

Joint Report of the County Treasurer and Chief Executive**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 | | | 2017/18 | |
|--|--------------------|----------------------------------|---|--------------------|-------------|
| | Adjusted | | Savings & Income Initiatives | Base Budget | |
| | Base Budget | Inflation & Pressures | £000 | £000 | £000 |
| | £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 Corporate 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 the new structure. Corporate Service Scrutiny committee will continue to receive the proposed budgets for all of Corporate Services. However, the proposed budgets for Public Health will be presented to the Place Scrutiny Committee along with the other services falling under the remit of the Chief Officer for Communities, Public Health, Environment and Prosperity.
- 3.2 In order to deliver budget targets set by Cabinet, budget reductions of £2.397 millions are required.
- 3.3 To achieve this, significant budget reductions are required in respect of staffing, incorporating restructuring of services, revised management structures and other fundamental operational changes. For some services process mapping has helped to engineer change and produce increased efficiencies and reduced costs.
- 3.4 Work on cross-cutting strategies continue along with increasing property rationalisation and contractual savings including energy efficiency.
- 3.5 At the same time we continue to develop new delivery models, alongside a further progression of partnership arrangements and increased use of joint venture arrangements, wherever appropriate, in order to bring down costs.
- 3.6 We have also increased income targets, utilising increased growth from the educational marketplace by way of the Schools Management Information Service (ScoMIS), as well as charging academies for conveyancing work.
- 3.7 Furthermore, significant reductions are predicated on changes within the cost of democracy resulting from Boundary reforms, and a review of committee and other meeting structures and support.
- 3.8 For Corporate Services as a whole, there are risks associated with the targets, not least the increasing demands placed by front-line services, also undergoing significant organisational change.
- 3.9 With transformational change taking place across several areas at the same time, the challenge of delivering considerable budget reductions whilst meeting increased operational demands is not insignificant.
- 3.10 It is evident that the level of demand in recent years has exceeded capacity, not least through increased pressure in child and adult safeguarding. This has been offset by additional savings in other areas, and has added significantly to the overall pressure on Corporate Services.

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 Corporate Services will have £11.5 millions of new capital investment across the service, funded from corporate resources. This will include ongoing £5.5 millions investment within ICT for IT replacement and renewal to support the

Authority's new operating model. In addition there will be new investment covering digital technologies, business intelligence infrastructure and productivity tools. There will be £3 millions of investment to the County's corporate estate including heating and ventilation systems, electrical works, lifts and other improvements and £3 millions investment within County Farms to ensure the County is able to meet its statutory and legislative requirements.

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
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Electoral Divisions : All
Local Government Act 1972

List of Background Papers

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Background Paper Date File Ref
Nil
Date Published 11th January 2017

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

Chief Executive, Legal and Communications

| 2016/17 Adjusted Budget £'000 | | Gross Expenditure £'000 | Gross Income £'000 | 2017/18 Outturn Budget £'000 | 2017/18 Net Changes £'000 |
|--|--|-------------------------------|--------------------------|---|------------------------------------|
| 1,352 | Coroners Service | 1,400 | (2) | 1,398 | 46 |
| 1,056 | Legal Services | 2,097 | (1,046) | 1,051 | (5) |
| 836 | Media, Marketing and Communications | 1,202 | (317) | 885 | 49 |
| | Other Services | | | | |
| 212 | Corporate Management | 288 | (64) | 224 | 12 |
| 1,740 | Cost of Democracy | 1,583 | (79) | 1,504 | (236) |
| 130 | Local Authority Subscriptions | 130 | 0 | 130 | 0 |
| 2,082 | | 2,001 | (143) | 1,858 | (224) |
| (534) | Registration Service | 1,336 | (1,840) | (504) | 30 |
| 4,792 | | 8,036 | (3,348) | 4,688 | (104) |

| | Change £'000 |
|---|-------------------------|
| Analysis of changes: | |
| Technical and Service Changes | |
| Inflationary increases | 155 |
| Increase to Pension contributions | 165 |
| Transfer re additional business support (see Digital Transformation and Business Support) | (3) |
| Savings requirements | |
| Increased income from Academies | (100) |
| Savings in cost of Democracy | (321) |
| Total Chief Executive, Legal and Communications | (104) |

Service Commentary

Chief Executive, Legal Services & Communications provides advice, information and support to staff and Members. In addition it also provides for the Registration of Births, Deaths & Marriages, Her Majesty's Coroners Services, Democratic Services and Scrutiny.

