

Phil Norrey  
Chief Executive

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

County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD

(See below)

Your ref :  
Our ref :

Date : 21 January 2019  
Please ask for : Wendy Simpson 01392 384383

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**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY  
COMMITTEE**

Tuesday, 29th January, 2019

A meeting of the Corporate Infrastructure and Regulatory Services Scrutiny Committee is to be held on the above date at 10.30 am at Committee Suite - County Hall to consider the following matters.

P NORREY  
Chief Executive

**A G E N D A**

**PART I - OPEN COMMITTEE**

- 1 Apologies
- 2 Minutes  
Minutes of the meeting held on 27 November 2018 (previously circulated).
- 3 Items Requiring Urgent Attention  
Items which in the opinion of the Chairman should be considered at the meeting as matters of urgency.
- 4 Public Participation  
Members of the public may make representations/presentations on any substantive matter listed in the published agenda for this meeting, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

**MATTERS FOR CONSIDERATION OR REVIEW**

Overall Approach

The 2019/20 budget proposals will be scrutinised with consideration of relevant service area budgets by individual Scrutiny Committees with the Corporate Infrastructure and Regulatory Services Scrutiny Committee considering both its own budget responsibilities as well as any issues raised by the Children's Scrutiny Committee and also the Health and Adult Care Scrutiny Committee, to produce an overarching series of recommendations.

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

The proceedings of all Scrutiny Committees will be webcast and publicised through normal channels including Twitter and other social media.

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

Public Participation

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

This Meeting

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

At this meeting Chief Officers/ Heads of Services will report, inter alia, on:

- the Cabinet's Target Budget for services/suite of services;
- how that compares to the target figure for 2019/20;
- the likely implications of the 2019/20 target for individual areas of service (e.g. in percentage terms compared to current levels) and how those areas have been prioritised;
- any comparisons between the current year and next year's proposals for the major service areas, to illustrate the scale of change within those activities and how the budget has been allocated across services in those years (to illustrate changes of emphasis or priority);
- any "alternative delivery models" or other initiatives contemplated for given services and how it is thought that these may reduce costs; and
- impact assessments undertaken in relation to the draft budget.

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

Report and Budget 2019/20 Impact Assessment

Joint Report of the County Treasurer, the Chief Executive, the Head of Communities, Public Health, Economy and Prosperity and the Head of Highways, Infrastructure

Development and Waste (CT/19/04) on the proposed budget for Corporate Infrastructure and Regulatory Services for 2019/20, attached.

For ease of reference:

Communities, Public Health, Environment and Prosperity (Page 10)

Corporate Services (Page 20)

Highways, Infrastructure Development and Waste (Page 32)

*[NB: An overview of the impact assessments for all service areas entitled 'Budget 2019/20 Impact Assessment' has also been made available to all Members of the Council in order that Scrutiny Committees may have access to all necessary equality impact assessments undertaken as part of the budget's preparation. The document will also be available at:*  
<https://new.devon.gov.uk/impact/budget-2019-2020/>

Members are requested to familiarise themselves with its contents, retaining it for future meetings accepting that this is a dynamic process and individual assessments may necessarily be updated with time. Members of the Council must have full regard to and consider the impact of any proposals in relation to equalities for the purpose of this and other budget meetings prior to making any decisions and any identified significant risks and mitigating action required. Scrutiny Committees will no doubt wish to be assured that risk assessments and projections are adequate and that the evidence supports the assumptions made in the formulation of the budget.

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

Nil

*Members are reminded that Part II Reports contain confidential information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s).  
Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Democratic Services Officer at the conclusion of the meeting for disposal.*

### Membership

Councillors A Dewhirst (Chair), P Colthorpe, Y Atkinson, K Ball, R Bloxham, J Hook, J Brook, P Crabb, A Eastman, R Edgell, I Hall, M Shaw, C Slade, H Ackland, J Berry and R Radford

### Declaration of Interests

Members are reminded that they must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

### Access to Information

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Wendy Simpson 01392 384383.

Agenda and minutes of the Committee are published on the Council's Website and can also be accessed via the Modern.Gov app, available from the usual stores..

### Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of this meeting may be recorded for broadcasting live on the internet via the 'Democracy Centre' on the County Council's website. The whole of the meeting may be broadcast apart from any confidential items which may need to be considered in the absence of the press and public. For more information go to: <http://www.devoncc.public-i.tv/core/>

In addition, anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting. An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall. For information on Wi-Fi availability at other locations, please contact the Officer identified above.

### Public Participation

Devon's residents may attend and speak at any meeting of a County Council Scrutiny Committee when it is reviewing any specific matter or examining the provision of services or facilities as listed on the agenda for that meeting.

Scrutiny Committees set aside 15 minutes at the beginning of each meeting to allow anyone who has registered to speak on any such item. Speakers are normally allowed 3 minutes each.

Anyone wishing to speak is requested to register in writing to the Clerk of the Committee (details above) by the deadline, outlined in the Council's [Public Participation Scheme](#), indicating which item they wish to speak on and giving a brief outline of the issues/ points they wish to make. The representation and the name of the person making the representation will be recorded in the minutes.

Alternatively, any Member of the public may at any time submit their views on any matter to be considered by a Scrutiny Committee at a meeting or included in its work Programme direct to the Chair or Members of that Committee or via the Democratic Services & Scrutiny Secretariat ([committee@devon.gov.uk](mailto:committee@devon.gov.uk)). Members of the public may also suggest topics (see: <https://new.devon.gov.uk/democracy/committee-meetings/scrutiny-committees/scrutiny-work-programme/>)

All Scrutiny Committee agenda are published at least seven days before the meeting on the Council's website.

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Induction loop system available

## **Committee Terms of Reference**

(1) To review the implementation of the Council's existing policy and budget framework and ensure effective scrutiny of the Council's Treasury Management Strategy and policies and consider the scope for new policies for the Council's use and management of its resources and the discharge of its corporate and strategic services and governance arrangements and community safety activity, including emergency planning and the Council's functions in the scrutiny of authorities responsible for crime and disorder strategies.

(2) To review the implementation of existing policies and to consider the scope for new policies with regard to all aspects of the discharge of the Council's 'place shaping and universal population services' functions concerning the environment, economic activity and enterprise, integrated planning and transport and community services, including libraries, arts and cultural heritage of the County, an integrated youth service and post 16 education & skills;

(3) To assess the effectiveness of decisions of the Cabinet in these areas of the Council's statutory activity and relate overview and scrutiny to the achievement of the Council's strategic priorities and objectives and of delivering best value in all its activities;

(4) To make reports and recommendations as appropriate arising from this area of overview and scrutiny.

## **NOTES FOR VISITORS**

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**SatNav** – Postcode EX2 4QD

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The nearest mainline railway stations are Exeter Central (5 minutes from the High Street) and St David's and St Thomas's both of which have regular bus services to the High Street. Bus Service H (which runs from St David's Station to the High Street) continues and stops in Wonford Road (at the top of Matford Lane shown on the map) a 2/3 minute walk from County Hall, en route to the RD&E Hospital (approximately a 10 minutes walk from County Hall, through Gras Lawn on Barrack Road).

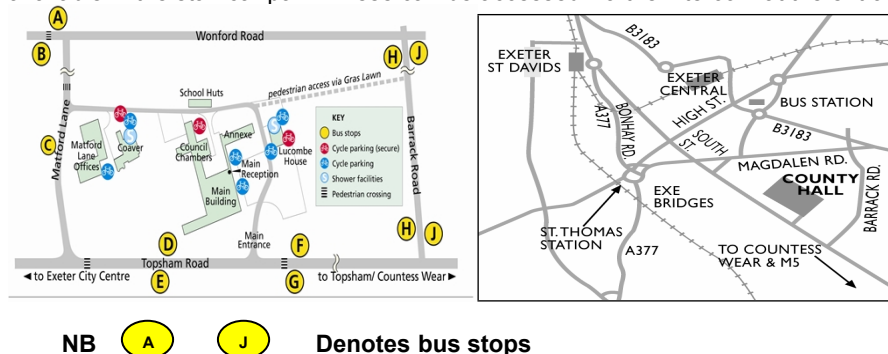
## **Car Sharing**


Carsharing allows people to benefit from the convenience of the car, whilst alleviating the associated problems of congestion and pollution. For more information see: <https://liftshare.com/uk/community/devon>.

## **Car Parking and Security**

There is a pay and display car park, exclusively for the use of visitors, entered via Topsham Road. Current charges are: Up to 30 minutes – free; 1 hour - £1.10; 2 hours - £2.20; 4 hours - £4.40; 8 hours - £7. Please note that County Hall reception staff are not able to provide change for the parking meters.

As indicated above, parking cannot be guaranteed and visitors should allow themselves enough time to find alternative parking if necessary. Public car parking can be found at the Cathedral Quay or Magdalen Road Car Parks (approx. 20 minutes walk). There are two disabled parking bays within the visitor car park. Additional disabled parking bays are available in the staff car park. These can be accessed via the intercom at the entrance barrier to the staff car park.



**NB**   Denotes bus stops

## **Fire/Emergency Instructions**

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## **First Aid**

Contact Main Reception (extension 2504) for a trained first aider.

CT/19/04

## Corporate Infrastructure & Regulatory Services Scrutiny Committee

29th January 2019

### Joint Report of the County Treasurer, the Chief Executive, the Head of Communities, Public Health, Environment and Prosperity and the Head of Highways, Infrastructure Development and Waste.

#### 2019/20 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 2019/20 and Capital Programme for 2019/20 to 2023/24.

#### **1. Introduction and Commentary**

- 1.1 At its meeting of 12th December 2018, Cabinet set Revenue Budget targets for 2019/20. 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 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 2019/20 on 21st February 2019. However, given the late notification of the provisional settlement and in line with arrangements from previous years, 25th February 2019 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 12th December which total £493.850 millions. The total includes funding for budget pressures of £33.353 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 £13.398 millions are required to set a balanced budget. The target for Adult Care and Health also includes £5.045 millions in relation to the One-off Improved Better Care Fund grant announced by the Chancellor in March 2017.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table below shows the 2019/20 Budget Targets by Chief Officer.

	2018/19 Adjusted Budget*	Inflation, Pressures & NLW	Savings	Removal of one off Budgets	Removal of 18/19 one off iBCF	Addition of 19/20 one off iBCF	2019/20 Budget	
	£000	£000	£000	£000	£000	£000	£000	
Adult Care & Health	228,051	13,517	(3,866)	0	(10,148)	5,045	232,599	2.0%
Childrens Services	123,569	13,229	(1,645)	0	0	0	135,153	9.4%
Community, Health, Environment & Prosperity	38,326	1,431	(762)	(418)	0	0	38,577	0.7%
Corporate Services	35,306	1,476	(3,808)	0	0	0	32,974	-6.6%
Highways, Infrastructure Development & Waste	54,164	3,700	(3,317)	0	0	0	54,547	0.7%
	479,416	33,353	(13,398)	(418)	(10,148)	5,045	493,850	3.0%

\* Adjusted for permanent virements

# Agenda Item 5

- 1.5 This report provides detailed budget proposals in respect of all Services, in line with the targets outlined above.

## **2. Chancellor's Autumn Budget**

- 2.1 The Chancellor of the Exchequer presented the Budget to the House of Commons on the 29th October 2018. The Budget contained additional funding for Local Government in both 2018/19 and 2019/20.
- 2.2 The additional funding for the current year is set out in the table below.
- 2.3 For 2019/20 the Chancellor announced an additional £650 millions of Revenue funding for Adult and Children's Social Care. £410 millions is for a Social Care Support Grant that is being given in response to concerns nationally of pressures in Social Care, including Children's. The remaining £240 millions is a Winter Pressures Grant and will need to be pooled into the Better Care Fund but is specifically for Councils to spend on Adult Social Care.

