

**Corporate Infrastructure & Regulatory Services Scrutiny Committee**

28th January 2021

**Joint Report of the County Treasurer, the Chief Executive, the Director of Public Health and the Head of Highways, Infrastructure Development and Waste.**

**2021/22 Budget**

**Recommendation:** that the Scrutiny Committee considers whether it wishes to draw to the attention of Cabinet any observations on the proposals contained within the draft Revenue Budget 2021/22 and Capital Programme for 2021/22 to 2025/26.

**1. Introduction & Commentary**

- 1.1 Cabinet at its meeting on 13th January set increased Revenue Budget Targets for 2021/22. Although the original Targets were set only a few weeks prior at the 9th December Cabinet, much had happened in that time. A new variant of the Coronavirus had been identified and the Country had entered another national lockdown. It was hard to imagine that a return to normal would happen quickly. The rapidly changing circumstances led to a review of the Targets. Some savings previously identified did not seem feasible and other areas needed bolstering to increase the resilience of the Council.
- 1.2 As is normal at this stage, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed along with the local element of business rates. Information will be available when the County Council considers final budget proposals for 2021/22 on 18th February 2021. Given the late notification of the Provisional Settlement and in line with arrangements in previous years, 23rd February has been set aside for a second County Council budget meeting should it be required.
- 1.3 The draft budget attached to this report complies with the Targets set by Cabinet on 13th January which total £578.5 millions. The total includes funding for budget pressures of £47.3 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 £11.6 millions are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table over shows the 2021/22 Budget Targets by service area.

	2020/21 Adjusted Budget* £000	Inflation & Pressures £000	Savings & Additional Income £000	2021/22 Base Budget £000	Net Change	
					£000	%
Adult Care & Health	260,757	26,235	(4,557)	282,435	21,678	8.3%
Children's Services	146,869	13,787	(2,389)	158,267	11,398	7.8%
Communities, Public Health, Environment & Prosperity	39,792	1,039	(958)	39,873	81	0.2%
Corporate Services	37,566	4,436	(1,615)	40,387	2,821	7.5%
Highways, Infrastructure Development & Waste	57,827	1,804	(2,111)	57,520	(307)	(0.5%)
	<b>542,811</b>	<b>47,301</b>	<b>(11,630)</b>	<b>578,482</b>	<b>35,671</b>	<b>6.6%</b>

\* Adjusted for permanent virements

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

## 2. The Provisional Local Government Finance Settlement 2021/22

2.1 On the 17th December, the Secretary of State for the Ministry for Housing, Communities and Local Government, Rt. Hon. Robert Jenrick MP, made a statement to Parliament on the Provisional Local Government Finance Settlement 2021/22, the details of which are set out below.

2.2 The 2021/22 local government finance settlement is for one year only and is based on the Spending Review 2020 (SR20).

2.3 The main points are set out below:

2.3.1 Council Tax – As previously announced at Spending Round 2020, the council tax referendum limit will be 2% for local authorities with social care authorities allowed a 3% social care precept. The provisional settlement confirmed districts will be allowed to apply the higher of the referendum limit or £5;

2.3.2 Business Rates Retention – The business rates multiplier has been frozen for 2021/22 resulting in the three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Tariff/Top Up amounts) remaining at 2020/21 levels;

2.3.3 Revenue Support Grant – Has been increased by 0.55%;

2.3.4 Social Care Funding – Originally announced at SR20, there has been an increase to the Social Care Support Grant of £300 millions nationally. This has been allocated based on Adult Social Care relative need (£60 millions) and the ability to raise resources through the social care precept (£240 millions). There has been no change to the Improved Better Care Fund Grant;

2.3.5 Rural Services Delivery Grant – There has been an increase of £4 millions nationally, from £81 millions in 2020/21, to £85 millions in 2021/22; with the methodology for distribution remaining unchanged from 2020/21;

2.3.6 COVID-19 Funding – In SR20, £2.2 billions of funding was announced to support local government in 2021/22, alongside support for local tax

income and the spreading of deficits. Further details of this support have been provided through a consultation paper that includes provisional allocations of the £670 million Council Tax Support Grant; and

2.3.7 Local government Funding Reform – No papers were published relating to the Fair Funding Review or the Business Rates Reset.

2.4 The Provisional Settlement for the County Council is:

	£000
Revenue Support Grant	549
Business Rates Central Government Top Up	80,654
New Homes Bonus	2,486
Rural Services Delivery Grant	7,823
Social Care Support Grant SR20	3,149
Social Care Support Grant SR19	20,160
Improved Better Care Fund	28,270
Covid-19 Funding	14,823
Council Tax Support Grant	6,358

### 3. Service Specific Budget Issues

- 3.1 The draft budget continues to strike a balance between available resources and maintaining statutory and essential services. This approach seeks to maximise efficiency and continue to review ways of providing flexible and responsive services whilst managing demand
- 3.2 The requirement for these areas to undertake transformational change whilst continuing to provide services remains challenging. Strategies used to achieve the budget include the review of policies and activity drivers, alternative methods of service delivery, process changes including digital by design and income generation. Any new and significantly increased fees and charges being proposed will be subject to approval by Cabinet in February 2021.

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

- 4.1 All services within Communities, Environment and Prosperity have reviewed existing income generation opportunities. No increase is proposed to Fees and Charges for 2021/22 due to the current economic uncertainty and the fact that many were inflated in 20/21.

- 4.2 The success of the reprioritised grant schemes to lever match funding, and the outcomes achieved through the Devon Crowd-fund initiative, Doing What Matters and Making the Connection schemes, have allowed a further reduction of £50,000 in the commissioning budget.
- 4.3 Review of the Post 16 transitions contract continues and has identified a £50,000 saving in 2021/22.
- 4.4 Passenger numbers for concessionary travel have been on a downward trend for several years resulting in a budget reduction of £758,000 for 2021/22.
- 4.5 Overall passenger numbers on local bus services have decreased significantly during the pandemic and there is a possibility they may not get back to previous levels. Consideration will need to be given as to how this will impact on the network and County's level of support when the current emergency government funding ceases. This is in addition to any long term trend in concessionary travel.
- 4.6 In response to the climate emergency a budget of £300,000 has been allocated equally between the progression of the DCC Carbon Reduction Plan and commitment to support the wider Devon Climate Emergency project.
- 4.7 In order to continue the success of the Smarter Devon project a budget of £120,000 has been included for 2021/22, which was previously funded from reserves.
- 4.8 This service area is responsible for delivering many externally funded projects including those from the European Union (EU). The Government stated that it will guarantee funding to UK beneficiaries in projects approved before the end of 2020. This means that the UK is continuing to participate in all EU programmes during the remainder of the 2014-2020 Multiannual Financial Framework, including European Territorial Co-operation (ETC) programmes.
- 4.9 The Public Health grant remains ring fenced for 2021/22. The value of the grant for 2021/22 has not yet been confirmed but it is not expected to further increase following the uplift in 2020/21. Additionally, there has been no further update since the letter issued by Public Health England on 21st December 2017, which noted that the ring-fencing should still be removed beyond 2020, subject to the assurance arrangements between Public Health England and the Department of Health.
- 4.10 The additional monies provided in 2020/21 have been redirected to the previous pressure points including sexual health, public mental health and obesity. However, the impact on Public Health of the COVID pandemic is unknown so the Public Health earmarked reserve will be used to manage any cost pressures on the 2021/22 grant.

- 4.11 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on 26 January 2021.

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

The onset of Covid-19 required that the Authority increase resilience in key areas. Where possible existing staff were diverted but where unachievable, additional costs were borne. To offset the costs so far as possible, Services recognised the need to make savings.

- 5.1 As part of the drive to identify savings Corporate Services once again reviewed all opportunities to generate additional income. Through the identification of an additional £1 million income, the Service avoided the need to cut provision to front-line operations.
- 5.2 The evaluation of existing savings plans which it has not proved possible to achieve has led to the reinstatement of £250,000 of budget across Corporate Services.
- 5.3 A review of the Corporate Accommodation Strategy following changes to working practices necessitated by the Covid-19 pandemic, is targeted with delivering £278,000 of savings in 2021/22 to help mitigate increased financial pressures within Adults and Children's Services.
- 5.4 Investment of £2.24 millions has been made in the 2021-2024 ICT Roadmap. This reflects the Authority's desire to ensure that as digital innovation and technologies continue to develop and change both the way we work and how we consume services; we evolve our technology, skills, capacity and capability to meet the challenges presented. Furthermore, there continues to be a strong focus within the ICT Service on ensuring business continuity, disaster recovery and cybersecurity.
- 5.5 In recognition of the additional work generated by the Authority's response to and recovery from Covid-19, in combination with the improvements required as a result of the last Inspection of Local Authority Children's Services (ILACS); Legal Services budgets have been increased by £440,000.
- 5.6 Acknowledging a need to enhance the Risk Management service provided by the Devon Audit Partnership (DAP), again in response to the additional work generated by Covid-19; the Treasurers Services budget has increased by £150,000.

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

- 6.1 The Highways and Traffic Management service faces continued cost pressures from contractual inflation and the sustained high level of necessary reactive safety works. All works budgets have been reviewed in order to identify potential mitigations for these pressures without reducing the level of service provided. Further energy savings are expected to accrue from the rollout of Street Lighting LED lamp conversions which, together with

other proposed changes, has resulted in a net reduction in the service budget of £62,000.

- 6.2 Highways services income budgets have been reviewed to ensure that targets are reasonable. It is proposed that licence fees increase by an average of 6%, to reflect the increased costs of providing these services since the last review in 2018/19. Parking charges, with the possible exception of Exeter, are not proposed to increase and it is recommended that all other Highways and Waste charges are unchanged or subject to an inflationary increase only. 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 2021/22". This account is governed by legislation and any surplus can only be used for prescribed activities.
- 6.3 The Waste Service faces increased expenditure arising from contractual inflation and the impact of COVID-19 restrictions and associated household behavioural change. The budget has been set based on the assumption of a sustained increase in home working throughout 2021/22. However, detailed modelling of projected disposal costs, compared with the 2020/21 base budget, has allowed the Waste budget to be reduced by a net total of £245,000.

