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

County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD

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Date: 19 January 2022

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**CORPORATE INFRASTRUCTURE AND REGULATORY SERVICES SCRUTINY  
COMMITTEE**

Thursday, 27th January, 2022

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

Phil Norrey  
Chief Executive

**A G E N D A**

**PART I - OPEN COMMITTEE**

- 1 Apologies
- 2 Minutes  
Minutes of the meeting held on 18 November 2021 (previously circulated).
- 3 Items Requiring Urgent Attention  
Items which in the opinion of the Chair 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**

### 5 Budget 2022/23 and Capital Programme for 2022/23 to 2026/27 (Pages 1 - 60)

#### **Overall Approach**

The 2022/23 budget proposals will be scrutinised with consideration of relevant service area budgets by Scrutiny Committees with the Corporate Infrastructure and Regulatory Services Scrutiny Committee considering both its own budget responsibilities as well as any issues raised by the Children's Scrutiny Committee and the Health and Adult Care Scrutiny Committee, to produce an overarching set of recommendations.

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

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

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

#### **Public Participation**

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

#### **This Meeting**

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

At this meeting Chief Officers/ Heads of Services will report on

- the Cabinet's Target Budget for Services and likely implications of the 2022/23 target for individual areas of service (e.g. in percentage terms compared to current levels) and how those areas have been prioritised;
- any comparisons between the current year and next year's proposals for the major service areas, to illustrate the scale of change within those activities and how the budget has been allocated across services in those years (to illustrate changes of emphasis or priority);
- any "alternative delivery models" or other initiatives contemplated for given services and how it is thought that these may reduce costs; and
- impact assessments undertaken in relation to the draft budget.

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

### **Report and Budget 2022/23 Impact Assessment**

Joint Report of the Director of Finance, Chief Executive, Director of Public Health and Chief Officer of Highways, Infrastructure Development & Waste (DF/22/03) on the proposed budget for Corporate Infrastructure and Regulatory Services for 2022/23, attached.

For ease of reference:

Communities, Public Health, Environment and Prosperity – page 12

Corporate Services – page 22

Highways, Infrastructure Development and Waste – page 32

NB: An overview of the impact assessments for all service areas entitled [Budget 2022/23 Impact Assessment](#) has been made available to all Members of the Council so that Scrutiny Committees have access to all equality impact assessments undertaken as part of the budget's preparation. Members are asked to consider the contents and retain it for future meetings, accepting that individual assessments may be updated with time. Members must have full regard to and consider the impact of any proposals in relation to equalities for this (and other) budget meeting prior to making any decisions. Scrutiny Committees will no doubt wish to be assured that risk assessments and projections are adequate and that the evidence supports the assumptions made in the formulation of the budget.

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

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

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

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

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### **Induction Loop available**





## Corporate Infrastructure & Regulatory Services Scrutiny Committee

27th January 2022

**Joint Report of the Director of Finance, the Chief Executive, the Director of Public Health and the Chief Officer of Highways, Infrastructure Development and Waste.**

### **2022/23 Budget**

**Recommendation:** that the Scrutiny Committee considers whether it wishes to draw to the attention of Cabinet any observations on the proposals contained within the draft Revenue Budget 2022/23 and Capital Programme for 2022/23 to 2026/27.

#### **1. Introduction & Commentary**

- 1.1 Cabinet at its meeting on 8th December 2021 set Revenue Budget Targets for 2022/23. The provisional settlement was very close to what was expected, and therefore no change was proposed to the Budget Targets at Cabinet on 12th January 2022.
- 1.2 As is normal 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 will be available when the County Council considers final budget proposals for 2022/23 on 17th February 2022. Given the late notification of the Provisional Settlement and in line with arrangements in previous years, 22nd February has been set aside for a second County Council budget meeting should it be required.
- 1.3 The draft budget attached to this report complies with the Targets set by Cabinet on 8th December which total £629.4 million. The total includes funding for budget pressures of £87.4 million 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 £38.7 million are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table over shows the 2022/23 Budget Targets by service area.

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	<b>2021/22 Adjusted Budget *</b>	<b>Inflation &amp; Pressures</b>	<b>Savings &amp; additional Income</b>	<b>2022/23 Budget</b>	<b>Net change</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
1 Adult Care & Health	283,294	47,875	(18,241)	312,928	29,634	10.5%
2 Childrens Services	159,036	28,787	(11,675)	176,148	17,112	10.8%
3 Communities, Public Health E&P	40,280	3,809	(2,846)	41,243	963	2.4%
4 Corporate Services	40,937	3,612	(2,830)	41,719	782	1.9%
5 Highways, Infrastructure D&W	57,124	3,349	(3,149)	57,324	200	0.4%
	<b>580,671</b>	<b>87,432</b>	<b>(38,741)</b>	<b>629,362</b>	<b>48,691</b>	<b>8.4%</b>

\* Adjusted for permanent virements

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

## 2. The Provisional Local Government Finance Settlement 2022/23

2.1 On 16 December 2021, the Secretary of State for the Department for Levelling Up, Housing and Communities (DLUHC), Rt. Hon. Michael Gove MP, released a written statement to Parliament on the provisional local government finance settlement 2022/23, the details of which are set out below.

2.2 The 2022/23 local government finance settlement is for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

2.3 Spending Review 2021 Additional Funding – The Chancellor announced an additional £1.6 billion per annum (2022/23 to 2024/25) for local government as part of SR21. The majority of this amount has been included in the Core Spending Power figures. Based on the figures in the Core Spending Power amounts, there has been a net increase in funding (excluding the multiplier adjustment and Adult Social Care reform funding) of £1.5 billion. A breakdown of this change is shown below.

- + £822m – 2022/23 Services Grant – A new grant based on 2013/14 SFA shares
- + £636m – Increase to the Social Care Grant
- + £63m – Inflationary increase to the Improved Better Care Fund
- + £72m – Increased RSG (based on CPI)
- (£68m) – Reduction in New Homes Bonus Funding

2.4 Council Tax – As previously announced at SR21, the council tax referendum limit will be 2% for local authorities, with social care authorities allowed an additional 1% social care precept.

2.5 Local Government Funding Reform – No papers were published relating to the Fair Funding Review or the Business Rates Reset. It would appear the government intend to make further announcements in the new year, before then consulting on any potential changes.



- 2.6 The table below sets out Devon's Core Funding of £103.2 million and shows the other grants that have been announced so far. Other grants are expected to be announced in the coming weeks and months and these will be reporting as part of the overall budget papers in February if known by then.

	<b>£000</b>
Revenue Support Grant	566
BRRS Central Government Top Up	80,654
BRRS Local Element*	<u>21,997</u>
<b>Core Funding</b>	<b>103,217</b>
New Homes bonus	2,143
Rural Services Delivery Grant	7,823
Social Care Grant	32,317
Improved Better Care Fund	29,126
ASC Reform/Market Sustainability & Cost of Care Fund	2,413
Services Grant	<u>7,076</u>
<b>Other Grants</b>	<b>80,898</b>

\* the actual amount we receive will be derived from returns completed by our Devon Districts

### 3. Service Specific Budget Issues

- 3.1 The draft budget continues to strike a balance between available resources and maintaining statutory and essential services. This approach seeks to maximise efficiency and continue to review ways of providing flexible and responsive services whilst managing demand
- 3.2 The requirement for these areas to undertake transformational change whilst continuing to provide services remains challenging. Strategies used to achieve the budget include the review of policies and activity drivers, alternative methods of service delivery, process changes including digital by design and income generation. Any new and significantly increased fees and charges being proposed will be subject to approval by Cabinet in February 2022.

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

- 4.1 All services within Communities, Environment and Prosperity have reviewed existing income generation opportunities. Increases for 2022/23 are based on inflationary rises, a restatement of time attributable to the service delivery or a realignment of required service outputs.
- 4.2 New legislation has resulted in an increase in budgets for Domestic Violence of £1.4 million and Environment Services of £140,000.
- 4.3 To achieve the target for Communities, a variety of actions are planned: community grant schemes have been reduced by £329,000, the Locality budgets reduced from £10,000 to £8,000 for each Councillor, temporary funding found for community grants of £462,000 and a mixture of slowing recruitment, finding additional income streams, and negotiated reduction to contract prices.

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- 4.4 For the Council to continue to meet its targets set in the published Carbon Reduction Plan a further £71,000 has been allocated within budgets to purchase more carbon offsets. Exploration of other methods to meet these targets continues.
- 4.5 Concessionary travel numbers continue to reduce, alongside new guidance from the DfT on how we reimburse operators for this delivery following the ending of government support in March 2022. Combined this led to a budget reduction of £1.3 million for the service.
- 4.6 Economy services have been allocated an increase of £712,000 to continue to progress the Connecting Devon and Somerset broadband project and Skypark Development.
- 4.7 To meet target budgets, services have had to realign service priorities, consider efficiencies while still maintaining core services and explore new income generating opportunities. A total budget reduction of £677,000 is included but some of these are for one year only.
- 4.8 Historically this service area has been responsible for delivering many externally funded projects especially those from the European Union (EU). The residual EU projects are now in their final phases. During 2021/22 the Government initiated the Community Renewal Fund as part of the 'Levelling up' strategy. The Council, acting as the Managing Authority for the administrative area, was successful with 13 agreed projects which started in 2021/22 and will be complete in 2022/23. Future funding streams are anticipated.
- 4.9 The Public Health grant remains ring fenced for 2022/23. The value of the grant for 2022/23 has not yet been confirmed.
- 4.10 The medium-term and long-term impact on Public Health of the COVID-19 pandemic is still unknown so although planning continues as lessons are learnt, the changes to the budget allocation for this year mainly reflect contractual requirements. The Public Health earmarked reserve will be used to manage any cost pressures on the 2022/23 grant.
- 4.11 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on 20 January 2022.

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

- 5.1 The continuing response to COVID-19 requires that the Authority maintain high levels of resilience in key areas. To offset the costs so far as possible, Services recognised the need to make savings.
- 5.2 As part of the drive to identify savings Corporate Services once again reviewed all opportunities to generate additional income. This led to identification of an additional £439,000 to more than offset income lost across other parts of the Service.

- 5.3 Budgeted assumptions around staff turnover and subsequent vacancy savings of £1.3 million have meant the Service avoided the need to cut provision to front-line operations.
- 5.4 A review of the Corporate Accommodation Strategy following changes to working practices necessitated by the COVID-19 pandemic, is targeted with delivering a further £120,000 of savings in 2022/23
- 5.5 There continues to be a strong focus within the ICT Service on cybersecurity. As such, a further £170,000 has been invested to increase the Authority's resilience to cyber threats.
- 5.6 In recognition of the additional work generated by the Authority's response to and recovery from COVID-19, in combination with the improvements required because of the last Inspection of Local Authority Children's Services (ILACS); HR Services budgets have been increased by £206,000 and Legal Services budgets by £85,000.
- 5.7 Acknowledging the difficulty in recruiting staff to vacant positions across the Authority; £100,000 will be invested in piloting a new Recruitment Attraction invest-to-save strategy.