	<b>National figure £000</b>	<b>Devon's share £000</b>
<b><u>2018/19 – Capital sums</u></b>		
Local Highways Maintenance Funding - repair of roads (including potholes), bridges and local highways infrastructure generally	420,000	18,754
National Productivity Investment Fund (NPIF) – minor junction and road layout improvements*	150,000	TBC*
Disabled Facilities Grants – to be pooled in the Better Care Fund and allocated to Devon Districts	55,000	791
School Equipment and Capital Maintenance – direct to schools	400,000	Estimated 5,158
<b><u>2019/20 – Revenue sums</u></b>		
Social Care Support Grant	410,000	6,109
Winter Pressures Grant	240,000	3,576

\*the NPIF funding is expected to be allocated via a competitive bid process

## **3. The Provisional Local Government Finance Settlement 2019/20**

- 3.1 The Provisional Local Government Settlement for 2019/20 was announced on 13th December a week later than originally scheduled due to the ongoing Brexit debates. 2019/20 is the final year of the four-year settlement and the core funding Provisional settlement of £101.5 millions is as expected. As the authority was a 100% Business Rates Pilot in 2018/19 a direct comparison of our core funding is more difficult but on a like for like basis the 2019/20 Provisional Settlement represents a reduction, in cash terms, of £13.5 millions or 11.7%.



- 3.2 The provisional settlement has set the Council Tax increase that will trigger a referendum, excluding the Social Care Precept, at 3% for 2019/20; the same level as 2018/19
- 3.3 The Adult Social Care Precept regulations have remained unchanged. In 2016/17, the Social Care Precept was capped at 2% per annum for the period 2016/17 to 2019/20. Members may recall that Government changed these regulations in 2017/18 and allowed Authorities to increase the precept to a maximum of 3% per annum over the period 2017/18 to 2019/20 as long as the total increase over the three years did not exceed 6%. The Council increased the Adult Social Care Precept by 3% in 2017/18 and 2% in 2018/19 leaving 1% available for 2019/20.
- 3.4 The Grants set out below were also announced as part of the Provisional Settlement, however, others are still awaited and members will be updated as part of the budget report in February.

	2018/19	2019/20	Increase / (decrease)
	£000	£000	£000
Refund from National Business Rates Levy Account	0	1,550	1,550
New Homes bonus	3,808	3,656	(152)
Rural Services Delivery Grant	7,455	7,455	0
Chancellor's Budget - Winter Pressures (2)	3,576	3,576	0
Chancellor's Budget - Social Care	0	6,109	6,109
Improved Better Care Fund	20,396	24,695	4,299

(1) In 2018/19 RSDG was rolled into Business Rates pilot

(2) Winter Pressures funding for 2018/19 was announced in October 2018

## **4. 2019/20 75% Business Rate Retention Pilots**

- 4.1 In the summer the Government invited Local Authorities to apply to become 75% Business Rate Pilots. It had been hoped that the 2018/19 100% Pilots would continue into 2019/20 but this was not the case. Following the success of the Devon Pilot this year, the Devon authorities submitted a bid to join the new pilot scheme in 2019/20.
- 4.2 As part of the Provisional Settlement the Government has announced which applications have been successful and the areas that will therefore become 75% Pilots. Devon has unfortunately not been selected as one of the pilot areas; this is very disappointing but not entirely unexpected.

## **5. Service Specific Budget Issues**

- 5.1 Budget preparation continues to strike a balance between reductions in funding and maintaining statutory and essential services. This approach seeks to maximise efficiency and continue to review different ways of approaching service delivery. Within the budget proposals there are challenges to achieving the reductions as this is the 10th consecutive year of savings.
- 5.2 The demand on these areas to undertake transformational change whilst continuing to provide services remains testing. Strategies used to achieve the

# Agenda Item 5

target budget include review of policies and statutory levels, alternative methods of service delivery, process changes including digital by design and income generation. Any new and significantly increased charges being proposed will be subject to approval by Cabinet in February 2019.

## **6. Service Specific Budget Issues - Communities, Public Health, Environment and Prosperity**

- 6.1 All services within Communities, Environment and Prosperity have reviewed current income streams from external fees and charges, and capital works. It is believed that overall some additional income will be generated, although this strategy has longer-term risks.
- 6.2 Consideration of the current commitments for flood work has resulted in an increase of the capital programme by £100,000 and a reduction of the revenue budget by £150,000. There have also been minor savings on other non-flood activity budgets based on reduced demand.
- 6.3 After a review of the use of grants it was agreed to reduce the Communities Together fund and to combine the residual amount with other voluntary and community sector grants. From this, two funds will be created with the aim of further improving local capacity and resilience, and additional investment in crowdfunding will be made. The priorities and processes for applying to these Funds will be developed ahead of 1st April, but one expectation will be that this money is used to lever external match funding. The saving of £100,000 for the Library contract was identified in the Cabinet report SC/15/23 (11 November 2015). The reduction in the saving for the council wide information management resources follows a repurposing of the project in to the Smarter Devon project which is expected to produce efficiencies across the authority.
- 6.4 Review of the Post 16 transitions contract has identified £150,000 of possible savings in 2019/20. The reduction is being negotiated with the provider as other commissioners have also identified savings with the same provider.
- 6.5 This service area has a large number of externally funded projects including those from the European Union (EU). In 2016 the government committed to protect projects that were successful in securing EU funding before the 29th March 2019. However, subsequent to this announcement the Government has now guaranteed that the grant funding for all EU projects which are secured post Brexit but before 31st December 2020 will be guaranteed to the end of the project life.
- 6.6 The Public Health grant remains ring fenced for 2019/20. The value of the grant for 2019/20 is £26.786 millions which represents a reduction of £726,000 (2.6%) on the grant received in 2018/19. A letter from Public Health England (21st December 2017) noted that the ring-fencing should still be removed beyond 2020 subject to the assurance arrangements between Public Health England and the Department of Health. To achieve a balanced budget against the future forecast of reduced funding, savings have been created by specific service areas being re-procured during 2018/19. Along with reduced up-take of health checks and smoking initiatives, this has resulted in the efficiency savings of £726,000. An earmarked reserve (£385,000 at 1st April 2018) is available should there be small cost pressures on the 2019/20 grant.
- 6.7 The decision was taken by Cabinet in March 2017 that the 0-19 Public Health Nursing Service (PHN) would be brought in-house on 1st April 2019. Children's

Services will be the operational provider of the service and it will be funded by Public Health who will act as the commissioner. The project is in the mobilisation stage and the current indication is that the £10m budget will be adequate for the ongoing costs.

- 6.8 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on the 24th January.

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

- 7.1 Corporate Services is required to deliver an ambitious level of savings totalling £3.808 millions in 2019/20. This target includes £1.941 millions in respect of savings that whilst led by Corporate Services will be delivered across the Council, requiring the restructuring of services and other operational changes.
- 7.2 Strategies to be delivered within Corporate Services are:
- 7.2.1 The implementation of a new Human Resources Management System, will generate savings by utilising self-service access and moving away from paper-based processes. Nevertheless, the impact of delays to the original project timetable will make delivery of the savings challenging.
- 7.2.2 Continuing work on the Authority's digital roadmap will enable further refinement of service delivery models in support of the savings plans. In addition, there will be increased focus on ensuring business continuity, disaster recovery and cybersecurity.
- 7.2.3 The potential for income generation has been reviewed to maximise the income received. In turn this will reduce the impact of savings targets on operations by £140,000. Increases in income include growth in the educational IT marketplace leading to increased turnover for ScoMIS and, management of the Southern Construction Framework.

## **8. Service Specific Budget Issues - Highways, Infrastructure Development and Waste**

- 8.1 Highways and Traffic Management face continued cost pressures. The new term maintenance contract has generated significant savings during its first two years of operation and further efficiencies of £580,000 are anticipated during 2019/20, with an additional £630,000 of revenue savings being achieved from a greater focus on preventative roads maintenance.
- 8.2 The initial impact of ash die back is expected to be seen during 2019/20, with £350,000 having been allocated to deal with affected trees at risk of falling onto the highway. This is the first year of a longer term programme of works.
- 8.3 Income generation has been explored in order to reduce the impact on services of the savings required. A target of £1.25 millions has been built into the budget in respect of the introduction of the highways permitting scheme and other initiatives. Current charges will continue to be reviewed to ensure they are reasonable and comparable. 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 2019/20". This account is governed by legislation and any surplus can only be used for prescribed activities.

# Agenda Item 5

- 8.4 The Waste Service faces increased expenditure arising from anticipated waste tonnage growth, contractual inflation and other pressures. From February 2019, with the opening of the Brynsworthy Waste Acceptance Facility, 40,000 tonnes of residual waste will be taken to the Severnside Energy Recovery Centre, near Bristol, for disposal. Although there are increased costs associated with the new arrangements, it will mean that only around 5% of Devon's domestic waste will be disposed of at landfill sites. Increased operational costs are partly offset by expected savings from future contractual arrangements, bringing the net increase for the service to just over £1 million.

## **9. Capital Programme**

- 9.1 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.
- 9.2 The capital programme continues to be focussed on maximising leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources which, subject to approval, will be added to the capital programme if they are successful.
- 9.3 The Local Transport Plan (LTP) maintenance figures for the period 2019/20 and 2020/21 reflect the indicative needs based formula funding and incentive funding allocations as announced by the Department for Transport. 2019/20 also includes the indicative Pothole Action Fund allocation. As allocations for the period 2021/22 to 2023/24 have not yet been announced, the same level as 2020/21 has been assumed in the capital programme at this stage.
- 9.4 The autumn budget 2018/19 announced an additional £18 millions of Local Highways Maintenance Funding for the repair of roads (including potholes), bridges and local highways infrastructure generally. This is allocated by formula and is shared by local authorities based on the road length for which each authority is responsible.
- 9.5 The government also announced further funding from the National Productivity Investment Fund (NPIF) for minor junction and road layout improvements which authorities will be invited to bid from this £150 millions fund. Any successful bid will be added to the capital programme once known.
- 9.6 There is also the addition of new funding for School Equipment and Capital Maintenance. Devons share of this £400 millions fund is expected to be in the region of £2.5 millions with an additional estimate of £2.6 millions payable directly to Devon County Academies and Independent schools.
- 9.7 The Corporate Services capital programme for 2019/20 includes £18.5 millions of new capital investment across the service, funded from corporate capital resources.
- 9.8 This will include an £8.7 millions investment within Highways for the installation of Street Lighting LED, which will achieve net revenue savings in the region of £850,000 per annum from 2021/22. An extra £800,000 has been included for additional buildings maintenance and flood prevention works, which will also deliver revenue savings.

- 9.9 There will be further investment of £3.6 millions which is the remaining match funding for the North Devon Link Road project. In addition there will be a continuation of rolling capital budgets totalling £5.0 millions, in order to continue the County's investment in its corporate estate into 2023/24 including enhancements to Lucombe House. There is a one-off £151,000 investment in the Daw Rooms ICT equipment as well as £250,000 allocated to support Special Needs adaptations in schools.

