Transport Plan (LTP) Maintenance		44,325	41,132	41,132	41,132	41,132
Mamhead Slipway, Exmouth		275	0	0	0	0
Highways Total		48,787	41,207	41,132	41,132	41,132
Highways, Capital Development and Waste Total		61,324	48,999	46,382	46,132	45,882

Financed by:

Borrowing - Unsupported	4,523	4	0	0	0
Capital Receipts - General	1,000	75	0	0	0
External Funding - Grants	55,787	48,920	46,382	46,132	45,882
External Funding - S106	14	0	0	0	0
Total	61,324	48,999	46,382	46,132	45,882

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2016/17 which may be deferred to 2017/18 owing to changes in project delivery timescales.

Communities, Public Health, Economy and Prosperity - Risk Assessment

Service	Budget 2017/18 £'000	Risk and Impact	Mitigation
Public & Community Transport	5,734 (budget and other funding)	Around 75% of passenger journeys are on commercial bus services with no DCC control over them. The remainder are on supported (contracted) bus services. The commercial sector therefore shapes the network, and DCC responds to fill in gaps, optimising the scope for an integrated network. The reductions will have an impact on Devon communities as 19% of Devon residents have no access to a car, this places an increased strategic pressure on supported services.	Budget is based on actual services each year. Service support is based upon criteria related to DCC strategic objectives. Wherever possible Commercial Operators are encouraged to take up services. DCC supported services are developed to achieve commercial viability where possible.
National Concessionary Travel Scheme	9,265	Under statutory provision Commercial Bus Operators are reimbursed for the use of free travel passes by more than 178,000 pass-holders in Devon and by non Devon residents travelling in the County. Travel levels and patterns are subject to a range of influences which are outside the control of DCC so cannot be predicted precisely.	Budgets reflect recent trend data. Fixed fee contracts with bus providers have been negotiated to alleviate most of the uncertainty around costs.
Flood Risk Management – surface water	950	DCC 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 with statutory requirements in the event of a major incident.	DCC has processes in place to undertake the required duty should there be a significant flood incident. However funding over and above the Place budget might need to be identified.
Public Health - Grant Allocation		The value of the grant is reducing by 2.5% in 2017/18 and by 2.6% for both 2018/19 and 2019/20.	There are plans in place for the re-procurement of all large areas of spend (sexual health, children's services and substance misuse) which will lead to service delivery being re-designed in order to achieve efficiency.

Public Health - Sexual Health		Demand on service delivery continues to rise by an average of 4% each year but funds available are flatlined at best, if not subject to reduction.	Re-designing service pathways to ensure that needs are met as efficiently as possible across the whole system of delivery.
Exeter Science Park (loan guarantee)	Max 2,652	Construction has been completed by Exeter Science Park Limited (ESPL) on a Science Park Innovation Centre. This was partially funded via a loan from the Growing Places Fund through the Local Enterprise Partnership (LEP). DCC have guaranteed 50% of the loan and interest. It is likely that part of the guarantee will be required and to date budgetary provision has been made to cover £800k. This figure is based on the current shortfall shown in the ESPL business plan which is now two years old and due to be revised.	The guarantee is based on development monies being generated in the future to repay the loan. If the budgeted requirement increases further funds may need to be set aside. This will be monitored during the year via ESPL Business Plans which have to be approved by the Board at regular intervals. However, the existing plan is now two years old.
Budget Reductions (incl. Policy Changes)	576	A programme of budgets cuts is planned for 2017/18. Reductions are becoming harder to achieve with the time and capacity needed to achieve the outcomes greater than at the start of the austerity process. Some reductions are reliant on collaboration and co-operation from partners which cannot be fully guaranteed or controlled by DCC. In order to achieve budget reductions, policies are continually being reviewed using a more risk based approach. This may lead to an increase in risk of challenge or failure.	The first priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2017/18 with particular emphasis on high risk, or under developed, strategies. Continuous efforts to influence and negotiate with partners will be maintained. All policy changes are developed and tested/piloted prior to full implementation. An Equality Needs Impact Assessment is undertaken for each change. The effects and impact of the changes is continually monitored.

