

## Corporate Infrastructure &amp; Regulatory Services Scrutiny Committee

31st January 2018

**Joint Report of the County Treasurer, the Chief Executive, the Head of Communities, Public Health, Economy and Prosperity and the Head of Highways, Infrastructure Development and Waste.****2018/19 Budget**

**Recommendation:** that the Scrutiny Committee consider whether it wishes to draw to the attention of the Cabinet any observations on the proposals contained within the draft Revenue Budget 2018/19 and Capital Programme for 2018/19 to 2022/23.

**1. Introduction and Commentary**

- 1.1 At its meeting of 13th December 2017, Cabinet set Revenue Budget targets for 2018/19. The targets incorporate inflation and pressures and income initiatives and savings required to set a budget within reduced funding levels provided by Government in the recent provisional financial settlement.
- 1.2 A number of major decisions remain to be taken. At this stage, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed along with the local element of Business Rates. Information should be available by the time that County Council considers final budget proposals for 2018/19 on 15th February 2018. However, given the late notification of the provisional settlement and in line with arrangements from previous years, 22nd February 2018 has been set aside for a second County Council budget meeting if required.
- 1.3 The draft budget attached to this report complies with the targets set by Cabinet on 13th December which total £477.391 millions. The total includes funding for budget pressures of £28.593 millions that mainly relates to additional expenditure to allow for service growth to cater for demographic changes such as increased children and adult service users and unavoidable cost pressures. Savings and income initiatives of £20.842 millions are required to set a balanced budget. The target for Adult Care and Health also includes £10.148 millions in relation to the One-off Improved Better Care Fund grant announced by the Chancellor in March 2017.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table below shows the 2018/19 Budget Targets by Chief Officer.

	<b>2017/18 Adjusted Budget*</b>	<b>Inflation &amp; Pressures £000</b>	<b>Savings &amp; Additional Income £000</b>	<b>One-off Improved Better Care Fund £000</b>	<b>2018/19 Base Budget £000</b>	
Adult Care & Health	214,769	11,337	(8,403)	10,148	227,851	+6.1%
Childrens Services	118,964	10,038	(3,515)		125,487	+5.5%
Communities, Public Health, Environment & Prosperity	35,530	1,034	(1,837)		34,727	-2.3%
Corporate Services	34,025	2,957	(2,364)		34,618	+1.7%
Highways, Infrastructure Development & Waste	56,204	3,227	(4,723)		54,708	-2.7%
	<b>459,492</b>	<b>28,593</b>	<b>(20,842)</b>	<b>10,148</b>	<b>477,391</b>	

\* Adjusted for Permanent Virements

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

## **2. Additional Improved Better Care Fund Grant**

- 2.1 As part of the Chancellor's Spring Budget in March 2017, additional funding for authorities with Adult Social Care responsibilities was announced. This took the form of an additional Improved Better Care Fund Grant. For the County Council it has meant, in round terms, an extra £15 millions in the current year, £10 millions in 2018/19 and £5 millions in 2019/20. These grants are one off and not cumulative or ongoing.
- 2.2 The Government requires these grants to be pooled in the Better Care Fund but used for Adult Social Care purposes. The Government has set out detailed improvements it expects to see including targets in relation to Delayed Transfers of Care (DToc). Indications are that if targets are not met then grants could be reduced or direction imposed on how they are to be spent. The Improved Better Care Fund grant funding is included in the Targets above.

## **3. The Provisional Local Government Finance Settlement 2018/19**

- 3.1 On 19th December 2017, the Secretary of State for the Department for Communities and Local Government, Rt. Hon. Sajid Javid MP, made a statement to Parliament on the Provisional Local Government Finance Settlement for 2018/19.
- 3.2 Members may recall, that the 2016/17 local government finance settlement announced Core Spending Power figures for the four year period of 2016/17 to 2019/20. The Provisional Settlement for 2018/19 has confirmed the Core Funding figures at the expected level of £115.2 millions. There have however been other changes as set out below:
- 3.2.1 It had previously been announced that the national figure for the Rural Services Delivery Grant would be reduced in 2018/19 from £65 millions to £50 millions; this is not now going ahead and the grant will remain at the current level. This change means funding of £6 millions to the County Council, £1.4 millions more than expected. Due to the Business Rates Pilot outlined later in this report, this funding will not be paid as a separate grant in 2018/19 but will be rolled into Core Funding and increase the resources available to the Council from the £115.2 millions noted above to £121.2 millions.
- 3.2.2 The Government consulted earlier in the year on further changes to the New Homes Bonus Scheme. The Government has decided not to go ahead with the proposed changes and will instead keep the scheme unchanged from the current year except for a reduction in the number of years benefit from 5 years currently to 4 years. New Homes Bonus grant figures have been announced and the sum for the County Council is just under £300,000 more than anticipated, at £3.8 millions.
- 3.2.3 The Chancellor's Autumn Budget announced a change in the annual Business Rates inflationary increase from Retail Price Index (RPI) to Consumer Price Index (CPI). This change is effective from 2018/19 and will mean a reduction to Business Rates received by Local Authorities as part of Core Funding. The Government undertook to compensate authorities for this loss

and the Provisional Settlement includes a grant to the County Council of £2.1 millions for this purpose.

- 3.2.4 The provisional settlement has set the Council Tax increase that will trigger a referendum, excluding the Social Care Precept, at 3% for 2018/19; an increase of 1%.
- 3.3 The Adult Social Care Precept regulations have remained unchanged. In 2016/17, the Social Care Precept was capped at 2% per annum for the period 2016/17 to 2019/20. Members may recall that Government changed these regulations last year and allowed Authorities to increase the precept to a maximum of 3% per annum over the period 2017/18 to 2019/20 as long as the total increase over the three years did not exceed 6%. The Council increased the Adult Social Care Precept by 3% in 2017/18. If the Adult Social Care Precept is increased by 2% in 2018/19 then there can only be a 1% increase in 2019/20; if the Adult Social Care Precept is increased by 3% in 2018/19 then there can be no increase in 2019/20.
- 3.4 In 2018/19 government funding (core funding) for the County Council will reduce from £128.3 millions in 2017/18 to £115.2 millions in 2018/19, on a like for like basis and before any benefit from the Business Rates Pilot outlined below. This is a reduction of £13.1 millions, or 10.2%. Although this is in line with the four year settlement announced in 2016/17 it is still a significant reduction to our funding at a time when there are huge pressures on Social Care services.

#### **4. 2018/19 100% Business Rate Retention Pilots**

- 4.1 During the summer the Department for Communities and Local Government invited Local Authorities to submit applications to become 100% Business Rates Retention Pilots in 2018/19. The Government's intention is that the new pilots will run alongside the five current 100% pilots which have been in operation since 1 April 2017. The current pilots, and the new wave in 2018/19, will help explore options, with Government, for the design of future local government finance reforms.
- 4.2 The County Council along with all the Devon Districts and the two Unitary Authorities submitted an application, to become a Pilot area, to Government at the end of October.
- 4.3 As part of Sajid Javid's statement to Parliament on the Provisional Local Government Finance Settlement he announced that due to the large number of pilot applications a total of ten have been accepted for 2018/19.
- 4.4 The Devon application is one of the ten successful bids. It is understood that at least three DCLG officials independently scored each pilot bid based on the application criteria originally set. This in combination with ministerial judgement and Treasury cost limits, led to Devon's success.
- 4.5 The success of the Devon wide bid brings with it not only an opportunity to help inform future local government finance reforms but a financial benefit to all of the authorities too. The pilot bid submitted estimated that for 2018/19 there could be a benefit of just under £17 millions to geographic Devon of which nearly £10 millions could come to the County Council. This is only an estimate and the final sums will not be known until the end of the Pilot year. It should also be noted that this benefit is currently for one year only.

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

- 5.1 The approach taken has aimed to ensure a balance between reducing the funding and maintaining statutory and essential services. This approach seeks to maximise efficiency, minimise unnecessary spend whilst continuing to look at different ways of delivering the services. Within the budget proposals there are challenges to achieving the reductions as this is the 8th consecutive year of savings.
- 5.2 The demand on these areas to undertake transformational change whilst continuing to provide services remains testing. Strategies used to achieve the target budget include review of policies and statutory levels, alternative methods of service delivery, process changes including digital by design and income generation. Any new and significantly increased charges being proposed will be subject to approval by Cabinet in February 2018. Additionally an online payments system should aid all services to collect income due more efficiently.
- 5.3 Communities, Public Health, Environment and Prosperity
- 5.3.1 The National Concessionary Travel Scheme, within the Planning, Transportation and Environment service, is demand led as the costs are dependent on journey numbers and the negotiated price. However the trend over the past few years has been of reducing journey numbers which is reflected in the budget savings. Joint working with the NHS and other organisations is also producing efficiencies along with alternative methods for procuring certain contracts. Trading Standards is also taking advantage of working efficiencies across an expanding shared service arrangement.
- 5.3.2 All the services within Communities, Environment and Prosperity have reviewed current income streams, for example, Historic Environment fees and opportunities for next year. Although this strategy has some risks, it is believed that overall additional income will be generated.
- 5.3.3 The Public Health grant remains ring fenced for 2018/19. The value of the grant for 2018/19 is £27.512 millions which represents a reduction of £726,000 (2.6%) on the grant received in 2017/18. A letter from Public Health England (21.12.17) gives an indicative further grant reduction by 2.6% for 2019/20 and notes that the ring-fencing should still be removed beyond 2020 subject to the assurance arrangements between Public Health England and the Department for Health. In order to achieve a balanced budget against the future forecast of reduced funding, key service areas have been re-procured during 2017/18 including sexual health services, substance misuse services and domestic violence services. This has resulted in an efficiency saving of £450,000 to the substance misuse and domestic violence services budget. The outcome of the sexual health procurement is not yet known.
- 5.3.4 The decision was taken by Cabinet in March 2017 that the Public Health Nursing Service should not be re-procured in year for 2018/19 but should remain part of the Integrated Children's Services Contract. The contract value has been reduced through negotiation for this extra year, which included entering a risk share arrangement for £418,000 that has been funded by corporate resource as the Public Health Grant is fully allocated for the year.
- 5.3.5 Following its suspension in 2016/17, 2017/18 saw the re-introduction of the universal NHS Healthcheck programme. The 2018/19 budget allows for a higher level of activity to enable the programme to catch up. Additionally a

new service to prevent the onset of diabetes is to be launched in April 2018 and this is partly funded by The Big Lottery. In addition, grant funding has been won to support the development of Cranbrook as a Healthy New Town.

5.3.6 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on the 25th January.

#### 5.4 Corporate Services

5.4.1 Corporate Services is required to deliver savings totalling £2.364 millions in 2018/19. To achieve this, significant budget reductions are required in respect of staffing; incorporating the restructuring of services, revised management structure and other fundamental operational changes.

5.4.2 The continued refinement of service delivery models supported by new and improved cloud-based IT systems will help to engineer change and produce increased efficiencies and reduced costs. The procurement of a new Human Resources Management System, (HRMS) will generate savings by utilising self-service access and moving away from paper-based processes. Meanwhile, the implementation of a digital strategy will enable services to make use of digital solutions for the benefit of citizens. In line with this approach, there will be increased focus on protecting "Our data" from cybersecurity threats.