## **10. Equality Impact Assessment**

- 10.1 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.
- 10.2 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.
- 10.3 The impact assessment for the 2019/20 budget is published at <https://new.devon.gov.uk/impact/budget-2019-2020/>

Mary Davis  
County Treasurer

Phil Norrey  
Chief Executive

Virginia Pearson  
Chief Officer for Communities, Public  
Health, Environment and Prosperity

Meg Booth  
Chief Officer for Highways,  
Infrastructure Development and Waste

# Agenda Item 5

Electoral Divisions: All

Local Government Act 1972

## **List of Background Papers**

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## **Leadership Group Commentary**

In a turbulent financial climate for local government, Devon County Council remains committed to doing everything we can to continue to support the people of Devon to live their lives well.

Getting the best value from every pound raised locally and ensuring that investment goes to the point of need is vital, and we are looking closely at the way we work with our partners and communities to be clear that we are achieving this.

We need to be innovative and flexible; open-minded and creative about protecting and finding new ways to get the most from every public pound. It's about challenging our assumptions around our traditional ways of doing things and removing unnecessary stages of work that fail to add value or improve outcomes for people.

We are constantly learning from others about how they work and how we can work better together which means we are beginning to see real change.

One example of the progress we are making is with Adult Social Care in North Devon. By taking time out to really question why they have worked in a particular way for several years, colleagues from across health and social care have been able to free up time to spend with clients and get to the root of people's concerns to help them provide the very best solution. This approach is being rolled out across all our service areas and we are very encouraged to see the positive changes it is making to help improve residents' lives.

We're also accelerating our adoption of the digital agenda and exploring how we can get the most from technology for the benefit of Devon's communities. Being smarter about digital means we can make better connections, and free time for colleagues to have more person-to-person contact, rather than spending time on process.

We don't know what the future holds for the economy, but whatever the outcome is with Brexit, there will be impacts on finances and local government. We are doing all we can to ensure that we remain in a stable position including working with our Heart of the South West partners to engage with central Government, and to ensure we have capacity within our teams to respond to whatever the outcomes are.

What we are determined to do is to remain positive and proactive, and make the very best of the fantastic work and dedication of colleagues to do the very best we can for the people of Devon.

# Agenda Item 5

## Communities, Public Health, Environment and Prosperity

### How the 2019/20 Budget has been built

	2018/19 Adjusted Budget	Changes	2019/20 Outturn Budget
	£'000	£'000	£'000
<b>Communities and Other Services</b>	11,631	51	11,682
<b>Economy, Enterprise and Skills</b>	4,995	(111)	4,884
<b>Planning, Transportation and Environment</b>	21,282	729	22,011
<b>Public Health</b>	418	(418)	0
<b>Total</b>	<b>38,326</b>	<b>251</b>	<b>38,577</b>

#### Reasons for changes in Revenue Budget

£' 000

#### Technical and Service Changes

Inflation	617
National Living Wage	123
Removal of one-off budget- Children's Community Health and Care Services	(418)
Funding for bus services previously paid under S106	226
Transport Section 19 and 22 permit changes	300
Increased activity demand	165
	<u>1,013</u>

#### Savings Requirements

Use of alternative funding	(100)
Service efficiencies	(108)
Share of corporate initiative	(22)
Reprioritised community grant schemes	(340)
Reduced general spending	(70)
Contribution from capital project	(22)
Increased external income	(100)
	<u>(762)</u>

<b>Total</b>	<b>251</b>
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## Analysis of Total Expenditure for 2019/20

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
<b>Communities and Other Services</b>	13,188	(113)	(448)	(945)	11,682
<b>Economy, Enterprise and Skills</b>	7,657	(488)	(2,005)	(280)	4,884
<b>Planning, Transportation and Environment</b>	25,986	(1,267)	(1,627)	(1,081)	22,011
<b>Public Health</b>	27,808	(27,640)	(108)	(60)	0
<b>Total</b>	<b>74,639</b>	<b>(29,508)</b>	<b>(4,188)</b>	<b>(2,366)</b>	<b>38,577</b>

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

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
<b>Communities and Other Services</b>					
Active Devon	1,696	(830)	(139)	(727)	0
Out of The Shadow (VAWG)	184	(184)	0	0	0
Syrian Refugees	666	(666)	0	0	0
Youth Projects	81	(80)	0	(1)	0
<b>Economy, Enterprise and Skills</b>					
Career Learning Programme Co-Ordination	11	(11)	0	0	0
EU - Digital Utilisation Growth	491	(491)	0	0	0
EU - Enhance Social Enterprise	95	(43)	(52)	0	0
EU - Enhance Social Enterprise UOE	9	(5)	(4)	0	0
EU - Growth Support Programme	89	(44)	(45)	0	0
EU - Growth Support Programme UOE	9	(5)	(4)	0	0
EU - Innovation In Healthy Ageing	76	(46)	0	(30)	0
EU - North Devon Enterprise Centre	81	(81)	0	0	0
LAG - MIL (Making It Local 2)	57	(57)	0	0	0
LAG - REAL Devon	50	(50)	0	0	0
Learn Devon	3,516	(3,262)	(249)	(5)	0
Local Digital Skills Partnership Catalyst	50	(50)	0	0	0
<b>Planning, Transportation and Environment</b>					
AONB Blackdown Hills	223	(207)	(1)	(15)	0
AONB North Devon	191	(177)	0	(14)	0
Cycle Bikeability Training	280	(280)	0	0	0
Devon Maritime Forum	20	(9)	(1)	(10)	0
Exe Estuary Partnership	29	(19)	0	(10)	0
Local Sustainable Transport Fund Grants	500	(500)	0	0	0
NHS Patient Transport Advice Service	3,368	0	(3,337)	(31)	0
Other Countryside Projects	519	(456)	0	(63)	0
South West Coast Path Team	92	(92)	0	0	0
Sustainable Mobility Plans (INNOVASUMP)	46	(39)	0	(7)	0
Transport Co-Ordination Service	3,134	(1,146)	(1,970)	(18)	0
<b>Total</b>	<b>15,563</b>	<b>(8,830)</b>	<b>(5,802)</b>	<b>(931)</b>	<b>0</b>
<b>Grand total</b>	<b>90,202</b>	<b>(38,338)</b>	<b>(9,990)</b>	<b>(3,297)</b>	<b>38,577</b>

# Agenda Item 5

## Communities and Other Services

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Commissioning Services For Communities</b>					
748	Heritage Centre and Devon Records Office	779	(10)	<b>769</b>	21
6,433	Library and Information Service	6,774	(341)	<b>6,433</b>	0
1,760	Youth Services	1,838	(78)	<b>1,760</b>	0
8,941		9,391	(429)	<b>8,962</b>	21
<b>Planning and Insight</b>					
0	Community Safety and Violence Prevention	831	(831)	<b>0</b>	0
(222)	County Wide Research, Performance Review	0	0	<b>0</b>	222
155	Emergency Planning	302	(43)	<b>259</b>	104
168	Research, Intelligence and Performance	121	0	<b>121</b>	(47)
101		1,254	(874)	<b>380</b>	279
<b>Safer and Stronger Communities</b>					
808	Commissioning / Grants	772	0	<b>772</b>	(36)
581	Community	871	(203)	<b>668</b>	87
1,200	Locality / Communities Together	900	0	<b>900</b>	(300)
2,589		2,543	(203)	<b>2,340</b>	(249)
<b>11,631</b>		<b>13,188</b>	<b>(1,506)</b>	<b>11,682</b>	<b>51</b>

### Analysis of Changes:

£'000

### Technical and Service changes

Inflation	140
National Living Wage	50
Additional Emergency Planning support, training and activity	100
	<u>290</u>

### Savings Strategies

Removal of Council wide information management resources saving	222
Efficiency saving - Library Contract	(100)
Reprioritised community grant process	(340)
Reduced activity budget and share of corporate initiative	(21)
	<u>(239)</u>

<b>Total</b>	<b>51</b>
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## 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 Devon-wide 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.

In 2018/19 a saving of £222,000 was shown under the Research, Intelligence and Performance service as a corporate target across the County relating to a review of council wide information management resources. The aims of the project have been reviewed and are now part of the Smarter Devon project, as a consequence, the saving on this line has been removed.

The Library service remains a statutory duty which is delivered through a contract with Libraries Unlimited (South West). The service statistics show the move from the provision of stand-alone PCs in each library to an increasing demand for WiFi connectivity.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19 Estimate	Change	2019/20 Estimate
<b>Libraries</b>				
Static Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs available with public access	No.	436	(8)	428

# Agenda Item 5

## Economy, Enterprise and Skills

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Business Support and Innovation</b>					
302	Business Growth Support	380	(88)	<b>292</b>	(10)
1,806	Trading Standards	3,531	(1,695)	<b>1,836</b>	30
2,108		3,911	(1,783)	<b>2,128</b>	20
<b>Economic Infrastructure and Development</b>					
905	Economic Development	1,158	(239)	<b>919</b>	14
(11)	Industrial Estates	121	(132)	<b>(11)</b>	0
894		1,279	(371)	<b>908</b>	14
<b>Employment and Skills</b>					
193	Labour Market Development	817	(619)	<b>198</b>	5
1,800	Post 16 Provision	1,650	0	<b>1,650</b>	(150)
1,993		2,467	(619)	<b>1,848</b>	(145)
<b>4,995</b>		<b>7,657</b>	<b>(2,773)</b>	<b>4,884</b>	<b>(111)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation	54
Enterprise Zone project contribution	8
Broadband (BDUK) project	7
	<b>69</b>

#### Savings Strategies

Efficiencies - Post 16 transitions contract	(150)
Share of corporate initiative	(8)
Contribution from the North Devon Enterprise Centre project	(22)
	<b>(180)</b>

<b>Total</b>	<b>(111)</b>
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## 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 wellbeing of individuals and communities,
- Stimulating innovation and business support across Devon's Small and Medium enterprises, including encouraging new business start ups
- 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,
- Influencing national and local policies impacting on growth, skills and employment to support Devon's economic and wellbeing priorities and secure external funding to deliver these priorities.

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 delivering services using knowledge and expertise within the Service for other third-party organisations. The Service is also leading on raising commercial awareness across the Authority, in support of generating further savings.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19 Estimate	Change	2019/20 Estimate
<b>Trading Standards (Shared Service)</b>				
Business premises on Trading Standards database	No.	75,686	395	76,081
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	16,400	(425)	15,975
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	8,500	0	8,500

# Agenda Item 5

## Planning, Transportation and Environment

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Environment Service</b>					
487	Environment Policy	622	(124)	<b>498</b>	11
954	Flood Risk and Surface Water Management	808	0	<b>808</b>	(146)
381	Projects and Partnerships	471	(39)	<b>432</b>	51
1,822		1,901	(163)	<b>1,738</b>	(84)
<b>Planning and Transportation</b>					
527	Development Management	1,498	(957)	<b>541</b>	14
2,699	Planning and Transportation	2,748	(188)	<b>2,560</b>	(139)
3,226		4,246	(1,145)	<b>3,101</b>	(125)
<b>Public and Community Transport</b>					
9,102	National Concessionary Travel Scheme	9,286	(20)	<b>9,266</b>	164
3,380	Public Transport Support	5,205	(1,232)	<b>3,973</b>	593
2,435	TCS Fleet	3,233	(798)	<b>2,435</b>	0
1,317	Transport Co-Ordination Service	2,115	(617)	<b>1,498</b>	181
16,234		19,839	(2,667)	<b>17,172</b>	938
<b>21,282</b>		<b>25,986</b>	<b>(3,975)</b>	<b>22,011</b>	<b>729</b>

### Analysis of changes:

£'000

### Technical and Service changes

Inflation	423
National Living Wage	73
Transport Section 19 and 22 permit changes	300
Ash Dieback - Treescapes project	50
Funding for bus services previously paid under S106	226
	<b>1,072</b>

