

Corporate Infrastructure & Regulatory Services Scrutiny Committee

28th January 2020

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

2020/21 Budget

Recommendation: that the Scrutiny Committee consider whether it wishes to draw to the attention of the Cabinet any observations on the proposals contained within the draft Revenue Budget 2019/20 and Capital Programme for 2019/20 to 2023/24.

1. Introduction and Commentary

- 1.1 At its meeting of 15th January 2020, Cabinet set updated Revenue Budget targets for 2020/21. In December Cabinet set initial Target Budgets but due to the national political uncertainty at that time these were set at a cautious level. The Provisional Settlement has now been announced and the risk of significant change is now greatly reduced, this has allowed additional resources to be added to the final Target Budgets for 2020/21.
- 1.2 At this stage, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed along with the local element of Business Rates. Information should be available by the time that County Council considers final budget proposals for 2020/21 on 20th February 2020. However, given the late notification of the provisional settlement and in line with arrangements from previous years, 25th February 2020 has been set aside for a second County Council budget meeting if required.
- 1.3 The draft budget attached to this report complies with the targets set by Cabinet on 15th January which total £541.2 millions. The total includes funding for budget pressures of £50.6 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 £7.5 millions are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table below shows the 2020/21 Budget Targets by Chief Officer.

	2019/20 Adjusted Budget *	Inflation & Pressures	Savings & additional Income	2020/21 Budget	Net change	
	£000	£000	£000	£000	£000	%
1 Adult Care & Health	236,544	28,772	(5,058)	260,258	23,714	10.0%
2 Childrens Services	135,307	12,709	(1,171)	146,845	11,538	8.5%
3 Community Health, Environment & Prosperity	38,788	1,075	(150)	39,713	925	2.4%
4 Corporate Services	34,681	2,649	(170)	37,160	2,479	7.1%
5 Cross Council Savings Strategies	(1,941)	1,691	0	(250)	1,691	-87.1%
6 Highways, Infrastructure Development & Waste	54,718	3,740	(950)	57,508	2,790	5.1%
	498,097	50,636	(7,499)	541,234	43,137	8.7%

* Adjusted for permanent virements

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

2. The Provisional Local Government Finance Settlement 2020/21

- 2.1 The state opening of Parliament took place on Thursday 19th December and on the 20th December, the Secretary of State for the Ministry for Housing, Communities and Local Government, Rt. Hon. Robert Jenrick MP, made a written statement to Parliament on the Provisional Local Government Finance Settlement 2020/21.
- 2.2 The 2020/21 local government finance settlement is for one year only. It is, as expected, based on the Spending Round 2019 funding levels announced in September and the subsequent Consultation.
- 2.3 The main points are set out below:
- 2.3.1 **Council Tax** – As previously announced at Spending Round 2019, the council tax referendum limit will be 2% for local authorities with social care authorities allowed a 2% 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 three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Tariff/Top Up amounts) have all increased by 1.63%, in line with the September 2019 CPI inflation figure;
- 2.3.3 **Revenue Support Grant** - As outlined in the technical consultation, RSG (for those authorities that still receive RSG in 2019/20) has increased in line with the Business Rates Retention system (+1.63%);
- 2.3.4 **Social Care Support Grant and Improved Better Care Fund** – Originally announced at Spending Round 2019, with further details provided in the technical consultation, the provisional settlement confirms the previously proposed national amounts and allocation methodologies;
- 2.3.5 **Rural Services Delivery Grant** – The 2020/21 national allocation of £81m and the methodology for distribution remain unchanged from 2019/20;
- 2.3.6 **Business Rates Pilots** – As expected, no new business rates pilots were announced for 2020/21, with all areas apart from the original 2017/18 pilot areas reverting to the 50% scheme. The 2017/18 pilot areas are to remain at 100%, or 37% for the Greater London Authority.
- 2.4 The Provisional Settlement for the County Council is:

	£000
Revenue Support Grant	546
Business Rates Central Government Top Up	80,654
Business Rates assumed Local Element	21,997
New Homes Bonus	3,526
Rural Services Delivery Grant	7,455
Social Care Support Grant	20,160
Improved Better Care Fund	28,271

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 2020.