5.4.3 Growth in the educational marketplace has facilitated increased income generation by Schools Management Information Service (ScoMIS). Likewise, increased demand for Registration Services and the income this generates has been used to reduce the impact on services of savings targets.

5.4.4 For Corporate Services as a whole, there are risks associated with the savings targets, not least the increasing demands placed by front-line services that are also undergoing significant organisational change. It is evident that the level and type of support required by Children's and Adult's safeguarding has put great pressure on Corporate Services.

#### 5.5 Highways, Infrastructure Development and Waste

5.5.1 Highways and Traffic Management face continued cost pressures. The procurement of a new term maintenance contract has generated significant savings during 2017/18 and further efficiencies of £2.8 millions are anticipated during 2018/19.

5.5.2 Income generation has been explored in order to reduce the impact on services of the savings required. Current charges will continue to be reviewed to ensure they are reasonable and comparable. 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 2018/19". This account is governed by legislation and any excess income can only be used for prescribed activities.

5.5.3 The Waste Service is facing increased expenditure arising from anticipated waste tonnage growth and other demographic pressures. This is partly offset by expected savings from future contractual arrangements, bringing the net increase to just over £1 million.

## **6. Capital Programme**

- 6.1 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.
- 6.2 The capital programme continues to be focussed on maximising leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources which, subject to approval, will be added to the capital programme if they are successful. Following a competitive bidding process to National Productivity Investment Fund, we have successfully secured funding for the Eastern Exeter Growth Project, £4.15 millions of a total scheme cost of £7.2 millions and Main Street Sherford, £5 millions of a total scheme cost of £8 millions. There is one new scheme funded from corporate capital resources, Roundswell Business Centre at £7.5 millions, of which £1.4 millions will be the final net corporate funding requirement.
- 6.3 The Local Highways Maintenance capital block funding announced in December 2014 set the needs based formula funding allocation for the period 2015/16 - 2017/18 and indicative allocations for 2018/19 - 2020/21. A new element was also introduced called an Incentive Fund with an end date of 2020/21. This Fund will reward high performing local authorities who can demonstrate they are delivering value for money in carrying out cost effective improvements and have effective asset management planning. Indicative allocations have been advised and have been included in the budget for the period 2018/19 - 2022/23.
- 6.4 In addition a £250 millions Pothole Action Fund was announced in the 2015 Budget. This is allocated by formula each financial year and is shared by local authorities between 2016/17 and 2020/21 based on the road length for which each authority is responsible. The government has outlined its commitment to road improvements as part of the Autumn Statement in 2017 and allocations are expected in due course. This allocation is therefore not included in the capital programme, at this stage. The government will also announce further capital allocations to be funded from the £1.8 billions Local Growth Fund in due course, and will be added to the capital programme once known.
- 6.5 The Department for Transport continues with the policy that it will no longer set aside a proportion of funding for a resilience contingency fund and has recommended that local highway authorities ensure they retain a contingency for repairing damage to local highways and associated assets caused by incidents such as extreme weather. A sum of £2 millions from Devon's Local Highways Maintenance capital block allocation has been separately identified within the local Transport Plan (LTP) maintenance budget in 2018/19 to address this issue.
- 6.6 Corporate Services programme includes £15.6 millions of new capital investment across the service, funded from capital resources. This will include an on-going £6.0 millions investment within ICT for IT replacement and renewal to support the Authority's new operating model. In addition there will be new investment covering digital technologies, business intelligence infrastructure and productivity tools including the replacement of the human resources management system. There will be £5 millions of investment to the County's corporate estate including heating and ventilation systems and other improvements and £3 millions investment within County Farms to ensure the County is able to meet its statutory and legislative requirements. There is also investment in Solar Car Ports of £500,000.

## **7. Equality Impact Assessment**

- 7.1 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.
- 7.2 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.
- 7.3 The report 'Budget 2018 – 2019 Equality Impact Assessment' provides information on the impacts of new savings strategies. Previous years assessments are available at <https://new.devon.gov.uk/impact/> under 'Published Assessments'. The report for 2018/19 provides a detailed analysis of community feedback and data and views on budget priorities and council tax.

The 2018/19 report is published at <https://new.devon.gov.uk/impact/published/budget-impact-assessment-201819/>

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Electoral Divisions: All

Local Government Act 1972

**List of Background Papers**

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Background Paper Date File Ref

Nil

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# Leadership Group Commentary

## From austerity to opportunity

In a challenging financial environment for local government, a major funding change is on the horizon which will present us with more opportunities to re-assess the way we do things at Devon County Council.

By 2020 we expect to receive very little direct funding from central Government and will be almost entirely dependent on Council Tax and Business Rate income from Devon residents and businesses. In itself this does not mean significant extra resource, but it does mean greater certainty and will make it easier to plan long term.

To help us prepare for this significant shift in the way our budget is managed, we are delighted that the County Council, along with our district and unitary colleagues, has been successful as one of only 10 business rate retention pilots for 2018/19.

We will be able to learn from the pilot and be in a much stronger position from which to determine our own financial future, and really question how best we can help improve the lives of people in Devon and channel our resources accordingly.

**Devon County Council remains a large, resilient, forward-focused organisation investing in our local services and the economy. We are looking to challenge ourselves about the way we deliver our services to ensure we are really doing what matters for the people of Devon.**

## Working for the people of Devon

We have worked hard over the past seven years to save £230 millions by reducing the number of people who work for the Council; embracing digital technology to be more flexible, innovative and connected, and selling some of our property and using proceeds to invest in Devon's infrastructure and economy.

We have also championed social enterprises and ensured services thrive with the success of Libraries Unlimited, the independent organisation that now runs the county's 50 libraries on the Council's behalf, and DYS Space which now operates the county's youth services.

And we are supporting innovative ways of improving the health and wellbeing of communities with projects like Integrated Care Exeter (ICE) which has been nationally recognised for promoting community resilience. ICE is all about social prescribing where GPs refer patients they believe would benefit from increased social activity to a trusted 'Community Connector'. They work with the patient to identify the root of their problem, understand what matters to them, and plan a way forward together, putting people's independence, health and wellbeing at its core.

## Doing what matters

We are working in a very dynamic environment - more people living in Devon over the age of 65 means increased pressure on services; health and social care services supporting the most vulnerable are already at breaking point, and the costs of protecting children, and supporting those with complex needs and learning disabilities are growing.

We need to find the best ways to protect these vital services while working with our partners to create the conditions for a more prosperous future through the Heart of the South West Productivity Strategy and national Industrial Strategy.

It's a complex situation with many conflicting demands on the County Council – but it's also an exciting time for us as we rethink what we do and how we do it.

Our core purpose is to help citizens to live their life well in a way that makes sense to them. To realise our purpose, we need to connect with citizens, be curious and ask the

difficult questions so we can fully understand why we do the things we do, and how people want to receive their services and who from.

We have broken our purpose in to nine areas where we believe we should focus our energy and expertise to find out more about how we work, and seek to solve problems to meet people's needs. They are:

- Become and remain independent.
- Get the best start in life.
- Get from A to B.
- Learn.
- Stay healthy.
- Keep my environment safe and looking good.
- Prosper.
- Keep safe.
- See that Devon is making good decisions.

### **Show you care**

But we can't do this alone. Our strong connections and co-dependencies with our partners are crucial in helping us make the most of all our resources and respond collectively to local need.

Devon is also fortunate to have many strong and active communities, with people prepared to stand up and show they care by giving their time and energy to make our county a better place. We are working closely with our communities to improve the lives of people across Devon as we know we can never achieve this on our own. By working together, we can hope to meet the social and environmental challenges facing us in Devon and all show we care.

For more information on the contents of this section, please contact Angie Sinclair, Deputy County Treasurer on 01392 380711 or email [angie.sinclair@devon.gov.uk](mailto:angie.sinclair@devon.gov.uk)

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# Communities, Public Health, Environment and Prosperity

## How the 2018/19 Budget has been built

	2017/18 Adjusted Budget	Changes	2018/19 Outturn Budget
	£'000	£'000	£'000
<b>Communities and Other Services</b>	11,369	160	11,529
<b>Economy, Enterprise and Skills</b>	5,062	(67)	4,995
<b>Planning, Transportation and Environment</b>	18,299	(514)	17,785
<b>Public Health</b>	800	(382)	418
<b>Total</b>	<b>35,530</b>	<b>(803)</b>	<b>34,727</b>

### Reasons for changes in Revenue Budget

£' 000

#### Technical and Service Changes

Inflation	522
National Living Wage	60
1 year procurement of Community Health and Care Children's Services	418
Increased activity demand	34
	<hr/> 1,034

#### Savings Requirements

National Concessionary Travel scheme - Reduced journey numbers	(250)
Use of alternative funding	(350)
Service efficiencies	(972)
Reduced general spending	(30)
Increased capital project income	(111)
Increased external income	(124)
	<hr/> (1,837)

### Total

**(803)**

## Analysis of Total Expenditure for 2018/19

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
<b>Communities and Other Services</b>	12,140	(56)	(435)	(120)	11,529
<b>Economy, Enterprise and Skills</b>	7,269	(100)	(1,978)	(196)	4,995
<b>Planning, Transportation and Environment</b>	24,799	(1,163)	(4,394)	(1,457)	17,785
<b>Public Health</b>	28,990	(28,512)	0	(60)	418
<b>Total</b>	<b>73,198</b>	<b>(29,831)</b>	<b>(6,807)</b>	<b>(1,833)</b>	<b>34,727</b>

The following services (which are not included above) are wholly self-funded and do not 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	1,449	(831)	(70)	(548)	0
Out of The Shadow (VAWG)	150	(150)	0	0	0
Syrian Refugees	959	(959)	0	0	0
Youth Projects	80	(79)	0	(1)	0
<b>Economy, Enterprise and Skills</b>					
EU - Growth Hub (Devon)	81	(37)	(44)	0	0
EU - Healthy Ageing (Devon)	66	(40)	(26)	0	0
EU - Social Enterprise (Devon)	158	(90)	(68)	0	0
LAG - MIL (Making It Local 2)	60	(60)	0	0	0
LAG - REAL Devon	52	(52)	0	0	0
Learn Devon	3,796	(3,411)	(206)	(179)	0
<b>Planning, Transportation and Environment</b>					
AONB Blackdown Hills	217	(204)	(1)	(12)	0
AONB North Devon	188	(175)	0	(13)	0
Cycle Bikeability Training	280	(280)	0	0	0
Devon Maritime Forum	15	(9)	(1)	(5)	0
Exe Estuary Partnership	27	(18)	0	(9)	0
Local Sustainable Transport Fund Grants	500	(500)	0	0	0
Other Countryside Projects	184	(174)	0	(10)	0
South West Coast Path Team	109	(109)	0	0	0
Sustainable Mobility Plans (INNOVASUMP)	45	(38)	0	(7)	0
Transport Co-Ordination Service	3,136	(1,146)	(1,972)	(18)	0
<b>Total</b>	<b>11,552</b>	<b>(8,362)</b>	<b>(2,388)</b>	<b>(802)</b>	<b>0</b>
<b>Grand total</b>	<b>84,750</b>	<b>(38,193)</b>	<b>(9,195)</b>	<b>(2,635)</b>	<b>34,727</b>