### Savings Strategies

Reduction in flood prevention programme	(50)
Alternative funding from capital for flood prevention programme	(100)
Increased inspection fee generation based on current trend	(100)
Minor savings on activity budgets and share of corporate initiative	(93)
	<b>(343)</b>

<b>Total</b>	<b>729</b>
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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 achieving savings from earning fees, looking to draw down funds from government and striving for increased efficiency.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19 Estimate	Change	2019/20 Estimate
<b>Planning, Transportation &amp; Environment</b>				
County Matter applications	No.	60	0	60
County Council development applications	No.	40	0	40
Sustainable drainage consultations for major development	No.	870	(70)	800
Land drainage consents	No.	45	10	55
East Devon Traffic Screenline - Average daily no. of vehicles crossing (predicted)	No.	139,500	2,300	141,800
<b>Public Transport</b>				
Local bus services contracts	No.	126	(3)	123
Ring and Ride community transport schemes	No. of schemes	16	0	16
Community buses	No.	9	0	9
Fare car supported taxi schemes	No. of schemes	7	0	7

# Agenda Item 5

## Public Health

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Public Health</b>					
2,155	Children 5-19 Public Health Programmes	2,149	0	<b>2,149</b>	(6)
954	Community Safety, Violence Prevention and Social Exclusion	959	0	<b>959</b>	5
54	Health At Work	58	0	<b>58</b>	4
107	Health Protection	113	0	<b>113</b>	6
8,567	Mandated 0-5 Children's Services	8,097	0	<b>8,097</b>	(470)
111	National Child Measurement Programme	79	0	<b>79</b>	(32)
683	NHS Health Check Programme	458	0	<b>458</b>	(225)
469	Obesity	509	(113)	<b>396</b>	(73)
503	Other Public Health	562	(36)	<b>526</b>	23
269	Physical Activity	278	0	<b>278</b>	9
222	Public Health Advice to NHS Commissioners	288	0	<b>288</b>	66
(28,162)	Public Health Income	0	(27,508)	<b>(27,508)</b>	654
398	Public Mental Health	285	(151)	<b>134</b>	(264)
6,219	Sexual Health	6,227	0	<b>6,227</b>	8
1,314	Smoking and Tobacco	1,193	0	<b>1,193</b>	(121)
5,444	Substance Misuse	5,430	0	<b>5,430</b>	(14)
1,111	Support Services	1,123	0	<b>1,123</b>	12
<b>418</b>		<b>27,808</b>	<b>(27,808)</b>	<b>0</b>	<b>(418)</b>

### Analysis of changes:

£'000

### Technical and Service Changes

Removal of one-off budget- Children's Community Health and Care Services	(418)
	<b>(418)</b>

### Savings Strategies and Revised programmes

Reduced grant and revised programmes funded by:

Reduction in Department of Health grant	726
NHS Health Check programme - Reduced demand	(225)
Diabetes contract - Delayed start	(73)
Smoking and Tobacco initiatives - Reduced demand	(121)
Public Mental Health - Contract ends	(264)
Other minor efficiencies and additional income	(43)

0

0

<b>Total</b>	<b>(418)</b>
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## Service Commentary

Public Health is predominantly funded by a ring-fenced grant from the Department of Health which has reduced by £726,000 or 2.6% for 2019/20.

A programme of revised procurement arrangements has been undertaken during 2018/19 to enable service demands to be met from the reducing ring-fenced grant. This will see a significant change to the delivery of the children's community health and care services and the cessation of the Early Help for Mental Health contract. The latter was agreed as part of last year's budget reductions but was subsequently extended by 6 months due to a joint funding arrangement to prevent there being a gap between contract ending and the new integrated children's service contract beginning.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19	Change	2019/20
		Estimate		Estimate
Local opiate clients in treatment	Individuals	1,195	40	1,235
Local non-opiate clients in treatment	Individuals	413	(5)	408
Local alcohol clients in treatment	Individuals	1,002	(164)	838
Genito-urinary medicine patients treated	Individuals	28,433	1,164	29,597
Contraception services accessed	Individuals	31,483	638	32,121

# Agenda Item 5

## Corporate Services

### How the 2019/20 Budget has been built up

	2018/19 Adjusted Budget	Changes	2019/20 Outturn Budget
	£'000	£'000	£'000
<b>Chief Executive, HR, Legal and Communications</b>	7,073	452	7,525
<b>Cross Council Savings Strategies</b>	0	(1,941)	(1,941)
<b>Digital Transformation and Business Support</b>	16,382	(1,047)	15,335
<b>Organisational Development</b>	715	128	843
<b>Treasurer's Services</b>	11,136	76	11,212
<b>Total</b>	<b>35,306</b>	<b>(2,332)</b>	<b>32,974</b>

#### Reasons for changes in Revenue Budget

£'000

#### Technical and Service Changes

Inflation	1,108
National Living Wage	18
Other demographic, contract and service pressures	350
	<u>1,476</u>

#### Savings Strategies

Staffing reductions and turnover savings	(2,303)
Review of council wide contracts	(250)
Facilities management and property maintenance / rationalisation	(625)
Reduction in unfunded pension commitments	(147)
IT software, licence and support savings	(324)
Increased income generation (net savings)	(140)
Other efficiencies and reviews	(19)
	<u>(3,808)</u>

<b>Total</b>	<b>(2,332)</b>
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## Analysis of Total Expenditure 2019/20

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
Chief Executive, HR, Legal and Communications	21,372	0	(5,246)	(8,601)	7,525
Cross Council Savings Strategies	(1,941)	0	0	0	(1,941)
Digital Transformation and Business Support	31,098	(8,863)	(4,537)	(2,363)	15,335
Organisational Development	843	0	0	0	843
Treasurer's Services	20,968	0	(7,560)	(2,196)	11,212
<b>Total</b>	<b>72,340</b>	<b>(8,863)</b>	<b>(17,343)</b>	<b>(13,160)</b>	<b>32,974</b>

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

	Gross Expenditure	Grant and Contribution	External Income	Internal Income	Net Expenditure
<b>Digital Transformation and Business Support</b>					
ScoMIS	9,657	0	(2,735)	(6,922)	0
<b>Treasurer's Services</b>					
Devon Audit Partnership	1,480	0	(1,480)	0	0
<b>Total</b>	<b>11,137</b>	<b>0</b>	<b>(4,215)</b>	<b>(6,922)</b>	<b>0</b>
<b>Grand total</b>	<b>83,477</b>	<b>(8,863)</b>	<b>(21,558)</b>	<b>(20,082)</b>	<b>32,974</b>

# Agenda Item 5

## Chief Executive, Human Resources, Legal and Communications

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
1,434	<b>Coroners Service</b>	1,482	(1)	<b>1,481</b>	47
	<b>Human Resources</b>				
(92)	Employee Services	8,740	(8,677)	<b>63</b>	155
314	Management and Strategy	311	(78)	<b>233</b>	(81)
1,011	Performance	1,031	(55)	<b>976</b>	(35)
972	Personnel Services Operations	2,145	(1,135)	<b>1,010</b>	38
2,205		12,227	(9,945)	<b>2,282</b>	77
1,077	<b>Legal Services</b>	2,542	(1,190)	<b>1,352</b>	275
1,075	<b>Media, Marketing and Communications</b>	1,407	(312)	<b>1,095</b>	20
	<b>Other Services</b>				
126	Corporate Management	295	(67)	<b>228</b>	102
1,791	Cost of Democracy	1,915	(85)	<b>1,830</b>	39
135	Local Authority Subscriptions	135	0	<b>135</b>	0
2,052		2,345	(152)	<b>2,193</b>	141
(770)	<b>Registration Service</b>	1,369	(2,247)	<b>(878)</b>	(108)
<b>7,073</b>		<b>21,372</b>	<b>(13,847)</b>	<b>7,525</b>	<b>452</b>

### Analysis of changes:

£'000

### Technical and Service Changes

Inflationary increases	265
Other demographic, contract and service pressures	442
	<u>707</u>

### Savings Strategies

Staffing reductions and turnover	(255)
	<u>(255)</u>

### Total Chief Executive, HR, Legal and Communications

**452**

## **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, financial pressures on the Coroners Service and a growing demand to develop an effective digital public information offer, to support greater self-service and help key service areas to reduce demand and deliver budget reduction targets.

The HR Team enables the Council to recruit, retain and develop staff with the right skills, experience and capacity to achieve the strategic purposes of the Council. The team supports the Authority by identifying any external developments that will impact on the workforce, such as employment related legislative changes. The HR Team also supports Leadership and Management development across the Council, and undertakes workforce planning to ensure that the Authority is equipped to meet future challenges from a staffing perspective. It co-ordinates the recruitment and development of Apprenticeships for the council, with 126 apprentices currently employed and 50 of those being existing staff undertaking apprenticeship qualifications. It ensures legal compliance for reporting requirements such as the Gender Pay Gap, and Trade Union Facility Time Funding for Data Transparency. In addition, consultancy support and advice is provided on the application of employment law, health and safety regulations and internal HR policies; administration of a payroll service; administration of a disclosure and barring service; co-ordination of recruitment campaigns; provision of a large pool of skilled office support workers available at short notice for temporary cover; provision of training and mediation services.

The drive to transform and change services continues to be 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 substantial demands for support from front-line services that are themselves undergoing significant organisational change. To enable the HR Service to meet these demands a new Human Resources Management System (HRMS) has been procured and is currently being implemented. The system will lead to greater efficiency through the provision of self-service, a reduction in paper based processes and the availability of more accurate and timely management information which will enable further resource and focus on delivering transformational HR services to the organisation. The HR Service is also closely involved in activities to support adult health and social care integration, through representation on a number of the workforce-related groups of the NHS/local authority Sustainable Transformation Programme (STP).

# Agenda Item 5

## Service Statistics and Other Information

### CHIEF EXECUTIVE, LEGAL AND COMMUNICATIONS

	Unit of Measurement	2016/17 actual	Change	2017/18 * actual
<b>Coroners Service</b>				
Caseload	No.	2,975	(142)	2,833
Total inquests opened	No.	337	2	339
Natural deaths reported with a Post Mortem	No.	587	10	597
<b>Registration Service</b>				
Certificates issued	No.	67,580	2,747	70,327

\* Latest figures available

	Unit of Measurement	2018/19 estimates	Change	2019/20 estimates
<b>HUMAN RESOURCES</b>				
Apprentices employed	No.	126	(6)	120
Payslips p.a	No.	248,300	(15,300)	233,000
DBS checks processed p.a	No.	18,900	300	19,200
Answered calls to HR Direct p.a	No.	10,000	0	10,000
Answered calls to Payroll p.a	No.	15,000	2,250	17,250
Answered calls to Recruitment p.a	No.	11,250	250	11,500

## Cross Council Savings Strategies

2018/19 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	2019/20 <b>Outturn Budget £'000</b>	2019/20 Net Changes £'000
0 <b>Cross Council Savings Strategies</b>	(1,941)	0	<b>(1,941)</b>	(1,941)
<b>0</b>	<b>(1,941)</b>	<b>0</b>	<b>(1,941)</b>	<b>(1,941)</b>

**Analysis of changes:** **£'000**

### Savings requirements

Staffing reductions - review of business support functions	(1,691)
Review of council wide contracts	(250)
	<u>(1,941)</u>

<b>Total</b>	<b>(1,941)</b>
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## Service Commentary

This budget comprises of £1.941 millions in respect of savings that whilst led by Corporate Services will be delivered across the Council, requiring the restructuring of services and other operational changes.