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. Most Fees and Charges will increase in line with inflation (rounded for ease of collection). Statutory Library charges, which haven't changed in over 3 years, will increase on average by 10%. Fees for Landscape services (Planning) have been recalculated to ensure cost recovery is achieved. It is estimated that an additional £50,000 will be recharged to capital projects but in future years this ability to recharge will be dependent on the size and nature of the capital programme.
- 4.2 The success of the 2019/20 reprioritised grant schemes to lever match funding, and the outcomes achieved through the Devon Crowdfund initiative, Doing What Matters and Making the Connection schemes have allowed a reduction of £50,000 in the general grants budget. The Devon Crowdfund initiative alone has had an amplification effect of over 700% on the County Council's contribution.
- 4.3 Review of the Post 16 transitions contract continues and has identified a £50,000 saving in 2020/21, this reduction is being negotiated with the provider.
- 4.4 This service area is responsible for delivering many externally funded projects including those from the European Union (EU). In 2016 the government committed to protect all approved projects that had secured EU funding before 29th March 2019. Subsequently the Government has stated that it will guarantee funding to UK beneficiaries in projects approved before the end of 2020 so that applicants can continue to develop projects beyond the point the UK leaves the EU. This means that, subject to the conclusion and ratification of the Agreement, the UK will continue to participate in all EU programmes during the remainder of the 2014-2020 Multiannual Financial Framework, including European Territorial Co-operation (ETC) programmes.
- 4.5 The Public Health grant remains ring fenced for 2020/21. The value of the grant for 2020/21 has not yet been confirmed but it has been indicated that Local Authorities should expect a 1.7% inflation increase and a 1% increase for additional duties related to HIV prevention. There has been no further update since the letter issued by Public Health England on 21st December 2017, this 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.
- 4.6 To achieve a balanced budget contract savings and reductions in various demand led service areas have been redirected to meet growing pressures

within the Sexual Health contract. The Public Health earmarked reserve will continue to be utilised to manage small cost pressures on the 2020/21 grant.

- 4.7 As noted last year responsibility for delivering the 0-19 Public Health Nursing Service (PHN) transferred to the Authority on 1st April 2019. Children's Services are the operational provider of the service which is funded by Public Health who act as the commissioner. The service is fully operational and is now undergoing a transformational review to ensure best value is being achieved against available funding.
- 4.8 The Public Health budget was also included in the papers for the Health and Adult Care Scrutiny committee, which met on 23 January 2020.

5. Service Specific Budget Issues - Corporate Services

- 5.1 Due to the level of savings plans included in previous year's budgets, some of which that have yet to be realised (specifically in respect of the HRMS project), Corporate Services have £170,000 of new savings to be found in 2020/21.
- 5.2 In recognition of the improving financial outlook for the Authority, £1.84 millions of cross council savings plans included in the 2019/20 budget but not instigated, have been removed from 2020/21.
- 5.3 The desire to realise the full potential of the Authority's digital roadmap, which will enable further refinement of service delivery models in support of savings plans and a better citizen experience, has resulted in £804,000 of permanent revenue budget being allocated in 2020/21. This will fund a Digital Transformation Team resourced to enable the creation and maintenance of a growing portfolio of services designed to ensure the citizens of Devon can engage and transact with the Council in a digital way that works best for them. Furthermore, there continues to be a strong focus within the ICT Service on ensuring business continuity, disaster recovery and cybersecurity.
- 5.4 In recognition of the intention to embed "Doing What Matters" into the Authority on a permanent basis, there has been an increase in the revenue budget of £309,000 to fund the team undertaking this work.