Partnership Risk Assessment

	Partnership	Purpose	Partner	Gross Value £'000	Risk Analysis / Mitigation
Place	Safety Camera Partnership	To encourage road safety in the region.	Devon County Council, Cornwall Council, Torbay Council, Plymouth Council Devon and Cornwall Police, Highways England	101 (DCC only)	There is a legal agreement in place between the partners. The Road Safety Partnership board decides which schemes to fund and Cornwall Council is the Accountable body. There is no risk of unexpected material costs arising unless the partnership is disbanded where liability for exit costs will be shared between partners. This risk is partially mitigated by a partnership reserve to part fund exit costs.

Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2017/18 £'000	Risk and Impact	Mitigation
Winter Maintenance and Emergencies	Approx. 4,700	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 to average winter. Therefore a worse than average year will place additional pressure on this budget.	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. DCC policy is to respond appropriately to such events and wherever possible divert resources from other works in order to mitigate some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 5,600	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Over the last 3-4 years significant extra resources from both central government and DCC have been targeted towards this area. A change to the policy with regard to Highways Safety Inspections may increase the risk in this area.	New ways of providing this service will take effect in 2017/18. Works are closely monitored during the year and funds diverted from planned works where possible.
Mobilisation and demobilisation of the Term Maintenance Contract for Highways	700	The Term Maintenance Contract (TMC) has been awarded with a start date of 1st April 2017. This entails a change of contractor. The risk involves both the mobilisation of the new contract and demobilisation of the existing contract.	A six month mobilisation plan prior to the start date of the contract. Dedicated teams from both DCC and Skanska working on the mobilisation. The demobilisation plan will be monitored carefully into 2017/18.
Ash Die Back Disease – impact on Highways	100	Ash dieback could have an effect on DCC budgets and resources. This impact will not be immediate but the effects will probably be dealt with over a 10 year period. There is evidence that Ash Die Back is	The rate of the spread of disease will be monitored closely and will ensure that all trees not owned by DCC are dealt with by the land owner.

		infiltrating into Devon's tree population. Ash trees make up approx. 20% of Devon's tree population. If 20% of those trees are the responsibility of DCC this could result in a £350k cost per annum.	
Waste Management	26,846	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 DCC. Due to the current economic climate a small growth level has been assumed based on current levels of tonnage going to landfill disposal. 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 £315k.	Extra resources have been targeted towards this area to deal with an, above average, increase in the tonnage levels. Budgets reflect recent trends. 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 such as the recent Energy from Waste Plants at both Exeter and Plymouth which are now open.
Budget Reductions (incl. Policy Changes)	5,527	An extensive programme of budgets cuts is planned for 2017/18. Reductions are becoming harder to achieve with the time and capacity needed to achieve the outcomes greater than at the start of the austerity process. Some reductions are reliant on collaboration and co-operation from partners which cannot be fully guaranteed or controlled by DCC. In order to achieve budget reductions, policies are continually being reviewed using a more risk based approach. This may lead to an increase in risk of challenge or failure.	The first priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2017/18 with particular emphasis on high risk, or under developed, strategies. Continuous efforts to influence and negotiate with partners will be maintained. All policy changes are developed and tested/piloted prior to full implementation. An Equality Needs Impact Assessment is undertaken for each change. The effects and impact of the changes is continually monitored.

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Consolidated Pages

The following consolidated pages have been produced to show the overall proposed budgets for the Authority and are based on the new management structure implemented on 1st November 2016.