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

- 6.1 The Highways and Traffic Management service faces continued cost pressures from contractual inflation and the increase in red diesel tax from 1st April 2022. Together, the financial impact of these pressures is estimated at £1.6 million.
- 6.2 All works budgets have been reviewed and savings are proposed from a number of maintenance budgets, totalling £1.8 million. Further energy savings of £324,000 are expected to accrue from the rollout of Street Lighting LED lamp conversions and dimming. Additional cost recovery from the permitting scheme of £120,000 is also anticipated.
- 6.3 Highway services income budgets have been reviewed to ensure that targets are reasonable. It is proposed that a new charge is introduced for disabled bay applications and that advertising on highways assets is considered in order to generate further income. Parking charges are not proposed to increase, and it is recommended that all other Highways charges are unchanged or subject to an inflationary increase only. The proposed changes to income streams are expected to generate additional income of £250,000.
- 6.4 The On-street parking (OSP) income and costs are within a ring-fenced account which is shown on the page entitled "Analysis of Total Expenditure for 2022/23". This account is governed by legislation and any surplus can only be used for Highways and Transport related projects.
- 6.5 The Waste Service faces increased expenditure arising from contractual inflation and growth totalling £1.7 million. In addition, the ongoing impact of COVID-19 restrictions and associated household behavioural change

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continues to generate higher than normal levels of household residual waste. Savings totalling £650,000 are anticipated from the impact of increased tonnages on shared savings projects, organic waste disposal and site maintenance expenditure.

## 7. Capital Programme

- 7.1 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. The capital programme continues to focus on maximising the leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources. If successful these will be added to the capital programme, subject to the appropriate approvals.
- 7.2 The Local Transport Plan (LTP) maintenance figure for 2022/23 reflects the needs based formula funding and incentive funding allocations as announced by the Department for Transport. As allocations for the period 2024/25 to 2026/27 have not yet been announced, the same level as 2022/23 has been assumed in the capital programme at this time.
- 7.3 The Corporate Services capital programme for 2022/23 includes £23.3 million of new capital investment across the service, funded from corporate capital resources.
- 7.4 The Capital Programme sees an increase of £1 million to the Carbon Reduction Plan, taking the overall scheme total to £3 million, which aims to support the Councils Climate Change Strategy.
- 7.5 The Waste capital programme has seen an increase of £5.8 million to deliver a new Household Waste & Recycling Centre, to replace the Tavistock Household Waste Recycling Centre at Crowndale which is no longer fit for purpose.
- The new site will be safer, encourage greater levels of recycling and eliminate queuing on the public highway leading to improved highway safety.
- 7.6 Digital Technology & Business Supports sees the addition of £4.9 million (in addition to the £5.5 million existing budget).
- This will cover Laptop Replacement, replacement cost of mobile phone handsets (for one year), the installation of Hybrid Meeting/Collaboration Environments across the estate, the internal development of new digital services including cyber security, as well as the costs for a customer engagement model and disaster recovery investment.
- 7.7 The Buildings (capital) Maintenance budget has been increased by £3.7 million and recognises the pressures on buildings maintenance due to safety and compliance, investing in our estate to save, improving, and replacing life expired equipment and recognising the council's commitment to the climate emergency.

It also recognises the recent uplift in the cost of materials and labour in the current economic climate.

The increase requested of £3.7 million is partly offset by a reduction in the Buildings Maintenance revenue budget of £2 million (£500,000 per annum for 4 years). This is in recognition of the types of work being undertaken, which are capital rather than revenue in nature.

- 7.8 The County Farms budget has been increased by £2.4 million and is reflective of the requirement to meet the Decent Homes Standard across the Farms estate.

The programme is also helping to decarbonise the estate, improve and replace aging infrastructure, and covers the investment in slurry store covers, and storing silage, slurry, and agricultural fuel oil (SSAFO) compliant silage clamps in order to meet the Environment Agency minimum requirements.

- 7.9 SCOMIS budget have seen an increase of £717,000 to cover the cost of the following critical system improvements:

**Lifecycle management:** The bid delivers the capital funding required to maintain the operational performance of the SCOMIS service to existing customers and provide capacity for the planned and targeted sales targets of 8% per year.

**Disaster recovery:** The bid covers the implementation of a modernised Disaster Recovery provision to maintain service availability for customers and protect the Council's reputation in the event of a natural disaster, cybercrime, or ransomware attack etc.

**Firewall upgrade:** The bid covers the implementation of security improvements to segregate internal networks and move towards a zero-trust architecture. This initial phase will deliver investment in more powerful firewall hardware to enable a greater throughput of data to be secured per current industry best practice.

- 7.10 Funding and an amount of match funding has been added for the Stover Country Park project creating a total new budget of £657,000.

The country park has been awarded a £357,000 grant from the National Lottery Heritage Fund (NLHF) for its "Restoring Stover Park" project.

The two-year grant from the NLHF is supporting the development phase for further work and studies to help restore Stover Park and its historic heritage. The grant will also help to enhance the park's facilities for local communities, visitors, and wider tourism. £300,000 in match funding is required to secure this grant with work continuing towards a larger bid to the NLHF; a cabinet paper will be brought forward to cover this approval in detail.

- 7.11 In addition, some of our projects within the existing programme are termed 'rolling budgets'; they require a new budget each budget setting period to

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extend their programme of works into the next financial year, in the case 2026/27 totalling £4.1 million

For example, this includes monies committed to Flood Prevention, Property Enablement works and replacing / upgrading our corporate estate. This also includes the extension to, or reprofiling of our Vehicle Equipment Loans Pool (VELP) where funds are available to the Council's Fleet team or to Schools as a loan, repaid with interest.

## 8. Equality Impact Assessment

8.1 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.

8.2 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.

8.3 The impact assessment for the 2022/23 budget is published at

<https://www.devon.gov.uk/impact/budget22-23/>

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**Angie Sinclair**  
**Director of Finance**

**Phil Norrey**  
**Chief Executive**

**Steve Brown**  
**Director of Public Health**

**Meg Booth**  
**Chief Officer for Highways,  
Infrastructure Development and  
Waste**

Electoral Divisions: All

Cabinet Member: Councillor Phil Twiss

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

Spending Round 2021 & Provisional Settlement 2022/23

Contact for enquiries:

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Date Published: 19th January 2022

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## Leadership Group Commentary

Over the course of the last two years the Council has worked with other organisations to respond to and manage the impacts of COVID-19. As a community leader and part of Team Devon it has had new responsibilities for addressing issues such as food poverty, financial hardship and shielding. During that time the pressures on health, social care and children's services have increased. Those pressures have been exacerbated by the fragility of the care market and difficulties of recruiting key workers. The Council's finances and workforce remain under significant pressure and strain.

Looking ahead, our focus for the next 12 months as Leadership Team will be to listen, learn and lead on different and sustainable ways to support the health and wellbeing of the whole county and enable greater financial resilience for the Council.

The Team will also play a key role in leading on the Council's Strategic Plan for 2021 to 2025 [[The best place - Strategic Plan \(devon.gov.uk\)](https://www.devon.gov.uk/strategic-plan)] which describes the overall ambitions for Devon to become the best place to:

- **Grow up** - We are committed to being a child friendly Devon where all children and young people are safe, healthy, ambitious, and can fulfil their potential.
- **Live well** - We are committed to being a fairer Devon: inclusive, compassionate and caring, where everyone is safe, connected and resilient.
- **Prosper** - We are committed to being a greener and prosperous Devon, with opportunities to create a sustainable future for all.

The Strategic Plan 2021-2025 has six priorities:

- Respond to the climate emergency.
- Be ambitious for children and young people.
- Support sustainable economic recovery.
- Tackle poverty and inequality.
- Improve health and wellbeing.
- Help communities be safe, connected and resilient.

For each of those priorities, the Strategic Plan sets out the areas of focus for the next four years. In April 2022, the Council will publish its Annual Plan for 2022/23 which will describe the main actions for the next 12 months and the specific activities to deliver or work towards achievement of priorities and outcomes.

At the time of writing the Government's Levelling Up White Paper is expected to be published early in 2022. The Government's Levelling Up ambitions include an opportunity for County Deals which will build on its support for high streets, towns and local infrastructure as part of a longer-term devolution offer. The detailed framework and scope for County Deals will be included in White Paper and there is a possibility that Devon will be invited to develop a Deal with Government over the coming months.



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As a Leadership Team we will ensure that the Council continues to play a leading role in the Devon's response to the climate emergency, through the Interim Devon Carbon Plan and actions to implement the resolutions from the Citizens' Assembly.

The Council will continue to work with national, regional and local partners to find ways to address the workforce challenges facing adult social care. This includes changes and improvements to pay and conditions, training, development and career progression. Support for family and unpaid carers is also essential so that everyone who provides care and support is enabled to live a good life.

The Council will also be playing a part in tackling the county's housing crisis through the creation of a new Team Devon strategic housing task force in partnership with Devon's district, town and parish councils and other key partners such as Homes England. The Council will also look at whether it can offer accommodation to key workers to attract them to work for the authority and lobby MPs to press for tax loopholes on holiday rental homes to be tightened up.

The way that the Council works will change during 2022/23 to reflect the Strategic Plan's aims for it to be:

- **A trusted council** – that shows leadership, brings people together and collaborates well with our partners; a Council that makes good decisions, uses resources well, and is financially resilient.
- **An inclusive council** – that is intolerant to prejudice and discrimination, is a good employer that invests in, develops and nurtures our workforce, and hears the voices of all our communities.
- **An innovative council** – that is agile, listens and learns, uses data and intelligence well, and can transform the way we work in order to improve services for the people of Devon.

As a Leadership Team, our membership, role and responsibilities will change during Spring 2022 to unlock the potential of individuals, teams and the organisation. These changes will reflect the [principles and behaviours](#) which apply to everyone at every level of the organisation.