## **7. Capital Programme**

- 7.1 The Council's capital programme has been produced to maximise investment in the County's infrastructure and assets and to support service delivery and priorities. The capital programme continues to focus on maximising the leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources. If successful these will be added to the capital programme, subject to the appropriate approvals.
- 7.2 The Local Transport Plan (LTP) maintenance figure for 2021/22 reflects the needs based formula funding and incentive funding allocations as announced by the Department for Transport. As allocations for the period 2022/23 to 2025/26 have not yet been announced, the same level as 2021/22 has been assumed in the capital programme at this time.
- 7.3 The Corporate Services capital programme for 2021/22 includes £6.8 millions of new capital investment across the service, funded from corporate capital resources.
- 7.4 The Capital Programme sees an increase of £1.5 millions to the Carbon Reduction Plan, taking the overall scheme total to £2.0 millions, which aims to support the Councils Climate Change Strategy. Funds remaining under the existing 2021/22 Climate Change capital budget of £627,000, contribute to this uplift.
- 7.5 The Waste capital programme has been increased to include an annual rolling package of capital works of £220,000 per annum, a total of £1.1

millions over 5 years, to ensure that Waste Recycling Centres remain operational.

- 7.6 Economy sees the addition of £500,000 for the provision of an Economic Support Package, aimed to provide capital support to small and medium enterprises facing continued economic pressures as a result of the pandemic.
- 7.7 In addition, there will be the continuation of rolling capital budgets (£4.3 millions) including enhancements to the County Farms Estate and operational ICT, as well as the continued investment in the County's corporate estate.

## **8. Equality Impact Assessment**

- 8.1 Under the Equality Act 2010, the County Council has a legal duty to give due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations when making decisions about services. This duty applies to the eight 'protected characteristics' of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Where relevant, Impact Assessments are carried out to consider how best to meet this duty, which includes mitigating against the negative impact of service reductions.
- 8.2 The Equality Act 2010 and other relevant legislation does not prevent the Council from taking difficult decisions which result in service reductions or closures for example, it does however require the Council to ensure that such decisions are:
- Informed and properly considered with a rigorous, conscious approach and open mind.
  - Taking due regard of the effects on the protected characteristics with the need to ensure nothing results in unlawful discrimination in terms of access to, or standards of, services or employment as well as considering any opportunities to advance equality and foster good relations.
  - Proportionate (negative impacts are proportionate to the aims of the policy decision).
  - Fair
  - Necessary
  - Reasonable, and
  - Those affected have been adequately consulted.
- 8.3 The impact assessment for the 2021/22 budget is published at

<https://www.devon.gov.uk/impact/budget21-22/>

**Mary Davis**  
**County Treasurer**

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

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

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

Electoral Divisions: All

Cabinet Member: Councillor John Hart

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

Spending Round 2020 & Provisional Settlement 2021/22

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## Leadership Group Commentary

2020 has been one of our most challenging years and has left the Council, and indeed all local authorities, facing a more difficult financial position than we might have envisioned due to the significant costs associated with responding to the COVID-19 pandemic. It has, however, also been a year that enabled us to demonstrate our resilience and adaptability in the face of huge uncertainty.

At the start of the year we were focused on preparations to leave the EU and supporting our residents and businesses through the changes this would bring, alongside anticipating the possibility of a local government review.

However, from early in the year, as cases of coronavirus spread across the world, it became clear that much of our focus would be on COVID-19 response work. Between March and June 2020 the suspension of some of our statutory responsibilities allowed us to put every effort into the fight against the virus and supporting our communities.

Following the announcement of a national lockdown on 23 March, teams across the Council had to move quickly to establish new ways of working to continue delivering services and information to the people of Devon.

Support services such as IT and Digital Transformation, Legal, Finance, HR and Communications all had to adapt to using new systems to ensure the wider organisation continued to operate as smoothly as possible. Highways, Environment, Development and Waste teams all underwent dramatic changes in the way they worked and communicated in order to keep the Council operating.

Frontline Adults' and Children's Services, Public Health and Education faced additional workloads and are still facing a very turbulent time in supporting our most vulnerable people within communities and ensuring children and young people don't miss out on their education. An increase in demand and referrals for Children's Services, in part driven by the impact of the pandemic on families and children, including those with disabilities, has put financial pressure on an area of the Council that was already stretched.

Each and every member of staff and elected Member across the Council has been affected by the challenges faced during the pandemic. They have all responded quickly, effectively and efficiently and the Council remains in a good position as we enter another uncertain year in 2021.

This year, Devon County Council became one of England's COVID-19 Beacon authorities. Working with District Councils, the County forged a strong "Team Devon" partnership that is proving to be highly effective. Aided by excellent collaboration with the NHS, Police, other agencies and neighbouring councils, this partnership is helping to keep residents safe during the pandemic and providing support to those in need.

Team Devon is also working closely with the Heart of the South West Local Enterprise Partnership (LEP) and wider business community on recovery across the county and regional partners to create a Great South West clean energy powerhouse that will increase the regional economy by £45 billion and create 190,000 new jobs.

While the Government's position on a local government review shifted, the UK left the EU on 31<sup>st</sup> January 2020 and the Council's preparation work continued throughout the transition period before the new agreements came into force on 1st January 2021. The overall financial impact of leaving the EU on our local economy - alongside the impact of COVID-19 - is still largely unknown and supporting our local business community remains a priority for the Council.

This tremendous effort to fight coronavirus, support Devon's communities and keep the county operating has cost the Council significantly. At the outset of the pandemic, the Government provided local councils in England with £500 million of grant funding to help economically vulnerable people to pay their Council Tax and the County Council has provided funding of £1m towards a COVID-19 Hardship Fund, providing a vital safety net for those struggling financially. The increased number of people eligible for help with Council Tax, coupled with more firms being forced to go out of business and leaving properties empty, is contributing to a financial shortfall for councils at a time when spending demands are increasing.

Moving forward, the Government published the Provisional Local Government Finance Settlement 2021/22 on 17 December confirming that, excluding Government assumptions about Council Tax nationally, the increase in Government funding for the Council is £3.7 millions or 2.2%. The Government has also announced Devon's share of national COVID funding for 2021/22 is £14.823 millions. In total, our spending in 2021/22 is due to rise by 6.6%, an overall increase of just under £35.7 millions from 2020/21.

We will continue to do all we can to support all those affected by the COVID-19 pandemic, and work closely with our colleagues in the NHS on the rollout of the vaccine as well as supporting local testing and contact tracing initiatives. We will take what we've learnt from our response so far to continue with our ongoing response and recovery work, in the knowledge that we will come out of this pandemic with new and innovative ways of working to ensure we continue on our journey as a learning organisation.

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# Communities, Public Health, Environment and Prosperity

## How the 2021/22 Budget has been built

	2020/21 Adjusted Budget	Changes	2021/22 Outturn Budget
	£'000	£'000	£'000
<b>Communities and Other Services</b>	12,320	212	12,532
<b>Economy, Enterprise and Skills</b>	4,944	(72)	4,872
<b>Planning, Transportation and Environment</b>	22,528	(59)	22,469
<b>Public Health</b>	0	0	0
<b>Total</b>	<b>39,792</b>	<b>81</b>	<b>39,873</b>

### Reasons for changes in Revenue Budget

£' 000

#### Technical and Service Changes

Inflation and National Living Wage	378
Smarter Devon project	120
Funding for bus services previously paid under S106	211
Cessation of external funding for project officer	22
Enterprise zone project contribution	8
DCC Carbon reduction plan	150
Devon climate emergency	150
	<hr/> 1,039

#### Savings Strategies

Post 16 transitions contract	(50)
Realignment of service priorities	(46)
Reduced demand on commissioning programme	(50)
Share of Cross-Council savings in running costs	(54)
Concessionary travel volume reduction	(758)
	<hr/> (958)

### Total

**81**

## Analysis of Total Expenditure for 2021/22

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Communities and Other Services</b>	13,989	(119)	(448)	(890)	12,532
<b>Economy, Enterprise and Skills</b>	7,802	(80)	(2,446)	(404)	4,872
<b>Planning, Transportation and Environment</b>	25,656	(1,213)	(1,323)	(651)	22,469
<b>Public Health</b>	29,536	(29,458)	(18)	(60)	0
<b>Total</b>	<b>76,983</b>	<b>(30,870)</b>	<b>(4,235)</b>	<b>(2,005)</b>	<b>39,873</b>

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Communities and Other Services</b>					
Active Devon	1,625	(1,572)	(6)	(47)	0
Syrian Refugees	265	(265)	0	0	0
Youth Projects	54	(53)	0	(1)	0
<b>Economy, Enterprise and Skills</b>					
Developing Entrepreneurship In Schools	66	(56)	0	(10)	0
EU - Digital Utilisation Growth	165	(165)	0	0	0
EU - North Devon Enterprise Centre	82	(82)	0	0	0
Growth Hub	464	0	(464)	0	0
Learn Devon	3,975	(3,809)	(108)	(58)	0
Local Digital Skills Partnership Catalyst	54	0	0	(54)	0
<b>Planning, Transportation and Environment</b>					
AONB Blackdown Hills	233	(214)	0	(19)	0
AONB North Devon	193	(179)	0	(14)	0
Devon Maritime Forum	23	(5)	(8)	(10)	0
Exe Estuary Partnership	33	(24)	0	(9)	0
Low Carbon Energy and Transport (DELETTI)	26	(16)	0	(10)	0
NHS Patient Transport Advice Service	3,435	0	(3,404)	(31)	0
Other Countryside Projects	798	(721)	0	(77)	0
South West Coast Path Team	92	(92)	0	0	0
Sustainable Mobility Plans (INNOVASUMP)	3	(3)	0	0	0
Transport Co-Ordination Service	2,974	(1,146)	(1,810)	(18)	0
<b>Total</b>	<b>14,560</b>	<b>(8,402)</b>	<b>(5,800)</b>	<b>(358)</b>	<b>0</b>
<b>Grand total</b>	<b>91,543</b>	<b>(39,272)</b>	<b>(10,035)</b>	<b>(2,363)</b>	<b>39,873</b>

## Communities and Other Services

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 Outturn Budget £'000	2021/22 Net Changes £'000
<b>Commissioning Services For Communities</b>					
801	Heritage Centre and Devon Records Office	813	(10)	<b>803</b>	2
7,007	Library and Information Service	7,486	(359)	<b>7,127</b>	120
1,810	Youth Services	1,882	(52)	<b>1,830</b>	20
9,618		10,181	(421)	<b>9,760</b>	142
<b>Planning and Insight</b>					
0	Community Safety and Violence Prevention	800	(800)	<b>0</b>	0
265	Emergency Planning	308	(43)	<b>265</b>	0
0	Research, Intelligence and Performance	120	0	<b>120</b>	120
265		1,228	(843)	<b>385</b>	120
<b>Safer and Stronger Communities</b>					
1,022	Commissioning / Grants	972	0	<b>972</b>	(50)
815	Community	1,008	(193)	<b>815</b>	0
600	Locality	600	0	<b>600</b>	0
2,437		2,580	(193)	<b>2,387</b>	(50)
<b>12,320</b>		<b>13,989</b>	<b>(1,457)</b>	<b>12,532</b>	<b>212</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living wage

142

Research, Intelligence and performance - Smarter Devon project

120

262

#### Savings Strategies

Reduced demand on commissioning programme

(50)

(50)

**Total**

**212**

## Service Commentary

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

This includes:

- Commissioning of Devon's youth services, support around domestic and sexual violence, library and heritage services;
- Community safety and co-ordination of related work and partnerships; and statutory co-ordination to prevent extremism and radicalisation;
- Community development across the County and its links to the Council's priorities; and
- Work to support a range of communities including the Armed Forces Covenant partnership, the Syrian families resettlement programme, gypsies and travellers and through Active Devon, accessing and increasing physical activity across the County.