The targets set for each service area have been based on this new structure. The impact for scrutiny committees is:-

- Health and Wellbeing Scrutiny Committee will continue to receive the proposed budgets for Public Health which is the responsibility of the Chief Officer for Communities, Public Health, Environment and Prosperity.
- Place Scrutiny Committee will receive the proposed budgets for Capital Development and Waste Management and Highways and Traffic Management which is the responsibility of the Chief Officer for Highways, Infrastructure Development and Waste. It will also receive the proposed budgets for Economy, Enterprise and Skills, Planning Transportation and Environment and Communities and Other Services which is the responsibility of the Chief Officer for Communities, Public Health, Environment and Prosperity. This reflects the change to include Public Health and Skills. For the sake of completeness the proposed budgets for Public Health have also been included which have been considered by the Health and Wellbeing Scrutiny Committee.
- People Scrutiny Committee will receive the proposed budgets for Adult Services which is the responsibility of the Chief Officer for Adult Care and Health. It will also receive the proposed budgets for Children's Services which is the responsibility of the Chief Officer for Children's Services. This reflects the movement of Skills to Place Scrutiny.
- Corporate Services Scrutiny Committee will continue to receive the proposed budgets for all the Corporate Services.

These pages are for information only and show how the services being scrutinised by this Committee fit into the overall structure of the Council. Any questions on these pages relating to services outside of this Committees remit will need to be considered at the Joint Scrutiny meeting on 30th January 2017.

How the 2017/18 budget has been built up

	2016/17 Adjusted Budget	Changes	2017/18 Outturn Budget
	£'000	£'000	£'000
Adult Care Operations and Health	173,852	16,786	190,638
Adult Commissioning and Health	23,895	1,960	25,855
Adult Care and Health	197,747	18,746	216,493
Childrens Social Work and Child Protection	75,767	2,046	77,813
Education and Learning - General Fund	40,060	258	40,318
Education and Learning - School Funding	0	0	0
Children's Services	115,827	2,304	118,131
Communities and Other Services	11,201	7	11,208
Economy, Enterprise and Skills	4,923	32	4,955
Planning, Transportation and Environment	17,040	1,053	18,093
Public Health	147	800	947
Community, Health, Environment, Prosperity	33,311	1,892	35,203
Chief Executive, Legal and Communications	4,792	(104)	4,688
Digital Transformation and Business Support	14,241	83	14,324
Human Resources and Organisational Development	3,406	(200)	3,206
Treasurer's Services	11,027	107	11,134
Corporate Services	33,466	(114)	33,352
Capital Development and Waste Management	26,909	(205)	26,704
Highways and Traffic Management	31,528	(1,826)	29,702
Highways, Infrastructure and Waste	58,437	(2,031)	56,406
Total	438,788	20,797	459,585

	Change £' 000
Reasons for changes in Revenue Budget	
Technical and Service Changes	
Inflation	10,683
Increase in Pension Contributions	4,078
National Living Wage	2,531
Children's Services demographic and demand pressures	5,425
Adult Services demographic and demand pressures	16,919
Care Act Removal of External funding	3,047
Waste Services demographic and contract pressures	1,135
Other demographic, contract and service pressures	1,708
Increase in External Contributions	(2,500)
Savings Requirements	(22,229)
Total	20,797

Staffing Data

	2016/17		2017/18		Total FTEs
	Adjusted Total FTEs	Changes FTEs	Revenue Funded FTEs	Externally Funded FTEs	
Adult Care Operations and Health	992	1	895	98	993
Adult Commissioning and Health	166	2	158	10	168
Adult Care and Health	1,158	3	1,053	108	1,161
Childrens Social Work and Child Protection	738	(4)	704	30	734
Education and Learning - General Fund	122	0	108	14	122
Education and Learning - School Funding	27	3	0	30	30
Children's Services	887	(1)	812	74	886
Communities and Other Services	92	(48)	20	24	44
Economy, Enterprise and Skills	137	6	59	84	143
Planning, Transportation and Environment	150	25	165	10	175
Public Health	31	0	31	0	31
Community, Health, Environment, Prosperity	410	(17)	275	118	393
Chief Executive, Legal and Communications	108	2	110	0	110
Digital Transformation and Business Support	472	(7)	465	0	465
Human Resources and Organisational Development	175	(3)	172	0	172
Treasurer's Services	265	2	161	106	267
Corporate Services	1,020	(6)	908	106	1,014
Capital Development and Waste Management	102	0	102	0	102
Highways and Traffic Management	253	0	253	0	253
Highways, Infrastructure and Waste	355	0	355	0	355
Total	3,830	(21)	3,403	406	3,809