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

Service Statistics and Other Information

| | Unit of Measurement | 2014/15 actual | Change | 2015/16 actual |
|--|--------------------------------|---------------------------|---------------|---------------------------|
| Coroners Service | | | | |
| Caseload | No. | 2,849 | (88) | 2,761 |
| Total inquests opened | No. | 301 | (20) | 281 |
| Natural deaths reported with a Post Mortem | No. | 529 | 6 | 535 |
| Registration Service | | | | |
| Certificates issued | No. | 62,673 | 1,212 | 63,885 |

Digital Transformation & Business Support

| 2016/17 Adjusted Budget £'000 | | Gross Expenditure £'000 | Gross Income £'000 | 2017/18 Outturn Budget £'000 | 2017/18 Net Changes £'000 |
|--|-------------------------------|-------------------------------|--------------------------|---------------------------------------|------------------------------------|
| Business Infrastructure | | | | | |
| 5,082 | Business Services and Support | 5,462 | (370) | 5,092 | 10 |
| 986 | Customer Relations | 1,122 | (162) | 960 | (26) |
| 2,606 | Facilities Management | 4,771 | (2,104) | 2,667 | 61 |
| (7,288) | Private Finance Initiatives | 1,492 | (8,812) | (7,320) | (32) |
| 1,386 | | 12,847 | (11,448) | 1,399 | 13 |
| Estates | | | | | |
| 2,272 | Building Maintenance | 2,124 | (13) | 2,111 | (161) |
| 1,090 | Estates Corporate | 1,389 | (406) | 983 | (107) |
| (362) | Farms | 710 | (1,092) | (382) | (20) |
| 3,000 | | 4,223 | (1,511) | 2,712 | (288) |
| ICT | | | | | |
| 1,385 | Customer Service Centre | 1,396 | (11) | 1,385 | 0 |
| 7,210 | ICT | 8,858 | (1,201) | 7,657 | 447 |
| 8,595 | | 10,254 | (1,212) | 9,042 | 447 |
| 1,260 | Procurement | 1,612 | (441) | 1,171 | (89) |
| 14,241 | | 28,936 | (14,612) | 14,324 | 83 |

| | Change £'000 |
|--|-------------------------|
| Analysis of changes: | |
| Technical and Service Changes | |
| Inflationary increases | 583 |
| Increase to Pension contributions | 506 |
| National living wage (Facilities Management) | 30 |
| Rental of corporate premises | 70 |
| Combating Ash Dieback in Devon's trees | 60 |
| Transfer re additional business support to legal services (Chief Executive, Legal and Comms) | 3 |
| Savings requirements | |
| Staffing reductions and turnover savings | (635) |
| Corporate Maintenance savings | (164) |
| Increased income from joint ventures | (100) |
| Property rationalisation initiatives | (75) |
| Contractual savings (PFI) | (35) |
| ScoMIS - increased growth from educational marketplace | (50) |
| Energy efficiency savings | (50) |
| County Farms - rental reviews (net savings) | (20) |
| Facilities Management savings | (40) |
| Total | 83 |

Service Commentary

The Digital Transformation and Business Support Service is critical for the smooth running of the County Council, enabling all of us to work more efficiently and is fundamental to ensuring that the County Council's key resources are prioritised to meet organisational demand.

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

In terms of pressures, the key challenge is to ensure efficient and effective service delivery to all front-line services, despite ever increasing demands being placed on Digital Transformation and Business Support from all services within the Council whilst concurrently planning and delivering the required budget savings for these services.

Services must also be developed to ensure they meet the changing shape of the Council and to ensure the Council has a robust and secure foundation on which to operate, whilst also contributing to the Council's Budget reduction programme.