Additionally during 2020 the Communities team led a number of key responses to the COVID-19 response in Devon including support and food to the 36,000 clinically extremely vulnerable, allocation of the Winter Grant to families in financial hardship and around £500,000 of funds in small grants to organisations at the front line of community led COVID-19 responses (food/transport/PPE etc). It is anticipated that these work themes will continue in to 2021/22 in addition to the core work.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2020/21 Estimate</b>	<b>Change</b>	<b>2021/22 Estimate</b>
<b>Libraries</b>				
Static Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs available with public access	No.	325	(2)	323
Stock issues	No.	2,200,000	0	2,200,000
Membership	No.	125,000	(15,000)	110,000
<b>Youth Service</b>				
Organisations supported	No.	90	0	90
Young people registered	No.	4,150	0	4,150
<b>Heritage Service</b>				
Searchroom visits	No.	5,223	0	5,223
Volunteer hours	No.	8,046	0	8,046
Accessions and new deposits	No.	345	0	345

## Economy, Enterprise and Skills

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2021/22 Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Business Support and Innovation</b>					
342	Business Growth Support	510	(168)	<b>342</b>	0
1,896	Trading Standards	3,649	(1,773)	<b>1,876</b>	(20)
2,238		4,159	(1,941)	<b>2,218</b>	(20)
<b>Economic Infrastructure and Development</b>					
948	Economic Development	1,278	(258)	<b>1,020</b>	72
(11)	Industrial Estates	117	(132)	<b>(15)</b>	(4)
937		1,395	(390)	<b>1,005</b>	68
<b>Employment and Skills</b>					
169	Labour Market Development	698	(599)	<b>99</b>	(70)
1,600	Post 16 Provision	1,550	0	<b>1,550</b>	(50)
1,769		2,248	(599)	<b>1,649</b>	(120)
<b>4,944</b>		<b>7,802</b>	<b>(2,930)</b>	<b>4,872</b>	<b>(72)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Cessation of external funding for project officer  
Enterprise Zone project contribution

22

8

30

#### Savings Strategies

Realignment of service priorities  
Share of Cross-Council savings in running costs  
Efficiencies - Post 16 transitions contract

(46)

(6)

(50)

(102)

### Total

**(72)**



## Service Commentary

This service supports delivering productive, inclusive and sustainable growth across the Devon economy and leads on responding and recovering from economic shocks working with a range of public and private partners. It leads on delivering regulatory services through a joint Devon, Somerset and Torbay Trading Standards Service, delivers a range of programmes aimed at improving skills attainment amongst adults and young people and delivers a range of infrastructure programmes including workspace and broadband. It provides a strategic overview of the Devon economy and collaborates with a wide range of partners including the Heart of the South West Local Enterprise Partnership. The key priorities for the service are:

- Leading response and recovery to economic shocks working with public and private sector,
- Delivering careers, advice and guidance for young people and adults, securing investment in skills provision, and promoting apprenticeships, internships and work placements,
- Stimulating innovation and business support including encouraging new business start ups,
- Protecting consumers, in particular the most vulnerable, and communities by ensuring a safe, fair, responsible, sustainable and competitive trading environment,
- Promoting Devon as a business location to secure inward investment,
- Working with partners to develop plans for local places including regeneration, urban renewal, utilising joint assets and securing investment
- Developing growth sectors including clean energy, agri-tech, digital, food and tourism,
- Leading on an economic evidence base and analysis to support growth strategies, funding bids and influencing national and local policies impacting on growth and skills,
- Developing activities to retain talent and local economic benefits.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2020/21 Estimate</b>	<b>Change</b>	<b>2021/22 Estimate</b>
<b>Trading Standards (Shared Service)</b>				
Business premises on Trading Standards database	No.	76,508	292	76,800
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	14,484	1,916	16,400
<b>Learn Devon</b>				
Learn Devon - Enrolments	No.	7,500	(2,000)	5,500

## Planning, Transportation and Environment

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2021/22 Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Environment Service</b>					
518	Environment Policy	792	(144)	<b>648</b>	130
819	Flood Risk and Surface Water Management	822	(3)	<b>819</b>	0
433	Projects and Partnerships	648	(45)	<b>603</b>	170
1,770		2,262	(192)	<b>2,070</b>	300
<b>Planning and Transportation</b>					
488	Development Management	1,389	(914)	<b>475</b>	(13)
2,679	Planning and Transportation	2,892	(205)	<b>2,687</b>	8
3,167		4,281	(1,119)	<b>3,162</b>	(5)
<b>Public and Community Transport</b>					
2,220	Fleet Services	2,355	(135)	<b>2,220</b>	0
9,463	National Concessionary Travel Scheme	8,635	(20)	<b>8,615</b>	(848)
4,367	Public Transport Support	6,036	(1,135)	<b>4,901</b>	534
1,541	Transport Co-Ordination Service	2,087	(586)	<b>1,501</b>	(40)
17,591		19,113	(1,876)	<b>17,237</b>	(354)
<b>22,528</b>		<b>25,656</b>	<b>(3,187)</b>	<b>22,469</b>	<b>(59)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation and National Living wage	236
Funding for bus services previously paid under S106	211
DCC Carbon reduction plan	150
Devon climate emergency	150
	<hr/>
	747

#### Savings Strategies

Share of Cross-Council savings in running costs	(48)
Concessionary travel volume reduction	(758)
	<hr/>
	(806)

### Total

**(59)**

## 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 climate change 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 work closely with the Public Transport operators to provide a range of services across the County. The range of services involved include subsidised bus services, concessionary fares, community transport, fleet management and services to education, adults and the NHS. The reduction in the number of contracts reflects the way services are packaged within the tender and contract framework and does not reflect any reduction in the total number of services DCC financially supports. Many contracts cover more than one individual local bus service

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2020/21 Estimate</b>	<b>Change</b>	<b>2021/22 Estimate</b>
<b>Planning, Transportation &amp; Environment</b>				
County Matter applications	No.	40	0	40
County Council development applications	No.	30	0	30
Sustainable drainage consultations for major development	No.	500	0	500
Land drainage consents	No.	75	15	90
<b>Public Transport</b>				
Local bus services contracts	No.	125	(5)	120
Ring and Ride community transport schemes	No. of schemes	16	(1)	15
Community buses	No.	9	(1)	8
Fare car supported taxi schemes	No. of schemes	7	1	8

## Public Health

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 <b>Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Public Health</b>					
2,188	Children 5-19 Public Health Programmes	2,185	0	<b>2,185</b>	(3)
969	Community Safety, Violence Prevention and Social Exclusion	860	0	<b>860</b>	(109)
60	Health At Work	59	0	<b>59</b>	(1)
119	Health Protection	223	0	<b>223</b>	104
8,230	Mandated 0-5 Children's Services	8,228	0	<b>8,228</b>	(2)
81	National Child Measurement Programme	80	0	<b>80</b>	(1)
460	NHS Health Check Programme	459	0	<b>459</b>	(1)
524	Obesity	713	(191)	<b>522</b>	(2)
569	Other Public Health	589	(18)	<b>571</b>	2
182	Physical Activity	180	0	<b>180</b>	(2)
299	Public Health Advice to NHS Commissioners	296	0	<b>296</b>	(3)
(29,267)	Public Health Income	0	(29,267)	<b>(29,267)</b>	0
739	Public Mental Health	797	(60)	<b>737</b>	(2)
7,054	Sexual Health	7,016	0	<b>7,016</b>	(38)
1,161	Smoking and Tobacco	1,159	0	<b>1,159</b>	(2)
5,471	Substance Misuse	5,490	0	<b>5,490</b>	19
1,161	Support Services	1,202	0	<b>1,202</b>	41
<b>0</b>		<b>29,536</b>	<b>(29,536)</b>	<b>0</b>	<b>0</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Community Safety - Reduced staffing costs due to realigned duties	(104)
Health protection - Increased staffing costs due to realigned duties	104
	0

#### Savings Strategies

Sexual Health - Net change in various contract spend	(38)
Substance misuse - Increased activity	19
Support Service - Increased pension and support costs and reduced contributions	41
Various demand led, contract and allocations changes	(22)
	0

### Total

**0**

## Service Commentary

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

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

The initial challenge for 2021/22 is for public health to continue to lead the ongoing response to the pandemic, however there is also a critical role for public health in assessing the impact of COVID-19 on the Devon population, with a clear understanding that the pandemic has impacted disproportionately on the most vulnerable individuals and communities in Devon. Public health will work with Government, local health and care commissioners and partners to ensure the additional health needs are identified and are reflected in service planning and delivery, but this may require significant work to realign services and contracts.

The 2020/21 statistics below for non-opiate and alcohol have been revised to reflect the contractual reporting groups. The reduction for 2021/22 reflects the impact of the pandemic as there are fewer referrals from primary care and other stakeholders and fewer people seeking help for a variety of reasons. Additionally, a continuation of existing trends would mean that opiate addiction will consume the largest proportion of the specialist provider's time.

The statistics for the Genito-urinary medicine patients and contraception services has seen a significant reduction in 2020/21 due to the impact of COVID so the 2020/21 figures have been rebased. There are plans for additional clinics and more digital referrals during the second half of the year which will see an increase.