## Communities and Other Services

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Commissioning Services For Communities</b>					
700	Heritage Centre and Devon Records Office	723	(10)	<b>713</b>	13
6,329	Library and Information Service	6,703	(326)	<b>6,377</b>	48
1,760	Youth Services	1,838	(78)	<b>1,760</b>	0
8,789		9,264	(414)	<b>8,850</b>	61
<b>Planning and Insight</b>					
(333)	County Wide Research, Performance Review	(222)	0	<b>(222)</b>	111
151	Emergency Planning	196	(43)	<b>153</b>	2
205	Research, Intelligence and Performance	166	0	<b>166</b>	(39)
23		140	(43)	<b>97</b>	74
<b>Safer and Stronger Communities</b>					
806	Commissioning / Grants	807	0	<b>807</b>	1
531	Community	729	(154)	<b>575</b>	44
1,220	Locality / Communities Together Fund	1,200	0	<b>1,200</b>	(20)
2,557		2,736	(154)	<b>2,582</b>	25
<b>11,369</b>		<b>12,140</b>	<b>(611)</b>	<b>11,529</b>	<b>160</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation

72

72

#### Savings Strategies

Re-phasing of County-wide information management resources review

111

Savings from restructured service areas

(23)

88

#### Total

**160**

## Service Commentary

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

The corporate transformation agenda will highlight areas of change. In 2017/18 a saving of £333,000 was shown under the Research, Intelligence and Performance service as a corporate target across the County relating to a review of countywide information management resources. The timescale for this review has now been aligned to the strategic programme and the target adjusted down by £111,000.

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

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2017/18	Change	2018/19
		Estimate		Estimate
<b>Libraries</b>				
Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs Available with public access	No.	502	(66)	436

## Economy, Enterprise and Skills

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2018/19 Outturn Budget £'000</b>	2018/19 Net Changes £'000
<b>Business Support and Innovation</b>					
353	Business Growth Support	338	(38)	<b>300</b>	(53)
1,896	Trading Standards	3,475	(1,659)	<b>1,816</b>	(80)
2,249		3,813	(1,697)	<b>2,116</b>	(133)
<b>Economic Infrastructure and Development</b>					
763	Economic Development	1,131	(232)	<b>899</b>	136
(11)	Industrial Estates	125	(136)	<b>(11)</b>	0
752		1,256	(368)	<b>888</b>	136
<b>Employment and Skills</b>					
261	Labour Market Development	400	(209)	<b>191</b>	(70)
1,800	Post 16 Provision	1,800	0	<b>1,800</b>	0
2,061		2,200	(209)	<b>1,991</b>	(70)
<b>5,062</b>		<b>7,269</b>	<b>(2,274)</b>	<b>4,995</b>	<b>(67)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation	30
Enterprise Zone contribution	13
Broadband (BDUK) project	15
	<u>58</u>

#### Savings Strategies

Trading Standards - Operational efficiencies	(100)
Economic Development - Efficiencies on economic analysis	(10)
Economic Development - Reduced spending on feasibility studies of potential new capital schemes and development opportunities	(15)
	<u>(125)</u>

<b>Total</b>	<b>(67)</b>
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## Service Commentary

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

- Improving skills attainment and supporting people into work, particularly the most disadvantaged,
- Supporting the personal, social, health and economic wellbeing of individuals and communities,
- Stimulating innovation and business support across Devon's Small and Medium enterprises, including encouraging new business start ups
- Protecting consumers and communities by ensuring a safe, fair, responsible, sustainable and competitive trading environment,
- Promoting Devon as a business location, including the facilitation of strategic employment space, managed workspace, broadband and mobile infrastructure,
- Developing growth sectors and supply chains, including energy, Agri-tech and the rural economy,
- Leading on an economic evidence base and analysis to support growth strategies, funding bids and lobbying campaigns on key issues impacting on the Devon economy,
- Influencing national and local policies impacting on growth, skills and employment to support Devon's economic and wellbeing priorities and secure external funding to deliver these priorities.

Income generation is being continuously explored in order to reduce the impact on this service of the savings required. This will include new externally funded projects, collaborative working and delivering services using knowledge and expertise within the Service for other third-party organisations. The Service is also leading on raising commercial awareness across the Authority, in support of generating further savings.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2017/18	Change	2018/19
		Estimate		Estimate
<b>Trading Standards (Shared Service)</b>				
Business premises on Trading Standards database	No.	74,497	1,189	75,686
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	16,400	0	16,400
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	8,500	0	8,500

## Planning, Transportation and Environment

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Environment Service</b>					
496	Environment Policy	585	(103)	<b>482</b>	(14)
1,198	Flood Risk and Surface Water Management	951	0	<b>951</b>	(247)
412	Projects and Partnerships	389	(9)	<b>380</b>	(32)
2,106		1,925	(112)	<b>1,813</b>	(293)
<b>Planning and Transportation</b>					
626	Development Management	1,397	(844)	<b>553</b>	(73)
2,772	Planning and Transportation	2,965	(283)	<b>2,682</b>	(90)
3,398		4,362	(1,127)	<b>3,235</b>	(163)
<b>Public and Community Transport</b>					
9,265	National Concessionary Travel Scheme	9,122	(20)	<b>9,102</b>	(163)
19	NHS Patient Transport Advice Service	3,065	(3,036)	<b>29</b>	10
3,323	Public Transport Support	4,398	(1,018)	<b>3,380</b>	57
188	Transport Co-Ordination Service	1,927	(1,701)	<b>226</b>	38
12,795		18,512	(5,775)	<b>12,737</b>	(58)
<b>18,299</b>		<b>24,799</b>	<b>(7,014)</b>	<b>17,785</b>	<b>(514)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation	420
National Living Wage	60
Funding for bus services previously paid under S106	6
	<u>486</u>

#### Savings Strategies

Transport management efficiency savings	(150)
National Concessionary Travel - Reduced journey numbers	(250)
Use of grant monies for Public Transport	(100)
Alternative funding from capital for flood programme	(250)
Increased income from capital projects	(111)
Increased income generation	(124)
Minor savings on activity budgets	(15)
	<u>(1,000)</u>

### Total

**(514)**

## Service Commentary

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

Reductions for this year mainly relate to achieving savings from earning fees, looking to draw down funds from government and striving for increased efficiency.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2017/18	Change	2018/19
		Estimate		Estimate
<b>Planning, Transportation &amp; Environment</b>				
County Matter applications	No.	60	0	60
County Council development applications	No.	40	0	40
Sustainable drainage consultations for major development	No.	950	(80)	870
Land drainage consents	No.	35	10	45
East Devon Traffic Screenline - Average daily no. of vehicles crossing (predicted)	No.	138000	1,500	139,500
<b>Public Transport</b>				
Local bus services contracts	No.	130	(4)	126
Ring and Ride community transport schemes	No. of schemes	16	0	16
Community buses	No.	9	0	9
Fare car supported taxi schemes	No. of schemes	7	0	7

## Public Health

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Public Health</b>					
2,973	Children 5-19 Public Health Programmes	2,155	0	<b>2,155</b>	(818)
1,000	Community Safety, Violence Prevention and Social Exclusion	989	(35)	<b>954</b>	(46)
40	Health At Work	54	0	<b>54</b>	14
96	Health Protection	107	0	<b>107</b>	11
9,101	Mandated 0-5 Children's Services	8,567	0	<b>8,567</b>	(534)
96	National Child Measurement Programme	111	0	<b>111</b>	15
349	NHS Health Check Programme	683	0	<b>683</b>	334
268	Obesity	559	(90)	<b>469</b>	201
440	Other Public Health	577	(74)	<b>503</b>	63
268	Physical Activity	305	(36)	<b>269</b>	1
365	Public Health Advice to NHS Commissioners	222	0	<b>222</b>	(143)
(28,888)	Public Health Income	0	(28,162)	<b>(28,162)</b>	726
621	Public Mental Health	573	(175)	<b>398</b>	(223)
5,987	Sexual Health	6,219	0	<b>6,219</b>	232
1,133	Smoking and Tobacco	1,314	0	<b>1,314</b>	181
5,848	Substance Misuse	5,444	0	<b>5,444</b>	(404)
1,103	Support Services	1,111	0	<b>1,111</b>	8
<b>800</b>		<b>28,990</b>	<b>(28,572)</b>	<b>418</b>	<b>(382)</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

One-off - 1 year procurement of Community Health and Care Children's Services

418

418

#### Savings Strategies and Revised programmes

Children 5-19 Public Health Programmes - Contract saving negotiated

(800)

Reduced grant and revised programmes funded by:

Reduction in Department of Health grant 726

NHS Health Check programme - Universal programme recommences 334

Obesity - Pre-diabetes intervention spend 201

Sexual Health - Service re-basing for new contract 232

Smoking and Tobacco - Increased demand 181

Other minor adjustments 94

Community Safety, Violence prevention and social exclusion - Re-procurement saving (46)

Mandated 0-5 children's services - Contract saving negotiated (952)

Public health Advice to NHS Commissioners - Staffing re-allocated (143)

Public Mental Health - Current contract ends in year (223)

Substance misuse - Re-procurement saving (404)

0

(800)

### Total

**(382)**

## Service Commentary

Public Health is predominantly funded by a ring-fenced grant from the Department of Health which has reduced by £726,000 or 2.6% for 2018/19. A further grant reduction of 2.6% has been confirmed for 2019/20.

A programme of procurement has been undertaken during 2017/18 to enable service demands to be met from the reducing ring-fenced grant. This has seen the substance misuse support service, domestic and sexual violence support and prevention service and the sexual health services being tendered. This has given rise to £450,000 of savings for 2018/19. The outcome of the sexual health tender and the financial impact of this is not yet known.

The Public Health Nursing Service (0-19 provision) remains part of the Integrated Children's Services contract, and a negotiated reduction in the contract value for this service will see savings between £1.3millions and £1.7millions. The £418,000 risk share provision for integrated children's services has been funded from corporate services.

Grant funding has been secured in addition to the main Public Health grant including funding for a Healthy New Town programme (Cranbrook), and funding from the Big Lottery to support a Pre-Diabetes intervention.