Explanation of Movements

Adult Care Operations and Health

Net movement as a result of workforce reductions	(4)
Increase in corporate staff to support new duties under part 1 of the Care Act	10
Social Care Reablement removal of vacant posts	(10)
Externally funded posts to support improvement to intermediate care provision	5
	1

Adult Commissioning and Health

Increase in staff to support market sufficiency duties under part 1 of the Care Act	6
Increase in staff to support transformation and savings programmes	3
Mental Health operational efficiencies	(2)
Transfer of posts to Learn Devon	(5)
	2

Children's Social Work and Child Protection

Disabled Children's Services Restructure	(9)
Fostering Team Restructure	(2)
Supervised Contact Team Restructure/Movement Across Service	4
Additional Personal Advisors within Social Work	2
Atkinson Unit Additional Support Posts	2
Reducing Exploitation and Absence from Care or Home (REACH) Team Restructure	(1)
	(4)

Education and Learning	
<u>General Fund</u>	
Additional Special Educational Needs & Disability (SEND) Implementation support staff funded by grant	8
Review of Early Years services	(3)
Academisation of Teacher Training	(5)
<u>Dedicated Schools Grant</u>	
Review of Admissions services	1
Review of Early Years services	2
	3
Communities and Other Services	
Youth Service - staff transferring to an independent entity	(48)
	(48)
Economy, Enterprise and Skills	
Learn Devon - apprentices	3
Learn Devon - transfer in from Adult Care Commissioning	5
Restructure of team hours	(2)
	6
Planning Transportation & Environment	
NHS Transport staff transferred in	8
Reinstatement of School Crossing patrol staff numbers	14
Modern apprenticeships and interns	3
	25
Chief Executive, Legal & Communications	
Legal support to address capacity issues	1
Assistant Solicitor Adult Social Care	1
	2
Digital Transformation and Business Support	
Business Support - transfer in from Children's Social Work and Child Protection	4
Review of Business Support	(12)
Modern Apprenticeship	1
	(7)
Human Resources and Organisational Development	
Change Management	8
Review of HR structure	(11)
	(3)
Treasurer's Services	
Finance Management Team restructure	(2)
Devon Audit Partnership	(2)
Peninsula Pensions - new legislation	7
Reduction of hours across service	(1)
	2
Total	(21)

Analysis of Total Expenditure for 2017/18

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Adult Care Operations and Health	251,644	(16,799)	(44,207)	0	190,638
Adult Commissioning and Health	27,769	(1,274)	(636)	(4)	25,855
Adult Care and Health	279,413	(18,073)	(44,843)	(4)	216,493
Childrens Social Work and Child Protection	86,810	(5,080)	(358)	(3,559)	77,813
Education and Learning - General Fund	43,358	(1,043)	(1,371)	(626)	40,318
Education and Learning - School Funding	522,982	(522,373)	(220)	(389)	0
Children's Services	653,150	(528,496)	(1,949)	(4,574)	118,131
Communities and Other Services	11,685	(53)	(354)	(70)	11,208
Economy, Enterprise and Skills	6,946	(100)	(1,781)	(110)	4,955
Planning, Transportation and Environment	24,354	(1,044)	(3,517)	(1,700)	18,093
Public Health	29,986	(28,979)	0	(60)	947
Community, Health, Environment, Prosperity	72,971	(30,176)	(5,652)	(1,940)	35,203
Chief Executive, Legal and Communications	8,036	0	(2,473)	(875)	4,688
Digital Transformation and Business Support	28,936	(8,812)	(3,715)	(2,085)	14,324
Human Resources and Organisational Development	17,099	0	(2,681)	(11,212)	3,206
Treasurer's Services	20,424	0	(6,970)	(2,320)	11,134
Corporate Services	74,495	(8,812)	(15,839)	(16,492)	33,352
Capital Development and Waste Management	31,901	0	(4,278)	(919)	26,704
Highways and Traffic Management	31,454	(118)	(1,281)	(353)	29,702
Highways, Infrastructure and Waste	63,355	(118)	(5,559)	(1,272)	56,406
Total	1,143,384	(585,675)	(73,842)	(24,282)	459,585