# Agenda Item 5

## Digital Transformation & Business Support

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Business Infrastructure</b>					
5,007	Business Services and Support	5,728	(805)	<b>4,923</b>	(84)
562	Customer Relations	719	(156)	<b>563</b>	1
2,923	Facilities Management	4,572	(2,079)	<b>2,493</b>	(430)
(6,495)	Private Finance Initiatives	2,306	(8,850)	<b>(6,544)</b>	(49)
1,997		13,325	(11,890)	<b>1,435</b>	(562)
<b>Estates</b>					
1,796	Building Maintenance	1,523	(13)	<b>1,510</b>	(286)
1,093	Estates Corporate	1,449	(393)	<b>1,056</b>	(37)
(414)	Farms	700	(1,164)	<b>(464)</b>	(50)
2,475		3,672	(1,570)	<b>2,102</b>	(373)
<b>ICT</b>					
1,427	Customer Service Centre	1,467	(13)	<b>1,454</b>	27
9,381	ICT	10,869	(1,531)	<b>9,338</b>	(43)
10,808		12,336	(1,544)	<b>10,792</b>	(16)
1,102	<b>Procurement</b>	1,765	(759)	<b>1,006</b>	(96)
<b>16,382</b>		<b>31,098</b>	<b>(15,763)</b>	<b>15,335</b>	<b>(1,047)</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflationary increases	557
National living wage (Facilities Management)	18
Removal of one-off funding for premises	(265)
IT Roadmap 2018-2020	173
	<b>483</b>

#### Savings requirements

Staffing reductions and turnover savings	(311)
IT software, licence and support savings	(324)
Property rationalisation initiatives	(325)
Corporate Maintenance savings	(300)
ScoMIS - increased growth from educational marketplace	(50)
Other income generation	(40)
Other efficiencies and reviews	(130)
County Farms - rental reviews (net savings)	(50)
	<b>(1,530)</b>

<b>Total</b>	<b>(1,047)</b>
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## Service Commentary

The Digital Transformation and Business Support Service must lead and drive the digital transformation agenda. As such a primary focus of the service is to develop a digital platform which will enable a series of digital solutions to be developed that will enable citizens and staff to do business with the Council in a modern digital way that primarily is of benefit to them.

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

As such it covers a range of functions that are critical to supporting frontline service delivery including Information and Communications Technology, Property Asset Strategy, 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, Information Governance, Digital Transformation and Cyber Security.

In terms of pressures, the key challenge is to ensure efficient and effective service delivery to all front-line services, despite ever increasing demands being placed on Digital Transformation and Business Support from all services within the Council whilst concurrently planning and delivering the required budget savings for these services. This pressure will be significantly increased in 2019/20 due to the insourcing of Public Health Nursing and a range of other Services which will see a significant increase in staffing numbers and buildings which will require significant support from DT&BS services.

The Services must be developed and evolved 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	2018/19 estimates	Change	2019/20 estimates
<b>Property</b>				
DCC owned operational properties (including schools)	No.	527	(57)	470
The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools)	£m	671	(110)	561
<b>County Farms Estate</b>				
No of Farms	No.	68	(3)	65
Total acreage	Acres	9,590	(7)	9,583
<b>IT Infrastructure</b>				
Managed Desktops	No.	4,800	304	5,104
Networked Sites	No.	191	8	199
User accounts (DCC IT systems)	No.	5,457	(3)	5,454

# Agenda Item 5

## Organisational Development

2018/19 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
715 <b>Organisational Development</b>	843	0	<b>843</b>	128
<b>715</b>	<b>843</b>	<b>0</b>	<b>843</b>	<b>128</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflationary increases

18

18

#### Savings requirements

Removal of countywide project management review

110

110

#### Total

**128**

## **Service Commentary**

Organisational Development is leading the transformation of the services that the Council and partners provide. The Transformation and Policy Teams supports Members and leaders to create a Devon where everyone can live their life well. It is supporting decision-making based on knowledge of what matters, and is important to, citizens; while enabling decision-makers to have a better understanding of how whole systems operate in order to fulfil the strategic purposes of the Council.

# Agenda Item 5

## Treasurer's Services

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Other Services</b>					
152	Bank Charges	152	0	<b>152</b>	0
82	External Audit	82	0	<b>82</b>	0
4,747	Unfunded Pensions	7,792	(3,115)	<b>4,677</b>	(70)
4,981		8,026	(3,115)	<b>4,911</b>	(70)
<b>Treasurer's Services</b>					
2,871	Accountancy Services	3,817	(1,031)	<b>2,786</b>	(85)
458	Corporate Management and Commissioning	1,531	(943)	<b>588</b>	130
1,450	Financial Systems, Processes and Compliance	5,874	(4,387)	<b>1,487</b>	37
1,376	Strategic Financial Planning	1,720	(280)	<b>1,440</b>	64
6,155		12,942	(6,641)	<b>6,301</b>	146
<b>11,136</b>		<b>20,968</b>	<b>(9,756)</b>	<b>11,212</b>	<b>76</b>

### Analysis of changes:

£'000

### Technical and Service Changes

Inflationary increases	268
	<u>268</u>

### Savings requirements

Staffing reductions and turnover savings	(45)
Reduction in unfunded pension commitments	(147)
	<u>(192)</u>

<b>Total</b>	<b>76</b>
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## 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. Treasurer's Services continue to try and work in a smarter way by further developing existing forecasting and reporting and purchasing and payments systems.

Furthermore, to relieve pressure within the Exchequer Service and provide an improved digital experience for people making payments to the Council, a new Payment Gateway and associated financial software is currently being implemented. This project, which will provide new on-line payment forms, automated telephone payments and new income management and bank reconciliation software, together with the latest scanning technology within the Exchequer Service, will lead to greater efficiency and an enhanced customer experience.

## Service Statistics and Other Information

### TREASURER'S SERVICES

	Unit of Measurement	2018/19 estimates	Change	2019/20 estimates
Debtors raised p.a.	No.	82,000	13,000	95,000
Invoices paid p.a.	No.	360,000	29,000	389,000
Proportion paid using BACS	Percentage	99	1	100

# Agenda Item 5

## Highways, Infrastructure Development and Waste

### How the 2019/20 Budget has been built up

	2018/19 Adjusted Budget	Changes	2019/20 Outturn Budget
	£'000	£'000	£'000
Highways and Traffic Management	26,425	(746)	25,679
Infrastructure Development and Waste	27,739	1,129	28,868
<b>Total</b>	<b>54,164</b>	<b>383</b>	<b>54,547</b>

	Change £' 000
<b>Reasons for changes in Revenue Budget</b>	
<b>Technical and Service Changes</b>	
Inflation	2,759
Waste Services demographic and contract pressures	591
Other demographic, contract and service pressures (ash die back)	350
	<u>3,700</u>
<b>Savings Requirements</b>	
Efficiencies generated from contractual arrangements	(580)
Focus on preventative roads maintenance	(630)
Reduced street lighting energy and usage	(345)
Introduction of Street Works permitting scheme	(750)
Ongoing review of charges for Highways services	(500)
Savings from future contract renewals and negotiations	(443)
Impact of community self-help on Public Rights of Way	(50)
Share of corporate savings initiatives	(19)
	<u>(3,317)</u>
<b>Total</b>	<b>383</b>

## Analysis of Total Expenditure for 2019/20

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Highways and Traffic Management	28,443	(118)	(1,596)	(1,050)	25,679
Infrastructure Development and Waste	33,781	0	(4,119)	(794)	28,868
<b>Total</b>	<b>62,224</b>	<b>(118)</b>	<b>(5,715)</b>	<b>(1,844)</b>	<b>54,547</b>

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>					
On Street Parking	6,924	(101)	(6,823)	0	0
<b>Infrastructure Development and Waste</b>					
Ecowaste4Food Project	37	(32)	0	(5)	0
<b>Total</b>	<b>6,961</b>	<b>(133)</b>	<b>(6,823)</b>	<b>(5)</b>	<b>0</b>
<b>Grand total</b>	<b>69,185</b>	<b>(251)</b>	<b>(12,538)</b>	<b>(1,849)</b>	<b>54,547</b>

# Agenda Item 5

## Highways and Traffic Management

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Highway Maintenance</b>					
2,255	Cyclic Maintenance	(27,401)	29,968	<b>2,567</b>	312
3,972	Highway Lighting	4,134	(30)	<b>4,104</b>	132
608	Maintenance of Public Rights of Way	628	(36)	<b>592</b>	(16)
34	Other Highway Services	167	(133)	<b>34</b>	0
522	Retaining Walls and Bridges	519	(8)	<b>511</b>	(11)
3,402	Routine Maintenance	2,998	(30)	<b>2,968</b>	(434)
5,989	Safety Reaction	36,462	(30,063)	<b>6,399</b>	410
3,658	Winter and Emergencies	3,700	(60)	<b>3,640</b>	(18)
20,440		21,207	(392)	<b>20,815</b>	375
<b>Highway Network Management</b>					
5,981	Highway Network Management	7,021	(2,161)	<b>4,860</b>	(1,121)
4	Management and Support	215	(211)	<b>4</b>	0
5,985		7,236	(2,372)	<b>4,864</b>	(1,121)
<b>26,425</b>		<b>28,443</b>	<b>(2,764)</b>	<b>25,679</b>	<b>(746)</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation	1,778
Impact of Ash die back on Highways trees	350
	<b>2,128</b>

#### Savings Strategies

Focus on preventative roads maintenance	(630)
General efficiencies from term maintenance contract	(580)
Reduced street lighting energy and usage	(345)
Introduction of Street Works permitting scheme	(750)
Ongoing review of charges for Highways services	(500)
Impact of community self help on Public Rights of Way	(50)
Share of corporate savings initiatives	(19)
	<b>(2,874)</b>

<b>Total</b>	<b>(746)</b>
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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 has generated significant savings since April 2017 and further efficiencies of £0.5 millions are anticipated during 2019/20.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19 Estimate	Change	2019/20 Estimate
Size of Network	Km	12,915	0	12,915
Bridges	No.	3,312	9	3,321
Structural retaining walls (>1.35m height)	No.	1,653	(40)	1,613
Structural retaining walls (>1.35m height)	Km	127	(4)	123
Street lights total	No.	78,500	228	78,728
Street lights to have been converted to part night lighting	No.	50,095	518	50,613
Rights of way	Km	5,000	0	5,000
Strategic road salted after route optimisation	Km	2,664	0	2,664
Illuminated road markings and signs	No.	10,337	(163)	10,174
Gullies emptied	No.	130,000	0	130,000
Total grass area cut	m <sup>2</sup>	1 million	0	1 million
Surface dressed	Km	428	(100)	328
Resurfacing / reconstruction	Km	95	(29)	66

# Agenda Item 5

## Infrastructure Development and Waste Management

2018/19 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2019/20 Outturn Budget £'000	2019/20 Net Changes £'000
<b>Infrastructure Development</b>					
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(372)	Engineering and Design Group	448	(779)	<b>(331)</b>	41
83	Schools Estates Work	83	0	<b>83</b>	0
(93)		727	(779)	<b>(52)</b>	41
<b>Waste Disposal and Recycling</b>					
10,457	Disposal of Statutory Waste	18,577	(3,954)	<b>14,623</b>	4,166
5,820	Landfill Tax on Disposal	2,367	0	<b>2,367</b>	(3,453)
323	Other Site Related Costs	325	(2)	<b>323</b>	0
5,951	Recycling Centres	6,143	(8)	<b>6,135</b>	184
4,386	Recycling Credits	4,522	0	<b>4,522</b>	136
716	Waste Management	786	(15)	<b>771</b>	55
179	Waste Minimisation Activities	334	(155)	<b>179</b>	0
27,832		33,054	(4,134)	<b>28,920</b>	1,088
<b>27,739</b>		<b>33,781</b>	<b>(4,913)</b>	<b>28,868</b>	<b>1,129</b>
<b>Analysis of changes:</b>					<b>£'000</b>
<b>Technical and Service changes</b>					
Inflation					981
Waste tonnage growth					171
Change in market conditions for disposal contracts					420
					<u>1,572</u>
<b>Savings Strategies</b>					
Procurement savings - future renewals and negotiations					(443)
					<u>(443)</u>
<b>Total</b>					<b>1,129</b>

## Service Commentary

The purpose of the Engineering Design and built Environments Team 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.