A new intervention service is being launched in April 2018 to engage with and support individuals at high risk of developing Type 2 Diabetes in order to prevent the development of this disease. This intervention is being partially funded (39%) through the receipt of grant funding from The Big Lottery which is additional to the Public Health core grant funding.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2017/18	Change	2018/19
		Estimate		Estimate
Local opiate clients in treatment	Individuals	1,189	6	1,195
Local non-opiate clients in treatment	Individuals	415	(2)	413
Local alcohol clients in treatment	Individuals	960	42	1,002
Genito-urinary medicine patients treated	Individuals	28,433	0	28,433
Contraception services accessed	Individuals	30,974	509	31,483

## Corporate Services

### How the 2018/19 Budget has been built up

	2017/18 Adjusted Budget	Changes	2018/19 Outturn Budget
	£'000	£'000	£'000
<b>Chief Executive, Legal and Communications</b>	4,703	(21)	4,682
<b>Digital Transformation and Business Support</b>	14,775	1,241	16,016
<b>Human Resources and Organisational Development</b>	3,271	(384)	2,887
<b>Treasurer's Services</b>	11,276	(243)	11,033
<b>Total</b>	<b>34,025</b>	<b>593</b>	<b>34,618</b>

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

##### Technical and Service Changes

Inflation	1,129
National Living Wage	17
Other demographic, contract and service pressures	1,811
	<u>2,957</u>

##### Savings Requirements

Staffing reductions and turnover savings	(1,495)
Facilities management and property maintenance / rationalisation	(310)
Reduction in unfunded pension commitments	(286)
IT software, licence and support savings	(190)
Increased income generation (net savings)	(44)
Other efficiencies and reviews	(39)
	<u>(2,364)</u>

#### **Total** **593**

## Analysis of Total Expenditure 2018/19

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Chief Executive, Legal and Communications	8,516	0	(2,929)	(905)	4,682
Digital Transformation and Business Support	30,752	(8,812)	(3,668)	(2,256)	16,016
Human Resources and Organisational Development	14,014	0	(2,723)	(8,404)	2,887
Treasurer's Services	20,778	0	(7,417)	(2,328)	11,033
<b>Total</b>	<b>74,060</b>	<b>(8,812)</b>	<b>(16,737)</b>	<b>(13,893)</b>	<b>34,618</b>

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Digital Transformation and Business</b>					
ScoMIS	9,704	0	(2,367)	(7,337)	0
Devon Audit Partnership	1,240	0	(1,240)	0	0
<b>Total</b>	<b>10,944</b>	<b>0</b>	<b>(3,607)</b>	<b>(7,337)</b>	<b>0</b>
<b>Grand total</b>	<b>85,004</b>	<b>(8,812)</b>	<b>(20,344)</b>	<b>(21,230)</b>	<b>34,618</b>

## Chief Executive, Legal and Communications

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2018/19 Outturn Budget £'000</b>	2018/19 Net Changes £'000
1,397	<b>Coroners Service</b>	1,425	(2)	<b>1,423</b>	26
1,037	<b>Legal Services</b>	2,176	(1,119)	<b>1,057</b>	20
928	<b>Media, Marketing and Communications</b>	1,291	(352)	<b>939</b>	11
	<b>Other Services</b>				
222	Corporate Management	284	(161)	<b>123</b>	(99)
1,500	Cost of Democracy	1,865	(79)	<b>1,786</b>	286
130	Local Authority Subscriptions	135	0	<b>135</b>	5
1,852		2,284	(240)	<b>2,044</b>	192
(511)	<b>Registration Service</b>	1,340	(2,121)	<b>(781)</b>	(270)
<b>4,703</b>		<b>8,516</b>	<b>(3,834)</b>	<b>4,682</b>	<b>(21)</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflationary increases

76

76

#### Savings requirements

Staffing reductions and turnover

(97)

(97)

### Total Chief Executive, Legal and Communications

**(21)**



## Service Commentary

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

There are a number of pressures affecting the service, not least the increasing demands for legal support in respect of childcare and safeguarding adults, financial pressures on the Coroners Service and a growing demand to develop an effective digital public information offer, to support greater self-service and help key service areas to reduce demand and deliver budget reduction targets

## Service Statistics and Other Information

	<b>Unit of Measurement</b>	<b>2015/16 actual</b>	<b>Change</b>	<b>2016/17 actual</b>
<b>Coroners Service</b>				
Caseload	No.	2,761	214	2,975
Total inquests opened	No.	281	56	337
Natural deaths reported with a Post Mortem	No.	535	52	587
<b>Registration Service</b>				
Certificates issued	No.	63,885	3,695	67,580

\* Latest figures available

## Digital Transformation & Business Support

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Business Infrastructure</b>					
5,077	Business Services and Support	5,175	(354)	<b>4,821</b>	(256)
998	Customer Relations	862	(162)	<b>700</b>	(298)
2,701	Facilities Management	4,978	(2,075)	<b>2,903</b>	202
(6,752)	Private Finance Initiatives	2,003	(8,812)	<b>(6,809)</b>	(57)
2,024		13,018	(11,403)	<b>1,615</b>	(409)
<b>Estates</b>					
1,949	Building Maintenance	1,810	(14)	<b>1,796</b>	(153)
977	Estates Corporate	1,435	(321)	<b>1,114</b>	137
(382)	Farms	700	(1,114)	<b>(414)</b>	(32)
2,544		3,945	(1,449)	<b>2,496</b>	(48)
<b>ICT</b>					
1,398	Customer Service Centre	1,425	(11)	<b>1,414</b>	16
7,717	ICT	10,726	(1,321)	<b>9,405</b>	1,688
9,115		12,151	(1,332)	<b>10,819</b>	1,704
1,092	<b>Procurement</b>	1,638	(552)	<b>1,086</b>	(6)
<b>14,775</b>		<b>30,752</b>	<b>(14,736)</b>	<b>16,016</b>	<b>1,241</b>

	Change £'000
<b>Analysis of changes:</b>	
<b>Technical and Service Changes</b>	
Inflationary increases	755
National living wage (Facilities Management)	17
One-off 1 year procurement of Community Health and Care Children's Services	265
Libraries Unlimited IT	365
IT Roadmap 2018-2020 and Digital Information	1,081
	<u>2,483</u>
<b>Savings requirements</b>	
Staffing reductions and turnover savings	(528)
IT software, licence and support savings	(190)
Facilities Management savings	(110)
Property rationalisation initiatives	(100)
Corporate Maintenance savings	(100)
ScoMIS - increased growth from educational marketplace	(100)
Other income generation	(54)
Energy efficiency savings	(40)
County Farms - rental reviews (net savings)	(20)
	<u>(1,242)</u>
<b>Total</b>	<b>1,241</b>

## Service Commentary

The Digital Transformation and Business Support Service must lead and drive the digital transformation agenda. The services are critical for the smooth running of the County Council, enabling all of us to work more efficiently; is fundamental to ensuring that the County Council's key resources are prioritised to meet organisational demand and ensuring that the County Council's statutory and legislative responsibilities are both supported and discharged.

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

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

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

## Service Statistics and Other Information

	Unit of Measurement	2017/18	Change	2018/19
<b>Property</b>				
DCC owned operational properties (including schools)	No.	556	(29)	527
The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools)	£m	698	(27)	671
<b>County Farms Estate</b>				
No of Farms	No.	69	(1)	68
Total acreage	Acres	9,590	0	9,590
<b>IT Infrastructure</b>				
Managed Desktops	No.	7,131	(2,331)	4,800
Networked Sites	No.	258	(67)	191
User accounts (DCC IT systems)	No.	5,826	(369)	5,457

## Human Resources and Organisational Development

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Human Resources</b>					
301	Employee Services	9,833	(9,918)	<b>(85)</b>	(386)
617	Management and Strategy	603	(34)	<b>569</b>	(48)
893	Performance	846	(47)	<b>799</b>	(94)
881	Personnel Services Operations	2,026	(1,128)	<b>898</b>	17
2,692		13,308	(11,127)	<b>2,181</b>	(511)
579	<b>Organisational Development</b>	706	0	<b>706</b>	127
<b>3,271</b>		<b>14,014</b>	<b>(11,127)</b>	<b>2,887</b>	<b>(384)</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflationary increases	84
Loss of income from business change work for other Services within DCC	100
	<u>184</u>

#### Savings requirements

Human Resource Management System implementation and other HR changes	(563)
Staffing reductions and turnover savings	(5)
	<u>(568)</u>

<b>Total</b>	<b>(384)</b>
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## Service Commentary

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

The HR Team enables the Council to recruit, retain and develop staff with the right skills, experience and capacity to achieve the strategic purposes of the Council. The team supports the Authority by identifying any external developments that will impact on the workforce, such as employment related legislative changes. The HR Team also supports Leadership and Management development across the Council, and undertakes workforce planning to ensure that the Authority is equipped to meet future challenges from a staffing perspective. It co-ordinates the recruitment and development of Apprenticeships for the council successfully recruiting 99 apprentices since 2013 with the addition of 6 existing staff apprentices recently. It ensures legal compliance for reporting requirements such as the Gender Pay Gap, and Trade Union Facility Time Funding for Data Transparency. In addition, consultancy support and advice is provided on the application of employment law, health and safety regulations and internal HR policies; administration of a payroll service; administration of a disclosure and barring service; co-ordination of recruitment campaigns; provision of a large pool of skilled office support workers available at short notice for temporary cover; provision of training and mediation services.

The drive to transform and change services continues to be acute at present and balancing those demands with the need to make significant budget savings, particularly within the HR Service, is the key pressure, as there are substantial demands for support from front-line services that are themselves undergoing significant organisational change. To enable the HR Service to meet these demands a new Human Resources Management System (HRMS) has been procured and is currently being implemented. The system will lead to greater efficiency through the provision of self-service, a reduction in paper based processes and the availability of more accurate and timely management information which will enable further resource and focus on delivering transformational HR services to the organisation.

	<b>Unit of Measurement</b>	<b>2017/18 estimates</b>	<b>Change</b>	<b>2018/19 estimates</b>
Apprentices employed	No.	61	0	61
Payslips p.a	No.	246,000	(2,600)	243,400
DBS checks processed p.a	No.	19,200	550	19,750
Answered calls to HR Direct p.a	No.	10,000	0	10,000
Answered calls to Payroll p.a	No.	15,000	0	15,000
Answered calls to Recruitment p.a	No.	5,000	0	5,000

## Treasurer's Services

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 Outturn Budget £'000	2018/19 Net Changes £'000
<b>Other Services</b>					
152	Bank Charges	152	0	<b>152</b>	0
106	External Audit	82	0	<b>82</b>	(24)
4,926	Unfunded Pensions	8,012	(3,265)	<b>4,747</b>	(179)
5,184		8,246	(3,265)	<b>4,981</b>	(203)
<b>Treasurer's Services</b>					
2,850	Accountancy Services	3,824	(919)	<b>2,905</b>	55
407	Corporate Management and Commissioning	1,170	(943)	<b>227</b>	(180)
1,404	Financial Systems, Processes and Compliance	5,814	(4,362)	<b>1,452</b>	48
1,431	Strategic Financial Planning	1,724	(256)	<b>1,468</b>	37
6,092		12,532	(6,480)	<b>6,052</b>	(40)
<b>11,276</b>		<b>20,778</b>	<b>(9,745)</b>	<b>11,033</b>	<b>(243)</b>

### TREASURER'S SERVICES

#### Analysis of changes:

**Change  
£'000**

#### Technical and Service Changes

Inflationary increases

214

214

#### Savings requirements

Staffing reductions and turnover savings

(116)

Reduction in Unfunded Pension commitments

(286)

Other efficiencies

(55)

(457)

#### Total

**(243)**

## Service Commentary

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

In terms of pressures, the most significant of these is managing continuing austerity at a time when there are increasing demands for financial support and advice from front-line services. Treasurer's Services continue to try and work in a smarter way by further developing existing forecasting and reporting and purchasing and payments systems.