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2020/21 Estimate</b>	<b>Change</b>	<b>2021/22 Estimate</b>
Opiate clients in treatment	Individuals	1,290	(32)	1,258
Non-opiate only clients in treatment	Individuals	145	(12)	133
Alcohol only clients in treatment	Individuals	700	(124)	576
Alcohol & non-opiate clients in treatment	Individuals	265	(53)	212
Genito-urinary medicine patients treated	Individuals	29,033	1,161	30,194
Contraception services accessed	Individuals	30,057	1,202	31,259

# Corporate Services

## How the 2021/22 Budget has been built up

	2020/21 Adjusted Budget	Changes	2021/22 Outturn Budget
	£'000	£'000	£'000
<b>Chief Executive, HR, Legal and Communications</b>	8,051	870	8,921
<b>Cross Council Savings Strategies</b>	(250)	250	0
<b>Digital Transformation and Business Support</b>	16,875	1,845	18,720
<b>Organisational Development</b>	1,193	(8)	1,185
<b>Treasurer's Services</b>	11,697	(136)	11,561
<b>Total</b>	<b>37,566</b>	<b>2,821</b>	<b>40,387</b>

<b>Reasons for changes in Revenue Budget</b>	<b>£'000</b>
<b>Technical and Service Changes</b>	
Inflation and National Living Wage	302
2021-2024 ICT Roadmap	2,240
Additional staffing resources	839
Removing unachievable savings plans	250
Other demographic, contract and service investment	805
	<hr/> 4,436
<b>Savings Strategies</b>	
Additional income generation	(1,049)
Accommodation Review	(278)
Share of Cross-Council savings in running costs	(188)
Reduction in unfunded pension commitments	(100)
	<hr/> (1,615)
<b>Total</b>	<hr/> <b>2,821</b>

## Analysis of Total Expenditure 2021/22

	<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>Chief Executive, HR, Legal and Communications</b>	26,966	0	(6,418)	(11,627)	8,921
<b>Digital Transformation and Business Support</b>	37,047	(8,905)	(4,970)	(4,452)	18,720
<b>Organisational Development</b>	1,392	0	(7)	(200)	1,185
<b>Treasurer's Services</b>	22,567	0	(8,595)	(2,411)	11,561
<b>Total</b>	<b>87,972</b>	<b>(8,905)</b>	<b>(19,990)</b>	<b>(18,690)</b>	<b>40,387</b>

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

	<b>Gross Expenditure</b>	<b>Grant and Contribution</b>	<b>External Income</b>	<b>Internal Income</b>	<b>Net Expenditure</b>
<b>Digital Transformation and Business Support</b>					
SCOMIS	9,716	0	(2,642)	(7,074)	0
<b>Treasurer's Services</b>					
Devon Audit Partnership	1,808	0	(1,808)	0	0
<b>Total</b>	<b>11,524</b>	<b>0</b>	<b>(4,450)</b>	<b>(7,074)</b>	<b>0</b>
<b>Grand total</b>	<b>99,496</b>	<b>(8,905)</b>	<b>(24,440)</b>	<b>(25,764)</b>	<b>40,387</b>

## Chief Executive, Human Resources, Legal and Communications

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 <b>Outturn Budget £'000</b>	2021/22 Net Changes £'000
1,542	<b>Coroners Service</b>	1,556	0	<b>1,556</b>	14
	<b>Human Resources</b>				
113	Employee Services	13,470	(13,016)	<b>454</b>	341
167	Management and Strategy	323	(156)	<b>167</b>	0
1,028	Performance	1,015	(11)	<b>1,004</b>	(24)
1,119	Personnel Services Operations	2,132	(1,000)	<b>1,132</b>	13
2,427		16,940	(14,183)	<b>2,757</b>	330
1,548	<b>Legal Services</b>	3,252	(1,121)	<b>2,131</b>	583
1,147	<b>Media, Marketing and Communications</b>	1,438	(291)	<b>1,147</b>	0
	<b>Other Services</b>				
238	Corporate Management	271	(70)	<b>201</b>	(37)
1,885	Cost of Democracy	1,984	(99)	<b>1,885</b>	0
132	Local Authority Subscriptions	132	0	<b>132</b>	0
2,255		2,387	(169)	<b>2,218</b>	(37)
(868)	<b>Registration Service</b>	1,393	(2,281)	<b>(888)</b>	(20)
<b>8,051</b>		<b>26,966</b>	<b>(18,045)</b>	<b>8,921</b>	<b>870</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	14
Children's Safeguarding Legal Team - additional staff resource	381
Litigation Legal Team - additional staff resource	59
Other demographic, contract and service investment	453
	<u>907</u>

#### Savings Strategies

Share of Cross-Council savings in running costs	(37)
	<u>(37)</u>

**Total**

**870**



## **Service Commentary**

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

There are a number of pressures affecting the service, not least the increasing demands for legal support in respect of childcare and safeguarding adults, financial pressures on the Coroners Service and a growing demand to develop an effective digital public information offer, to support greater self-service and help key service areas to reduce demand and deliver budget reduction targets. Additionally, the likelihood of ongoing Covid-19 restrictions will heighten pressure on the Registration, Legal and Communications Services; whilst recovery from the pandemic will also require them to meet the changing needs and shape of the Council.

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

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

A new Human Resource Management System (HRMS) has been implemented. However, due to the pandemic starting in the same timeframe the focus had to be on delivery of a remote payroll service, so it hasn't been possible to conclude some of the later phases of the project. These phases are now underway and are scheduled for conclusion through the 2020/21 financial year. Following this the Council should experience the benefits of the new digital platform to support a number of supplementary activities, one being recruitment which will further remove inefficient paper-based processes.

## Service Statistics and Other Information

### CHIEF EXECUTIVE, HR, LEGAL AND COMMUNICATIONS

	<b>Unit of Measurement</b>	<b>2018/19 actual</b>	<b>Change</b>	<b>2019/20 *</b> <b>actual</b>
<b>Coroners Service</b>				
Caseload	No.	2,597	(173)	2,424
Total inquests opened	No.	358	34	392
Natural deaths reported with a Post Mortem	No.	665	(74)	591
<b>Registration Service</b>				
Certificates issued	No.	66,678	(14,150)	52,528

\* Latest figures available

	<b>Unit of Measurement</b>	<b>2020/21 estimates</b>	<b>Change</b>	<b>2021/22 estimates</b>
<b>Human Resources</b>				
Apprentices employed	No.	200	(50)	150
Payslips p.a	No.	220,000	(5,000)	215,000
DBS checks processed p.a	No.	21,000	(4,000)	17,000
Answered calls to HR Direct p.a	No.	9,000	3,000	12,000
Answered calls to Payroll p.a	No.	20,000	(3,000)	17,000
Answered calls to Recruitment p.a	No.	15,000	0	15,000

## Cross Council Savings Strategies

2020/21 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	2021/22 Outturn Budget £'000	2021/22 Net Changes £'000
(250) <b>Cross Council Savings Strategies</b>	0	0	<b>0</b>	250
<b>(250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>

### Analysis of changes:

**£'000**

### Technical and Service Changes

Removing unachievable savings plans

250

250

### Total

**250**

## Service Commentary

This budget had previously comprised of £250,000 in respect of savings that whilst led by Corporate Services (Procurement) were to be delivered across the Council.

In recognition of the potential for disruption to be caused to front-line services by renegotiating prices mid-way through contracts, the decision was taken to remove this saving plan.

## Digital Transformation & Business Support

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 <b>Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Business Infrastructure</b>					
5,344	Business Services and Support	7,610	(2,086)	<b>5,524</b>	180
586	Customer Relations	758	(156)	<b>602</b>	16
2,535	Facilities Management	4,330	(1,970)	<b>2,360</b>	(175)
(6,347)	Private Finance Initiatives	2,404	(9,034)	<b>(6,630)</b>	(283)
2,118		15,102	(13,246)	<b>1,856</b>	(262)
<b>Estates</b>					
1,539	Building Maintenance	1,557	(13)	<b>1,544</b>	5
1,165	Corporate Estates	1,516	(341)	<b>1,175</b>	10
(464)	Farms	700	(1,164)	<b>(464)</b>	0
2,240		3,773	(1,518)	<b>2,255</b>	15
<b>ICT</b>					
1,503	Customer Service Centre	1,516	(13)	<b>1,503</b>	0
9,952	ICT	14,541	(2,108)	<b>12,433</b>	2,481
11,455		16,057	(2,121)	<b>13,936</b>	2,481
1,062	<b>Procurement</b>	2,115	(1,442)	<b>673</b>	(389)
<b>16,875</b>		<b>37,047</b>	<b>(18,327)</b>	<b>18,720</b>	<b>1,845</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	191
2021-2024 ICT Roadmap	2,240
Reduction of staff turnover	225
Reinstating support for HRMS	120
Other demographic, contract and service investment	6
	<u>2,782</u>

#### Savings Strategies

SCF - additional income generation (one-off)	(389)
PFI - income realignment (one-off)	(160)
Accommodation Review	(278)
Share of Cross-Council savings in running costs	(110)
	<u>(937)</u>

### Total

**1,845**

## Service Commentary

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

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

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

In terms of pressures, the key challenge is to ensure efficient and effective service delivery to all front-line services, despite ever increasing demands being placed on Digital Transformation and Business Support from all services within the Council. The growth in demand from Childrens Services and Adults Social Care is having a direct impact across a range of services such as business support, ICT, Procurement and property. The potential for further insourcing of services would only increase these pressures. Responding to the Covid-19 emergency has significantly increased those pressures and is likely to do so well into 2021/22.

The Service must be developed and evolved to ensure they meet the changing shape of the Council and to reflect the lessons learnt through the Covid 19 pandemic whilst ensuring the Council has a robust and secure foundation on which to operate.

## Service Statistics and Other Information

### DIGITAL TRANSFORMATION AND BUSINESS SUPPORT

	Unit of Measurement	2020/21 estimates	Change	2021/22 estimates
<b>Property</b>				
DCC owned operational properties (including schools)	No.	461	(9)	452
The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools)	£m	579	73	652
<b>County Farms Estate</b>				
No of Farms	No.	65	0	65
Total acreage	Acres	9,555	9	9,564
<b>IT Infrastructure</b>				
Managed Desktops	No.	5,576	771	6,347
Networked Sites	No.	187	32	219
User accounts (DCC IT systems)	No.	5,673	(118)	5,555

# Organisational Development

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2021/22 Outturn Budget £'000</b>	2021/22 Net Changes £'000
1,193	<b>Organisational Development</b>	1,392	(207)	<b>1,185</b>	(8)
<b>1,193</b>		<b>1,392</b>	<b>(207)</b>	<b>1,185</b>	<b>(8)</b>

## Analysis of changes:

**£'000**

### Savings Strategies

Share of Cross-Council savings in running costs

(8)

(8)

## Total

**(8)**

## **Service Commentary**

The Organisational Change and Policy Teams report to the Chief Executive. They work across the whole organisation, and with partners, to help ensure that the needs of people in Devon, particularly the young, old and vulnerable, can be met. In 2021/22, the two teams will focus on the Council's priorities, and particularly its responses to & recovery from Covid-19.