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Digital Transformation and Business Support					
ScoMIS	9,699	0	(2,105)	(7,594)	0
Treasurer's Services					
Devon Audit Partnership	1,240	0	(1,240)	0	0
Childrens Social Work and Child Protection					
Atkinson Unit	3,261	(180)	(2,509)	(572)	0
Capital Development and Waste Management					
Ecowaste4Food Project	37	(32)	0	(5)	0
Highways and Traffic Management					
On Street Parking	6,302	(104)	(6,198)	0	0
Communities and Other Services					
Active Devon	1,517	(831)	(70)	(616)	0
Syrian Refugees	500	(500)	0	0	0
Economy, Enterprise and Skills					
LAG - MIL (Making It Local 2)	58	(58)	0	0	0
LAG - REAL Devon	51	(51)	0	0	0
Learn Devon	3,781	(3,384)	(206)	(191)	0
Planning, Transportation and Environment					
AONB Blackdown Hills	213	(202)	0	(11)	0
AONB North Devon	185	(172)	0	(13)	0
Cycle Bikeability Training	280	(280)	0	0	0
Devon Maritime Forum	14	(5)	(4)	(5)	0
Exe Estuary Partnership	26	(17)	0	(9)	0
INNOVASUMP	45	(38)	0	(7)	0
Other Countryside Projects	150	(141)	0	(9)	0
South West Coast Path Team	109	(109)	0	0	0
Transport Co-Ordination Service	3,239	(1,146)	(2,075)	(18)	0
Total	30,707	(7,250)	(14,407)	(9,050)	0
Grand total	1,174,091	(592,925)	(88,249)	(33,332)	459,585

Government Grants and Contributions Received

Some of the costs of providing services are funded by external grants and contributions, the table below shows the details of the funding expected.