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## Communities, Public Health, Environment and Prosperity

### How the 2022/23 Budget has been built up

	<b>2021/22 Adjusted Budget</b>	<b>Changes</b>	<b>2022/23 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Other Services</b>	12,790	533	13,323
<b>Economy, Enterprise and Skills</b>	4,912	632	5,544
<b>Planning, Transportation and Environment</b>	22,578	(202)	22,376
<b>Public Health</b>	0	0	0
<b>Total</b>	<b>40,280</b>	<b>963</b>	<b>41,243</b>

#### Reasons for changes in Revenue Budget

**£' 000**

#### Technical and Service Changes

Inflation and National Living Wage	1,052
Implementing Domestic Abuse and Environment Act	1,540
Funding for bus services previously paid under S106	434
Carbon offsetting	71
Broadband UK Connecting Devon and Somerset phase 2	112
Skypark Development	600
	<hr/>
	3,809

#### Savings Strategies

Reduction in Locality budgets	(120)
One-Year alternative grant funding for Community contracts	(462)
Reduction in community grant and crowdfunding schemes	(329)
Concessionary travel pandemic subsidy reduction	(1,000)
Concessionary travel volume reduction	(258)
One off efficiencies, additional income or funding from other sources	(314)
Permanent efficiencies and additional income	(363)
	<hr/>
	(2,846)

<b>Total</b>	<b>963</b>
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## Analysis of Total Expenditure for 2022/23

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
<b>Communities and Other Services</b>	14,837	(101)	(361)	(1,052)	13,323
<b>Economy, Enterprise and Skills</b>	9,268	(80)	(3,029)	(615)	5,544
<b>Planning, Transportation and Environment</b>	25,530	(1,079)	(1,389)	(686)	22,376
<b>Public Health</b>	30,045	(29,985)	0	(60)	0
<b>Total</b>	<b>79,680</b>	<b>(31,245)</b>	<b>(4,779)</b>	<b>(2,413)</b>	<b>41,243</b>

The following services (which are not included above) are wholly self-funded and do not directly impact on 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	1,572	(1,472)	(11)	(89)	0
Refugee Resettlement	322	(322)	0	0	0
<b>Economy, Enterprise and Skills</b>					
Building Better Opportunities Focus 5	342	(342)	0	0	0
Developing Entrepreneurship In Schools	27	(23)	0	(4)	0
EU - North Devon Enterprise Centre	65	(65)	0	0	0
Exeter Youth Hub	18	(18)	0	0	0
Growth Hub	568	0	(464)	(104)	0
Lead Authority Role - Levelling Up	4,457	(4,457)	0	0	0
Learn Devon	3,840	(3,787)	(53)	0	0
Service For All	495	(271)	(180)	(44)	0
<b>Planning, Transportation and Environment</b>					
AONB Blackdown Hills	225	(209)	0	(16)	0
AONB North Devon	196	(179)	0	(17)	0
Devon Maritime Forum	36	(5)	(26)	(5)	0
Exe Estuary Partnership	36	(24)	(2)	(10)	0
Low Carbon Energy and Transport (DELETTI)	32	(19)	0	(13)	0
NHS Patient Transport Advice Service	3,563	(66)	(3,466)	(31)	0
Other Countryside Projects	1,107	(1,062)	0	(45)	0
South West Coast Path Team	92	(92)	0	0	0
Transport Co-Ordination Service	2,974	(1,146)	(1,810)	(18)	0
<b>Total</b>	<b>19,967</b>	<b>(13,559)</b>	<b>(6,012)</b>	<b>(396)</b>	<b>0</b>
<b>Grand total</b>	<b>99,647</b>	<b>(44,804)</b>	<b>(10,791)</b>	<b>(2,809)</b>	<b>41,243</b>

# Agenda Item 5

## Communities and Other Services

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Commissioning Services For Communities</b>					
803	Heritage Centre and Devon Records Office	821	(10)	<b>811</b>	8
7,127	Library and Information Service	7,371	(322)	<b>7,049</b>	(78)
1,830	Youth Services	1,907	(57)	<b>1,850</b>	20
9,760		10,099	(389)	<b>9,710</b>	(50)
<b>Planning and Insight</b>					
0	Community Safety and Violence Prevention	2,200	(800)	<b>1,400</b>	1,400
269	Emergency Planning	319	(43)	<b>276</b>	7
122	Research, Intelligence and Performance	125	0	<b>125</b>	3
391		2,644	(843)	<b>1,801</b>	1,410
<b>Safer and Stronger Communities</b>					
972	Commissioning / Grants	233	0	<b>233</b>	(739)
1,067	Community	1,381	(282)	<b>1,099</b>	32
600	Locality	480	0	<b>480</b>	(120)
2,639		2,094	(282)	<b>1,812</b>	(827)
<b>12,790</b>		<b>14,837</b>	<b>(1,514)</b>	<b>13,323</b>	<b>533</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living wage  
Implementing Domestic Abuse Act

224  
1,400  

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1,624

#### Savings Strategies

Reduction in Locality budgets  
One-Year alternative grant funding for Community contracts  
Reduction in community grant and crowdfunding schemes  
Reduction in service contracts - Inflationary award and Resource fund  
Staffing costs - new funding sources and rephasing recruitment

(120)  
(462)  
(329)  
(90)  
(90)  

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(1,091)

### Total

**533**

## Service Commentary

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

This includes:

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

Additionally, during 2021 the Communities team led several key responses to the COVID-19 pandemic in Devon including the distribution of significant grants to support people and families in hardship, such as the Household Support Fund (£5 million), and around £400,000 of funds in small grants to organisations at the front line of community led COVID-19 responses and recovery. This work will continue in 2022/23. The team deployed a rapid, agile, and now ongoing response to provide ‘bridging’ accommodation in Devon to around 150 Afghan refugees.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2021/22 Estimate</b>	<b>Change</b>	<b>2022/23 Estimate</b>
<b>Libraries</b>				
Static Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs available with public access	No.	323	0	323
Stock issues	No.	2,200,000	200,000	2,400,000
Membership	No.	110,000	(15,000)	95,000
<b>Youth Service</b>				
Organisations supported	No.	90	0	90
Young people registered	No.	4,150	850	5,000
<b>Heritage Service</b>				
Searchroom visits	No.	5,223	(1,723)	3,500
Volunteer hours	No.	8,046	(3,046)	5,000
Accessions and new deposits	No.	345	0	345

# Agenda Item 5

## Economy, Enterprise and Skills

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Business Support and Innovation</b>					
347	Business Growth Support	547	(226)	<b>321</b>	(26)
1,894	Trading Standards	4,255	(2,304)	<b>1,951</b>	57
2,241		4,802	(2,530)	<b>2,272</b>	31
<b>Economic Infrastructure and Development</b>					
1,032	Economic Development	1,390	(264)	<b>1,126</b>	94
(15)	Industrial Estates	702	(153)	<b>549</b>	564
1,017		2,092	(417)	<b>1,675</b>	658
<b>Employment and Skills</b>					
104	Labour Market Development	879	(657)	<b>222</b>	118
1,550	Post 16 Provision	1,495	(120)	<b>1,375</b>	(175)
1,654		2,374	(777)	<b>1,597</b>	(57)
<b>4,912</b>		<b>9,268</b>	<b>(3,724)</b>	<b>5,544</b>	<b>632</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation and National Living wage	104
Broadband UK Connecting Devon and Somerset phase 2	112
Skypark development	600
	<u>816</u>

#### Savings Strategies

Realignment of service priorities	(94)
One off project income	(40)
Efficiencies - Post 16 transitions contract	(50)
	<u>(184)</u>

### Total

**632**

## Service Commentary

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

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

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2021/22 Estimate	Change	2022/23 Estimate
<b>Trading Standards (Shared Service)</b>				
Business premises on Trading Standards database	No.	76,800	2,800	79,600
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	16,400	400	16,800
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	5,500	500	6,000

# Agenda Item 5

## Planning, Transportation and Environment

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Environment Service</b>					
660	Environment Policy	1,001	(197)	<b>804</b>	144
824	Flood Risk and Surface Water	808	(3)	<b>805</b>	(19)
604	Projects and Partnerships	685	(8)	<b>677</b>	73
2,088		2,494	(208)	<b>2,286</b>	198
<b>Planning and Transportation</b>					
497	Development Management	1,400	(988)	<b>412</b>	(85)
2,722	Planning and Transportation	2,887	(108)	<b>2,779</b>	57
3,219		4,287	(1,096)	<b>3,191</b>	(28)
<b>Public and Community Transport</b>					
2,220	Fleet Services	2,273	(127)	<b>2,146</b>	(74)
8,615	National Concessionary Travel Scheme	7,643	(15)	<b>7,628</b>	(987)
4,901	Public Transport Support	6,602	(1,062)	<b>5,540</b>	639
1,535	Transport Co-Ordination Service	2,231	(646)	<b>1,585</b>	50
17,271		18,749	(1,850)	<b>16,899</b>	(372)
<b>22,578</b>		<b>25,530</b>	<b>(3,154)</b>	<b>22,376</b>	<b>(202)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation and National Living wage	724
Funding for bus services previously paid under S106	434
Carbon offsetting	71
Implementing Environment Act	140
	<u>1,369</u>

#### Savings Strategies

Concessionary travel pandemic subsidy reduction	(1,000)
Concessionary travel volume reduction	(258)
Fleet services efficiencies	(130)
One off efficiencies - Planning and Transport	(83)
Increased income - Planning and Environment	(100)
	<u>(1,571)</u>

**Total** **(202)**



## 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. The responsibility for planning schools' infrastructure, sustainable travel and road safety also resides in this team along with the flood and coastal risk management functions.

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

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

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2021/22 Estimate	Change	2022/23 Estimate
<b>Planning, Transportation &amp; Environment</b>				
County Matter applications	No.	40	5	45
County Council development applications	No.	30	5	35
Sustainable drainage consultations for major development	No.	500	20	520
Land drainage consents	No.	90	20	110
<b>Public Transport</b>				
Local bus services contracts	No.	120	0	120
Ring and Ride community transport schemes	No. of schemes	15	0	15
Community buses	No.	8	0	8
Fare car supported taxi schemes	No. of schemes	8	(2)	6

# Agenda Item 5

## Public Health

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2022/23 Outturn Budget £'000	2022/23 Net Changes £'000
<b>Public Health</b>					
2,229	Children 5-19 Public Health Programmes	2,229	0	<b>2,229</b>	0
860	Comm Sfty, Violence Prvntn and Social Excl	859	0	<b>859</b>	(1)
59	Health At Work	59	0	<b>59</b>	0
248	Health Protection	247	0	<b>247</b>	(1)
8,406	Mandated 0-5 Children's Services	8,406	0	<b>8,406</b>	0
80	National Child Measurement Programme	80	0	<b>80</b>	0
459	NHS Health Check Programme	459	0	<b>459</b>	0
522	Obesity	878	(278)	<b>600</b>	78
708	Other Public Health	752	(44)	<b>708</b>	0
180	Physical Activity	178	0	<b>178</b>	(2)
25	Public Health Development	25	0	<b>25</b>	0
321	Public Health Expert Advice	317	0	<b>317</b>	(4)
(29,663)	Public Health Income	0	(29,663)	<b>(29,663)</b>	0
737	Public Mental Health	796	(60)	<b>736</b>	(1)
7,041	Sexual Health	7,038	0	<b>7,038</b>	(3)
1,071	Smoking and Tobacco	963	0	<b>963</b>	(108)
5,490	Substance Misuse	5,489	0	<b>5,489</b>	(1)
1,227	Support Services	1,270	0	<b>1,270</b>	43
<b>0</b>		<b>30,045</b>	<b>(30,045)</b>	<b>0</b>	<b>0</b>

### Analysis of changes:

£'000

### Savings Strategies

Obesity - Planned increase to the Diabetes Social Impact Bond	78
Support Service - Inflationary increase to support costs	43
Reduced demand for tobacco and smoking services	(108)
Various demand led, contract and allocation changes	(13)
	<u>0</u>

### Total

**0**

## Service Commentary

Public Health is predominantly funded by a ring-fenced grant from the Department of Health and Social Care.