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

- 6.1 Highways and Traffic Management face continued cost pressures from contractual inflation and an increased amount of reactive works required following the sustained heavy rainfall during the first half of the 2019/20 winter season. This has been partly mitigated by a review of efficiencies generated within winter and emergency works budgets.
- 6.2 In order to alleviate some of the drainage issues arising on the roads network, an additional £1 million has been added to the Highways target budgets.
- 6.3 Highways services income budgets have been reviewed to ensure that targets are reasonable. A number of initiatives are being explored with regard to new revenue streams, but the financial impact is unlikely to be realised in 2020/21. The Highways services income budget has been reduced by £500,000 to reflect this. Charges are being introduced on 1st April in respect of the new Highways permitting scheme, which were agreed by Cabinet in October 2019. The majority of parking charges have not been changed, with the exception of the introduction of new daily trade parking permits and a small tariff change at

Grand Western Canal to achieve parity with those at Stover Country Park. All other Highways and Waste charges are either unchanged or have been 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 2020/21". This account is governed by legislation and any surplus can only be used for prescribed activities.

- 6.4 The Waste Service faces increased expenditure arising from contractual inflation and other pressures totalling £955,000. However, waste tonnages have reduced in recent years and, although not guaranteed, a continuation of this trend is expected to deliver further savings during 2020/21. As a result, waste disposal budgets have been reduced by £750,000 to reflect the reduction in processing costs.

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 be focussed on maximising leverage of external funding to support growth across the County. A number of external funding bids have been, and will be, submitted for funding from various sources. If successful these will be added to the capital programme, subject to the appropriate approvals.
- 7.2 The Local Transport Plan (LTP) maintenance figures for the period 2020/21 and 2021/22 reflect the indicative needs based formula funding and incentive funding allocations as announced by the Department for Transport. As allocations for the period 2022/23 to 2024/25 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 2020/21 includes £30.0 millions of new capital investment across the service, funded from £22.2 millions of corporate capital resources, £4.25 millions in external grant and £3.6 millions of overall programme reductions.
- 7.4 Investment of £19.25 millions in the Special Educational Needs (SEND) school places and expansion project, which aims to provide up to 300 additional state funded Special School places over a four year period, part-funded by £4.25 millions of external grant.
- 7.5 An extra £1.5 millions has been included as match-funding for potential capital climate change initiatives, with the aim that these schemes will support the Councils Climate Change Strategy. Capital works have been extended in the areas of Buildings Maintenance to £1.5 millions over the five year period, and capital Flood Prevention works extended into 2024/25 totalling £350,000. In addition, there will be the continuation of rolling capital budgets (£4.0 millions) including enhancements to the County Farms Estate and operational ICT, as well as the continued investment in the County's corporate estate totalling (£3.4 millions).

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 2020/21 budget is published at

<https://www.devon.gov.uk/impact/budget-2020-2021/>

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Electoral Divisions : All
Local Government Act 1972

List of Background Papers

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Background Paper Date File Ref

Nil

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Leadership Group Commentary

2019 – a year dominated by Brexit and political unease, culminating in December’s General Election - have all added to an unprecedented level of financial uncertainty for local government.

The Provisional Local Government Settlement, announced in December, marked the end of a four-year settlement to a one-year spending round, which will potentially make longer term financial planning trickier for local government.

Adult and children’s service in particular are experiencing significant financial pressures, with a shortfall in grant funding related to Special Educational Needs and Disabilities a major concern for this year and into the future.

Against this backdrop of financial uncertainty coupled with growing demand for services, our Cabinet has agreed a budget that will see a rise of 8.7 per cent in spending on children’s services, adult care, health and roads.

In total, our spending is due to rise by £43.1 millions from £498.1 millions in 2019/20 to £541.2 millions in 2020/21.

The Council remains the largest local authority in the south west, working with our partners and communities to ensure the people of Devon live their lives well and receive the support they need, at the right time and in the right way.

Our politicians continue to fight Devon’s corner, to get the voice of residents heard at a national level as we strive for fairer funding for Devon, the south west and the local government community.

And with the UK due to leave the EU this year, the Council is doing everything it can to make sure we are as ready as we can be, together with our partners, to respond to the outcomes and ensure our communities and businesses are supported and continue to thrive, and make the most of any opportunities presented by Brexit.

It’s a complex financial situation but by making the most of our experience, professionalism, dedication, initiative and care, we are determined to ensure the very best for the people of Devon.