More specifically, the purpose of the Organisational Change Team is to unlock the potential in individuals, teams and the organisation in order to increase the effectiveness of Devon County Council to meet its purpose now and into the future. The team will also support leaders to reimagine and redesign our organisation to enable long term transformation; and to provide organisation-wide direction, leadership and co-ordination of recovery from COVID19. We will do this by providing high support and high challenge to leaders, individuals and teams around the value of working to common principles and behaviours, and around organisational decision making and learning practices.

## Treasurer's Services

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	<b>2021/22 Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Other Services</b>					
149	Bank Charges	101	0	<b>101</b>	(48)
85	External Audit	102	0	<b>102</b>	17
4,622	Unfunded Pensions	7,565	(3,001)	<b>4,564</b>	(58)
4,856		7,768	(3,001)	<b>4,767</b>	(89)
<b>Treasurer's Services</b>					
3,066	Accountancy Services	4,255	(1,168)	<b>3,087</b>	21
594	Corporate Management and Commissioning	1,539	(831)	<b>708</b>	114
1,682	Financial Systems, Processes and Compliance	7,078	(5,643)	<b>1,435</b>	(247)
1,499	Strategic Financial Planning	1,927	(363)	<b>1,564</b>	65
6,841		14,799	(8,005)	<b>6,794</b>	(47)
<b>11,697</b>		<b>22,567</b>	<b>(11,006)</b>	<b>11,561</b>	<b>(136)</b>

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage	97
Enhanced risk management service from DAP	150
Charging for Care - additional staffing resource	250
	<u>497</u>

#### Savings Strategies

Charging for Care - additional income generation	(500)
Reduction in unfunded pension commitments	(100)
Share of Cross-Council savings in running costs	(33)
	<u>(633)</u>

<b>Total</b>	<b>(136)</b>
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## Service Commentary

The Treasurer provides financial advice and support to Members, Leadership Group and to Chief Officers and Heads of service in respect all service areas. This includes support and advice for a range of finance functions; Financial Strategy, Accountancy services, Investments & Treasury Management, Revenue & Payments, Compliance, Court of Protection and Charging for Care.

The Treasurer is also responsible for oversight of a range of other services; commissioning of External Audit, commissioning investment management through the Brunel Partnership, oversight of Devon Audit Partnership (including risk management and fraud prevention), management of Peninsula Pensions Partnership, and commissioning external banking & cash handling arrangements.

In terms of pressures, the most significant of these is managing continuing uncertainty at a time when there are increasing demands for financial support and advice from front-line services, not least in respect of unprecedented external factors (e.g. COVID, Brexit, legislative & regulatory changes, etc).

Treasurer's Services continue to work in a smarter way by utilising technology and automated processes to improve efficiency with cost effective solutions, and to use data and emerging digital technologies to develop smarter applications.

## Service Statistics and Other Information

### TREASURER'S SERVICES

	<b>Unit of Measurement</b>	<b>2020/21 estimates</b>	<b>Change</b>	<b>2021/22 estimates</b>
Debtors raised p.a.	No.	100,000	(10,000)	90,000
Invoices paid p.a.	No.	390,000	10,000	400,000
Proportion paid using BACS	Percentage	96.7	3.2	99.9

# Highways, Infrastructure Development and Waste

## How the 2021/22 Budget has been built up

	2020/21 Adjusted Budget	Changes	2021/22 Outturn Budget
	£'000	£'000	£'000
<b>Highways and Traffic Management</b>	28,701	(62)	28,639
<b>Infrastructure Development and Waste</b>	29,126	(245)	28,881
<b>Total</b>	<b>57,827</b>	<b>(307)</b>	<b>57,520</b>

<b>Reasons for changes in Revenue Budget</b>	<b>Change £' 000</b>
<b>Technical and Service Changes</b>	
Inflation and National Living Wage	1,304
Change in service funding for cyclic maintenance	500
	<hr/> 1,804
<b>Savings Strategies</b>	
Review of Waste disposal budgets	(700)
Energy savings from Street Lighting LED lamp conversions	(700)
Emergency guarding for Structures works charged to capital	(400)
Review of winter operations budgets	(300)
Share of Cross-Council savings in running costs	(11)
	<hr/> (2,111)
<b>Total</b>	<hr/> <b>(307)</b>

## Analysis of Total Expenditure for 2021/22

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>	31,434	(118)	(1,377)	(1,300)	28,639
<b>Infrastructure Development and Waste</b>	33,815	0	(4,172)	(762)	28,881
<b>Total</b>	<b>65,249</b>	<b>(118)</b>	<b>(5,549)</b>	<b>(2,062)</b>	<b>57,520</b>

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

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
<b>Highways and Traffic Management</b>					
Highways Permit Scheme	642	0	(642)	0	0
On Street Parking	7,491	(376)	(7,115)	0	0
<b>Infrastructure Development and Waste</b>					
<b>Total</b>	<b>8,133</b>	<b>(376)</b>	<b>(7,757)</b>	<b>0</b>	<b>0</b>
<b>Grand total</b>	<b>73,382</b>	<b>(494)</b>	<b>(13,306)</b>	<b>(2,062)</b>	<b>57,520</b>

## Highways and Traffic Management

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 <b>Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Highway Maintenance</b>					
3,655	Cyclic Maintenance	4,282	0	<b>4,282</b>	627
4,477	Highway Lighting	3,986	0	<b>3,986</b>	(491)
612	Maintenance of Public Rights of Way	669	(36)	<b>633</b>	21
34	Other Highway Services	167	(133)	<b>34</b>	0
528	Retaining Walls and Bridges	546	0	<b>546</b>	18
3,070	Routine Maintenance	3,177	0	<b>3,177</b>	107
6,618	Safety Reaction	6,450	0	<b>6,450</b>	(168)
3,885	Winter and Emergencies	3,720	0	<b>3,720</b>	(165)
22,879		22,997	(169)	<b>22,828</b>	(51)
<b>Highway Network Management</b>					
5,818	Highway Network Management	8,222	(2,415)	<b>5,807</b>	(11)
4	Management and Support	215	(211)	<b>4</b>	0
5,822		8,437	(2,626)	<b>5,811</b>	(11)
<b>28,701</b>		<b>31,434</b>	<b>(2,795)</b>	<b>28,639</b>	<b>(62)</b>

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living Wage	849
Change in service funding for cyclic maintenance	500
	<u>1,349</u>

#### Savings Strategies

Energy savings from Street Lighting LED lamp conversions	(700)
Emergency guarding for Structures works charged to capital	(400)
Review of winter operations budgets	(300)
Share of Cross-Council savings in running costs	(11)
	<u>(1,411)</u>

<b>Total</b>	<b>(62)</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, through Doing What Matters, 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.

## Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2020/21 Estimate	Change	2021/22 Estimate
Size of Network	Km	12,966	12	12,978
Bridges	No.	3,340	(23)	3,317
Structural retaining walls (>1.35m height)	No.	1,688	61	1,749
Structural retaining walls (>1.35m height)	Km	125	1	126
Street lights total	No.	79,744	500	80,244
Street lights to have been converted to part night lighting	No.	51,109	2,777	53,886
Rights of way	Km	5,011	1	5,012
Length of road salted	Km	2,664	0	2,664
Illuminated road markings and signs	No.	10,174	520	10,694
Gullies emptied	No.	161,000	4,000	165,000
Total grass area cut	m <sup>2</sup>	7.3 million	0.3 million	7.6 million
Surface dressed	Km	0	443	443
Resurfacing / reconstruction	Km	126	358	484

## Infrastructure Development and Waste Management

2020/21 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2021/22 <b>Outturn Budget £'000</b>	2021/22 Net Changes £'000
<b>Engineering, Design and Built Environments Team</b>					
196	Compliance Surveys - School Buildings	196	0	<b>196</b>	0
(315)	Engineering and Design Group	447	(762)	<b>(315)</b>	0
83	Schools Estates Work	83	0	<b>83</b>	0
(36)		726	(762)	<b>(36)</b>	0
<b>Waste Disposal and Recycling</b>					
15,617	Disposal of Statutory Waste	18,928	(3,903)	<b>15,025</b>	(592)
1,412	Landfill Tax on Disposal	1,440	0	<b>1,440</b>	28
323	Other Site Related Costs	325	(2)	<b>323</b>	0
6,170	Recycling Centres	6,389	0	<b>6,389</b>	219
4,653	Recycling Credits	4,753	0	<b>4,753</b>	100
846	Waste Management	846	0	<b>846</b>	0
141	Waste Minimisation Activities	408	(267)	<b>141</b>	0
29,162		33,089	(4,172)	<b>28,917</b>	(245)
<b>29,126</b>		<b>33,815</b>	<b>(4,934)</b>	<b>28,881</b>	<b>(245)</b>

### Analysis of changes:

£'000

#### Technical and Service changes

Inflation and National Living Wage

455

455

#### Savings Strategies

Review of Waste disposal budgets

(700)

(700)

### Total

**(245)**

## Service Commentary

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

The Waste Management service is responsible for the disposal of local authority collected waste. The service supports and enables waste prevention activity, manages waste contracts for recycling, treatment and disposal, provides new waste infrastructure and manages redundant landfill sites. The service works with Waste Collection Authorities to join up waste collection and waste disposal where possible. Less than 5% of Devon's residual household waste is now disposed of at landfill sites.