The COVID-19 pandemic has challenged Public Health operationally with a large number of the public health team being devoted to responding to the pandemic. Public Health commissioned services have continued during the year but with many services having to adapt their service delivery model. The pandemic has provided the opportunity to learn and explore how the commissioned services can adapt and develop to meet the needs of the residents, including understanding the opportunities and impact associated with an increased reliance on digital and telephone services.

The initial challenge for 2022/23 is for public health to continue to lead the ongoing response to the pandemic, however there is also a critical role for public health in assessing the impact of COVID-19 on the Devon population, with a clear understanding that the pandemic has impacted disproportionately on the most vulnerable individuals and communities in Devon. Public Health will work with Government, local health and care commissioners and partners to ensure the additional health needs are identified and are reflected in service planning and delivery, but this may require significant work to realign services and contracts.

Looking at the numbers of people public health's commissioned services have seen, there have been some significant changes because of the pandemic.

There is evidence nationally that there has been an increase in alcohol consumption, and which is expected to result in increased service demand next year. Drug use has changed as a result in a change to the drugs market and there has been an increase in the use of recreational drugs. Opiate-only use has declined slightly, in part because Afghan production and supply has dropped.

There has been a significant drop in the numbers of people accessing sexual health services compared to previous years' predictions. This reflects changes in behaviour during lockdown and the fact that there has been reduced capacity in sexual health walk-in services and in General Practice. It is hard to predict with confidence how quickly or to what extent activity will recover to levels seen in previous years, but we do expect demand to rise.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2021/22	Change	2022/23
		Estimate		Estimate
Opiate clients in treatment	Individuals	1,258	(15)	1,243
Non-opiate only clients in treatment	Individuals	133	66	199
Alcohol only clients in treatment	Individuals	576	73	649
Alcohol & non-opiate clients in treatment	Individuals	212	7	219
Genito-urinary medicine patients treated	Individuals	30,194	(7,606)	22,588
Contraception services accessed	Individuals	31,259	(7,330)	23,929

# Agenda Item 5

## Corporate Services

### How the 2022/23 Budget has been built up

	<b>2021/22 Adjusted Budget</b>	<b>Changes</b>	<b>2022/23 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Chief Exec, HR, Legal and Communications</b>	9,263	100	9,363
<b>Devon Finance Services</b>	11,715	0	11,715
<b>Digital Transformation and Business Supprt</b>	18,992	620	19,612
<b>Organisational Development</b>	967	62	1,029
<b>Total</b>	<b>40,937</b>	<b>782</b>	<b>41,719</b>

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

**£'000**

##### **Technical and Service Changes**

Inflation and National Living Wage	1,848
Additional staffing resources	353
Loss of income	381
ICT Roadmap top-up & Cyber Security	311
Coroners Inquests	50
Other demographic, contract and service investment	669
	<hr/>
	3,612

##### **Savings Strategies**

Staff turnover savings	(1,269)
Removal of funding for capital programme	(500)
Additional income generation	(439)
Reduction in PFI unitary payments	(257)
Reduction in unfunded pension commitments	(245)
Accommodation Review	(120)
	<hr/>
	(2,830)

**Total**

**782**

## Analysis of Total Expenditure 2022/23

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
<b>Chief Exec, HR, Legal and Communications</b>	30,893	0	(6,171)	(15,359)	9,363
<b>Devon Finance Services</b>	22,972	0	(8,658)	(2,599)	11,715
<b>Digital Transformation and Business Supprt</b>	37,787	(8,905)	(4,795)	(4,475)	19,612
<b>Organisational Development</b>	1,033	0	0	(4)	1,029
<b>Total</b>	<b>92,685</b>	<b>(8,905)</b>	<b>(19,624)</b>	<b>(22,437)</b>	<b>41,719</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>Devon Finance Services</b>					
Devon Audit Partnership	2,033	0	(2,033)	0	0
<b>Digital Transformation and Business Supprt</b>					
SCOMIS	9,039	0	(2,593)	(6,446)	0
<b>Total</b>	<b>11,072</b>	<b>0</b>	<b>(4,626)</b>	<b>(6,446)</b>	<b>0</b>
<b>Grand total</b>	<b>103,757</b>	<b>(8,905)</b>	<b>(24,250)</b>	<b>(28,883)</b>	<b>41,719</b>

# Agenda Item 5

## Chief Executive, Human Resources, Legal and Communications

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
1,673	<b>Coroners Service</b>	1,793	0	<b>1,793</b>	120
	<b>Human Resources</b>				
485	Employee Services	16,565	(16,062)	<b>503</b>	18
148	Management and Strategy	628	(219)	<b>409</b>	261
1,044	Performance	1,076	(5)	<b>1,071</b>	27
1,165	Personnel Services Operations	2,243	(1,044)	<b>1,199</b>	34
2,842		20,512	(17,330)	<b>3,182</b>	340
2,156	<b>Legal Services</b>	3,321	(1,200)	<b>2,121</b>	(35)
1,169	<b>Media, Marketing and Communications</b>	1,403	(291)	<b>1,112</b>	(57)
	<b>Other Services</b>				
243	Corporate Management	297	(71)	<b>226</b>	(17)
1,916	Cost of Democracy	1,985	(104)	<b>1,881</b>	(35)
132	Local Authority Subscriptions	140	0	<b>140</b>	8
2,291		2,422	(175)	<b>2,247</b>	(44)
(868)	<b>Registration Service</b>	1,442	(2,534)	<b>(1,092)</b>	(224)
<b>9,263</b>		<b>30,893</b>	<b>(21,530)</b>	<b>9,363</b>	<b>100</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	407
Growth in demand for HR services - additional staff resource	206
Recruitment Attraction Strategy	100
Children's Safeguarding & Adults Legal Teams - additional staff resource	85
Coroners Inquests	50
Loss of income from payroll contracts	43
Other demographic, contract and service investment	49
	<u>940</u>

#### Savings Strategies

Staff turnover savings	(471)
Registration Service - ceremonies income	(253)
Recruitment advertising income	(116)
	<u>(840)</u>

**Total**

**100**

## Service Commentary

Chief Executive, Legal Services, Human Resources & Communications provides advice, information and support to staff and Members. In addition, it 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. Additionally, the likelihood of ongoing COVID-19 restrictions and the consequences of earlier COVID-19 restrictions will heighten pressure on the Registration, Legal, Human Resources and Communications services; whilst recovery from the pandemic will also require them to meet the changing needs and shape of the Council.

The Human Resources Service assists the Council to recruit, retain and develop staff with the right skills and experience to achieve the strategic purposes of the Council. The service supports the Authority by identifying any external developments that will impact on the workforce, including employment related legislative changes.

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

Further development of the Human Resource Management System (HRMS) has seen the introduction of a recruitment specific module which removed inefficient paper-based processes. Future development will include an integrated Performance Management module.

In addition, Legal Services will be introducing a Case Management System which will improve work efficiency as well as assist officers as the Council moves to new ways of working and remote working.

## Service Statistics and Other Information

	<b>Unit of Measurement</b>	<b>2019/20 actual</b>	<b>Change</b>	<b>2020/21 actual</b>
<b>Coroners Service</b>				
Caseload	No.	2,424	(442)	1,982
Total inquests opened	No.	392	(34)	358
Natural deaths reported with a Post Mortem	No.	591	(38)	553

<b>Registration Service</b>				
Certificates issued	No.	52,528	(3,369)	49,159

\* Latest figures available

	<b>Unit of Measurement</b>	<b>2021/22 estimates</b>	<b>Change</b>	<b>2022/23 estimates</b>
<b>Human Resources</b>				
Apprentices employed	No.	150	0	150
Payslips p.a	No.	215,000	(2,200)	212,800
DBS checks processed p.a	No.	17,000	3,000	20,000
Answered calls to HR Direct Helpdesk p.a	No.	12,000	(500)	11,500
Answered calls to Payroll Helpdesk p.a	No.	17,000	(500)	16,500
Answered calls to Recruitment Helpdesk p.a	No.	15,000	(3,000)	12,000

# Agenda Item 5

## Devon Finance Services

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Core Finance Services</b>					
3,280	Accountancy Services	4,459	(1,138)	<b>3,321</b>	41
718	Corporate Management and Commissioning	1,604	(884)	<b>720</b>	2
1,479	Financial Systems, Processes and Compliance	7,336	(5,813)	<b>1,523</b>	44
1,587	Strategic Financial Planning	2,209	(566)	<b>1,643</b>	56
7,064		15,608	(8,401)	<b>7,207</b>	143
<b>Other Finance Services</b>					
101	Bank Charges	126	0	<b>126</b>	25
102	External Audit	148	0	<b>148</b>	46
4,448	Unfunded Pensions	7,090	(2,856)	<b>4,234</b>	(214)
4,651		7,364	(2,856)	<b>4,508</b>	(143)
<b>11,715</b>		<b>22,972</b>	<b>(11,257)</b>	<b>11,715</b>	<b>0</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	472
Loss of income	48
Other demographic, contract and service investment	20
	<u>540</u>

#### Savings Strategies

Reduction in unfunded pension commitments	(245)
Staff turnover savings	(295)
	<u>(540)</u>

### Total

**0**



## Service Commentary

In 2021, following the retirement of the County Treasurer, the opportunity was taken to develop the role and move to a Director of Finance. This is more than just a change of title; it is a change to the purpose and culture of Finance. The new vision for Finance sees the team taking on three distinct but interdependent roles:

- Finance the Partner;
- Finance the Enabler of Learning; and
- Finance the Steward.

These roles will see Finance become a strategic enabler providing support and guidance throughout the service lifecycle, developing strategy, improvement plans and change programmes, supporting evidence-based decision making and ensuring rigorous financial appraisals and oversight.

Finance will enable measurement of public value, providing information, evaluation, and insight. It will facilitate learning across the organisation as well as looking outside the organisation to see how Devon compares and to learn from others. Curiosity will become a key part of our culture.