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

## Service Statistics and Other Information

	<b>Unit of Measurement</b>	<b>2017/18 estimates</b>	<b>Change</b>	<b>2018/19 estimates</b>
Debtors raised p.a.	No.	86,000	(4,000)	82,000
Invoices paid p.a.	No.	438,000	(78,000)	360,000
Proportion paid using BACS	Percentage	99	0	99

# Highways, Infrastructure Development and Waste

## How the 2018/19 Budget has been built up

	2017/18 Adjusted Budget	Changes	2018/19 Outturn Budget
	£'000	£'000	£'000
<b>Highways and Traffic Management</b>	29,646	(2,578)	27,068
<b>Infrastructure Development and Waste</b>	26,558	1,082	27,640
<b>Total</b>	<b>56,204</b>	<b>(1,496)</b>	<b>54,708</b>

<b>Reasons for changes in Revenue Budget</b>	<b>Change £' 000</b>
<b>Technical and Service Changes</b>	
Inflation	2,745
Waste Services demographic and contract pressures	382
Other demographic, contract and service pressures	100
	<u>3,227</u>
<b>Savings Requirements</b>	
Efficiencies generated from contractual arrangements	(2,885)
Redirection of costs to alternative funding streams	(1,000)
Reduced street lighting energy and usage	(546)
Savings from future contract renewals and negotiations	(242)
Impact of community self-help	(50)
	<u>(4,723)</u>
<b>Total</b>	<b>(1,496)</b>



## Analysis of Total Expenditure for 2018/19

	<b>Gross Expenditure</b>	<b>Grant and Contribution Income</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Highways and Traffic Management</b>	29,255	(118)	(1,019)	(1,050)	27,068
<b>Infrastructure Development and Waste</b>	32,454	0	(4,119)	(695)	27,640
<b>Total</b>	<b>61,709</b>	<b>(118)</b>	<b>(5,138)</b>	<b>(1,745)</b>	<b>54,708</b>

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

	<b>Gross Expenditure</b>	<b>Grant and Contribution Income</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Highways and Traffic Management</b>					
On Street Parking	6,852	(104)	(6,748)	0	0
<b>Infrastructure Development and Waste</b>					
Ecowaste4Food Project	37	(32)	0	(5)	0
<b>Total</b>	<b>6,889</b>	<b>(136)</b>	<b>(6,748)</b>	<b>(5)</b>	<b>0</b>
<b>Grand total</b>	<b>68,598</b>	<b>(254)</b>	<b>(11,886)</b>	<b>(1,750)</b>	<b>54,708</b>

## Highways and Traffic Management

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2018/19 Outturn Budget £'000</b>	2018/19 Net Changes £'000
<b>Highway Maintenance</b>					
4,167	Cyclic Maintenance	2,287	(32)	<b>2,255</b>	(1,912)
3,858	Highway Lighting	4,002	(30)	<b>3,972</b>	114
627	Maintenance of Public Rights of Way	644	(36)	<b>608</b>	(19)
26	Other Highway Services	167	(133)	<b>34</b>	8
475	Retaining Walls and Bridges	530	(8)	<b>522</b>	47
1,827	Routine Maintenance	3,432	(30)	<b>3,402</b>	1,575
6,200	Safety Reaction	6,052	(63)	<b>5,989</b>	(211)
6,224	Winter and Emergencies	4,039	(60)	<b>3,979</b>	(2,245)
23,404		21,153	(392)	<b>20,761</b>	(2,643)
<b>Highway Network Management</b>					
6,238	Highway Network Management	7,887	(1,584)	<b>6,303</b>	65
4	Management and Support	215	(211)	<b>4</b>	0
6,242		8,102	(1,795)	<b>6,307</b>	65
<b>29,646</b>		<b>29,255</b>	<b>(2,187)</b>	<b>27,068</b>	<b>(2,578)</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation	1,803
Impact of Ash die back on Highways trees	100
	<u>1,903</u>

#### Savings Strategies

General efficiencies from new term maintenance contract	(2,885)
Redirection of costs to alternative funding streams	(1,000)
Reduced street lighting energy and usage	(546)
Impact of community self help on Public Rights of Way	(50)
	<u>(4,481)</u>

<b>Total</b>	<b>(2,578)</b>
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## Service Commentary

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

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

The service works in a collaborative way with its contractors, communities and individuals. This should enable Devon to maximise Government capital funding. Service discipline on spending enables the service to respond to in-year changes and pressures due, for example, to extreme weather events.

The service continues to face cost pressures. The procurement of a new term maintenance contract has generated significant savings during 2017/18 and further efficiencies of £2.8 millions are anticipated during 2018/19.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2017/18 Estimate	Change	2018/19 Estimate
Size of Network	Km	12,915	0	12,915
Bridges	No.	3,291	21	3,312
Structural retaining walls (>1.35m height)	No.	1,564	89	1,653
Structural retaining walls (>1.35m height)	Km	113	14	127
Street lights total	No.	77,800	700	78,500
Street lights to have been converted to part night lighting	No.	50,095	0	50,095
Rights of way	Km	5,000	0	5,000
Strategic road salted after route optimisation	Km	2,664	0	2,664
Illuminated road markings and signs	No.	10,337	0	10,337
Gullies emptied	No.	130,000	0	130,000
Total grass area cut	m <sup>2</sup>	1 million	0	1 million
Surface dressed	Km	338	87	425
Resurfacing / reconstruction	Km	77	(24)	53

## Infrastructure Development and Waste Management

2017/18 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2018/19 <b>Outturn Budget £'000</b>	2018/19 Net Changes £'000
<b>Engineering, Design and Built Environments Team</b>					
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(421)	Engineering and Design Group	301	(680)	<b>(379)</b>	42
83	Schools Estates Work	83	0	<b>83</b>	0
(142)		580	(680)	<b>(100)</b>	42
<b>Waste Disposal and Recycling</b>					
9,911	Disposal of Statutory Waste	14,299	(3,954)	<b>10,345</b>	434
5,533	Landfill Tax on Disposal	5,820	0	<b>5,820</b>	287
323	Other Site Related Costs	325	(2)	<b>323</b>	0
5,766	Recycling Centres	5,959	(8)	<b>5,951</b>	185
4,258	Recycling Credits	4,386	0	<b>4,386</b>	128
730	Waste Management	751	(15)	<b>736</b>	6
179	Waste Minimisation Activities	334	(155)	<b>179</b>	0
26,700		31,874	(4,134)	<b>27,740</b>	1,040
<b>26,558</b>		<b>32,454</b>	<b>(4,814)</b>	<b>27,640</b>	<b>1,082</b>
<b>Analysis of changes:</b>					<b>£'000</b>
<b>Technical and Service changes</b>					
Inflation					942
Waste tonnage growth					114
Landfill tax tonnage growth					57
Price changes for Energy from Waste plants					103
Change in market conditions for disposal contracts					108
					<u>1,324</u>
<b>Savings Strategies</b>					
Procurement savings - future renewals and negotiations					(242)
					<u>(242)</u>
<b>Total</b>					<b>1,082</b>

## Service Commentary

The purpose of the Engineering Design and built Environments Team is to deliver the County Council's Capital Programme. The Service provides technical engineering consultancy services. The Group is the Authority's intelligent client for the procurement of construction contracts and is focussed on driving efficiency and providing a flexible and responsive service to meet the needs of the council.

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

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

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

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2017/18 Estimate</b>	<b>Change</b>	<b>2018/19 Estimate</b>
Municipal waste disposal to landfill	Tonnes	65,300	764	66,064
Municipal waste recycled (excl. soil & rubble)	Tonnes	214,000	2,000	216,000
Trade Waste - rechargeable income	Tonnes	14,000	0	14,000
Exeter Energy from Waste	Tonnes	60,000	0	60,000
Plymouth Energy from Waste	Tonnes (approx)	53,332	655	53,987
Recycling, reusing and composting	Percentage	55.0	0	55.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	55	0	55

## Grants Paid to External Organisations

2017/18 £000	2018/19 £000
<b>Service and Grant Title</b>	
<b>Planning, Transportation and Environment</b>	
48 AONB (East, South and Tamar)	48
60 Dorset & East Devon World Heritage site (Jurassic Coast)	53
25 Cornwall & West Devon Mining Landscape World Heritage site	25
20 South West Energy & Environment group	21
4 Wembury Centre	4
2 Tamar Estuaries consultative forum	2
20 Devon Wildlife Trust Nature Improvement Area Project	20
101 Safety Camera Partnership	101
40 Devon & Cornwall Rail Partnership	40
247 Community bodies - Transport R&R	247
<b>567</b>	<b>561</b>
<b>Communities and Other Services</b>	
400 Citizens Advice Bureau	400
72 Community Council of Devon	72
189 Councils for Voluntary Services	189
<b>661</b>	<b>661</b>
<b>Public Health</b>	
25 Devon Rape Crisis	25
10 Young Devon (*)	3
80 North Devon against Domestic Abuse (*)	0
10 Teignbridge D.C	10
<b>125</b>	<b>38</b>
<b>1,353 TOTAL</b>	<b>1,260</b>

(\*) Previously grant-funded, now funding is provided via the contract for the service

## Staffing Data

	2017/18		2018/19		Total FTEs
	Adjusted Total FTEs	Changes FTEs	Revenue Funded FTEs	Externally Funded FTEs	
Communities and Other Services	44	(2)	20	22	42
Economy, Enterprise and Skills	161	1	57	105	162
Planning, Transportation and Environment	175	0	153	22	175
Public Health	31	2	0	33	33
<b>Community, Health, Environment, Prosperity</b>	<b>411</b>	<b>1</b>	<b>230</b>	<b>182</b>	<b>412</b>
Chief Executive, Legal and Communications	110	0	110	0	110
Digital Transformation and Business Support	467	(14)	453	0	453
Human Resources and Organisational Development	172	2	174	0	174
Treasurer's Services	276	3	170	109	279
<b>Corporate Services</b>	<b>1,025</b>	<b>(9)</b>	<b>907</b>	<b>109</b>	<b>1,016</b>
Highways and Traffic Management	253	2	255	0	255
Infrastructure Development and Waste	102	1	103	0	103
<b>Highways, Infrastructure and Waste</b>	<b>355</b>	<b>3</b>	<b>358</b>	<b>0</b>	<b>358</b>
<b>Total</b>	<b>1,791</b>	<b>(5)</b>	<b>1,495</b>	<b>291</b>	<b>1,786</b>

### Explanation of Movements

#### Communities and Other Services

Externally funded reduced posts (Active Devon)	(3)
New Externally funded project	1
	<b>(2)</b>