Service and Grant Title	Funded by	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Adult Care Operations and Health					
Local Reform Community Voices Grant	Department of Health	138	138	138	138
Social Care in Prisons Grant	Department of Health	303	303	303	303
Contributions	Health and other local authorities	16,358	16,358	16,358	16,358
		16,799	16,799	16,799	16,799
Adult Commissioning and Health					
Local Reform Community Voices Grant	Department of Health	344	344	344	344
Contributions	Health and other local authorities	930	930	930	930
		1,274	1,274	1,274	1,274
Children's Social Work and Child Protection					
Assessed and Supported Year in Employment	Department for Education	52	52	52	52
Youth Detention Grant	Ministry of Justice	26	26	26	26
Youth Justice Grant	Youth Justice Board	67	67	67	67
Police & Crime Commissioner Grant	Office of the Police & Crime Commissioner	19	19	19	19
Unaccompanied Asylum Seekers Grant	Home Office	2,162	3,783	4,045	4,045
Troubled Families Programme	Department for Communities & Local Government	1,050	1,050	1,050	1,050
Contributions	Health and other local authorities	1,884	1,884	1,884	1,884
		5,260	6,881	7,143	7,143
Education and Learning - Dedicated Schools Grant					
Dedicated Schools Grant*	Education Funding Agency	477,365	477,365	477,365	477,365
Early Years - Disadvantaged 2 Year Olds	Education Funding Agency	5,083	5,083	5,083	5,083
Post 16 Funding	Education Funding Agency	5,129	5,129	5,129	5,129
Pupil Premium	Education Funding Agency	23,496	23,496	23,496	23,496
Universal Infant Free School Meals	Education Funding Agency	7,813	7,813	7,813	7,813
PE & Sport Grant	Department for Education	2,765	2,765	2,765	2,765
Music Grant	Arts Council	919	919	919	919
Contributions	Health and other local authorities	846	846	846	846
		523,416	523,416	523,416	523,416
Economy and Enterprise					
LAG - MIL (Making it Local 2)	RPA	58	60	58	0
LAG - REAL Devon	RPA	51	52	51	0
Learn Devon - Community Learning	Skills Funding Agency	2,185	2,185	2,185	2,185
Learn Devon - Adult Skills Budget (inc Apprenticeships / Additional Learning Support)	Skills Funding Agency	1,064	1,064	1,064	1,064
Learn Devon - 24+ Advanced Learning Loans Facility	Skills Funding Agency				
Learn Devon - 14-19 EFA Funding	Education Funding Agency	135	135	135	135
Trading Standards	Government Grants	100	100	100	100
		3,593	3,596	3,593	3,484
Planning, Transportation and Environment					
Natural Futures	Heritage Lottery	78	0	0	0
Areas of Outstanding Natural Beauty	DEFRA	301	306	311	311
Areas of Outstanding Natural Beauty	Other Local Authorities	73	73	73	73
Environment and Sustainable Travel	Other Local Authorities	43	73	43	73
Maritime and Fisheries projects	Other	11	11	11	11
Taw Valley Countryside Stewardship Facilitation Fund	European Agricultural Fund	39	39	39	39
Devon Resilience Fourm	Environment Agency	2	0	0	0
Devon Resilience Fourm	Office of the Police & Crime Commissioner	2	0	0	0
Coastal Creatures	Heritage Lottery Fund	20	5	0	0
South West Coast Path & Country Parks	Natural England	109	109	109	109
Bikeability	Department of Transport	280	280	280	0
Innovasump	ERDF	38	19	0	0
Bus Service Operators Grant	Department of Transport	1,146	1,146	1,146	1,146
Transport contributions	Other Local Authorities	62	62	62	62
Transport contributions	Other	950	946	871	824
		3,154	3,069	2,945	2,648

Service and Grant Title	Funded by	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Communities and Other Services					
Active Devon	Sport England	748	748	748	748
Active Devon	Other	83	83	83	83
Syrian Refugee	Home Office	500	900	900	900
Youth Services	Other	13	13	13	13
		1,344	1,744	1,744	1,744
Public Health					
Public Health	Department of Health	28,238	27,504	26,788	26,092
Public Mental Health	Better Care Fund	91	30	0	0
Nicotine Replacement Therapy Contribution	NEW Devon CCG	650	650	650	650
Emergency Planning	Other Local Authorities	40	40	40	40
		29,019	28,224	27,478	26,782
Digital Transformation and Business Support					
Private Finance Initiative	Department for Communities and Local Government	6,937	6,937	6,937	6,937
Private Finance Initiative	Exeter Diocesan Board	1,875	1,889	1,905	1,920
		8,812	8,826	8,842	8,857
Capital Development and Waste Management					
Ecowaste4food	ERDF	32	32	35	32
Highways and Traffic Management					
ExeRail	Other Local Authorities	30	30	30	30
South West Coast Path & Country Parks	Other Local Authorities	45	45	45	45
South West Coast Path & Country Parks	RPA	25	25	25	25
South West Coast Path & Country Parks	Historic England	10	7	14	0
South West Coast Path & Country Parks	Natural England	112	112	112	112
		222	219	226	212
Total		592,925	594,080	593,495	592,391