Finance the Steward will see Finance become the central pivot of stewardship across the authority by using clear and effective frameworks of financial controls and procedures. It will ensure appropriate measures are in place to allow the authority to protect itself from fraud and loss and that effective internal audit and risk management is in place and is valued.

## Service Statistics and Other Information

	Unit of Measurement	2021/22 estimates	Change	2022/23 estimates
<b>Pensions Administration</b>				
Caseload (DCC pensioners only)				
	High Priority	No. 12,300	1,200	13,500
	Medium Priority	No. 18,300	1,100	19,400
	Low Priority	No. 4,200	200	4,400
<b>Debt Management</b>				
	Debtors raised p.a.	No. 90,000	10,000	100,000
	Debtors raised p.a.	£000 226,000	11,000	237,000
	Aged debt (over 90 days old)	£000 2,700	0	2,700
	Aged debt (over 90 days old)	Percentage 1.2	(0.1)	1.1
<b>Payments</b>				
	Invoices paid p.a.	No. 400,000	0	400,000
	Proportion paid using BACS	Percentage 99.9	0.0	99.9

# Agenda Item 5

## Digital Transformation & Business Support

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2022/23 <b>Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Business Infrastructure</b>					
5,653	Business Services and Support	8,337	(2,531)	<b>5,806</b>	153
611	Customer Relations	886	(156)	<b>730</b>	119
1,528	Customer Service Centre	1,477	(13)	<b>1,464</b>	(64)
2,360	Facilities Management	4,424	(1,969)	<b>2,455</b>	95
(6,682)	Private Finance Initiatives	2,094	(8,874)	<b>(6,780)</b>	(98)
3,470		17,218	(13,543)	<b>3,675</b>	205
<b>Estates</b>					
1,544	Building Maintenance	1,091	(13)	<b>1,078</b>	(466)
1,190	Corporate Estates	1,533	(344)	<b>1,189</b>	(1)
(464)	Farms	719	(1,253)	<b>(534)</b>	(70)
2,270		3,343	(1,610)	<b>1,733</b>	(537)
12,549	<b>ICT</b>	15,019	(1,638)	<b>13,381</b>	832
703	<b>Procurement</b>	2,207	(1,384)	<b>823</b>	120
<b>18,992</b>		<b>37,787</b>	<b>(18,175)</b>	<b>19,612</b>	<b>620</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	938
ICT Roadmap top-up & Cyber Security	311
Reduction in income	290
Other demographic, contract and service investment	500
	<u>2,039</u>

#### Savings Strategies

Increased income from Farms Estate	(70)
Accommodation Review	(120)
Reduction in PFI unitary payments	(257)
Staff turnover savings	(472)
Removal of funding for capital programme	(500)
	<u>(1,419)</u>

### Total

**620**

## Service Commentary

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

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 so 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), 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. The growth in demand from Children's Services and Adults Social Care is having a direct impact across a range of services such as Business Support, ICT, Procurement and Property. The ongoing response to the COVID-19 emergency has significantly increased those pressures and is likely to do so well into 2022/23. Recruitment and retention of professional staff across all sectors, but particularly Cyber Security and Digital Technology is increasing the pressure and challenge.

The Service must be developed and evolved to ensure it meets the changing shape of the Council and reflects the lessons learnt through the COVID-19 pandemic, whilst ensuring the Council has a robust and secure foundation on which to operate.

## Service Statistics and Other Information

	Unit of Measurement	2021/22 estimates	Change	2022/23 estimates
<b>Property</b>				
DCC owned operational properties (including schools)	No.	452	2	454
The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools)	£m	652	(15)	637
<b>County Farms Estate</b>				
No of Farms	No.	65	0	65
Total acreage	Acres	9,564	(33)	9,531
<b>IT Infrastructure</b>				
Managed Desktops	No.	6,347	(33)	6,314
Networked Sites	No.	219	(12)	207
User accounts (DCC IT systems)	No.	5,555	354	5,909

# Agenda Item 5

## Organisational Development

2021/22 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
967 <b>Organisational Development</b>	1,033	(4)	<b>1,029</b>	62
<b>967</b>	<b>1,033</b>	<b>(4)</b>	<b>1,029</b>	<b>62</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage

31

Other demographic, contract and service investment

62

93

#### Savings Strategies

Staff turnover savings

(31)

(31)

### Total

62

## Service Commentary

The Organisational Change and Policy Teams report to the Chief Executive. They work across the whole organisation, and with partners, to help the Council meet its vision of Devon being the best place to grow up, live well and prosper. In 2022/23, the two teams will focus on supporting and challenging the Council to address the priorities in the Council's Strategic Plan and to be trusted, inclusive and innovative in the way it works.

More specifically, the purpose of the Organisational Change Team is to unlock the potential in individuals, teams, and the organisation in order to increase the overall effectiveness of the Authority to meet its vision and priorities now and into the future. The priority for the team in 2022/2023 will be to support and challenge leaders to reimagine and redesign our organisation to enable long term financial resilience and transformation.

The Policy Team will continue to support and strengthen collaboration on issues such as the development of a county deal, tackling the housing crisis, and addressing poverty & inequality. It will also continue to work with Devon's Members of Parliament to influence Government policy and legislation.

# Agenda Item 5

## Highways, Infrastructure Development and Waste

### How the 2022/23 Budget has been built up

	<b>2021/22 Adjusted Budget</b>	<b>Changes</b>	<b>2022/23 Outturn Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Highways and Traffic Management</b>	28,780	(891)	27,889
<b>Infrastructure Development and Waste</b>	28,344	1,091	29,435
<b>Total</b>	<b>57,124</b>	<b>200</b>	<b>57,324</b>

<b>Reasons for changes in Revenue Budget</b>	<b>Change £' 000</b>
<b>Technical and Service Changes</b>	
Inflation and National Living Wage	2,565
Growth in household waste	286
Extension of Household Waste Recycling contract	400
Extension of Waste sweepings contract	48
Red diesel tax increase	50
	<hr/>
	3,349
<b>Savings Strategies</b>	
Highways maintenance works	(1,805)
Energy savings from Street Lighting LED lamp conversions	(324)
New Highways income streams	(250)
Permitting scheme cost recovery	(120)
Impact of increased waste tonnages on shared savings projects	(450)
Change in organic waste disposal volumes	(100)
Maintenance expenditure for recycling centres and closed landfill sites	(100)
	<hr/>
	(3,149)
<b>Total</b>	<hr/> <b>200</b> <hr/>

## Analysis of Total Expenditure for 2022/23

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>	31,029	(118)	(1,219)	(1,803)	27,889
<b>Infrastructure Development and Waste</b>	34,416	0	(4,187)	(794)	29,435
<b>Total</b>	<b>65,445</b>	<b>(118)</b>	<b>(5,406)</b>	<b>(2,597)</b>	<b>57,324</b>

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>					
Highways Permit Scheme	550	0	(550)	0	0
On Street Parking	7,370	(114)	(7,242)	(14)	0
<b>Infrastructure Development and Waste</b>					
Lottery Community Fund - Food Rescue	62	(62)	0	0	0
<b>Total</b>	<b>7,982</b>	<b>(176)</b>	<b>(7,792)</b>	<b>(14)</b>	<b>0</b>
<b>Grand total</b>	<b>73,427</b>	<b>(294)</b>	<b>(13,198)</b>	<b>(2,611)</b>	<b>57,324</b>

# Agenda Item 5

## Highways and Traffic Management

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2022/23 Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Highway Maintenance</b>					
4,282	Cyclic Maintenance	4,618	0	<b>4,618</b>	336
3,986	Highway Lighting	3,725	0	<b>3,725</b>	(261)
633	Maintenance of Public Rights of Way	786	(36)	<b>750</b>	117
34	Other Highway Services	167	(133)	<b>34</b>	0
546	Retaining Walls and Bridges	296	0	<b>296</b>	(250)
3,177	Routine Maintenance	3,554	0	<b>3,554</b>	377
6,450	Safety Reaction	5,789	0	<b>5,789</b>	(661)
3,720	Winter and Emergencies	3,291	0	<b>3,291</b>	(429)
<b>22,828</b>		<b>22,226</b>	<b>(169)</b>	<b>22,057</b>	<b>(771)</b>
<b>Highway Network Management</b>					
5,948	Highway Network Management	8,588	(2,760)	<b>5,828</b>	(120)
4	Management and Support	215	(211)	<b>4</b>	0
<b>5,952</b>		<b>8,803</b>	<b>(2,971)</b>	<b>5,832</b>	<b>(120)</b>
<b>28,780</b>		<b>31,029</b>	<b>(3,140)</b>	<b>27,889</b>	<b>(891)</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living Wage  
Red diesel tax increase

1,558  
50  

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1,608

#### Savings Strategies

Reduced safety defects demand  
Drainage maintenance  
Cyclic cleaning  
Bridges and retaining walls maintenance  
Winter and emergency operations  
Energy savings from Street Lighting LED lamp conversions  
Income from advertising on highways assets  
Introduction of charge for disabled bay applications  
Permitting scheme cost recovery

(700)  
(300)  
(100)  
(250)  
(455)  
(324)  
(150)  
(100)  

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(120)  

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(2,499)

**Total**

**(891)**



## Service Commentary

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

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

The service works in a collaborative way with its contractors, communities, and individuals, which 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.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2021/22 Estimate</b>	<b>Change</b>	<b>2022/23 Estimate</b>
Size of Network	Km	12,978	1	12,979
Bridges	No.	3,317	20	3,337
Structural retaining walls (>1.35m height)	No.	1,749	40	1,789
Structural retaining walls (>1.35m height)	Km	126	(7)	119
Street lights total	No.	80,244	383	80,627
Street lights to have been converted to part night lighting	No.	53,886	0	53,886
Rights of way	Km	5,012	0	5,012
Length of road salted	Km	2,664	0	2,664
Illuminated road markings and signs	No.	10,694	689	11,383
Gullies emptied	No.	149,000	0	149,000
Total grass area cut	m <sup>2</sup>	7.60 million	0.5 million	7.65 million
Surface dressed	Km	443	(203)	240
Resurfacing / reconstruction	Km	101	(16)	85

# Agenda Item 5

## Infrastructure Development and Waste Management

2021/22 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2022/23 <b>Outturn Budget £'000</b>	2022/23 Net Changes £'000
<b>Infrastructure Development</b>					
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(237)	Engineering and Design Group	666	(762)	<b>(96)</b>	141
83	Schools Estates Work	83	0	<b>83</b>	0
42		945	(762)	<b>183</b>	141
<b>Waste Disposal and Recycling</b>					
14,397	Disposal of Statutory Waste	18,646	(3,918)	<b>14,728</b>	331
1,440	Landfill Tax on Disposal	1,440	0	<b>1,440</b>	0
323	Other Site Related Costs	225	(2)	<b>223</b>	(100)
6,389	Recycling Centres	6,977	0	<b>6,977</b>	588
4,753	Recycling Credits	4,861	0	<b>4,861</b>	108
859	Waste Management	914	(32)	<b>882</b>	23
141	Waste Minimisation Activities	408	(267)	<b>141</b>	0
28,302		33,471	(4,219)	<b>29,252</b>	950
<b>28,344</b>		<b>34,416</b>	<b>(4,981)</b>	<b>29,435</b>	<b>1,091</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation and National Living Wage	1,007
Growth in household waste	286
Extension of Household Waste Recycling contract	400
Extension of sweepings contract	48
	<u>1,741</u>

#### Savings Strategies

Impact of increased waste tonnages on shared savings projects	(450)
Change in organic waste disposal volumes	(100)
Maintenance expenditure for recycling centres and closed landfill sites	(100)
	<u>(650)</u>

<b>Total</b>	<b>1,091</b>
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## Service Commentary

The purpose of Infrastructure Development 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. Less than 5% of Devon's residual household waste is now disposed of at landfill sites.