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

## Service Statistics and Other Information

<b>Service/ Activity</b>	<b>Unit of Measurement</b>	<b>2020/21 Estimate</b>	<b>Change</b>	<b>2021/22 Estimate</b>
Municipal waste disposal to landfill	Tonnes	12,250	0	12,250
Municipal waste recycled (excl. soil & rubble)	Tonnes	216,000	0	216,000
Trade Waste - rechargeable income	Tonnes	14,000	0	14,000
Exeter Energy from Waste	Tonnes	60,000	0	60,000
Plymouth Energy from Waste	Tonnes	54,979	0	54,979
Recycling, reusing and composting	Percentage	55.0	0	55.0
Recycling centres provided	No.	19	0	19
Landfill sites after care	No.	55	3	58

## Grants Paid to External Organisations

2020/21 £000	2021/22 £000
<b>Service and Grant Title</b>	
<b>Planning, Transportation and Environment</b>	
49 AONB (East, South and Tamar)	49
40 Dorset & East Devon World Heritage site (Jurassic Coast)	40
25 Cornwall & West Devon Mining Landscape World Heritage site	25
23 South West Energy & Environment group	23
4 Wembury Centre	4
2 Tamar Estuaries consultative forum	2
20 Devon Wildlife Trust Nature Improvement Area Project	20
40 Devon & Cornwall Rail Partnership	40
248 Community bodies - Transport Ring & Ride	248
<b>451</b>	<b>451</b>
<b>Communities and Other Services</b>	
400 Citizens Advice Bureau	400
62 Devon Communities Together	62
<b>462</b>	<b>462</b>
<b>Highways and Traffic Management</b>	
9 Meldon Viaduct	9
<b>9</b>	<b>9</b>
<b>922 TOTAL</b>	<b>922</b>



## Staffing Data 2021/22

	2020/21	Changes FTEs	2021/22		Total FTEs
	Adjusted Total FTEs		Revenue Funded FTEs	Externally Funded FTEs	
Communities and Other Services	46	(2)	21	23	44
Economy, Enterprise and Skills	191	15	65	141	206
Planning, Transportation and Environment	179	(1)	155	23	178
Public Health	35	0	0	35	35
<b>Community, Health, Environment, Prosperity</b>	<b>451</b>	<b>12</b>	<b>241</b>	<b>222</b>	<b>463</b>
Chief Executive, HR, Legal and Communications	289	18	306	1	307
Digital Transformation and Business Support	540	29	507	62	569
Organisational Development	20	0	20	0	20
Treasurer's Services	297	17	194	120	314
<b>Corporate Services</b>	<b>1,146</b>	<b>64</b>	<b>1,027</b>	<b>183</b>	<b>1,210</b>
Highways and Traffic Management	283	4	285	2	287
Infrastructure Development and Waste	101	0	101	0	101
<b>Highways, Infrastructure and Waste</b>	<b>384</b>	<b>4</b>	<b>386</b>	<b>2</b>	<b>388</b>
<b>Total</b>	<b>1,981</b>	<b>80</b>	<b>1,654</b>	<b>407</b>	<b>2,061</b>

**Explanation of Movements****Communities and Other Services**

Externally funded - Active Devon project staff	(2)
	<u>(2)</u>

**Economy, Enterprise and Skills**

Business Growth Support Officers	4
Externally funded - New posts for Learn Devon projects	7
Externally funded - Growth Hub staff	6
Externally funded - Various projects	(2)
	<u>15</u>

**Planning Transportation and Environment**

Externally funded - Project changes	(1)
	<u>(1)</u>

**Chief Executive, HR, Legal and Communications**

HR - Reinstatement of HRMS posts	12
HR - Reduction in externally funded Operations posts	(2)
Legal Services - Safeguarding	5
Externally Funded - Legal Services (Litigation)	1
Legal Services - Litigation	1
Legal Services - Insurance Officer	1
	<u>18</u>

**Digital Transformation and Business Support**

IT Commissioning - 2021/2024 IT Roadmap	17
Transfer of Business Support posts from Children's Social Care	10
Transfer of IT post to Education & Learning	(1)
Procurement - Graduate Apprentices	3
	<u>29</u>

**Treasurer's Services**

Finance Strategy - Systems Development	1
Accountancy Services posts	4
Accountancy Services - TUPE of Living Well @ Home	1
Externally funded - Charging For Care	5
Externally funded - Devon Audit Partnership	2
Externally funded - Capital Principal Accountant	1
Externally funded - Pensions	3
	<u>17</u>

**Highways and Traffic Management**

Civil Parking Enforcement posts	3
Removal of permit scheme post	(1)
Externally funded - Stover HLF project	2
	<u>4</u>

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<b>Total</b>	<b>80</b>
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## Communities, Public Health, Environment and Prosperity - Risk Assessment

Service	Budget 2021/22 £'000	Risk and Impact	Mitigation
All - Impact of COVID pandemic	£39,873	Unknown medium and long term impacts on Public Health demands, Transport usage trends, local economy, employment market, community resilience, changing ways of working, delays to key strategic projects, income generation.	Clear communication on priorities. Use business continuity and service leadership plans to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.
Public & Community Transport	6,867 (budget and other funding)	<p>Around 80% of passenger journeys are on commercial bus services with no DCC control over them. The remainder are on supported (contracted) bus services. The commercial sector therefore shapes the network, and DCC responds to fill in gaps, optimising the scope for an integrated network. Recent experience has shown that the sector is increasingly commercially fragile which increases the cost risk to the provision of supported services.</p> <p>DCC also supports the voluntary and community transport sector where conventional buses are not sustainable.</p> <p>Any reductions to service will have an impact on Devon communities as 19% of Devon residents have no access to a car.</p>	<p>Budget is based on actual services each year. Service support is based upon criteria related to DCC strategic objectives.</p> <p>Wherever possible Commercial Operators are encouraged to take up services.</p> <p>DCC supported services are developed to achieve commercial viability where possible.</p> <p>DCC maintains close relationships with this sector, provides some financial support and works with groups to develop new initiatives.</p>

<p>Flood Risk Management – Surface water</p>	<p>819 (excludes capital prog.)</p>	<p>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.</p>	<p>DCC has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and above this budget might need to be identified.</p>
<p>School Place Planning (capital funding/home to school transport revenue)</p>		<p>The introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>A number of schools have been identified at risk of flooding including Tipton St John.</p>	<p>Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Ensure approved Free Schools are delivered, realising central Government investment.</p> <p>Continued delivery of additional SEN Places across the county.</p> <p>Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular in Maintained Special Schools</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p>

Public Health - Sexual Health	7,016	Demand-led service so actual numbers could vary significantly.	Due to lack of confirmation on public health grant allocation financial risk is unknown. On-going work with the service provider to ensure plans are in place to reduce financial risks.
Public health - Health checks	459	There is a risk to the PH budget if significantly more health checks are offered and taken up than forecast.	Engagement with the LMC and monitoring of activity at individual practice level.
Exeter Science Park (loan guarantee)	Max 2,652	The Science Park Innovation Centre Construction was built by Exeter Science Park Limited (ESPL). This was partially funded via a loan from the Local Enterprise Partnership. DCC have guaranteed 50% of the loan and interest. It is likely that part of the guarantee will be required and to date budgetary provision has been made to cover £1.831m. This figure is based on the current shortfall shown in the ESPL business plan.	The guarantee is based on development monies being generated in the future to repay the loan. If the budgeted requirement increases further funds may need to be set aside. This will be monitored during the year via ESPL Business Plans which have to be approved by the Board at regular intervals.
Budget Reductions (incl. Policy Changes)	958	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 the risk of challenge or failure.	The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2021/22 with particular emphasis on high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.

## Corporate Service – Risk Assessment

Service	Budget 2021/22 £000	Risk and Impact	Mitigation
All Corporate Services	40,387 (net)	Unknown medium and long-term impacts on demands for increased support from front-line services, changing ways of working, delays to key strategic projects, and income generation most notably within the Registration Service.	Clear communication on priorities. Use business continuity and service leadership plans to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.
All Corporate Services	40,387 (net)	Where DCC insource or take on additional services and staff to the Authority, this will require significant back office support including Business Support, ICT, Procurement, Estates, HR and Finance. Along with responsibility for linked assets such as buildings which also transfer, this combines to put pressure on all budget lines.	Work closely with front-line service heads to ensure Corporate Services develop and evolve to meet the changing needs of the Authority, capturing cost and resource requirements, and identifying funding.
ICT	12,433 (net)	Nationally the threat of Cyber Security is a growing risk and the County Council must ensure its staff and Members have sufficient skills to operate technology in a secure way to protect the data assets of the Council.	Activity built into the Digital and Technology roadmap to educate staff and Members. This will include increased cyber security training.
Business Services and Support	5,524 (net)	Ongoing increasing demands for business support for Children & Adults at risk, place increasing pressure on the service.	Work closely with service heads to identify where efficiencies can be made and assess resource requirements.
Digital Transformation	18,720 (net)	The unknown medium and long-term impacts of all aspects of the Covid-19 emergency including employment market, changing ways of working,	Clear communication on priorities. Utilising business continuity plans and effective service leadership plans to identify emerging risks and pressures. Actively

and Business Support		delays to key strategic projects, income generation, capacity and demand.	engage and influence the Council's recovery programme.
Coroners Service	1,556 (net)	There is a risk of unavoidable additional costs in medical (pathology), analysts, funeral directors and mortuary facility fees.	Continue to work closely with colleagues across the region conducting ongoing reviews of commissioning processes and joint working arrangements with a view to curtailing expenditure and producing additional efficiencies in this respect.
Legal Services	2,131 (net)	<p>Demands for legal support to Children's and Adults Services place increasing pressure on the service leading to potential for cases being delayed, negative outcomes for vulnerable people and cases being outsourced to the private sector to supplement capacity.</p> <p>Increasing workloads and demands for legal support in relation to Litigation, particularly SEN, and Procurement, resulting in the need to outsource legal work to the private sector to relieve capacity as well as affecting team resilience and leading to delays in the provision of legal support. In addition, adding to the increasing Procurement workload, there are potentially sweeping post-Brexit changes to the public procurement regime by central government anticipated in the near future (Green Paper entitled 'Transforming public procurement').</p>	<p>Engagement with service heads to monitor the activity drivers, implementing an Improvement Plan to support and compliment the Children's Services Improvement Plan, interim use of locum lawyers to end outsourcing of cases and seeking to recruit additional staff to progress increased caseloads.</p> <p>Two Senior Lawyer posts have been secured (one for Litigation and one for Procurement) to increase in-house capacity and resilience and reduce the need for external legal support.</p>

## Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2021/22 £'000	Risk and Impact	Mitigation
Highways Maintenance - Impact of COVID-19 pandemic	8,000	The implementation of lockdown restrictions could impact the ability of the Highways term maintenance contractor to complete planned routine and cyclic works.	Works planning is continually monitored and reviewed. Some contractor resources can be assigned to other Highways works if required.
Highways On-Street Parking and enforcement income - Impact of COVID-19 pandemic	7,100	Further lockdown restrictions would reduce the volume of vehicles on the network and associated parking income.	The demand-led nature of parking income means that there is very little scope to alleviate a reduction in income levels without further financial assistance from central government.
Waste - Impact of COVID-19 pandemic	28,900	The Waste budget has been set based on an assumption of continued home working. However, further extended lockdowns could increase the volume of household waste and increase the overall cost of disposal.	There is limited scope for management to alleviate the financial pressures associated with an increase in tonnages. Tonnage levels are closely monitored and modelled throughout the year.
Winter Maintenance and Emergencies	3,720	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,	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



		a worse than average year will place additional pressure on this budget.	some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 6,000	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. Over the last 6-7 years significant extra resources from both central government and DCC have been targeted towards this area. However, the level of investment is still well below the backlog.	Works are closely monitored during the year and funds diverted from planned works where possible to mitigate increases in expenditure as far as possible.
Highways Services Income from Fees and Charges	1,377	The Authority is legally entitled to levy charges for a variety of Highways services. These services are completely demand led and are therefore susceptible to variations in economic factors. A variation in demand of +/- 10% could result in a budgetary impact of £150,000.	There is limited scope for direct management action to significantly influence the demand for Highways services. However, income levels are monitored during the year and, where possible, mitigating actions are taken in other areas of the budget.
Waste Management	28,900	Waste tonnage levels and growth rates are volatile and difficult to predict as they are subject to a range of influences outside the control of DCC, such as the wider economic climate and more working from home. Similarly, the extent to which contractors will meet recycling targets is uncertain. These risks may result in the budget being over or under provided. A variation in tonnages of +/- 1% could result in a financial variation of £300,000.	Current budgets reflect recent trends in waste volumes. Other than undertaking work to influence behaviours there is limited scope for management to alleviate financial pressures should tonnage increase. Tonnage levels are closely monitored. More cost effective ways of disposing of waste are continually explored.