Grants Paid to External Organisations

2016/17 £000	Service and Grant Title	2017/18 £000
Children's Social Work and Child Protection		
190	University Bursary Grants	194
150	Facilitating Access to Mainstream Activities for Disabled Children's Services	150
32	Calvert Trust Short Holiday Breaks	32
372		376
Planning, Transportation and Environment		
45	AONB (East, South and Tamar)	48
60	Dorset & East Devon World Heritage site (Jurassic Coast)	60
25	Cornwall & West Devon Mining Landscape World Heritage site	25
20	South West Energy & Environment group	20
4	Wembury Centre	4
2	Tamar Estuaries consultative forum	2
20	Devon Wildlife Trust Nature Improvement Area Project	20
126	Safety Camera Partnership	101
40	Devon & Cornwall Rail Partnership	40
247	Community bodies	247
589		567
Communities and Other Services		
400	Citizens Advice Bureau	400
72	Community Council of Devon	72
189	Councils for Voluntary Services	189
661		661
Public Health		
10	Exmoor National Park	0
20	Dartmoor National Park	0
25	Devon Rape Crisis	0
10	Young Devon	10
22	North Devon against Domestic Abuse	0
15	Teignbridge D.C	10
102		20
1,724 TOTAL		1,624

Abbreviations

Abbreviations used within the budget:

AONB	Area of Outstanding Nature Beauty
BACS	Bankers automated clearing services (electronic processing of financial transactions)
BCF	Better Care Fund - a national arrangement to pool existing NHS and Local Government funding, which started in April 2015.
BDUK	Broadband Delivery UK
BRRS	Business Rate Retention Scheme
CCG	Clinical Commissioning Group
CDWM	Capital Development & Waste Management
CIPFA	The Chartered Institute of Public Finance & Accountancy
C of E	Church of England
DAF	Devon Assessment Framework
DCC	Devon County Council
DDA	Disability Discrimination Act
DEFRA	Department for Environmental Food & Rural Affairs
DFC	Devolved Formula Capital
DSG	Dedicated Schools Grant
E&E	Economy & Enterprise
EESI	Energy Efficiency Schools Initiative
EFA	Education Funding Agency
ESPL	Exeter Science Park Ltd
EU	European Union
FAB LAB	Fabrication Laboratory at Exeter Central Library
FTE	Full Time Equivalent
HR	Human Resources
ICT	Information & Communications Technology
IID	Investing in Devon funds
ILF	Independent Living Fund
IT	Information Technology
LAG	Local Action Group
LEP	Local Enterprise Partnership
LIBID	London Interbank BID rate
LIBOR	London Interbank Offered Rate
LLFA	Lead Local Flood Authority
LOBO	Lender Option Borrower Option
LTP	Local Transport Plan
MASH	Multi Agency Safeguarding Hub
MIL	Making it Local
MMF	Money Market Funds
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MTFS	Medium Term Financial Strategy
MUMIS	Major Unforeseen Maintenance Indemnity Scheme

NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NHS	National Health Service
OFSTED	Office for Standards & Education, Children's Services and Skills
OP&D	Older People and Disability
PE	Physical Education
PFI	Private Finance Initiative
PTE	Planning Transportation & Environment
PWLB	Public Works Loans Board
REAL	Rural Enterprise and Local Livelihoods
RDPE	Rural Development Programme of England
RSG	Revenue Support Grant
S106	Funding from developers resulting from planning obligations authorised by section 106 of the Town and Country Planning Act 1990
SCOMIS	Schools Management Information Service
SEN	Special Education Needs
SEND	Special Educational Needs and Disabilities
SfC	Services for Communities
VAT	Value Added Tax
VELP	Vehicle Equipment Loan Pool
WEEE	Waste Electrical and Electronic Equipment Regulation