Service Statistics and Other Information

| | Unit of Measurement | 2016/17 | Change | 2017/18 |
|---|---------------------|---------|--------|---------|
| Property | | | | |
| DCC owned operational properties (including schools) | No. | 598 | (42) | 556 |
| The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools) | £m | 779 | (81) | 698 |
| High priority backlog of maintenance works | £m | 49 | (5) | 44 |
| County Farms Estate | | | | |
| No of Farms | No. | 69 | 0 | 69 |
| Total acreage | Acres | 9624 | (34) | 9,590 |
| IT Infrastructure | | | | |
| Managed Desktops | No. | 7,254 | (123) | 7,131 |
| Networked Sites | No. | 278 | (20) | 258 |
| User accounts (DCC IT systems) | No. | 6,062 | (236) | 5,826 |

Human Resources and Organisational Development

| 2016/17 Adjusted Budget £'000 | Gross Expenditure £'000 | Gross Income £'000 | 2017/18 Outturn Budget £'000 | 2017/18 Net Changes £'000 |
|--|-------------------------------|--------------------------|---|------------------------------------|
| 2,680 Human Resources | 16,414 | (13,793) | 2,621 | (59) |
| 726 Organisational Development | 685 | (100) | 585 | (141) |
| 3,406 | 17,099 | (13,893) | 3,206 | (200) |

Analysis of changes:

£'000

Technical and Service Changes

| | |
|-----------------------------------|-----|
| Inflationary increases | 94 |
| Increase to Pension contributions | 217 |

Savings requirements

| | |
|--|-------|
| Staffing reductions | (309) |
| County wide information management and change resources review | (167) |
| Contractual savings | (35) |

Total

(200)

Service Commentary

Organisational Development plays a critical role in transforming the way services are delivered, both within the Council and with partners. It helps to shape the Council's approach, operation and structure by bringing together our corporate policy, HR and organisational change functions in a focussed and coherent way to ensure the Council responds effectively to the pressures, policy and legislative developments it faces.

Those pressures and the drive to transform and change are particularly acute at present and balancing those demands with the need to make significant budget savings, particularly within the HR Service, is the key pressure, as there are significant demands for support, particularly HR support, from front-line services that are themselves undergoing significant organisational change.

Treasurer's Services

| 2016/17 Adjusted Budget £'000 | | Gross Expenditure £'000 | Gross Income £'000 | 2017/18 Outturn Budget £'000 | 2017/18 Net Changes £'000 |
|--|---|-------------------------------|--------------------------|---|------------------------------------|
| Other Services | | | | | |
| 152 | Bank Charges | 152 | 0 | 152 | 0 |
| 106 | External Audit | 106 | 0 | 106 | 0 |
| 5,148 | Unfunded Pensions | 8,191 | (3,265) | 4,926 | (222) |
| 5,406 | | 8,449 | (3,265) | 5,184 | (222) |
| Treasurer's Services | | | | | |
| 3,060 | Accountancy Services | 3,786 | (938) | 2,848 | (212) |
| 221 | Corporate Management and Commissioning | 1,248 | (840) | 408 | 187 |
| 1,088 | Financial Systems, Processes and Compliance | 5,269 | (4,014) | 1,255 | 167 |
| 1,252 | Strategic Financial Planning | 1,672 | (233) | 1,439 | 187 |
| 5,621 | | 11,975 | (6,025) | 5,950 | 329 |
| 11,027 | | 20,424 | (9,290) | 11,134 | 107 |

TREASURER'S SERVICES

Analysis of changes:

**Change
£'000**

Technical and Service Changes

Inflationary increases

168

Increase to Pension contributions

235

Savings requirements

Reduced staffing

(296)

Total

107

Service Commentary

The Treasurer provides financial advice and support to Members and to Adult Care and Health, Children's Services, Community, Health, Environment and Prosperity, Highways, Infrastructure and Waste as well as Corporate Services. In addition it oversees a range of other services, including audit, bank charges and competition whilst also managing the Devon Local Government Pension Scheme.

In terms of pressures, the most significant of these is managing continuing austerity at a time when there are increasing demands for financial support and advice from front-line services when Treasurer's Services are undergoing significant organisational change.