Communities, Public Health, Environment and Prosperity

How the 2020/21 Budget has been built

	2019/20 Adjusted Budget	Changes	2020/21 Outturn Budget
	£'000	£'000	£'000
Communities and Other Services	12,158	154	12,312
Economy, Enterprise and Skills	4,899	16	4,915
Planning, Transportation and Environment	21,731	755	22,486
Public Health	0	0	0
Total	38,788	925	39,713

Reasons for changes in Revenue Budget

£' 000

Technical and Service Changes

Inflation and National Living Wage	866
Funding for bus services previously paid under S106	351
Removal of one-off budget for licensing regulations of community transport	(150)
Enterprise zone project contribution	8
	<u>1,075</u>

Savings Requirements

Post 16 transitions contract	(50)
Reduced demand on commissioning programme	(50)
Increased recharging to capital programme	(50)
	<u>(150)</u>

Total

925

Analysis of Total Expenditure for 2020/21

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Communities and Other Services	13,760	(139)	(401)	(908)	12,312
Economy, Enterprise and Skills	7,568	(285)	(2,030)	(338)	4,915
Planning, Transportation and Environment	26,557	(1,330)	(1,638)	(1,103)	22,486
Public Health	28,714	(28,385)	(37)	(292)	0
Total	76,599	(30,139)	(4,106)	(2,641)	39,713

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
Communities and Other Services					
Active Devon	1,668	(1,471)	(11)	(186)	0
Syrian Refugees	475	(475)	0	0	0
Youth Projects	87	(86)	0	(1)	0
Economy, Enterprise and Skills					
Developing Entrepreneurship In Schools	66	(56)	0	(10)	0
Digital Skills Innovation Fund	17	(17)	0	0	0
Digital Skills Partnership Catalyst	54	(54)	0	0	0
Engaging Rural Micros 2	183	(183)	0	0	0
EU - Digital Utilisation Growth	168	(168)	0	0	0
EU - Enhance Social Enterprise	113	(52)	(61)	0	0
EU - Enhance Social Enterprise UOE	2	(1)	(1)	0	0
EU - Growth Support Programme	10	(6)	(4)	0	0
EU - Innovation In Healthy Ageing	17	(10)	0	(7)	0
EU - North Devon Enterprise Centre	99	(99)	0	0	0
LAG - MIL (Making It Local 2)	40	(40)	0	0	0
LAG - REAL Devon	36	(36)	0	0	0
Learn Devon	3,584	(3,417)	(121)	(46)	0
Planning, Transportation and Environment					
AONB Blackdown Hills	231	(210)	0	(21)	0
AONB North Devon	194	(180)	0	(14)	0
Cycle Bikeability Training	280	(280)	0	0	0
Devon Maritime Forum	23	(10)	(3)	(10)	0
Exe Estuary Partnership	30	(21)	0	(9)	0
Low Carbon Energy and Transport (DELETTI)	26	(19)	0	(7)	0
NHS Patient Transport Advice Service	3,404	0	(3,373)	(31)	0
Other Countryside Projects	955	(881)	0	(74)	0
South West Coast Path Team	92	(92)	0	0	0
Sustainable Mobility Plans (INNOVASUMP)	11	(10)	0	(1)	0
Transport Co-Ordination Service	2,974	(1,146)	(1,810)	(18)	0
Total	14,839	(9,020)	(5,384)	(435)	0
Grand total	91,438	(39,159)	(9,490)	(3,076)	39,713

Communities and Other Services

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Commissioning Services For Communities					
769	Heritage Centre and Devon Records Office	811	(10)	801	32
6,907	Library and Information Service	7,345	(338)	7,007	100
1,760	Youth Services	1,865	(55)	1,810	50
9,436		10,021	(403)	9,618	182
Planning and Insight					
0	Community Safety and Violence Prevention	837	(837)	0	0
259	Emergency Planning	306	(43)	263	4
121	Research, Intelligence and Performance	123	0	123	2
380		1,266	(880)	386	6
Safer and Stronger Communities					
1,072	Commissioning / Grants	1,022	0	1,022	(50)
670	Community	851	(165)	686	16
600	Locality	600	0	600	0
2,342		2,473	(165)	2,308	(34)
12,158		13,760	(1,448)	12,312	154

Analysis of Changes:

£'000

Technical and Service changes

Inflation and National Living wage

204

204

Savings Strategies

Reduced demand on commissioning programme

(50)

(50)

Total

154

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 and library and heritage services;
- community safety and co-ordination of related work and partnerships; and statutory co-ordination to preventing 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 resettlement of Syrian families, gypsies and travellers and through Active Devon accessing and increasing physical activity across the County.