#### Economy, Enterprise and Skills

Trading Standards and Economy- efficiencies	(3)
New Externally funded projects	4
	<b>1</b>

#### Planning Transportation & Environment

Externally funded NHS Transport staff transferred in	4
Externally funded staff	1
Efficiency savings	(5)
	<b>0</b>

#### Public Health

New Externally funded projects and support	2
	<b>2</b>

#### Chief Executive, Legal & Communications

Conveyancing Solicitors	1
Restructure of Democratic Support	(1)
	<b>0</b>

<b>Digital Transformation and Business Support</b>	
Restructure of Business Infrastructures and Estates	(19)
IT Roadmap: Project Management and Digital Information	5
	<hr/>
	<b>(14)</b>
<b>Human Resources and Organisational Development</b>	
Modern Apprenticeship	28
Human Resource Management System implementation and other HR changes	(24)
Efficiency Savings	(2)
	<hr/>
	<b>2</b>
<b>Treasurer's Services</b>	
Devon Audit Partnership	3
Court of Protection	1
Efficiency Savings	(1)
	<hr/>
	<b>3</b>
<b>Highways and Traffic Management</b>	
In-House Apprentices	2
	<hr/>
	<b>2</b>
<b>Infrastructure Development and Waste Management</b>	
In-House Apprentice	1
	<hr/>
	<b>1</b>
<b>Total</b>	<hr/>
	<b>(5)</b>



## Communities, Public Health, Environment and Prosperity - Risk Assessment

Service	Budget 2018/19 £'000	Risk and Impact	Mitigation
Public & Community Transport	5,791 (budget and other funding)	Around 80% of passenger journeys are on commercial bus services with no DCC control over them. The remainder are on supported (contracted) bus services. The commercial sector therefore shapes the network, and DCC responds to fill in gaps, optimising the scope for an integrated network. DCC also supports the voluntary and community transport Sector where conventional buses are not sustainable. Any reductions will have an impact on Devon communities as 19% of Devon residents have no access to a car, this places an increased strategic pressure on supported services.	Budget is based on actual services each year. Service support is based upon criteria related to DCC strategic objectives. Wherever possible Commercial Operators are encouraged to take up services. DCC supported services are developed to achieve commercial viability where possible.
National Concessionary Travel Scheme	9,102	Under statutory provision Commercial Bus Operators are reimbursed for the use of free travel passes by more than 131,000 pass-holders in Devon and by non Devon residents travelling in the County. Travel levels and patterns are subject to a range of influences which are outside the control of DCC so cannot be predicted precisely.	Budgets reflect recent trend data. Fixed fee contracts with bus providers have been negotiated to alleviate most of the uncertainty around costs.
Flood Risk Management – surface water	951	DCC is the Lead Local Flood Authority (LLFA) as defined by the Flood and Water Management Act and the Flood Risk Regulations. Consequently there would be costs associated with statutory requirements in the event of a major incident.	DCC has processes in place to undertake the required duty should there be a significant flood incident. However funding over and above the Place budget might need to be identified.
Public Health – Mental Health	398	The contract for the Early Help for Mental Health programme may end in September 2018,	Wider sources of funding are being sought, an exit strategy developed and

		at the end of its 3 year term, if further funding cannot be found.	any savings becoming apparent from other contract provision will be re-directed to continue to support some provision for as long as possible.
Public Health - Sexual Health	6,219	This service is in the process of re-procurement. There is a risk that the costs will increase as they have been held very low for the previous 5 years. Service providers may see this as an opportunity to re-base the contract to protect against rising costs over the next 5 -7 years.	The budget allows for an increase in costs.
Exeter Science Park (loan guarantee)	Max 2,652	The Science Park Innovation Centre Construction was built by Exeter Science Park Limited (ESPL). This was partially funded via a loan from the Growing Places Fund through the Local Enterprise Partnership (LEP). DCC have guaranteed 50% of the loan and interest. It is likely that part of the guarantee will be required and to date budgetary provision has been made to cover £1,831k. This figure is based on the current shortfall shown in the ESPL business plan which is being revised.	The guarantee is based on development monies being generated in the future to repay the loan. If the budgeted requirement increases further funds may need to be set aside. This will be monitored during the year via ESPL Business Plans which have to be approved by the Board at regular intervals.
Budget Reductions (incl. Policy Changes)	1,837	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. This may lead to an increase in risk of challenge or failure.	The first priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2018/19 with particular emphasis on high risk, or under developed, strategies. Continuous efforts to influence and negotiate with partners will be maintained.

## Partnership Risk Assessment

	<b>Partnership</b>	<b>Purpose</b>	<b>Partner</b>	<b>Gross Value £'000</b>	<b>Risk Analysis / Mitigation</b>
CoPHEP	Safety Camera Partnership	Safety Camera Partnership	Devon County Council, Cornwall Council, Torbay Council, Plymouth Council Devon and Cornwall Police, Highways England	101 (DCC only)	There is a legal agreement in place between partners. The Road Safety Partnership board decides which schemes to fund and Cornwall Council is the Accountable body. In the context of the Strategic Alliance between Devon and Cornwall Police (D&CP), an amended Business plan is being developed. The detailed terms of which are, as yet, unpublished. Should the partnership be significantly changed or disbanded, liability for exit costs will be shared between partners. This risk is partially mitigated by a partnership reserve to part fund exit costs.

## Corporate Service – Risk Assessment

Service	Budget 2018/19 £000	Risk and Impact	Mitigation
Digital Transformation and Business Support	15,987	<p>Ongoing demands for support for Children &amp; Adults at risk, other services subject to organisational change place increasing pressure on this service.</p> <p>In addition, the fire at Grenfell Tower may result in new fire safety compliance work across County Council owned buildings.</p>	Work closely with service heads across the authority to ensure consistency of approach, alongside the monitoring of national developments to assess and respond to legislative changes.
Legal Services	1,057	<p>Legal is a demand led service and as such subject to external influences, including Children &amp; Adults at risk as well as supporting schools converting to academies. The service needs to be flexible in responding to the priorities of the County Council as a whole. In doing this it is important to ensure that the necessary skills &amp; knowledge are available in order to respond to changes in legislation &amp; processes.</p>	There is little scope for management action to alleviate financial pressures except at the expense of other services. We are continuing to work closely with colleagues to ensure that we manage the situation to the best of our ability.
Coroners Service	1,423	<p>There is a risk of unavoidable additional costs in medical, analysts, funeral directors and mortuary facility fees. This partly arises from problems in commissioning pathology services, increased fees generally, and some increase in workload.</p> <p>Furthermore, the introduction of the Medical Examiner by April 2019 may mean that set-up costs, if not covered by a government grant, will put additional pressure on the budget.</p>	We are continuing to work closely with colleagues across the region conducting ongoing reviews of commissioning processes and joint working arrangements with a view to curtailing expenditure and producing additional efficiencies in this respect.
Treasurer's Services and Human Resources	8,174	<p>Increasing demands for financial and HR support &amp; advice from services subject to organisational change, place increasing pressure on the capacity of this service at a senior level.</p>	Work closely with service heads across the authority to ensure consistency of approach, smarter working practices and increased use of information systems.
Organisational Development and review of	677	<p>Savings required as part of the organisational development service will require commitment and co-</p>	Work closely with service heads across the authority and its

project management		operation across the County Council and its partners.	partners to ensure consistency of approach, smarter working practices and increased use of information systems
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## Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2018/19 £'000	Risk and Impact	Mitigation
Winter Maintenance and Emergencies	Approx. 4,600	Winter maintenance and other emergencies which are typically weather related, cannot be predicted. There is a risk of overspend in the event of severe weather conditions. Proportions of this budget are based on a mild to average winter. Therefore a worse than average year will place additional pressure on this budget.	There is limited scope for management action as the bulk of the costs tend to fall in the latter part of the financial year thus precluding funding by deferral of planned maintenance work. DCC policy is to respond appropriately to such events and wherever possible divert resources from other works in order to mitigate some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 4,800	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Over the last 4-5 years significant extra resources from both central government and DCC have been targeted towards this area.	New ways of providing this service were implemented in 2017/18. Works are closely monitored during the year and funds diverted from planned works where possible.
Ash Die Back Disease – impact on Highways	100	Ash dieback could have an effect on DCC budgets and resources. This impact will not be immediate but the effects will probably be dealt with over a 10 year period. There is evidence that Ash Die Back is infiltrating into Devon's tree population. Ash trees make up approx. 20% of Devon's tree population. If 20% of those trees are the responsibility of DCC this could result in a £350k cost per annum.	The rate of the spread of disease will be monitored closely and will ensure that all trees not owned by DCC are dealt with by the land owner.
Waste Management	27,740	Waste tonnage levels and growth rates are volatile and difficult to predict as they are subject to a range of influences outside the control of DCC. Due to the current economic	Extra resources have been targeted towards this area to deal with an, above average, increase in the tonnage levels. Budgets reflect recent trends.

		<p>climate a small growth level has been assumed based on current levels of tonnage going to landfill disposal. Similarly, the extent to which contractors will meet recycling targets is uncertain. These risks may result in the budget being over or under provided. A variation in tonnages of +/- 1% could result in a financial variation of £300k.</p>	<p>Other than undertaking work to influence behaviours there is limited scope for management to alleviate financial pressures should tonnage increase. Tonnage levels are closely monitored. More cost effective ways of disposing of waste are continually explored such as the recent Energy from Waste Plants at both Exeter and Plymouth which are now open.</p>
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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

Project	*Total Scheme Approval £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
<b>Economy, Enterprise and Skills</b>						
Devon and Somerset Superfast Broadband Programme	13,500	0	920	1,000	0	0
Devon Employment Space Strategy - Work Hubs		90	0	0	0	0
Mullacott Industrial Estate Road	458	352	0	0	0	0
Okehampton East Business Park	2,386	181	0	0	0	0
Roundswell South Business Park	7,532	1,733	5,201	599	0	0
<b>Total</b>		<b>2,356</b>	<b>6,121</b>	<b>1,599</b>	<b>0</b>	<b>0</b>
<b>Planning, Transportation and Environment</b>						
<b>Large and Major Highway Schemes</b>						
A361/A39 North Devon Link Road		535	320	0	0	0
A379 Sandy Park Junction Newcourt, Exeter	2,680	7	0	0	0	0
A382 Widening, Southern Phase, Newton Abbot	13,000	2,613	6,275	1,609	0	0
Crediton Link Road	8,421	10	10	0	0	0
East of Exeter Access Improvement Phase 2		61	0	0	0	0
Exeter Eastern Growth NPIF	7,196	2,354	3,755	0	0	0
Growth Deal Infrastructure Preparation		156	0	0	0	0
Sherford Main Street NPIF	8,015	861	7,104	0	0	0
South Devon Highway	117,998	3,285	1,710	316	16	0
Tiverton Eastern Urban Extension	5,700	1,169	0	0	0	0
		<b>11,051</b>	<b>19,174</b>	<b>1,925</b>	<b>16</b>	<b>0</b>
<b>Sustainable Transport</b>						
Around Devon Cycle Route - Exeter to Broadclyst		1	1	0	0	0
Around Devon cycle route - Teign Estuary		61	266	0	0	0
Barnstaple Long Bridge / Seven Brethren improvements		160	0	0	0	0
East-West Cycle Route Phase 2, Newton Abbot	1,450	335	0	0	0	0
E4 Cycle Strategic Cycle Network Phase 1	1,713	429	0	0	0	0
Okehampton East Station		100	127	0	0	0
		<b>1,086</b>	<b>394</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LTP</b>						
Local Transport Plan (LTP) Integrated transport block		<b>3,601</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>
<b>Environment</b>						
Flood Prevention Works	1,132	250	250	250	250	250
Modbury Flood Improvement Scheme		500	0	0	0	0
Woods for Water Project		270	270	263	0	0
		<b>1,020</b>	<b>520</b>	<b>513</b>	<b>250</b>	<b>250</b>