Waste tonnage is extremely volatile and sensitive to both economic and demographic factors, including COVID-19, and needs to be closely monitored as there is growth in this area, which could have a significant impact on the budget.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2021/22 Estimate</b>	<b>Change</b>	<b>2022/23 Estimate</b>
Municipal waste disposal to landfill	Tonnes	12,250	4,750	17,000
Municipal waste recycled (excl. soil & rubble)	Tonnes	216,000	(10,000)	206,000
Trade Waste - rechargeable income	Tonnes	14,000	(5,500)	8,500
Municipal waste sent for energy recovery	Tonnes	148,500	8,500	157,000
Recycling, reusing and composting	Percentage	55.0	0	55.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	58	0	58

# Agenda Item 5

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## Grants Paid to External Organisations

2021/22 £000	Service and Grant Title	2022/23 £000
<b>Planning, Transportation and Environment</b>		
49	AONB (East, South and Tamar)	49
40	Dorset & East Devon World Heritage site (Jurassic Coast)	40
25	Cornwall & West Devon Mining Landscape World Heritage site	25
23	South West Energy & Environment group	25
4	Wembury Centre	4
2	Tamar Estuaries consultative forum	2
20	Devon Wildlife Trust Nature Improvement Area Project	20
40	Devon & Cornwall Rail Partnership	40
248	Community bodies - Transport Ring & Ride	248
<b>451</b>		<b>453</b>
<b>Communities and Other Services</b>		
400	Citizens Advice Bureau	400
62	Devon Communities Together	62
<b>462</b>		<b>462</b>
<b>Highways and Traffic Management</b>		
9	Meldon Viaduct	9
<b>9</b>		<b>9</b>
<b>922 TOTAL</b>		<b>924</b>

# Agenda Item 5

## Staffing Data 2022/23

	2021/22	Changes FTEs	2022/23		Total FTEs
	Adjusted Total FTEs		Revenue Funded FTEs	Externally Funded FTEs	
Communities and Other Services	48	13	33	28	61
Economy, Enterprise and Skills	215	7	73	149	222
Planning, Transportation and Environment	178	10	160	28	188
Public Health	35	10	0	45	45
<b>Community, Health, Environment, Prosperity</b>	<b>476</b>	<b>40</b>	<b>266</b>	<b>250</b>	<b>516</b>
Chief Exec, HR, Legal and Communications	308	15	322	1	323
Devon Finance Services	315	17	201	131	332
Digital Transformation and Business Supprt	569	1	508	62	570
Organisational Development	20	(6)	14	0	14
<b>Corporate Services</b>	<b>1,212</b>	<b>27</b>	<b>1,045</b>	<b>194</b>	<b>1,239</b>
Highways and Traffic Management	287	11	296	2	298
Infrastructure Development and Waste	101	11	112	0	112
<b>Highways, Infrastructure and Waste</b>	<b>388</b>	<b>22</b>	<b>408</b>	<b>2</b>	<b>410</b>
<b>Total</b>	<b>2,076</b>	<b>89</b>	<b>1,719</b>	<b>446</b>	<b>2,165</b>

## Explanation of Movements

### Communities and Other Services

Externally funded - Safer & Stronger Communities	4
Externally funded - Active Devon	2
Safe Accommodation - new Domestic Abuse Act	4
Safer & Stronger Communities	3
	<b>13</b>

### Economy, Enterprise and Skills

Externally funded - Reduction in Learn Devon posts	(3)
Externally funded - Various projects	6
Temporary roles - Funded from Economic Recovery reserve	4
	<b>7</b>

### Planning, Transportation and Environment

Externally funded - Various projects	7
Temporary roles - Transport co-ordination route review officers	2
Carbon Offsetting officer	1
	<b>10</b>

### Public Health

Externally funded - Core Function	4
Externally funded - Temporary roles	6
	<b>10</b>

### Chief Executive, HR, Legal and Communications

HR - Demand driven increase in employee services	8
HR - Health & Safety	1
Uplift of hours across HR (Strategy & Leadership)	2
Uplift of hours across Legal, Democratic Support and Communications	1
Lieutenancy - Apprentice	1
Legal Services - Adults Senior Lawyer	1
Legal Services - Children's Safeguarding Advocate	1
	<b>15</b>

### Devon Finance Services

Finance Strategy - Systems Development	1
Accountancy Services posts	2
IR35 Compliance post	1
Externally funded - Charging For Care	3
Externally funded - Accountancy Services	2
Externally funded - Devon Audit Partnership	5
Externally funded - Capital projects	2
Externally funded - Pensions	1
	<b>17</b>

### Digital Transformation and Business Support

Increased resilience through leadership capacity	1
	<b>1</b>

### Organisational Development

Cessation of fixed term contracts	(2)
Transfer to Communities	(4)
	<b>(6)</b>

### Highways and Traffic Management

Highways permitting scheme	9
Network Response Technicians	2
	<b>11</b>

### Infrastructure Development

North Devon Link Road project	11
	<b>11</b>

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<b>Total</b>	<b>89</b>
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## Communities, Public Health, Environment and Prosperity - Risk Assessment

Service	Budget 2022/23 £'000	Risk and Impact	Mitigation
All - Impact of COVID-19 pandemic	41,243	Unknown medium and long term impacts on Public Health demands, Transport usage trends, local economy, employment market, community resilience, changing ways of working, delays to key strategic projects, income generation.	Clear communication on priorities. Use business continuity and service leadership plans to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.
Community Grant and Crowdfunding schemes	110	Community funding (Doing What Matters, Making the Connection) has provided important small/medium grants to local organisations particularly to support COVID-19 response and recovery. The reduction of £249,000 means the Council may lose capacity in supporting community resilience and organisations will have fewer opportunities to fund wellbeing, preventative and local connection and capacity building. In ending crowdfunding activities (£50,000), the Council may see a reduction in local innovation and is losing the opportunity to maximise funding (by joining fundraising with the crowd – each £1 of Council spend brings around £10 of private funds)	Crowdfunding has limited local momentum and is not suitable for some projects and organisations.  The Council will optimise the use of the remaining community grant funds for 2022/23 by prioritising strategy.
Public & Community Transport	7,655 (budget and other funding)	Prior to COVID-19 around 80% of passenger journeys were 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,	Government is being lobbied to maintain their support for service until they are stabilised post COVID.  There is a current bid into Government for additional support for bus based public transport. If this is successful permission would be sought to rebase the



		<p>and DCC responds to fill in gaps, optimising the scope for an integrated network.</p> <p>The current situation is patronage levels have dropped to 70% of pre COVID-19. The loss of revenue is currently supported by central government funding. This is currently only in place until 6 April 2022. If this support stopped or reduced, then commercial services are likely to operate at a reduced frequency and rural services will require additional support from the County Council.</p> <p>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.</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>current service and use some of these funds to maintain existing services as well as develop new services.</p> <p>Failing both of these additional funds would have to be sought and consultation would be undertaken on reduced frequency or services.</p> <p>DCC maintains close relationships with this sector, provides some financial support and works with groups to develop new initiatives.</p>
Flood Risk Management – Surface water	805 (excludes capital prog.)	DCC is the Lead Local Flood Authority (LLFA) as defined by the Flood and Water Management Act and the Flood Risk Regulations. Consequently, there would be costs associated with statutory requirements in the event of a major incident.	DCC has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and above this budget might need to be identified.
School Place Planning (capital funding/home		The introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure.	Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Ensure approved Free

to school transport revenue)		<p>Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>Several schools have been identified at risk of flooding including Tipton St John.</p>	<p>Schools are delivered, realising central Government investment.</p> <p>Continued delivery of additional SEN Places across the county.</p> <p>Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular, in Maintained Special Schools.</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p>
Exeter Science Park (loan guarantee)	Max 2,652	<p>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. There remains in the balance sheet a provision of £1.8 million to cover the guarantee. This figure was based on the shortfall in the ESPL business plan. It is likely that part of this provision will be required</p>	<p>The 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.</p>
Budget Reductions (incl. Policy Changes)	2,846	<p>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 order to achieve budget reductions, polices are continually being reviewed using a more risk-based approach.</p>	<p>The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2022/23 with particular emphasis on high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.</p>

		This may lead to an increase in the risk of challenge or failure.	
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## Corporate Service – Risk Assessment