In May 2019 the Council launched two new funding streams, alongside Crowdfund Devon, to support and facilitate community and voluntary work across Devon. The Doing What Matters scheme (Grants of £5,000 to £20,000) has been developed in line with the Council’s priorities. The Making the Connection scheme provides small, one-off non-repeatable, grants of up to £300 to support community-led ideas and initiatives across Devon.

The Library service remains a statutory duty which is delivered through a contract with Libraries Unlimited (South West). The service statistics show the move from the provision of stand-alone PCs in each library to an increasing demand for WiFi connectivity. Following an exercise to maximise the efficiency and effectiveness of the mobile libraries, stops were removed where no members had visited over a 3 month period in line with agreed policy.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Libraries				
Static Libraries	No.	50	0	50
Mobile Libraries	No.	4	0	4
PCs available with public access	No.	428	(103)	325
Stock issues	No.	2,400,000	(200,000)	2,200,000
Membership	No.	130,000	(5,000)	125,000
Youth Service				
Organisations supported	No.	85	5	90
Young people registered	No.	3,950	200	4,150

Economy, Enterprise and Skills

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Business Support and Innovation					
293	Business Growth Support	439	(82)	357	64
1,845	Trading Standards	3,643	(1,761)	1,882	37
2,138		4,082	(1,843)	2,239	101
Economic Infrastructure and Development					
924	Economic Development	1,172	(228)	944	20
(11)	Industrial Estates	121	(132)	(11)	0
913		1,293	(360)	933	20
Employment and Skills					
198	Labour Market Development	593	(450)	143	(55)
1,650	Post 16 Provision	1,600	0	1,600	(50)
1,848		2,193	(450)	1,743	(105)
4,899		7,568	(2,653)	4,915	16

Analysis of changes:

£'000

Technical and Service changes

Inflation	58
Enterprise Zone project contribution	8
	<u>66</u>

Savings Strategies

Efficiencies - Post 16 transitions contract	(50)
	<u>(50)</u>

Total	16
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Service Commentary

This service supports delivering productive and sustainable growth across the Devon economy and supports raising prosperity for all. It leads on delivering regulatory services through a joint Devon, Somerset and Torbay Trading Standards, safe-guarding public and consumer interests and providing support to businesses. It delivers a range of programmes aimed at improving skills attainment and access to education through Learn Devon and leading on post-16 learning and education. The Service 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:

- Improving skills attainment and supporting people into work, particularly the most disadvantaged,
- Delivering careers, advice and guidance for young people and adults, securing investment in skills provision, access to education and learning and promoting apprenticeships, internships and work placements
- Engaging with a range of partners to provide technical and higher-level qualifications, supporting workforce development and new technical training facilities
- Supporting the personal, social, health and economic wellbeing of individuals and communities,
- Stimulating innovation and business support across Devon's Small and Medium enterprises, including encouraging new business start ups
- Protecting consumers and communities by ensuring a safe, fair, responsible, sustainable and competitive trading environment,
- Promoting Devon as a business location, including the facilitation of strategic employment space, managed workspace, broadband and mobile infrastructure,
- Developing growth sectors and supply chains, including clean energy, agri-tech, digital, food, farming and the rural economy,
- Leading on an economic evidence base and analysis to support growth strategies, funding bids and lobbying campaigns on key issues impacting on the Devon economy,
- Influencing national and local policies impacting on growth, skills and employment to support Devon's economic and wellbeing priorities and secure external funding to deliver these priorities.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Trading Standards (Shared Service)				
Business premises on Trading Standards database	No.	76,081	427	76,508
Programmed interventions at high priority premises	Percentage	100	0	100
Complaints and service requests	No.	15,975	(1,491)	14,484
Learn Devon				
Learn Devon - Enrolments	No.	8,500	(1,000)	7,500