The Waste Management service is responsible for the disposal of local authority collected waste. The service supports and enables waste prevention activity, manages waste contracts for recycling, treatment and disposal, provides new waste infrastructure and manages redundant landfill sites. The service works with Waste Collection Authorities to join up waste collection and waste disposal where possible.

Following completion of the Brynsworthy Waste Acceptance Facility in February 2019, 40,000 tonnes per annum of residual waste, which was previously being sent to landfill, will be processed at the Severnside Energy Recovery Centre, near Bristol. This will mean that all but a small proportion of Devon's residual household waste will now be diverted away from landfill.

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.

Anticipated increases in expenditure from waste tonnage growth and other demographic pressures are partly offset by expected savings from future contractual arrangements.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2018/19 Estimate	Change	2019/20 Estimate
Municipal waste disposal to landfill	Tonnes	55,000	(40,000)	15,000
Municipal waste recycled (excl. soil & rubble)	Tonnes	216,000	0	216,000
Trade Waste - rechargeable income	Tonnes	14,000	0	14,000
Exeter Energy from Waste	Tonnes	60,000	0	60,000
Plymouth Energy from Waste	Tonnes (approx)	53,987	513	54,500
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

# Agenda Item 5

## Grants Paid to External Organisations

2018/19 £000	Service and Grant Title	2019/20 £000
<b>Planning, Transportation and Environment</b>		
48	AONB (East, South and Tamar)	48
53	Dorset & East Devon World Heritage site (Jurassic Coast)	43
25	Cornwall & West Devon Mining Landscape World Heritage site	25
21	South West Energy & Environment group	22
4	Wembury Centre	4
2	Tamar Estuaries consultative forum	2
20	Devon Wildlife Trust Nature Improvement Area Project	20
101	Safety Camera Partnership	81
40	Devon & Cornwall Rail Partnership	40
247	Community bodies - Transport R&R	235
<b>561</b>		<b>520</b>
<b>Communities and Other Services</b>		
400	Citizens Advice Bureau	400
72	Devon Communities Together	62
189	Councils for Voluntary Services	0
<b>661</b>		<b>462</b>
<b>Public Health</b>		
25	Devon Rape Crisis	25
10	Teignbridge D.C	6
<b>35</b>		<b>31</b>
<b>Highways and Traffic Management</b>		
8	Meldon Viaduct	8
<b>8</b>		<b>8</b>
<b>1,265 TOTAL</b>		<b>1,021</b>

## Staffing Data

	2018/19 Adjusted Total FTEs	Changes FTEs	2019/20		Total FTEs
			Revenue Funded FTEs	Externally Funded FTEs	
Communities and Other Services	42	(2)	19	21	40
Economy, Enterprise and Skills	162	12	57	117	174
Planning, Transportation and Environment	175	1	157	19	176
Public Health	33	3	0	36	36
<b>Community, Health, Environment, Prosperity</b>	<b>412</b>	<b>14</b>	<b>233</b>	<b>193</b>	<b>426</b>
Chief Executive, HR, Legal and Communications	266	20	286	0	286
Digital Transformation and Business Support	450	43	493	0	493
Organisational Development	20	0	20	0	20
Treasurer's Services	279	6	174	111	285
<b>Corporate Services</b>	<b>1,015</b>	<b>69</b>	<b>973</b>	<b>111</b>	<b>1,084</b>
Highways and Traffic Management	255	7	261	1	262
Infrastructure Development and Waste	103	0	103	0	103
<b>Highways, Infrastructure and Waste</b>	<b>358</b>	<b>7</b>	<b>364</b>	<b>1</b>	<b>365</b>
<b>Total</b>	<b>1,785</b>	<b>90</b>	<b>1,570</b>	<b>305</b>	<b>1,875</b>

### Explanation of Movements

#### Communities and Other Services

Externally funded - Active Devon restructure	(3)
Emergency planning officer	1
	<u>(2)</u>

#### Economy, Enterprise and Skills

Externally funded - Careers Hub posts transferred in to the Council	10
Externally funded - New post for Broadband project	1
Creative and Innovation grants programme	1
	<u>12</u>

#### Planning Transportation and Environment

Apprentice	1
Flood engineer and technician	2
Externally funded work - restructuring and transfer of work	(2)
	<u>1</u>

#### Public Health

Externally Funded project - Make Every Contact Count	1
Public Health grant funded staff	2
	<u>3</u>

#### Chief Executive, HR, Legal and Communications

Legal Services - Children's Safeguarding Team	5
Legal Services - Adult's Team	1
Legal Services - Litigation	1
Expansion of Apprentice Programme	14
Reduction in Head of Service	(1)
	<u>20</u>

# Agenda Item 5

## **Digital Transformation and Business Support**

Establishment of Adopt South West Regional Adoption Agency	11
Increased capacity for Procurement services	4
Transfer of Business Support from Adult's Services	1
Transfer of Business Support from Children's Services	6
IT Digital Transformation Team	5
IT Adoption and Change Team	3
IT Roadmap, Disaster Recovery and Scomis resourcing	12
Apprentice	1
	<hr/>
	43

## **Treasurer's Services**

Establishment of Adopt South West Regional Adoption Agency	2
Specialist in off-payroll working tax compliance	1
Transfer of Counter Fraud Team to Devon Audit Partnership	7
Reduction in Pensions Team	(4)
	<hr/>
	6

## **Highways and Traffic Management**

Apprentices	4
Highways Coordination Officer - externally funded	1
Highways Enforcement Officer	1
Highways Programme Development Engineer	1
	<hr/>
	7

<b>Total</b>	<hr/> <b>90</b> <hr/>
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## Communities, Public Health, Environment and Prosperity - Risk Assessment

Service	Budget 2019/20 £'000	Risk and Impact	Mitigation
Public & Community Transport	6,384 (budget and other funding)	<p>Around 80% 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. Recent experience has shown that the sector is increasingly commercially fragile which increases the cost risk to the provision of supported services.</p> <p>DCC also supports the voluntary and community transport sector where conventional buses are not sustainable. Changes to legislation pose a threat to the sustainability of this provision.</p> <p>Any reductions to service will have an impact on Devon communities as 19% of Devon residents have no access to a car.</p>	<p>Budget is based on actual services each year. Service support is based upon criteria related to DCC strategic objectives.</p> <p>Wherever possible Commercial Operators are encouraged to take up services.</p> <p>DCC supported services are developed to achieve commercial viability where possible.</p> <p>DCC maintains close relationships with this sector. Once the final legislative changes are known an impact assessment and mitigation strategies will be developed.</p>
National Concessionary Travel Scheme	9,266	Under statutory provision commercial bus operators are reimbursed for the use of free travel passes by more than 145,419 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	808 (excludes capital progr.)	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	DCC has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and

# Agenda Item 5

		costs associated with statutory requirements in the event of a major incident.	above this budget might need to be identified.
School Place Planning (capital funding/home to school transport revenue)		<p>There has been a significant reduction in Government capital grant to support additional pupil places and the general condition of school buildings. Furthermore, the introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>A number of schools have been identified at risk of flooding including Tipton St John.</p>	<p>Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Bids for CIL funds to be submitted including Exmouth Community College from East Devon, SWE Exeter from Exeter/Teignbridge and Dawlish Primary from Teignbridge. Ensure approved Free Schools are delivered, realising central Government investment. Seek direction from schools not utilising full capacity or refusing legal admissions</p> <p>Delivery of additional SEN Places at Charlton Lodge for September 2019. Ensure that Department for Education deliver Glendinning House in Newton Abbot by September 2020. Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular in Maintained Special Schools</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p>
Community grants	921	Having reviewed spending and outcomes from the Communities Together Fund and other grant funding, the Council now need to prioritise	More money will be aligned into new funds to target delivery and improved outcomes in communities. There will be a greater



		community funding on key organisational priorities and the most vulnerable.	focus on matched and crowdfunding to maximise available monies and energy.
Public Health – Early Help for Mental Health	134	There is a risk of discontinuity between the end of the wholly PH-grant funded "early help for mental health" service and the mobilisation of the new integrated children and young people's health contract.	Public Health (PH) (a) has contributed to the specification of; and (b) is part of the mobilisation process for the new contract, working with the CCG.  PH will use a smaller funding envelope to continue to support meeting the needs of children and young people with their mental health.
Public Health - Sexual Health	6,227	New contract and demand-led service so actual numbers could vary significantly.	The budget allows for an increase in costs.
Public health - Health checks	458	There is a risk to the PH budget if significantly more health checks are offered and taken up than forecast.	Engagement with the LMC and monitoring of activity at individual practice level.
Public health - Smoking cessation	1,193	There is a risk to the PH budget if significantly more smokers are both identified and supported to quit than is forecast.	To continually review the different lifestyle support activities, including the distribution of resource between services.
Exeter Science Park (loan guarantee)	Max 2,652	The Science Park Innovation Centre Construction was built by Exeter Science Park Limited (ESPL). This was partially funded via a loan from the Local Enterprise Partnership. 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 £1.831m. This figure is based on the current shortfall shown in the ESPL business plan.	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.
Budget Reductions (incl. Policy Changes)	762	Reductions are becoming harder to achieve. Some reductions are reliant on collaboration and co-operation from partners which cannot be fully guaranteed or controlled by DCC and others on supply and demand for services. In	The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2019/20 with particular emphasis on

# Agenda Item 5

		order to achieve budget reductions, polices are continually being reviewed using a more risk based approach. This may lead to an increase in the risk of challenge or failure.	high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.
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## Corporate Service – Risk Assessment

Service	Budget 2018/19 £000	Risk and Impact	Mitigation
Insourcing of services (across all service types)		Recent moves to insource services such as Public Health Nursing will see a significant number of staff TUPE into the Authority, all of which will require significant back office support. In addition, responsibility for linked assets such as buildings will also transfer, putting pressure on maintenance budgets.	Work closely with front-line service heads across the authority to ensure all Corporate Services develop and evolve to meet the changing needs of the authority.
Business Services and Support	4,923 (net)	Ongoing demands for business support for Children & Adults at risk place increasing pressure on this service.	Work closely with service heads to identify where efficiencies can be made
Coroners Service	1,481	There is a risk of unavoidable additional costs in medical (pathology), analysts, funeral directors and mortuary facility fees.	Continue to work closely with colleagues across the region conducting ongoing reviews of commissioning processes and joint working arrangements with a view to curtailing expenditure and producing additional efficiencies in this respect.
Human Resources	2,282 (net)	Implementation of the new HRMS places increasing pressure on the capacity of the HR service available to carry out business as usual and support the front-line services.  Delays in the project timetable will make achievement of savings plans very challenging.	Work closely with service heads across the authority to ensure long term planning results in the most effective use of available resources.
Countywide Initiatives	(1,941)	The staffing restructures required to realise these savings plans may adversely affect the business support provided to front-line services.	Lessons learnt from previous organisational restructures will be employed to ensure that any disruption to services is minimised.