# 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	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Economy, Enterprise and Skills</b>						
Devon & Somerset - Superfast broadband programme	3,034	2,661	0	0	0	0
Economic Recovery Programme	N/A	250	250	0	0	0
Industrial Estates Strategy	1,000	500	0	0	0	0
Mullacott - Industrial estate road	429	190	0	0	0	0
Okehampton East Business Park	480	262	0	0	0	0
Roundswell South Business Park & North Devon Enterprise Centre	7,414	397	0	0	0	0
<b>Economy, Enterprise and Skills Total</b>		<b>4,260</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning, Transportation and Environment</b>						
<b>Large and Major Highway Schemes</b>						
A379 Sandy Park Junction Newcourt, Exeter	2,680	2	1	0	0	0
A303/A30 Improvements - Design	N/A	11	0	0	0	0
A382-A383 Connection (Houghton Barton Link Road) Phases 1 & 2	7,400	5,184	0	0	0	0
Long Lane widening and new link road on Silverdown Office Park	3,800	2,147	500	0	0	0
North Devon Link Road	67,629	16,796	24,486	8,314	712	612
South Devon Highway	117,999	376	1,379	0	0	0
South West Exeter Housing Infrastructure Fund	55,140	11,180	17,830	16,780	0	0
Safer Roads Fund A3121 & A3123	4,100	2,125	0	0	0	0
Tiverton Eastern Urban Extension Phase 1	5,700	2	0	0	0	0
<b>Large and Major Highway Schemes Total</b>		<b>37,823</b>	<b>44,196</b>	<b>25,094</b>	<b>712</b>	<b>612</b>
<b>Sustainable Transport</b>						
Marsh Barton Station	16,000	4,150	200	0	0	0
Okehampton East Parkway Station	250	113	0	0	0	0
<b>Sustainable Transport Total</b>		<b>4,263</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LTP</b>						
Local Transport Plan (LTP) Integrated transport block	N/A	5,101	3,601	3,601	3,601	3,601
<b>LTP Total</b>		<b>5,101</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>	<b>3,601</b>
<b>Environment</b>						
Carbon Reduction Programme	2000	500	1,000	0	0	0
Connecting the Culm (part of Co-Adapt)	342	165	16	0	0	0
Flood Prevention Works	N/A	350	350	350	350	350
<b>Environment Total</b>		<b>1,015</b>	<b>1,366</b>	<b>350</b>	<b>350</b>	<b>350</b>

Project	*Total Scheme Approval	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Schools Expansion</b>						
Advanced Design Fees	N/A	300	300	0	0	0
Confirmed Basic Need Allocation	N/A	214	2,364	3,000	3,000	2,000
Cullompton Community College - Multi Use Games Area	647	100	525	0	0	0
Energy cost reduction initiative	60	60	0	0	0	0
Exeter Creative Free School Contribution	3,325	0	3,325	0	0	0
Exmouth Community College Expansion	3,449	1,500	1,000	0	0	0
Ivybridge College - Drama Teaching Block	1,317	0	1,317	0	0	0
Kingsteignton – New School Contribution	142	142	0	0	0	0
Mill Water School - Extension	175	0	115	0	0	0
Monkerton Primary - Contribution	1,065	1,065	0	0	0	0
Pilton Community College - Additional Accommodation	582	0	582	0	0	0
Roundswell Primary - Contribution	934	934	0	0	0	0
Seaton Primary School - expansion and improvements	656	20	636	0	0	0
Sidmouth Primary - Expansion to PAN 90	100	0	100	0	0	0
South Molton Community College - phased expansion	740	100	600	0	0	0
South Molton Infants - Expansion to 420	2,441	703	0	0	0	0
Willowbank Primary Expansion to PAN60	374	374	0	0	0	0
<b>SEND Programme</b>						
Bidwell Brook - Expansion	1,627	1,250	0	0	0	0
Lampard School - Expand to 180	2,800	1,100	1,660	0	0	0
Marland Day	600	560	0	0	0	0
Okehampton Special School	7,900	1,580	5,500	820	0	0
Orchard Manor Special School, expansion	3,409	1,100	0	0	0	0
River Dart Academy - Dartington School site development	100	0	100	0	0	0
SEND Places (new build and expansion)	3,613	190	620	1,000	0	0
<b>Schools Expansion Total</b>		<b>11,292</b>	<b>18,744</b>	<b>4,820</b>	<b>3,000</b>	<b>2,000</b>
<b>Commissioning Services For Communities</b>						
Youth service minor capital works	N/A	37	37	37	37	37
Library modernisation Programme	N/A	80	0	0	0	0
Vehicle Equipment Loans Pool - Fleet management	N/A	1,251	1,339	1,189	1,304	1,348
<b>Commissioning Services For Communities Total</b>		<b>1,368</b>	<b>1,376</b>	<b>1,226</b>	<b>1,341</b>	<b>1,385</b>
<b>Communities, Health, Environment &amp; Prosperity Total</b>		<b>65,122</b>	<b>69,733</b>	<b>35,091</b>	<b>9,004</b>	<b>7,948</b>

**Financed by:**

Borrowing - Internal	6,413	8,466	1,920	100	0
Borrowing - VELP	1,251	1,339	1,189	1,304	1,348
Capital Receipts - General	4,776	970	3,018	287	387
Capital Receipts - IID	113	0	0	0	0
Direct Revenue Funds - Services	85	0	0	0	0
External Funding - Contributions	2,335	975	0	0	0
External Funding - Grants	40,427	54,922	28,305	6,601	5,601
External Funding - S106	9,722	3,061	659	712	612
<b>Total</b>	<b>65,122</b>	<b>69,733</b>	<b>35,091</b>	<b>9,004</b>	<b>7,948</b>

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

This table does not show expenditure on capital projects currently programmed in financial year 2020/21 which may be deferred to 2021/22, or future years, owing to changes in project delivery timescales.

## Corporate

Project	* Total Scheme Approval £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
<b>Information and Communications Technology</b>						
DCC Operating Model ICT Replacement and Renewal	N/A	1,750	1,500	1,000	1,000	1,000
<b>Information and Communications Technology Total</b>		<b>1,750</b>	<b>1,500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>County Farms Estate</b>						
County Farms Estate Enhancement Programme	N/A	1,000	350	350	350	350
<b>County Farms Estate Total</b>		<b>1,000</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>
<b>Corporate Property Estate</b>						
Building Maintenance	N/A	700	200	200	200	200
Property Enabling Budget	N/A	150	150	150	150	150
Replace and Upgrade Corporate Estate	N/A	600	600	600	600	600
Solar Carports (DELETTI)	1259	1,114	46	0	0	0
Zero Carbon Buildings (Getting Building Fund)	1,873	1,873	0	0	0	0
<b>Corporate Property Estate Total</b>		<b>4,437</b>	<b>996</b>	<b>950</b>	<b>950</b>	<b>950</b>
<b>Corporate Services Total</b>		<b>7,187</b>	<b>2,846</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>Financed by:</b>						
Borrowing - Internal		373	0	0	0	0
Capital Receipts - General		4,396	2,800	2,300	2,300	2,300
External Funding - Contributions		72	0	0	0	0
External Funding - Grants		2,346	46	0	0	0
<b>Total</b>		<b>7,187</b>	<b>2,846</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>

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

This table does not show expenditure on capital projects currently programmed in financial year 2020/21 which may be deferred to 2021/22, or future years, owing to changes in project delivery timescales.

# Highways, Infrastructure, Development and Waste

Project	*Total Scheme Approval	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Schools Maintenance and Improvements</b>						
Bassetts Farm Primary School - Block 01 replace rooflights & replace flat roof	199	48	0	0	0	0
Beaford Community Primary & Nursery School - Block 01 replace windows & renew render. Replace sports flooring.	81	65	16	0	0	0
Berrynarbor C of E Primary School - Block 01 replace kitchen ventilation hood & provide gas detection	24	19	5	0	0	0
Berrynarbor C of E Primary School - Block 03 render damp external walls	32	6	0	0	0	0
Bishops Nympton Primary School - Block 01 Rewire. Block 02 Replace alarm system. Block 04 Replace cladding & ext door/frame.	92	74	18	0	0	0
Bishops Tawton Primary School - Block 04 Roof works, gable end strengthening works & damp	36	7	0	0	0	0
Bishopsteignton School - Block 01 Ceiling, asbestos & void work	225	44	0	0	0	0
Bovey Tracey Primary School - Underground Gas Mains	46	6	0	0	0	0
Bow Community Primary School - Block 01 replacement windows	65	21	0	0	0	0
Bramford Speke C of E Primary School - Block 01 Replace windows, doors & replace flat roof	61	49	12	0	0	0
Branscome CofE Prim Sch - Roof replacement	98	20	0	0	0	0
Burlescombe CofE Primary School - replacement oil store block 01 ventilation	47	9	0	0	0	0
Caen Primary - Kitchen & heating	56	11	0	0	0	0
Canada Hill Community Primary School - Block 01 replace suspended ceiling & renew tarmac	31	25	6	0	0	0
Canada Hill Community Primary School - Block 01 replace windows in hall	19	3	0	0	0	0
Cheriton Fitzpaine Primary School - Hot water & BMS	26	21	5	0	0	0
Chudleigh CofE Community Primary School - replacement of heating	72	15	0	0	0	0
Copplestone Primary School - Block 01 replace suspended ceiling	22	18	4	0	0	0
Countess Wear Community School - Replace drainage pipe in playground	27	22	5	0	0	0
Culmstock Primary School - Block 1 re-roof corridor & replace flat roof above girls toilet	26	5	0	0	0	0
DDA projects (contingency)	N/A	200	150	0	0	0
Decoy Primary - hygiene room	63	12	0	0	0	0
Decoy Primary School - Block 01 renew flat roofs	38	7	0	0	0	0
Denbury Primary - Doors & facias	49	7	0	0	0	0
Doddiscombsleigh Community School - Block 01 kitchen doors & kitchen, WC & Storeroom windows. Block 04 replace external wall cladding	123	98	25	0	0	0
East The Water Community Primary School - Block 01 Upgrade incoming electrical service	42	34	8	0	0	0
Estimated Capital Maintenance (School Condition Allocation Grant)	N/A	4,000	3,500	3,500	3,500	3,500
Great Torrington Bluecoat - Balconies	59	8	0	0	0	0
Great Torrington Bluecoat C of E Primary School - Block 01 pitched	308	0	61	0	0	0
Great Torrington Bluecoat C of E Primary School - Block 01 replace doors, windows & replace boiler house doors	61	49	12	0	0	0
Gulworthy Primary School - Block 01 above girls WC-Partial renewal of flashings/valleys, partial re-roof & scaffolding	22	18	4	0	0	0