	<b>*Total Scheme Approval</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Schools Expansion</b>						
Advanced Design Fees		219	200	0	0	0
Axminster Primary - Expansion	20	20	0	0	0	0
Cullompton Community College - Expansion	40	4	0	0	0	0
Fremington Primary - Expansion to 420	540	320	100	0	0	0
Great Torrington Bluecoats - Internal remodelling	37	0	11	0	0	0
Sidbury CofE Primary School - Additional classroom	460	319	0	0	0	0
Okehampton College – Additional 6th Form Provision services	1789	1,199	450	0	0	0
St David's Primary - Additional classroom	357	30	0	0	0	0
Charlton Lodge, Tiverton - SEND Provision	10	0	6	0	0	0
Former Buddle Lane Youth Centre - Additional short stay school provision	3900	2,995	94	0	0	0
Mill Water Community School - Relocation	200	60	0	0	0	0
Pathfield School - Staff / support accommodation	9608	50	165	0	0	0
Pathfield School (Barnstaple) additional teaching accommodation	135	0	9	0	0	0
Ratcliffe School - Additional Accommodation	150	0	1	0	0	0
Bishopsteignton Primary School - Expansion to PAN 30	582	0	17	0	0	0
Braunton Caen Primary School - Additional Classroom / External Works	360	0	21	0	0	0
Cranbrook New Community - Education Campus	40	0	11	0	0	0
Digital Free School (West Clyst) - New school contribution	1696	0	110	0	0	0
Exminster Primary School - Expansion	877	300	0	0	0	0
High Bickington C of E primary – Expansion	162	12	0	0	0	0
Kingsteignton – New Primary School site	633	42	0	0	0	0
Lady Seawards Church of England Primary - Additional Classroom	1955	196	0	0	0	0
Landscore Primary (Crediton) - Expansion up to 420	60	5	0	0	0	0
Loddiswell Primary School - Replacement School	1240	114	0	0	0	0
Proposed new primary / special school Bideford	2919	1,000	0	0	0	0
Proposed new primary Newcourt (Trinity C of E Primary)	1000	0	1,000	0	0	0
Proposed new primary Okehampton	6850	150	0	0	0	0
Proposed new primary school Sherford	6200	4,119	80	0	0	0
Proposed New Primary School West Barnstaple	1000	1,000	0	0	0	0
South Molton Infants - Expansion to 420	1630	1,226	0	0	0	0
St Andrews Primary (Cullompton) - Phased Expansion to PAN 60	559	15	0	0	0	0
Totnes St Johns - Additional Class and Hall Extension	1444	80	0	0	0	0
Westcliff School - Expansion to 420	1611	411	1,200	0	0	0
Confirmed Basic Need Allocation	1950	300	0	0	0	0
Estimated Basic Need		1	13,468	0	0	0
Energy cost reduction initiative		0	0	3,742	3,742	3,742
		0	120	0	0	0
		<b>14,187</b>	<b>17,063</b>	<b>3,742</b>	<b>3,742</b>	<b>3,742</b>

	<b>*Total Scheme Approval</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Commissioning Services For Communities</b>						
Youth service minor capital works		38	37	37	37	37
Cranbrook library		0	230	0	0	0
Library modernisation partnership schemes - Bideford	1,580	500	1,030	0	0	0
Vehicle Equipment Loans Pool - Fleet management		1,000	1,000	1,000	1,000	1,000
Investing in Devon Local Members Project Fund allocation 2018/19		600	0	0	0	0
		<b>2,138</b>	<b>2,297</b>	<b>1,037</b>	<b>1,037</b>	<b>1,037</b>
<b>Total</b>		<b>33,083</b>	<b>43,049</b>	<b>10,818</b>	<b>8,646</b>	<b>8,630</b>
<b>Communities, Health, Environment &amp; Prosperity Total</b>						
		<b>35,439</b>	<b>49,170</b>	<b>12,417</b>	<b>8,646</b>	<b>8,630</b>
<b>Financed by:</b>						
Borrowing - Internal		1,622	2,923	1,000	0	0
Borrowing - VELP		1,000	1,000	1,000	1,000	1,000
Capital Receipts - General		2,956	2,903	637	275	264
Capital Receipts - IID		762	394	0	0	0
Direct Revenue Funds - Services		73	23	23	23	23
External Funding - Contributions		1,563	962	155	5	0
External Funding - Grants		25,188	32,555	7,993	7,343	7,343
External Funding - S106		2,278	8,410	1,609	0	0
<b>Total</b>		<b>35,442</b>	<b>49,170</b>	<b>12,417</b>	<b>8,646</b>	<b>8,630</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2017/18 which may be deferred to 2018/19 owing to changes in project delivery timescales.

## Corporate

Project	*Total Scheme Approval	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Digital Transformation and Business Support</b>						
<b>Information and Communications Technology</b>						
Operating Model ICT Replacement and Renewal		1,000	1,000	1,000	1,500	1,500
Supporting ICT Infrastructure		1,572	0	0	0	0
		<b>2,572</b>	<b>1,000</b>	<b>1,000</b>	<b>1,500</b>	<b>1,500</b>
<b>County Farms Estate</b>						
County Farms Estate Enhancement Programme	3600	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Corporate Property Estate</b>						
County Hall - Upgrade of heating system		368	0	0	0	0
Property Enabling Budget	900	150	150	150	150	150
Replace and Upgrade Corporate Estate	3600	600	600	600	600	600
Solar Carports		0	511	0	0	0
Strategic Centre Improvement - County Hall heating distribution system		125	0	0	0	0
Strategic Centres Accommodation Improvement Programme - Exeter	517	267	0	0	0	0
		<b>1,510</b>	<b>1,261</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>Corporate Services Total</b>		<b>4,682</b>	<b>2,861</b>	<b>2,350</b>	<b>2,850</b>	<b>2,850</b>
<b>Financed by:</b>						
Borrowing - Internal		493	0	0	0	0
Capital Receipts - General		4,189	2,554	2,350	2,850	2,850
External Funding - Grants		0	307	0	0	0
<b>Total</b>		<b>4,682</b>	<b>2,861</b>	<b>2,350</b>	<b>2,850</b>	<b>2,850</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2017/18 which may be deferred to 2018/19 owing to changes in project delivery timescales.