# Agenda Item 5

## Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2019/20 £'000	Risk and Impact	Mitigation
Winter Maintenance and Emergencies	Approx. 3,640	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. 5,250	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Over the last 5-6 years significant extra resources from both central government and DCC have been targeted towards this area. However, the level of investment is still well below the backlog.	New ways of providing this service were trialled in 2018/19. Works are closely monitored during the year and funds diverted from planned works where possible.
Ash Dieback Disease – impact on Highways	350	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 Dieback is infiltrating into Devon's tree population and it is estimated that 440,000 ash trees are within falling distance of the highway, most of which are the responsibility of other land owners.	The rate of the spread of disease will be monitored, inspection periods altered accordingly and closely monitored, which should ensure that all trees not owned by DCC are dealt with by the land owner.
Highways Income from	2,161	The Authority is legally entitled to levy charges for a variety of Highways services. These services are completely	There is limited scope for direct management action to significantly influence the demand for Highways

Fees and Charges		demand led and are therefore susceptible to variations in economic factors. A variation in demand of +/- 10% could result in a budgetary impact of £200,000.	services. However, income levels are monitored during the year and, where possible, mitigating actions are taken in other areas of the budget.
Waste Management	28,920	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 amount of growth has been assumed. 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 £300,000.	Extra resources have been targeted towards this area in recent years, to deal with an above average increase in the tonnage levels. Current 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 and the new arrangements to transfer waste from the Brynsworthy Waste Acceptance Facility to the Severnside Energy Recovery Centre for disposal.

# Agenda Item 5

## Capital Programme

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

### Communities, Public Health, Environment and Prosperity

Project	*Total Scheme Approval £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Economy, Enterprise and Skills</b>						
Devon and Somerset Superfast Broadband Programme	13,500	173	2,400	139	0	0
District Heating Networks	177	177	0	0	0	0
Devon Employment Space Strategy - Work Hubs	246	92	0	0	0	0
Okehampton East Business Park	2,129	125	0	0	0	0
Roundswell South Business Park & North Devon Enterprise Centre	7,414	4,396	1,225	61	0	0
<b>Total</b>		<b>4,963</b>	<b>3,625</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>Planning, Transportation and Environment</b>						
<b>Large and Major Highway Schemes</b>						
A382 Widening, Southern Phase, Newton Abbot	13,000	5,046	2,838	0	0	0
Crediton Link Road	8,421	10	0	0	0	0
Exeter Eastern Growth NPIF	7,196	5,391	0	0	0	0
Sherford Main Street NPIF	8,015	4,139	0	0	0	0
South Devon Highway	117,998	1,942	486	83	514	0
North Devon Link Road	93,115	5,113	9,008	33,271	31,019	9,878
Safer Roads Fund A3121 & A3123		1,900	2,200	0	0	0
<b>Total</b>		<b>23,540</b>	<b>14,532</b>	<b>33,354</b>	<b>31,533</b>	<b>9,878</b>
<b>Sustainable Transport</b>						
Around Devon Cycle Route - Exeter to Broadclyst		1	0	0	0	0
Around Devon cycle route - Teign Estuary		200	169	0	0	0
Marsh Barton Station	7,400	2,600	0	0	0	0
Okehampton East Station		0	0	104	0	0
<b>Total</b>		<b>2,801</b>	<b>169</b>	<b>104</b>	<b>0</b>	<b>0</b>
<b>LTP</b>						
Local Transport Plan (LTP) Integrated transport block		<b>3,601</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>
<b>Environment</b>						
Flood Prevention Works		350	350	350	350	350
Woods for Water Project	382	56	56	0	0	0
<b>Total</b>		<b>406</b>	<b>406</b>	<b>350</b>	<b>350</b>	<b>350</b>

# Agenda Item 5

Project	*Total Scheme Approval £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Schools Expansion</b>						
Advanced Design Fees	476	226	250	0	0	0
Bolham Primary School - Additional Classroom	10	7	0	0	0	0
East-the-Water Community Primary School - Early Years Expansion	20	7	0	0	0	0
Orchard Vale Community School - Expansion to 420	20	20	0	0	0	0
St David's Primary - Additional classroom	10	6	0	0	0	0
Bodley House - Special educational need provision	1,735	150	0	0	0	0
Charlton Lodge, Tiverton - SEND Provision	4,179	405	0	0	0	0
Mill Water Community School - Extension	9,608	50	115	0	0	0
Pathfield School - Staff / support accommodation	135	9	0	0	0	0
Pathfield School (Barnstaple) additional teaching accommodation	150	1	0	0	0	0
Torrige Academy (previously Springfield Court Bideford) - Adaptions for children with special educational needs	154	0	22	0	0	0
Ellen Tinkham School - Leonard Cheshire Purchase	340	4	0	0	0	0
Orchard Manor School (formally Ratcliffe School) - Additional Accommodation	582	17	0	0	0	0
Orchard Manor School (formally Ratcliffe School) - Increase Age Range / Additional numbers	65	2	0	0	0	0
SEND Special Provision Capital Fund		300	1,721	0	0	0
Confirmed Basic Need Allocation		536	10,065	0	0	0
Estimated Basic Need		0	0	2,000	2,000	2,000
Energy cost reduction initiative		0	69	0	0	0
Kenn Church of England Primary School, energy reduction scheme	138	75	0	0	0	0
Axminster Primary (Green Lodge) - Expansion	445	0	48	0	0	0
Bassetts Farm Primary School - Expansion Ph 2	504	0	69	0	0	0
Bovey Tracey Primary School - Expansion	160	20	78	0	0	0
Cranbrook New Community - Education Campus	2,120	550	266	0	0	0
East-The-Water Primary - Internal Remodelling	21	2	0	0	0	0
Fremington Primary - Expansion to 420	532	100	0	0	0	0
Gatehouse Primary - Internal Remodelling	143	33	0	0	0	0
Haywards (Credition) Primary - Expansion to 420	970	0	36	0	0	0
Honiton Primary School - Phased Expansion	2,730	1,745	500	0	0	0
Kingsteignton - New Primary School site	1,955	19	0	0	0	0
Landscape Primary (Credition) - Expansion up to 420	1,240	9	0	0	0	0
Payhembury Primary - Additional Classroom	400	15	0	0	0	0
South Molton Infants - Expansion to 420	559	89	0	0	0	0
St Johns CofE Primary School - Expansion to PAN 45	2,154	1,290	0	0	0	0
Sticklepath Primary School - Expansion	604	0	79	0	0	0
Whitchurch Primary - School Extensions	335	5	0	0	0	0
Proposed new primary Okehampton (St James Academy Trust)	6,750	80	0	0	0	0
Cullompton Community College - Expansion	1,465	500	800	0	0	0
Okehampton College - Additional 6th Form Provision	2,037	570	50	0	0	0
South Dartmoor Community College - Additional science provision	17	17	0	0	0	0
South Molton Community College - phased expansion	510	480	0	0	0	0
<b>Total</b>		<b>7,340</b>	<b>14,168</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

# Agenda Item 5

Project	*Total Scheme Approval £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Commissioning Services For Communities</b>						
Youth service minor capital works		37	37	37	37	37
Cranbrook library	230	0	0	0	230	0
Library modernisation partnership schemes - Bideford	1,580	100	930	0	0	0
Vehicle Equipment Loans Pool - Fleet management		1,028	1,000	1,000	1,000	1,000
<b>Total</b>		<b>1,165</b>	<b>1,967</b>	<b>1,037</b>	<b>1,267</b>	<b>1,037</b>
<b>Communities, Health, Environment &amp; Prosperity Total</b>						
		<b>43,816</b>	<b>38,468</b>	<b>40,646</b>	<b>38,751</b>	<b>16,866</b>

## Financed by:

Borrowing - Internal	433	3,715	306	661	100
Borrowing - VELP	1,028	1,000	1,000	1,000	1,000
Capital Receipts - General	3,193	1,327	337	448	3,864
Capital Receipts - IID	201	169	104	0	0
Direct Revenue Funds - Services	31	23	23	23	0
External Funding - Contributions	2,903	271	5	0	0
External Funding - Grants	28,246	28,885	37,248	35,106	11,419
External Funding - S106	7,781	3,078	1,624	1,514	483
<b>Total</b>	<b>43,816</b>	<b>38,468</b>	<b>40,646</b>	<b>38,751</b>	<b>16,866</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2018/19 which may be deferred to 2019/20 or future years owing to changes in project delivery timescales.



## Corporate

Project	*Total Scheme Approval £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Information and Communications Technology</b>						
DCC Operating Model ICT Replacement and Renewal		1,000	1,000	1,500	1,500	1,500
<b>Total</b>		<b>1,000</b>	<b>1,000</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>County Solicitor, Legal Services &amp; HR</b>						
DAW Room ICT upgrade	151	151	0	0	0	0
<b>Total</b>		<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>County Farms Estate</b>						
County Farms Estate Enhancement Programme		600	600	600	600	600
<b>Total</b>		<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Corporate Property Estate</b>						
Property Enabling Budget		150	150	150	150	150
Replace and Upgrade Corporate Estate		0	0	600	600	600
Solar Carports	511	511	0	0	0	0
Strategic Centre Improvement - Lucombe House	2,400	600	1,200	0	0	0
Building Maintenance	300	300	0	0	0	0
<b>Corporate Services Total</b>		<b>3,312</b>	<b>2,950</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>
<b>Financed by:</b>						
Borrowing - Internal		300	0	0	0	0
Capital Receipts - General		2,705	2,950	2,850	2,850	2,850
External Funding - Grants		307	0	0	0	0
<b>Total</b>		<b>3,312</b>	<b>2,950</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2018/19 which may be deferred to 2019/20 or future years owing to changes in project delivery timescales.