Service	Budget 2022/23 £000	Risk and Impact	Mitigation
All Corporate Services	40,719 (net)	Unknown medium and long-term impacts on demands for increased support from front-line services, changing ways of working, delays to key strategic projects, and income generation most notably within the Registration Service because of COVID-19.	Clear communication on priorities. Use business continuity and service leadership plans to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.
All Corporate Services	40,719 (net)	Where DCC insource or take on additional services and staff to the Authority, this will require significant back-office support including Business Support, ICT, Procurement, Estates, HR, and Finance. Along with responsibility for linked assets such as buildings which also transfer, this combines to put pressure on all budget lines.	Work closely with front-line service heads to ensure Corporate Services develop and evolve to meet the changing needs of the Authority, capturing cost and resource requirements, and identifying funding.
ICT	13,381 (net)	Nationally the threat of Cyber Security is a growing risk, and the County Council must ensure its staff and Members have sufficient skills to operate technology in a secure way to protect the data assets of the Council.	Activity built into the Digital and Technology roadmap to educate staff and Members. This will include increased cyber security training.
Business Services and Support	5,806 (net)	Ongoing increasing demands for business support for Children & Adults at risk, place increasing pressure on the service.	Work closely with service heads to identify where efficiencies can be made and assess resource requirements.
Digital Transformation	19,612 (net)	The unknown medium and long-term impacts of all aspects of the COVID-19 emergency	Clear communication on priorities. Utilising business continuity plans and effective service leadership plans

and Business Support		including employment market, changing ways of working, delays to key strategic projects, income generation, capacity, and demand.	to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.
Coroners Service	1,793 (net)	There is a risk of unavoidable additional costs in medical (pathology), analysts, funeral directors, and mortuary facility fees.	Continue to work closely with colleagues across the region conducting ongoing reviews of commissioning processes and joint working arrangements with a view to curtailing expenditure and producing additional efficiencies in this respect.
Legal Services	2,121 (net)	<p>Demands for legal support to Children's and Adults Services place increasing pressure on the service leading to potential for cases being delayed, negative outcomes for vulnerable people and cases being outsourced to the private sector to supplement capacity.</p> <p>Increasing workloads and demands for legal support in relation to Litigation, particularly SEN, and Procurement, resulting in the need to outsource legal work to the private sector to relieve capacity as well as affecting team resilience and leading to delays in the provision of legal support. In addition, adding to the increasing Procurement workload, there are potentially sweeping post-Brexit changes to the public procurement regime by central government anticipated in the near future (Green Paper entitled 'Transforming public procurement').</p>	<p>Engagement with service heads to monitor the activity drivers, implementing an Improvement Plan to support and compliment the Children's Services Improvement Plan, interim use of locum lawyers to end outsourcing of cases and seeking to recruit additional staff to progress increased caseloads.</p> <p>Four new Senior Lawyer posts have been appointed to (one for Litigation, one for Procurement and two for Children's Safeguarding) to increase in-house capacity and resilience and reduce the need for external legal support.</p> <p>A further new Senior Lawyer post in support of Adults Services and an Advocate post for Children's Safeguarding have also been secured and will be recruited to over the next 12 months.</p>

## Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2022/23 £'000	Risk and Impact	Mitigation
Highways Maintenance - Impact of COVID-19 pandemic	8,000	The implementation of lockdown restrictions could impact the ability of the Highways term maintenance contractor to complete planned routine and cyclic works.	Work's planning is continually monitored and reviewed. Some contractor resources can be assigned to other Highways works if required.
Highways On-Street Parking and enforcement income - Impact of COVID-19 pandemic	7,200	Further lockdown restrictions would reduce the volume of vehicles on the network and associated parking income.	The demand led nature of parking income means that there is very little scope to alleviate a reduction in income levels without further financial assistance from central government.
Highways Maintenance term maintenance contract	17,000	A new payment mechanism will be in place for the term maintenance contract from 1st April 2022. Any change of this type inevitably increases the short-term financial risk during the transition period.	Work is underway to ensure appropriate financial controls are in place prior to the start of the new payment mechanism.
Winter Maintenance and Emergencies	3,300	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	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

		worse than average year will place additional pressure on this budget.	some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 4,000	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Over the last 7-8 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.	Works are closely monitored during the year and funds diverted from planned works where possible to mitigate increases in expenditure as far as possible.
Highways Services Income from Fees and Charges	1,200	The Authority is legally entitled to levy charges for a variety of Highways services. These services are completely demand led and are therefore susceptible to variations in economic factors. A variation in demand of +/- 10% could result in a budgetary impact of £120,000.	There is limited scope for direct management action to significantly influence the demand for Highways services. However, income levels are monitored during the year and, where possible, mitigating actions are taken in other areas of the budget.
Waste Management	29,200	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, such as the wider economic climate and more working from home due to COVID-19. Similarly, the extent to which contractors will meet recycling targets is uncertain. These risks may result in the budget being over or under provided. A variation in tonnages of +/- 1% could result in a financial variation of approximately £300,000.	Current budgets reflect recent trends in waste volumes. Other than undertaking work to influence behaviours there is limited scope for management to alleviate financial pressures should tonnage increase. Tonnage levels are closely monitored. More cost effective ways of disposing of waste are continually explored.

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## 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

Total Approval (includes prior years) Project	2022/23	2023/24	2024/25	2025/26	2026/27
£'000	£'000	£'000	£'000	£'000	£'000
<b>Economy, Enterprise and Skills</b>					
500	250	0	0	0	0
2,590	500	1,090	0	0	0
<b>Economy, Enterprise and Skills Total</b>	<b>750</b>	<b>1,090</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning, Transportation and Environment</b>					
<b>Large and Major Highway Schemes</b>					
2,680	1	0	0	0	0
3,800	500	0	0	0	0
67,629	25,630	12,593	871	460	0
110	110	0	0	0	0
3,793	1,257	0	0	0	0
117,999	1,504	448	752	0	0
55,140	17,940	21,966	0	0	0
5,700	5	0	0	0	0
8,200	4,989	3,016	0	0	0
<b>Large and Major Highway Schemes Total</b>	<b>51,936</b>	<b>38,023</b>	<b>1,623</b>	<b>460</b>	<b>0</b>
<b>LTP</b>					
N/A	3,496	3,628	3,628	3,628	3,628
<b>LTP Total</b>	<b>3,496</b>	<b>3,628</b>	<b>3,628</b>	<b>3,628</b>	<b>3,628</b>
<b>Environment</b>					
2,000	1,000	1,000	0	0	0
342	16	0	0	0	0
N/A	350	350	350	350	350
7,030	7,030	0	0	0	0
2,431	2,431	0	0	0	0
<b>Environment Total</b>	<b>10,827</b>	<b>1,350</b>	<b>350</b>	<b>350</b>	<b>350</b>



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Total Approval (includes prior years) £'000	Project	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Schools Expansion</b>						
N/A	Advanced Design Fees	150	150	0	0	0
12	Ashburton Primary School - Additional Classroom	3	0	0	0	0
2,424	Axminster Primary School, phased expansion to 420	1,193	1,100	0	0	0
420	Childrens Accomodation - Barnes & Welland House	420	0	0	0	0
N/A	Confirmed Basic Need Allocation	260	297	3,000	2,000	
625	Cullompton Community College - Multi Use Games Area	525	0	0	0	0
3,971	Exeter Creative Free School Contribution	0	3,971	0	0	0
3,487	Exmouth Community College Expansion	0	1,853	0	0	0
500	Great Torrington School - New teaching block and re-modelling works	400	0	0	0	0
150	Honiton Primary School - Phased Expansion	0	100	0	0	0
1,477	Ivybridge College - Additional Accommodation	0	1,477	0	0	0
46	Kenn CofE Primary School, energy reduction scheme	0	34	0	0	0
362	Kingsteignton – New School Contribution	181	0	0	0	0
175	Mill Water School - Extension	115	0	0	0	0
1,766	Monkerton Primary - Contribution	701	0	0	0	0
95	Ottery St Mary Primary School	95	0	0	0	0
582	Pilton Community College - Additional Accommodation	0	582	0	0	0
242	Proposed New Primary School, West Barnstaple	18	200	0	0	0
1,604	Roundswell Primary - Contribution	670	0	0	0	0
894	Seaton Primary School - expansion and improvements	304	571	0	0	0
100	Sidmouth Primary - Expansion to PAN 90	0	100	0	0	0
1,454	South Molton Community College - phased expansion	874	0	0	0	0
400	South Molton Community College - Support Accommodation	100	300	0	0	0
768	Uffculme Primary Academy Add Classrooms	739	0	0	0	0
50	Westcliff School - Expansion to 420	0	50	0	0	0
474	Willowbank Primary Expansion to PAN60	100	0	0	0	0
1,506	West Clyst Primary	1,506	0	0	0	0
<b>Childrens &amp; Strategic Schools Programme Total</b>		<b>8,354</b>	<b>10,785</b>	<b>3,000</b>	<b>2,000</b>	<b>0</b>

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Total Approval (includes prior years) £'000	Project	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>SEND Programme</b>						
700	Ace Tiverton Special School	700	0	0	0	0
136	Bodley House BIS0442 Convert for SEN	36	100	0	0	0
81	Charlton Lodge, Tiverton - SEND Provision	31	50	0	0	0
4,208	Lampard School - Expand to 180	2,670	0	0	0	0
1,700	Marland Day - Additional Accommodation Bideford	1,000	700	0	0	0
10,950	Okehampton Special School	7,810	1,513	0	0	0
3,081	Orchard Manor Special School, expansion	1,000	0	0	0	0
100	development	0	100	0	0	0
2,300	SW Devon Special School	2,300	0	0	0	0
<b>SEND Programme Total</b>		<b>15,547</b>	<b>2,463</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commissioning Services For Communities</b>						
N/A	Youth service minor capital works	37	37	37	37	37
590	Library modernisation partnership schemes - Bideford	1,000	0	0	0	0
N/A	Library estate RFID / self service	50	0	0	0	0
N/A	Library management system replacement	50	0	0	0	0
N/A	Vehicle Equipment Loans Pool - Fleet management	1,478	1,109	1,136	1,246	1,431
<b>Commissioning Services For Communities Total</b>		<b>2,615</b>	<b>1,146</b>	<b>1,173</b>	<b>1,283</b>	<b>1,468</b>
<b>Communities, Health, Environment &amp; Prosperity Total</b>		<b>93,525</b>	<b>58,485</b>	<b>9,774</b>	<b>7,721</b>	<b>5,446</b>
<b>Financed by:</b>						
	Borrowing - Internal	11,393	3,692	637	0	387
	Borrowing - VELP	1,478	1,109	1,136	1,246	1,431
	Capital Receipts - General	470	3,198	771	387	0
	External Funding - Contributions	6,511	3,116	0	0	0
	External Funding - Grants	69,544	41,243	6,628	5,628	3,628
	External Funding - S106	4,129	6,127	602	460	0
<b>Total</b>		<b>93,525</b>	<b>58,485</b>	<b>9,774</b>	<b>7,721</b>	<b>5,446</b>

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

This table does not show expenditure on capital projects currently programmed in financial year 2021/22 which may be deferred to 2022/23 or future years.

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## Corporate

Total Approval (includes prior years) Project	2022/23	2023/24	2024/25	2025/26	2026/27
£'000	£'000	£'000	£'000	£'000	£'000
<b>Information and Communications Technology</b>					
N/A Babcock Laptops	276	0	0	0	0
N/A DCC Operating Model ICT Replacement and Renewal	5,240	3,800	200	950	200
717 SCOMIS - Disaster Recovery	397	266	54	0	0
<b>Information and Communications Technology Total</b>	<b>5,913</b>	<b>4,066</b>	<b>254</b>	<b>950</b>	<b>200</b>
<b>County Farms Estate</b>					
N/A County Farms Estate Enhancement Programme	1,000	1,000	600	600	600
<b>County Farms Estate Total</b>	<b>1,000</b>	<b>1,000</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Corporate Property Estate</b>					
N/A Building Maintenance	900	900	900	900	900
N/A Property Enabling Budget	150	150	150	150	150
N/A Replace and Upgrade Corporate Estate	600	600	600	600	600
1,259 Solar Carports (DELETTI)	46	0	0	0	0
<b>Corporate Property Estate Total</b>	<b>1,696</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>
<b>Corporate Services Total</b>	<b>8,609</b>	<b>6,716</b>	<b>2,504</b>	<b>3,200</b>	<b>2,450</b>
<b>Financed by:</b>					
Borrowing - Internal	6,262	2,516	254	950	950
Capital Receipts - General	2,301	4,200	2,250	2,250	1,500
External Funding - Contributions	0	0	0	0	0
External Funding - Grants	46	0	0	0	0
<b>Total</b>	<b>8,609</b>	<b>6,716</b>	<b>2,504</b>	<b>3,200</b>	<b>2,450</b>

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

This table does not show expenditure on capital projects currently programmed in financial year 2021/22 which may be deferred to 2022/23 or future years.