Project	*Total Scheme Approval	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Halberton Primary School - Block 06 Replace windows & replace gas heater	30	24	6	0	0	0
Hartland Primary - Block 01 External refurb & roof light replacement	90	18	0	0	0	0
Hatherleigh Community Primary School - Block 01 replace kitchen windows. Block 02 replace timber skirt, cladding, fascias, windows & doors	182	146	36	0	0	0
Hayward's Primary School - Block 01 roofing	170	0	34	0	0	0
Heathcoat Primary - Boiler Replacement	92	18	0	0	0	0
Honiton Primary School - Block 01 flat roof improvement works	37	7	0	0	0	0
Horrabridge Primary School replacement boilers	46	8	0	0	0	0
Ifracombe CofE Junior School - Kitchen ventilation & asbestos removal	71	15	0	0	0	0
Ifracombe Infant and Nursery School - Replace retaining wall	24	19	5	0	0	0
Kentisbeare C of E Primary School - Block 01 replace lighting, replace windows to the SE, NE & NW elevations & door/frame to SW elevation. Refurbish Fascias & Bargeboards	71	57	14	0	0	0
Kentisbury Primary School - New sewage plant	63	15	0	0	0	0
Kilmington Primary School - Block 01 replace boiler	37	7	0	0	0	0
King Edward VI Community College - Block 05 renew wet heating	50	40	10	0	0	0
King Edward VI Community College - Renew tarmac	65	52	13	0	0	0
Ladysmith Infant & Nursery School - Block 03 renew gas heaters	62	14	0	0	0	0
Ladysmith Infants School - Block 03 External Refurbishment	175	140	35	0	0	0
Ladysmith Infants School - Renew wet heating system, pipes & radiators	177	142	35	0	0	0
Landscore Primary School - Block 01 cladding & Block 04 rooflight	136	25	0	0	0	0
Littleham C of E Primary School - Reinforce wall around WPD. Block 01 replace flat roof at nursery area	61	49	12	0	0	0
Littleham primary - Toilet refurbishment	99	20	0	0	0	0
Manor Primary School - Block 07 rewire, renew wet heating & CO detection. Block 06 CO detection	14	2	0	0	0	0
Marland Primary School - Block 01 Replace windows & doors	67	54	13	0	0	0
Marland School - Blocks 02 replacement	509	96	0	0	0	0
Marwood School - Structural improvements to stone wall	54	15	0	0	0	0
Milton Abbot - Windows & External Wall	44	8	0	0	0	0
MUMIS (contingency)	N/A	147	90	0	0	0
Newtown primary - Wood block floor	43	9	0	0	0	0
Newtown Primary School - Block 02 renewal of fascias	33	26	7	0	0	0
Payhembury C of E Primary Drainage pipe	26	5	0	0	0	0
Payhembury C of E Primary School - Block 01 replace timber windows, door/frame & replace night storage heaters	96	77	19	0	0	0
Petroc - new hygiene & therapy room	148	30	0	0	0	0
Pilton Infants School - Infill basement	21	17	4	0	0	0
Plymtree C of E Primary School - Block 01 external refurb, replace windows & fire door. Block 02 Replace ceiling, windows & exterior doors	164	131	33	0	0	0
Sandford Primary School - Block 01 External refurb & toilet refurb. Block 02 replace timber windows. Blocks 03 & 04 renew fascias. Block 05 replace velux rooflight	262	210	52	0	0	0
Sandford Sch - Renew render & external doors	59	12	0	0	0	0
Schools capital maintenance (contingency)	N/A	402	200	0	0	0
Seaton Primary School - Replace Sewage Pumping System	49	39	10	0	0	0

Project	*Total Scheme Approval	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Shaugh Prior Primary School - Block 02 renew fascias & soffits. Block 02 replace roof	52	42	10	0	0	0
Shute Community Primary School - Block 02 replace flat roof	37	30	7	0	0	0
Shute Primary - Flooring	91	15	0	0	0	0
Sidmouth College - Block 11 & 15, Fire Alarm & lighting	14	3	0	0	0	0
St Michael's CofE Primary Schools, Kingsteignton - Block 01 boiler replacement. Block 01 CO detection. Block 04 CO detection	130	26	0	0	0	0
Stoke Canon C of E Primary School - Block 01 replace windows & doors	42	34	8	0	0	0
Stoke Hill Infants & Nursery School - Block 04 replacement windows	33	6	0	0	0	0
Stoke Hill Junior School - Block 01 flat roof remedial works	182	36	0	0	0	0
Stoke Hill Junior School - Resurface tarmac in smaller playground. Partially renew tarmac in top playground. Renew tarmac to pedestrian paths	98	78	20	0	0	0
Stokenham Area Primary School - Blocks 01 & 02 replace windows. Block 02 replace door & frame	32	5	0	0	0	0
The Castle Primary School / Elmore Church, Tiverton - Replacement wall	600	375	25	0	0	0
The Erme Primary School - Block 01 External refurb & replace North & West Elevation windows	58	46	12	0	0	0
The Lampard Community School - Block 01 replace fan convector & replace water heater	45	9	0	0	0	0
Thorverton C of E Primary School - Flat Roof Replacement	53	42	11	0	0	0
Tiverton High - heating system work	54	11	0	0	0	0
Two Moors Primary School - Block 04 removal of ACM fire breaks. Replace suspended ceilings, fascia cladding panels & flat roof. Fit doors & Frames	1,503	400	0	0	0	0
West Croft School - Block 01 partial replacement of flat roof, partially renew fascias & soffits. Block 201 Replace rooflight. Block 212 Replace guttering	244	195	49	0	0	0
West Exe Nursery School - Block 01 Roof replacement	417	334	83	0	0	0
West Hill Primary School - Block 01 & 03 replace luminaires	14	4	0	0	0	0
Whimple Primary School - Block 01 replace windows. Block 04 replace windows & external doors	74	13	0	0	0	0
Whitchurch Community Primary School - Block 01 pitched roof replacement	289	119	22	0	0	0
Willand School - Block 01 asbestos & duct work	180	36	0	0	0	0
<b>Schools Maintenance and Improvements Total</b>		<b>8,876</b>	<b>4,706</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>Waste</b>						
Waste Recycling Centre - Capital works	N/A	220	220	220	220	220
<b>Waste Total</b>		<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>
<b>Highways</b>						
Local Transport Plan (LTP) Maintenance	N/A	41,132	41,132	41,132	41,132	41,132
Pothole Fund	N/A	7,700	0	0	0	0
Street Lighting LED	8,673	3,910	0	0	0	0
<b>Highways Total</b>		<b>52,742</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>61,838</b>	<b>46,058</b>	<b>44,852</b>	<b>44,852</b>	<b>44,852</b>



	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
<b>Financed by:</b>					
Borrowing - Internal	4,117	25	0	0	0
Capital Receipts - General	220	220	220	220	220
External Funding - Grants	57,501	45,813	44,632	44,632	44,632
<b>Total</b>	<b>61,838</b>	<b>46,058</b>	<b>44,852</b>	<b>44,852</b>	<b>44,852</b>

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# Abbreviations

Abbreviations used within the budget for all Scrutiny reports:

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

HIF	Housing Infrastructure Fund
HIV	Human Immunodeficiency Virus
HMRC	Her Majesty's Revenue & Customs
HNB	High Needs Budget
HR	Human Resources
HRMS	Human Resources Management System
iBCF	Improved Better Care Fund - Additional grant funding to supplement the Better Care Fund
ICT	Information & Communications Technology
IID	Investing in Devon funds
ILACS	Inspection of Local Authority Children's Services
INNOVASUMP	Innovations in Sustainable Urban Mobility plans for low carbon urban transport
INTERREG	European Territorial Co-operation
IVC	In Vessel Composting
LAG	Local Action Group
LEP	Local Enterprise Partnership
LGA	Local Government Association
LMC	Local Medical Committee
LTP	Local Transport Plan
MH	Mental Health
MHCLG	Ministry of Housing, Communities and Local Government
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MTFS	Medium Term Financial Strategy
MUGA	Multi Use Games Area
MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NDEC	North Devon Enterprise Centre
NDLR	North Devon Link Road
NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NFF	National Funding Formula
NHS	National Health Service
NLW	National Living Wage
NPIF	National Productivity Investment Fund
NPV	Net Present Value
OP&D	Older People & Disability
OSP	On Street Parking Account
OT	Occupational Therapist
PFI	Private Finance Initiative
PH	Public Health
PHN	Public Health Nursing
PSPB	Priority School Building Project
PTE	Part-time Equivalent (15 hours)
PWLB	Public Works Loans Board
R&R	Ring and Ride
REACH	Reducing Exploitation and Absence from Care or Home
ROVICs	Rehabilitation Officers for Visually Impaired Children services

RD&E	Royal Devon & Exeter Hospital
RPA	Rural Payments Agency
RSG	Revenue Support Grant
S106	Funding from developers resulting from planning obligations authorised by section 106 of the Town and Country Planning Act 1990
SCF	Southern Construction Framework
ScoMIS	Schools Management Information Service
SEND	Special Education Needs and Disability
SGO	Special Guardianship Order
STP	Sustainable Transformation Programme
TBC	To be confirmed
TCS	Transport Co-Ordination Services
TIDE	Atlantic Network for Developing Historical Maritime Tourism
TUPE	Transfer of Undertakings (Protection of Employment)
UASC	Unaccompanied Asylum Seeking Children
UK	United Kingdom
VELP	Vehicle Equipment Loan Pool
VfM	Value for Money
WEG	Water Environment Grant