# Agenda Item 5

## Highways, Infrastructure, Development and Waste

Project	*Total Scheme Approval £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Schools Maintenance and Improvements</b>						
Estimated Capital Maintenance		0	4,500	4,000	4,000	4,000
Capital Maintenance (contingency)		251	250	0	0	0
DDA Projects Contingency		163	137	0	0	0
MUMIS (contingency)		102	90	0	0	0
SEND - Accessible Adaptations		100	150	0	0	0
Abbotskerswell Primary School - replace timber cladding, external door/frame, roof decking & roof	103	23	0	0	0	0
Appledore Community Primary School - Renew tarmac, fencing & repoint stone wall in outside areas. Block 02 floor structure	73	15	0	0	0	0
Appledore Community Primary School - Block 03 & Block 07 renew flooring	13	10	3	0	0	0
Barley Lane School - Block 01 supply and fit anti-climb system	34	6	0	0	0	0
Bassetts Farm Primary School - Block 01 Replace warm air heaters for wet systems	199	159	40	0	0	0
Beaford Community Primary and Nursery School - Block 01 Replace windows & Flat roof	113	30	0	0	0	0
Berrynarbor CofE Primary School - Block 03 internal wall refurb and joinery	60	8	0	0	0	0
Bishops Tawton Primary School - Block 01 renew wet heating system & boiler	43	8	0	0	0	0
Bolham Community Primary School - Block 01 replace lighting and rewire old part of building.	39	31	8	0	0	0
Caen Community Primary School, hall improvement works	72	22	0	0	0	0
Canada Hill Community Primary School - boiler replacement, heating pump & CO Detection/Auto shutoff	17	3	0	0	0	0
Clyst Vale Community College - accessibility toilet and therapy room	112	19	0	0	0	0
Combe Martin Primary School - Part renew and re-route external foul drains	10	3	0	0	0	0
Countess Wear Community Primary school - CO Detection/Auto Shutoff, replace Boiler flues gas heater, partial replacement of flat roof and metal downpipes.	135	26	0	0	0	0
Dawlish Community College - Various Works to Blocks 06, 07 & 10	107	36	0	0	0	0
Decoy Primary School - Block 01 replace windows/doors and replace Fan Convactor. Rooflights, kitchen render and curtain walling	75	15	0	0	0	0
Denbury Primary School - Block 02 & 03 replacement	430	344	86	0	0	0
East Anstey Primary School - Block 01 Roof Purlin Refurbishment	27	22	5	0	0	0
Ellen Tinkham School - Block 01 rewire and replace luminaires	55	44	11	0	0	0
Exminster Community Primary School - Replace windows/doors & internal fire door/shutter, kitchen improvements & roof works.	157	30	0	0	0	0
Forches Cross Community Primary - Drainage improvements	20	4	0	0	0	0
Forches Cross Community Primary - Replace Kitchen Hood, Ventilation Supply and Extractor	25	5	0	0	0	0
Fremington Community Primary and Nursery School - Block 06 replacement	387	77	0	0	0	0
	<b>2,305</b>	<b>1,556</b>	<b>5,280</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

# Agenda Item 5

	<b>*Total Scheme Approval</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Georgeham C of E Primary School - Blocks 01, 02 & 04 Provide emergency lighting. Block 04 Replace oil storage tank	31	25	6	0	0	0
Windows, doors, timber cladding, & Fascias, guttering, downpipes and flat roofing	205	60	0	0	0	0
Hatherleigh Community Primary School - Block 04 insulate and re-line walls and replace roof	73	10	0	0	0	0
Ilfracombe Church of England Junior School, underground Heating	20	5	0	0	0	0
Kentisbeare C of E Primary School - Block 01 replace lighting to old part of school	10	2	0	0	0	0
Kilmington Primary School - External Refurbishment of fascias, rendered walls, gutters	29	5	0	0	0	0
King Edward Vi Community College - Block 06 and Block 15 replacement	1,089	279	0	0	0	0
King Edward Vi Community College - Block 01 / 02 repl. Windows & replace fan convectors Block 05 repl. wet heating Block 39 re-Kingsacre Primary School - Block 01 fit aluminum doors and frames.	441	348	87	0	0	0
	17	14	3	0	0	0
Kingsbridge Community Primary - creation of hard play area	56	45	11	0	0	0
Ladysmith Infants School - Structural repairs to brickwork & replacement guttering and downpipes	95	18	0	0	0	0
Lympstone C of E Primary School - Blocks 01 & 04 fire alarm	60	48	12	0	0	0
Marland School, retaining wall remedial works	26	5	0	0	0	0
Marwood School - Structural Improvements to Stone Wall	54	43	11	0	0	0
Milton Abbot Primary School - Blk01 Replacement Roof & heaters, Eastern gable remedial works & installation of soakaway	329	88	0	0	0	0
Newton St Cyres Primary School - Moving the Early Years Unit to new site	329	65	0	0	0	0
Newtown Primary School - Block 02 Install Central Heating System. Block 02 replace guttering & downpipes	104	20	0	0	0	0
Offwell C of E Primary - Minor Works	45	36	9	0	0	0
Okehampton College - Block 01 replace windows, doors, timber cladding, render and roofing works. Block 13 windows and	613	150	0	0	0	0
Orchard Manor School (formally Oaklands Park) - Roofing works	277	222	55	0	0	0
Orchard Manor School (formally Ratcliffe School) - upgrade gas safety system. & CO Detection and Auto Shutoff	39	31	8	0	0	0
Pathfield School - Blocks 01 & 05 upgrade fire alarms and install emergency lighting	79	15	0	0	0	0
Payhembury C of E Primary School - Block 01 Renew render, replace 2 windows, investigate damp and internal walls remedial	38	7	0	0	0	0
Seaton Primary School, roof replacement	200	80	0	0	0	0
Shute Community Primary School - Block 02 Replace timber cladding. Entrance drive -Renew topping to tarmac	100	20	0	0	0	0
Shute Community Primary School - Septic Tank Replacement	45	10	0	0	0	0
Sidmouth College - Investigate drainage/soakaway issues. Blocks 8,9,12 & 16 CO Detection and Auto shutoff	50	4	0	0	0	0
Southmead School - Block 01 flat roof refurb	481	351	85	0	0	0
St Michael's Church of England Primary Schools, Kingsteignton - Boundary Wall	38	8	0	0	0	0
Starcross Primary - DDA adaptations Works	99	24	0	0	0	0
Sticklepath Community School - Block 01 renew render and replace doors. Block 01 kitchen and main hall-electrical upgrade	48	9	0	0	0	0
	<b>5,118</b>	<b>2,047</b>	<b>287</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Agenda Item 5

Project	*Total Scheme Approval	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Stoke Hill Infants & Nursery School - Replacement of Blocks 02 & 05	145	116	29	0	0	0
Stoke Hill Infants School - Drainage work	21	6	0	0	0	0
Stoke Hill Junior School - Block 03 replace metal roofing. Block 03						
Replace internal suspending ceilings	137	110	27	0	0	0
Tavistock Community Primary School - Block 02 replacement	1,463	785	0	0	0	0
The Lampard School - Block 01 boiler replacement	80	16	0	0	0	0
The Park School, Barnstaple - Block 01 replace doors/frames, Block 09 replace guttering and downpipes. Block 09 replace sump pump and boiler	20	4	0	0	0	0
Thorverton C of E Primary School - Block 01 remedial works to alleviate damp. Replaster walls	22	3	0	0	0	0
Tiverton High School - Replace windows, cladding & doors and external repaint. Replacement radiators.	357	70	0	0	0	0
Two Moors Primary School - Block 04 removal of ACM, replace suspended ceilings, replace fascia cladding panels, fit aluminium	874	700	174	0	0	0
Ugborough Primary School - Block 01 CO Detection & Auto shutoff. Replace boiler	60	11	0	0	0	0
West Exe Children's Centre - Flat Roof improvement works. Kitchen Extractor fan replacement/refurb	40	8	0	0	0	0
Westcroft School - Block 01 boiler replacement. Blocks 201 & 210						
CO Detection and Auto Shutoff	70	14	0	0	0	0
Whipton Barton Infants & Nursery School - Block 01 slate roof refurbishment & replacement of cavity wall tiles	391	180	0	0	0	0
Whitchurch Community Primary School - Block 01 Pitched roof replacement	100	80	20	0	0	0
Willand School - Block 01 electrical works	156	125	31	0	0	0
Willowbank Primary School - Block 01 replace UPVC windows and cladding to dormer	22	3	0	0	0	0
Willowbank Primary School - DDA works	13	3	0	0	0	0
Willowbrook Primary School - Upgrade Incoming Gas Supply	35	5	0	0	0	0
Withycombe Raleigh C of E Primary - Renew tarmac in staff carpark	42	34	8	0	0	0
Withycombe Raleigh C of E Primary School - Structural repairs, replace external doors & kitchen improvements	43	8	0	0	0	0
Yeo Valley Primary School - Re-roof pitched & flat roof areas & upgrade of the fire alarm system	157	60	0	0	0	0
		<b>2,341</b>	<b>289</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools Maintenance and Improvements Total</b>		<b>5,943</b>	<b>5,856</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

# Agenda Item 5

Project	*Total Scheme Approval	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Highways</b>						
Local Transport Plan (LTP) Maintenance		43,084	41,132	41,132	41,132	41,132
Reinstatement of the A379 at Slapton Line		800	0	0	0	0
Street Lighting LED	8,673	1,735	4,336	2,602	0	0
<b>Highways Total</b>		<b>45,619</b>	<b>45,468</b>	<b>43,734</b>	<b>41,132</b>	<b>41,132</b>
<b>Highways, Infrastructure Development and Waste Total</b>		<b>51,561</b>	<b>51,324</b>	<b>47,734</b>	<b>45,132</b>	<b>45,132</b>

	*Total Scheme Approval	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Financed by:</b>						
Borrowing - Internal		1,835	4,486	2,602	0	0
External Funding - Grants		49,727	46,838	45,132	45,132	45,132
<b>Total</b>		<b>51,561</b>	<b>51,324</b>	<b>47,734</b>	<b>45,132</b>	<b>45,132</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2018/19 which may be deferred to 2019/20 or future years owing to changes in project delivery timescales.

# Agenda Item 5

## Abbreviations

Abbreviations used within the budget for all Scrutiny reports:

AMHP	Approved Mental Health Professional
AONB	Area of Outstanding Nature Beauty
ASW RAA	Adopt South West Regional Adoption Agency
BACS	Bankers automated clearing services (electronic processing of financial transactions)
BCF	Better Care Fund - formerly known as the Integration Transformation Fund, a national arrangement to pool existing NHS and Local Government funding starting in
BDUK	Broadband delivery UK
Blk	Block
CCG	Clinical Commissioning Group
CCLA	Churches, Charities and Local Authorities
CIL	Community Infrastructure Levy
CIPFA	The Chartered Institute of Public Finance & Accountancy
CO	Carbon Monoxide
C of E	Church of England
DAF	Devon Assessment Framework
DC	District Council
DCC	Devon County Council
DDA	Disability Discrimination Act
DEFRA	Department for Environmental Food & Rural Affairs
DFC	Devolved Formula Capital
DoLS	Deprivation of Liberty Safeguards
DPLS	Devon Personalised Learning Service
DSG	Dedicated Schools Grant
DYS	Devon Youth Services
EFA	Education Funding Agency
EH4MH	Early Help 4 Mental Health
ERDF	European Regional Development Fund
ESPL	Exeter Science Park Ltd
EU	European Union
FTE	Full Time Equivalent
HMRC	Her Majesty's Revenue & Customs
HR	Human Resources
HRMS	Human Resources Management System
IBCF	Improved Better Care Fund - Additional grant funding to supplement the Better Care Fund
ICE	Integrated Care Exeter
ICT	Information & Communications Technology

IID	Investing in Devon funds
INNOVASUMP	Innovations in Sustainable Urban Mobility plans for low carbon urban transport
IT	Information Technology
IVC	In Vessel Composting
LAG	Local Action Group
LEP	Local Enterprise Partnership
LTP	Local Transport Plan
MH	Mental Health
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
NFF	National Funding Formula
NHS	National Health Service
NLW	National Living Wage
NPIF	National Productivity Investment Fund
OP&D	Older People & Disability
OT	Occupational Therapist
PFI	Private Finance Initiative
PH	Public Health
PHN	Public Health Nursing
PSPB	Priority School Building Project
PTE	Part-time Equivalent (15 hours)
PWLB	Public Works Loans Board
REACH	Reducing Exploitation and Absence from Care or Home
ROVICs	Rehabilitation Officers for Visually Impaired Children services
RD&E	Royal Devon & Exeter Hospital
RPA	Rural Payments Agency
RSG	Revenue Support Grant
S106	Funding from developers resulting from planning obligations authorised by section 106 of the Town and Country Planning Act 1990
SCF	Southern Construction Framework - delivers construction capital projects to around 50 public sector clients
ScoMIS	Schools Management Information Service
SEND	Special Education Needs and Disability
TBC	To be confirmed
UASC	Unaccompanied Asylum Seeking Children
VAWG	Violence against Women and Girls
VELP	Vehicle Equipment Loan Pool

# Agenda Item 5