Service Statistics and Other Information

| | Unit of Measurement | 2016/17 estimates | Change | 2017/18 estimates |
|----------------------------|----------------------------|--------------------------|---------------|--------------------------|
| Debtors raised p.a. | No. | 82,000 | 4,000 | 86,000 |
| Invoices paid p.a. | No. | 427,000 | 11,000 | 438,000 |
| Proportion paid using BACS | Percentage | 98 | 1 | 99 |

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 |
|--|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Digital Transformation and Business Support | | | | | | |
| Information and Communications Technology | | | | | | |
| DCC Operating Model ICT Replacement and Renewal | | 0 | 1,000 | 1,000 | 1,000 | 0 |
| Digital communications and transactions | | 328 | 0 | 0 | 0 | 0 |
| Supporting ICT Infrastructure | | 685 | 0 | 0 | 0 | 0 |
| User access and productivity tools | | 1,467 | 0 | 0 | 0 | 0 |
| | | 2,480 | 1,000 | 1,000 | 1,000 | 0 |
| County Farms Estate | | | | | | |
| County Farms Estate Enhancement Programme | | 600 | 600 | 600 | 600 | 600 |
| Corporate Property Estate | | | | | | |
| County Hall - Renew electrical & power systems | | 140 | 0 | 0 | 0 | 0 |
| Property Enabling Budget | | 150 | 150 | 150 | 150 | 0 |
| Replace and Upgrade Corporate Estate | | 600 | 600 | 600 | 600 | 600 |
| | | 890 | 750 | 750 | 750 | 600 |
| Corporate Services Total | | 3,970 | 2,350 | 2,350 | 2,350 | 1,200 |
| Financed by: | | | | | | |
| Borrowing - Unsupported | | 140 | 0 | 0 | 0 | 0 |
| Capital Receipts - General | | 3,830 | 2,350 | 2,350 | 2,350 | 1,200 |
| Total | | 3,970 | 2,350 | 2,350 | 2,350 | 1,200 |

* 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.

Corporate Service – Risk Assessment

| Service | Budget 2017/18 £000 | Risk and Impact | Mitigation |
|---|---------------------------|--|---|
| Digital Transformation and Business Support | 14,324 | Increasing demands for support for Children & Adults at risk, services subject to organisational change and changes in service plans place increasing pressure on this service. | Work closely with service heads across the authority to ensure consistency of approach. |
| Legal Services | 1,051 | <p>Legal is a demand led service and as such subject to external influences, not least the current economic climate. The service also needs to be flexible in responding to the priorities of the County Council as a whole. In doing this it is important to ensure that the necessary skills & knowledge are available in order to respond to changes in legislation & processes.</p> <p>Furthermore, significant levels of income are predicated on charging academies for conveyancing work.</p> | There is little scope for management action to alleviate financial pressures except at the expense of other services. We are continuing to work closely with colleagues to ensure that we manage the situation to the best of our ability. |
| Coroners Service | 1,398 | There is a risk of unavoidable additional costs in medical, analysts, funeral directors and mortuary facility fees. This partly arises from problems in commissioning pathology services, increased fees generally, increases in charges set by the Home Office and some increase in workload. | We are continuing 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 and economies in this respect. |
| Treasurer's Services and Human Resources | 8,571 | Increasing demands for financial and HR support & advice, not least from services subject to organisational change and changes in service plans, place increasing pressure on the capacity of this service at a senior level. | Work closely with service heads across the authority to ensure consistency of approach, smarter working practices and increased use of information systems. |

| | | | |
|---|-----|---|--|
| Organisational Development and review of information services | 585 | Savings required as part of the organisational development service will require commitment and co-operation from across DCC and its partners. | Work closely with service heads across the authority to ensure consistency of approach, smarter working practices and increased use of information systems |
|---|-----|---|--|

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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 LearningGeneral Fund

Additional Special Educational Needs & Disability (SEND) Implementation support staff funded by grant 8

Review of Early Years services (3)

Academisation of Teacher Training (5)

Dedicated Schools Grant

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 |