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## Highways, Infrastructure, Development and Waste

Total Approval (includes prior years) Project	2022/23	2023/24	2024/25	2025/26	2026/27
£'000	£'000	£'000	£'000	£'000	£'000
<b>Schools Maintenance and Improvements</b>					
<b>Committed Works</b>					
45	Bassett's Farm Primary Sch Hot water Heater	8	0	0	0
93	Beaford Community Primary & Nursery Sch - Block 01 replace windows & renew render. Replace sports flooring.	18	0	0	0
24	Berrynarbor CofE Primary Sch - Block 01 replace kitchen ventilation hood & provide gas detection	5	0	0	0
92	Bishops Nympton Primary Sch - Blk 01 Rewire. Blk 02 Replace alarm. Blk 04 Replace cladding & door	18	0	0	0
89	Bramford Speke CofE Primary Sch - Block 01 Replace windows, doors & replace flat roof	18	0	0	0
53	Canada Hill Community Primary Sch - Block 01 replace suspended ceiling & renew tarmac	10	0	0	0
32	Cheriton Fitzpaine Primary School - Hot water & BMS	6	0	0	0
36	Copplestone Primary School - Block 01 replace suspended ceiling	6	0	0	0
27	Countess Wear Community School - Replace drainage pipe in playground	5	0	0	0
47	Cullompton Community College - Water Heaters	10	0	0	0
N/A	DDA projects (contingency)	250	0	0	0
123	Doddyscombsleigh Community Sch - Blk 01 kitchen doors, WC & Storeroom windows. Blk 04 cladding	25	0	0	0
50	East The Water Community Primary School - Block 01 Upgrade incoming electrical service	11	0	0	0
460	Great Torrington Bluecoat CofE Primary Sch - Block 01 pitched roof replacement	86	0	0	0
33	Gulworthy Primary Sch - Block 01 above girls WC-Partial renew al of flashings/valleys, partial re-roof & scaffolding	6	0	0	0
38	Halberton Primary Sch - Block 06 Replace windows & replace gas heater	8	0	0	0
182	Hatherleigh Community Prim - Blk 01 windows. Blk 02 replace timber skirt, cladding, fascias, windows & doors	36	0	0	0
170	Hayward's Primary Sch - Block 01 roofing	34	0	0	0
49	Highweek Primary - Block 01 Replace Central Heating boiler	9	0	0	0
24	Ifracombe Infant and Nursery Sch - Replace retaining wall	5	0	0	0
16	Kenn CofE Primary Sch - Adaption Works	3	0	0	0
81	Kentisbeare CofE Primary - Blk 01 replace lighting, windows & door/frame. Refurbish Fascias & Bargeboards	16	0	0	0
9	Kilminster Primary Sch - replace flooring	2	0	0	0
50	King Edward VI Community College - Block 05 renew wet heating	10	0	0	0
65	King Edward VI Community College - Renew tarmac	13	0	0	0
177	Ladysmith Infants Sch - Renew wet heating system, pipes & radiators	35	0	0	0
175	Ladysmith Infants Sch, Nursery Redevelopment (previously external refurbishment of Block 03)	35	0	0	0
106	Littleham CofE Primary Sch - Reinforce wall around WPD. Block 01 replace flat roof at nursery area	22	0	0	0
124	Marland Primary Sch - Block 01 Replace windows & doors	21	0	0	0
N/A	MUMIS (contingency)	180	0	0	0

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<b>Total Approval (includes prior years) £'000</b>	<b>Project</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>
52	New town Primary Sch - Block 02 renewal of fascias	10	0	0	0	0
158	Payhembury CofE Primary Sch - Block 01 replace timber windows, door/frame & replace night storage heaters	30	0	0	0	0
21	Pilton Infants Sch - Infill basement	4	0	0	0	0
164	Plymtree CofE Primary Sch - Blk 01 ext. refurb, windows & fire door. Blk 02 Replace ceiling, windows & doors	33	0	0	0	0
314	Sandford Primary Sch - Blk 01 Ext refurb & toilet refurb. Blk 02 windows. Blks 03 & 04 fascias. Blk 05 velux rooflight	63	0	0	0	0
N/A	Schs capital maintenance (contingency)	1,655	0	0	0	0
49	Seaton Primary Sch - Replace Sewage Pumping System	10	0	0	0	0
52	Shaugh Prior Primary Sch - Block 02 renew fascias & soffits. Block 02 replace roof	10	0	0	0	0
50	Shute Community Primary Sch - Block 02 replace flat roof	11	0	0	0	0
160	Silverton Primary Sch - Adaption works	32	0	0	0	0
84	Stoke Canon CofE Primary Sch - Block 01 replace window s & doors	15	0	0	0	0
93	Stoke Hill Junior Sch - Renew playground tarmac & pedestrian paths	20	0	0	0	0
46	Tavistock Community College - Accessible changing space	9	0	0	0	0
600	The Castle Primary Sch / Elmore Church, Tiverton - Replacement wall	0	138	0	0	0
58	The Erme Primary Sch - Block 01 External refurb & replace North & West Elevation windows	12	0	0	0	0
78	Thorverton CofE Primary Sch - Flat Roof Replacement	16	0	0	0	0
189	Tiverton High Sch - Heating/Ventilation upgrades	38	0	0	0	0
43	Tiverton High Sch - Lift Refurbishment	9	0	0	0	0
655	Tiverton High Sch - roof replacement	115	0	0	0	0
280	West Croft Sch - Blk 01 partial replace flat roof & fascias/soffits. Blk 201 Replace rooflight. Blk 212 Guttering	55	0	0	0	0
417	West Exe Nursery Sch - Block 01 Roof replacement	83	0	0	0	0
289	Whitchurch Community Primary Sch - Block 01 pitched roof replacement	22	0	0	0	0

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Total Approval (includes prior years) £'000	Project	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Planned Works</b>						
329	Bassets Farm Primary - Block 01 flat roof	329	0	0	0	0
82	Bishops Tawton Primary - Block 06 Refurbishment. Boundary Wall	82	0	0	0	0
49	Bovey Tracey Primary Sch - replacement windows	49	0	0	0	0
72	Clyst St Mary Pri - Blk 01 render, doors & load bearing components	72	0	0	0	0
49	Decoy Primary - Various work to Blocks 01, 04, 05 & 09	49	0	0	0	0
42	Ellen Tinkham Sch - Fire Doors and Fire Compartmentation Work	42	0	0	0	0
53	Hazeldown School - Mechanical Ventilation, fans, CO Detec & heating pipework	53	0	0	0	0
1,096	Heathcoat Primary - Main Block Re-Roof	1,096	0	0	0	0
43	Honiton Primary Sch - Fire Doors and Fire Compartmentation Work	43	0	0	0	0
201	Instow Community Pri - Tarmac, Blk 02 refurbish, Blks 03 & 04 timber skirting	201	0	0	0	0
82	Ladysmith Infants - Block 01 renew windows	82	0	0	0	0
37	Lympstone CE Pri - Render, doors and timber skirt	37	0	0	0	0
38	Marpool Primary - Paving slabs, service chamber benching & tarmac	38	0	0	0	0
22	Marwood School - Blk 01 Gable End Purlin	22	0	0	0	0
60	Pathfield School - Fire Doors and Fire compartmentation Work	60	0	0	0	0
912	Pilton Infants School - Replace Blocks 03, 04 & 05	912	0	0	0	0
105	Seaton Primary - Various work to Blocks 01, 06, 10 & 12	105	0	0	0	0
9	St Michaels CE Pri Kingsteignton - Boundary wall & Blk 01 doors	9	0	0	0	0
95	Tavistock Primary Sch - Fire Doors and Fire Compartmentation Work	95	0	0	0	0
163	The Grove Primary - Blk 01 windows, roof walkway decking & rainwater goods	163	0	0	0	0
101	Thorverton CE Pri - Various work to Blocks 01 & 02. Boundary Wall.	101	0	0	0	0
33	Withycombe Raleigh CE Pri - Walls, footpaths and steps	33	0	0	0	0
38	Woolsery Primary - Upgrade fire alarm and CO Detection	38	0	0	0	0
N/A	Estimate Capital Maintenance - SCA Grant	0	3,500	3,000	2,500	2,000
<b>Schools Maintenance and Improvements Total</b>		<b>6,874</b>	<b>3,638</b>	<b>3,000</b>	<b>2,500</b>	<b>2,000</b>
<b>Waste</b>						
5,838	Tavistock Household Waste Recycling Centre	0	417	4,471	950	
N/A	Waste Recycling Centre - Capital works	220	220	220	220	220
<b>Waste Total</b>		<b>220</b>	<b>637</b>	<b>4,691</b>	<b>1,170</b>	<b>220</b>
<b>Highways</b>						
N/A	Local Transport Plan (LTP) Maintenance	41,132	41,132	41,132	41,132	41,132
8,673	Street Lighting LED	860	0	0	0	0
657	Stover Discovery Centre	20	637	0	0	0
N/A	DfT Traffic Signal Maintenance Bid	290	0	0	0	0
<b>Highways Total</b>		<b>42,302</b>	<b>41,769</b>	<b>41,132</b>	<b>41,132</b>	<b>41,132</b>
<b>Highways, Infrastructure Development and Waste Total</b>		<b>49,396</b>	<b>46,044</b>	<b>48,823</b>	<b>44,802</b>	<b>43,352</b>

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	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000
<b>Financed by:</b>					
Borrowing - Internal	880	405	0	0	220
Capital Receipts - General	220	637	4,691	1,170	0
External Funding - Contributions	0	357	0	0	0
External Funding - Grants	48,296	44,645	44,132	43,632	43,132
<b>Total</b>	<b>49,396</b>	<b>46,044</b>	<b>48,823</b>	<b>44,802</b>	<b>43,352</b>

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

This table does not show expenditure on capital projects currently programmed in financial year 2021/22 which may be deferred to 2022/23 or future years.

# Agenda Item 5

## Abbreviations

Abbreviations used within the budget for all Scrutiny reports:

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



# Agenda Item 5

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