## Highways, Infrastructure, Development and Waste

Project	*Total Scheme Approval	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Waste Service</b>						
Brynsworthy Waste Transfer Station	3,706	3,300	0	0	0	0
Ivybridge recycling centre	3,703	4	0	0	0	0
<b>Waste Total</b>		<b>3,304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools Maintenance and Improvements</b>						
Sidmouth College - Roof & Fenestrations	420	15	0	0	0	0
Dartington C of E Primary School - Remedial work	7251	222	0	0	0	0
Newton St Cyres Primary School - PSBP Contribution	532	532	0	0	0	0
Bearnes Primary - Mezzanine Floor	100	50	0	0	0	0
Bishops Nympton Primary School - Renew Wet Heating System & Replace Boiler.	121	22	0	0	0	0
Hatherleigh Community Primary School – Retaining Wall Remedial Works	29	5	0	0	0	0
King Edward VI Community College - Site Refurbishment and Roof improvements	410	57	0	0	0	0
King Edward VI Community College - replacement damp proof membrane	11	3	0	0	0	0
Marland School - Expansion	4522	1,392	0	0	0	0
Montgomery Primary School - replace air source heat pump	36	6	0	0	0	0
Princetown Primary – Replacement Roof	17	6	0	0	0	0
Berrynarbor CofE Primary School - Block 03 internal wall refurb and joinery	31	6	0	0	0	0
Bishops Nympton Primary School - Block 01 Window replacement. Block 02 window/door replacement and timber cladding	20	4	0	0	0	0
Bishops Tawton Primary - Refurburbish Hard Play Area	22	4	0	0	0	0
Bovey Tracey Primary School - Block 01 roof improvements and replace external retaining wall	15	3	0	0	0	0
Bratton Fleming Community Primary School - Block 01 Replace oil tank and pressure jet burner. CO Detection and Auto Shut off	43	8	0	0	0	0
Braunton Caen Primary School - Blk04 Windows / Blk01 Masonary improvements	149	29	0	0	0	0
Cheriton Fitzpaine Primary School - Replace biomass boiler flues	20	3	0	0	0	0
Combe Martin Primary School - Block 01 Replace Fire Alarm	51	10	0	0	0	0
Cornwood CofE Primary School - Block 01 - Replace Water Distribution Pipework and Improve External Walls	36	7	0	0	0	0
Cullompton Community College - Refurbishment of Block 09	56	10	0	0	0	0
DDA Projects Contingency		200	200	0	0	0
Decoy Primary School - Blocks 01, 05 & 07 CO Detection and Auto shutoff	14	2	0	0	0	0
East Anstey Primary School - Block 01 Window replacement & external refurbishment. Block 02 Window and door replacement and timber/exterior cladding	37	7	0	0	0	0
Ellen Tinkham School - Block 01 partial replacement of roof, rooflights and downpipes. Block 01 Replace boiler control panel. CO Detection and Auto shutoff	104	20	0	0	0	0
		<b>2,623</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Project</b>	<b>*Total Scheme Approval</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Schools Maintenance and Improvements continued</b>						
Great Torrington Bluecoat Primary School - Block 01 - Replace Windows, doors, timber cladding, & Fascias, guttering, downpipes and flat roofing	205	40	0	0	0	0
Holbeton School - Block 02 - Replace Roof	56	11	0	0	0	0
Holsworthy Community College - Block 01 - Fenestrations	19	3	0	0	0	0
Ilfracombe Church of England Junior School, replacement of Blocks 08 & 09	400	150	0	0	0	0
Ilfracombe Infant & Nursery School - Block 01 - Replace Boiler, Windows and Shelving in Kitchen	667	13	0	0	0	0
King's Nympton Primary - Block 01 - Fenestrations	20	4	0	0	0	0
Kingsbridge Community Primary School - Block 02 Replace windows	31	6	0	0	0	0
Ladysmith Infant School - Improve underground drainage	138	24	0	0	0	0
Littleham CofE Primary School, Exmouth - Block 01	66	11	0	0	0	0
Marland School, retaining wall remedial works	21	6	0	0	0	0
Milton Abbot Primary School - Replacement Roof	185	37	0	0	0	0
Montgomery Primary School - Replacement roof light actuators	36	5	0	0	0	0
Northlew and Ashbury Church of England Primary School - DDA Adaption	8	2	0	0	0	0
Northlew and Ashbury Primary - Structural Repairs	39	7	0	0	0	0
Oaklands Park - Block 02 Mechanical ventilation works	26	5	0	0	0	0
Okehampton College - Block 01 replace windows, doors, timber cladding, render and roofing works. Block 13 windows and spalling concrete panels	613	122	0	0	0	0
Okehampton College - Block 11 Window replacement	17	3	0	0	0	0
Pathfield School - Blocks 1,5 & 6 CO Detection and Autoshtut off	15	3	0	0	0	0
Princetown Primary - Block 01 - Improve Wall to Resolve Dampness	24	4	0	0	0	0
Sandford School - Improve retaining walls	74	14	0	0	0	0
Seaton Primary School - Block 01 - Replace Incoming Panel, Distribution Board, Upgrade Fire Alarm and Fenestrations & Flat Roof	212	41	0	0	0	0
St Michaels Church of England Primary School, Kingsteignton - Triple Devon Lady improvement works	26	4	0	0	0	0
St Michaels CofE Primary School, Kingsteignton - Block 01 Roof improvements including drainage and rooflights	84	12	0	0	0	0
Sticklepath Primary – Structural Repairs to Block 02	8	2	0	0	0	0
Stoke Canon CofE Primary School - Block 03 - Replace Windows	47	8	0	0	0	0
Stoke Hill Infants School - Block 01 re-roofing above water tank and associated works.	86	1	0	0	0	0
Stokenham Area Primary School - Block 01 Roof replacement	45	8	0	0	0	0
Tavistock College - Curtain wall replacment	30	8	0	0	0	0
		<b>554</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Project</b>	<b>*Total Scheme Approval</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Schools Maintenance and Improvements continued</b>						
The Chestnut Centre - Block 01 Structural Internal/External wall repairs	31	6	0	0	0	0
The Erme Primary School, Ivybridge - Block 01 window replacement and lift improvement works	26	4	0	0	0	0
The Park Community School - Block 04 renew wet system and radiators. Block 08 concrete cladding panel works	86	17	0	0	0	0
Two Moors Primary School, Tiverton - Block 01 roof and drainage improvements. Blocks 1,2,3,4,10,90 CO Detection and Auto Shut off	35	5	0	0	0	0
Wembury Primary School - Block 01 Window and Door Replacement	26	5	0	0	0	0
Willowbank Primary - Electrical work	71	14	0	0	0	0
Winkleigh Primary School NOW D1 - Block 01 - Replace Roof and rooflights	37	7	0	0	0	0
Woolsery Primary School - Blocks 01 and 03 Mechanical Works	51	6	0	0	0	0
Abbotskerswell Primary School - replace timber cladding, external door/frame, roof decking & roof	93	75	18	0	0	0
Appledore Community Primary School - Renew tarmac, fencing & repoint stone wall in outside areas. Block 02 floor structure	73	58	15	0	0	0
Barley Lane School - Block 01 supply and fit anti-climb system	34	28	6	0	0	0
Beaford Community Primary and Nursery School - Block 01 Replace windows & Flat roof	54	43	11	0	0	0
Bishops Tawton Primary School - Block 01 renew wet heating system & boiler	43	35	8	0	0	0
Canada Hill Community Primary School - boiler replacement, heating pump & CO Detection/Auto shutoff	16	13	3	0	0	0
Combe Martin Primary School - Part renew and re-route external foul drains	11	8	3	0	0	0
Countess Wear Community Primary school - CO Detection/Auto Shutoff, replace Boiler flues gas heater, partial replacement of flat roof and metal downpipes.	133	107	26	0	0	0
Decoy Primary School - Block 01 replace windows/doors and replace Fan Convecter. Rooflights, kitchen render and curtain walling	75	60	15	0	0	0
Exminster Community Primary School - Replace windows/doors & internal fire door/shutter, kitchen improvements & roof works.	135	108	27	0	0	0
Forches Cross Community Primary - Replace Kitchen Hood, Ventilation Supply and Extractor	25	20	5	0	0	0
Fremington Community Primary and Nursery School - Block 06 replacement	387	310	77	0	0	0
Hatherleigh Community Primary School - Block 04 insulate and re-line walls and replace roof	46	37	9	0	0	0
Kentisbeare C of E Primary School - Block 01 replace lighting to old part of school	10	8	2	0	0	0
Kilmington Primary School - External Refurbishment of fascias, rendered walls, gutters	29	24	5	0	0	0
King Edward Vi Community College - Block 06 and Block 15 replacement	897	717	179	0	0	0
Ladysmith Infants School - Structural repairs to brickwork & replacement guttering and downpipes	93	75	18	0	0	0
MUMIS (contingency)		128	90	0	0	0
		<b>1,918</b>	<b>517</b>	<b>0</b>	<b>0</b>	<b>0</b>

Project	*Total Scheme Approval	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Newton St Cyres Primary School - Moving the Early Years Unit to new site	329	264	65	0	0	0
Newtown Primary School - Block 02 Install Central Heating System. Block 02 replace guttering & downpipes	104	84	20	0	0	0
Pathfield School - Blocks 01 & 05 upgrade fire alarms and install emergency lighting	79	64	15	0	0	0
Payhembury C of E Primary School - Block 01 Renew render, replace 2 windows, investigate damp and internal walls	38	31	7	0	0	0
Shute Community Primary School - Block 02 Replace timber cladding. Entrance drive -Renew topping to tarmac	100	80	20	0	0	0
Sidmouth College - Investigate drainage/soakaway issues. Blocks 8,9,12 & 16 CO Detection and Auto shutoff	57	46	11	0	0	0
Southmead School - Block 01 flat roof refurb	56	45	11	0	0	0
Sticklepath Community School - Block 01 renew render and replace doors. Block 01 kitchen and main hall-electrical	48	39	9	0	0	0
Tavistock Community Primary School - Block 02 replacement	847	678	169	0	0	0
The Lampard School - Block 01 boiler replacement	80	64	16	0	0	0
The Park School, Barnstaple - Block 01 replace doors/frames, Block 09 replace guttering and downpipes. Block 09 replace sump pump and boiler	20	16	4	0	0	0
Thorverton C of E Primary School - Block 01 remedial works to alleviate damp. Replaster walls	14	11	3	0	0	0
Tiverton High School - Car park & security improvement, replace windows, cladding & doors and external repaint. Replacement radiators.	352	282	70	0	0	0
Ugborough Primary School - Block 01 CO Detection & Auto shutoff. Replace boiler	47	38	9	0	0	0
West Exe Children's Centre - Flat Roof improvement works. Kitchen Extractor fan replacement/refurb	40	32	8	0	0	0
Westcroft School - Block 01 boiler replacement. Blocks 201 & 210 CO Detection and Auto Shutoff	70	56	14	0	0	0
Willowbank Primary School - Block 01 replace UPVC windows and cladding to dormer	17	14	3	0	0	0
Withycombe Raleigh C of E Primary School - Structural repairs, replace external doors & kitchen improvements	42	34	8	0	0	0
Axe Valley Community College – Electrical upgrade works	10	2	0	0	0	0
Instow Community Primary School – Improve Hot and Cold Water in Pupil Toilets	8	2	0	0	0	0
Lampard Community School - Renew burst heating pipe	26	5	0	0	0	0
Upottery Primary – Water Penetration Remedial Works	34	9	0	0	0	0
Bishops Nympton Primary School - drainage works	15	5	0	0	0	0
Stansfield Centre improved security fencing	8	2	0	0	0	0
Capital Maintenance (contingency)		450	300	0	0	0
Estimated Capital Maintenance		0	5,250	5,000	4,750	4,500
		<b>2,353</b>	<b>6,012</b>	<b>5,000</b>	<b>4,750</b>	<b>4,500</b>
<b>Schools Maintenance and Improvements Total</b>		<b>7,448</b>	<b>6,729</b>	<b>5,000</b>	<b>4,750</b>	<b>4,500</b>

Project	*Total Scheme Approval	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Highways</b>						
Local Transport Plan (LTP) Maintenance		41,132	41,132	41,132	41,132	41,132
Depot Strategy		75	0	0	0	0
<b>Highways Total</b>		<b>41,207</b>	<b>41,132</b>	<b>41,132</b>	<b>41,132</b>	<b>41,132</b>
<b>Highways, Infrastructure Development and Waste Total</b>		<b>51,959</b>	<b>47,861</b>	<b>46,132</b>	<b>45,882</b>	<b>45,632</b>

Financed by:	*Total Scheme Approval	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing - Internal		226	0	0	0	0
Capital Receipts - General		3,375	0	0	0	0
External Funding - Grants		48,358	47,861	46,132	45,882	45,632
<b>Total</b>		<b>51,959</b>	<b>47,861</b>	<b>46,132</b>	<b>45,882</b>	<b>45,632</b>

\* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2017/18 which may be deferred to 2018/19 owing to changes in project delivery timescales.



# Abbreviations

Abbreviations used within the budget:

AONB	Area of Outstanding Nature Beauty
BACS	Bankers automated clearing services (electronic processing of financial transactions)
BCF	Better Care Fund - 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
Bik	Block
CCG	Clinical Commissioning Group
CCLA	Churches, Charities and Local Authorities
CIL	Community Infrastructure Levy
CIPFA	The Chartered Institute of Public Finance & Accountancy
CO	Carbon Monoxide
C of E	Church of England
DAF	Devon Assessment Framework
DC	District Council
DCC	Devon County Council
DDA	Disability Discrimination Act
DEFRA	Department for Environmental Food & Rural Affairs
DFC	Devolved Formula Capital
DPLS	Devon Personalised Learning Service
DSG	Dedicated Schools Grant
EFA	Education Funding Agency
ERDF	European Regional Development Fund
ESPL	Exeter Science Park Ld
EU	European Union
FTE	Full Time Equivalent
IBCF	Improved Better Care Fund - Additional grant funding to supplement the Better Care Fund
ICT	Information & Communications Technology
IID	Investing in Devon funds
INNOVASUMP	Innovations in Sustainable Urban Mobility plans for low carbon urban transport
IT	Information Technology
IVC	In Vessel Composting
LAG	Local Action Group
LEP	Local Enterprise Partnership
LTP	Local Transport Plan
MH	Mental Health
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MTFS	Medium Term Financial Strategy

MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NFF	National Funding Formula
NHS	National Health Service
NFPI	National Productivity Infrastructure Fund
PFI	Private Finance Initiative
PSPB	Priority School Building Project
PTE	Part-time Equivalent (15 hours)
PWLB	Public Works Loans Board
REACH	Reducing Exploitation and Absence from Care or Home
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
SCOMIS	Schools Management Information Service
SEND	Special Education Needs and Disability
UASC	Unaccompanied Asylum Seeking Children
VAWG	Violence against Women and Girls
VELP	Vehicle Equipment Loan Pool