Planning, Transportation and Environment

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Environment Service					
501	Environment Policy	653	(139)	514	13
810	Flood Risk and Surface Water Management	817	0	817	7
432	Projects and Partnerships	484	(51)	433	1
1,743		1,954	(190)	1,764	21
Planning and Transportation					
545	Development Management	1,491	(1,014)	477	(68)
2,575	Planning and Transportation	2,895	(228)	2,667	92
3,120		4,386	(1,242)	3,144	24
Public and Community Transport					
9,266	National Concessionary Travel Scheme	9,483	(20)	9,463	197
3,973	Public Transport Support	5,602	(1,235)	4,367	394
2,115	TCS Fleet	3,018	(798)	2,220	105
1,514	Transport Co-Ordination Service	2,114	(586)	1,528	14
16,868		20,217	(2,639)	17,578	710
21,731		26,557	(4,071)	22,486	755

Analysis of changes:

£'000

Technical and Service changes

Inflation and National Living wage	604
Removal of one-off budget for licensing regulations of community transport	(150)
Funding for bus services previously paid under S106	351
	<u>805</u>

Savings Strategies

Increased recharging to capital programme	(50)
	<u>(50)</u>

Total	755
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Service Commentary

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

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Planning, Transportation & Environment				
County Matter applications	No.	60	(20)	40
County Council development applications	No.	40	(10)	30
Sustainable drainage consultations for major development	No.	800	(300)	500
Land drainage consents	No.	55	20	75
Public Transport				
Local bus services contracts	No.	123	2	125
Ring and Ride community transport schemes	No. of schemes	16	0	16
Community buses	No.	9	0	9
Fare car supported taxi schemes	No. of schemes	7	0	7

Public Health

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Public Health					
2,149	Children 5-19 Public Health Programmes	2,184	0	2,184	35
959	Comm Sfty, Violence Prvntn and Social Excl	964	0	964	5
58	Health At Work	59	0	59	1
113	Health Protection	116	0	116	3
8,097	Mandated 0-5 Children's Services	8,228	0	8,228	131
79	National Child Measurement Programme	80	0	80	1
458	NHS Health Check Programme	459	0	459	1
396	Obesity	630	(206)	424	28
526	Other Public Health	586	(37)	549	23
278	Physical Activity	182	0	182	(96)
288	Public Health Expert Advice	292	0	292	4
(27,508)	Public Health Income	0	(28,159)	(28,159)	(651)
134	Public Mental Health	290	(151)	139	5
6,227	Sexual Health	6,854	0	6,854	627
1,193	Smoking and Tobacco	1,159	0	1,159	(34)
5,430	Substance Misuse	5,470	0	5,470	40
1,123	Support Services	1,161	(161)	1,000	(123)
0		28,714	(28,714)	0	0

Analysis of changes:

£'000

Technical and Service Changes

0

Savings Strategies and Revised programmes

Public Health income - Public Health grant	(723)
Public Health income - Reduced secondment income	72
Children's service - Inflationary increases	166
Sexual Health - Legacy work	72
Sexual Health - Increased demand and inflationary pressures	287
Sexual Health - New duty for HIV prevention	268
Substance misuse - Net of increased demand and contract savings	40
Support Service - Reduced management and support cost	(123)
Various reduced demand and contract savings	(59)

0

Total

0

Service Commentary

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

From a commissioning perspective, there have only been two changes in 2019-20: Public health nursing services moved to Devon County Council's Children's Services from April 2019 and the "One Small Step" lifestyle advice service is now managed by a new provider, EveryoneHealth. Increasing demand for services funded by the public health ring-fenced grant continues to be a challenge.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Local opiate clients in treatment	Individuals	1,235	55	1,290
Local non-opiate clients in treatment	Individuals	408	2	410
Local alcohol clients in treatment	Individuals	838	(138)	700
Genito-urinary medicine patients treated	Individuals	29,597	3,822	33,419
Contraception services accessed	Individuals	32,121	1,943	34,064

Corporate Services

How the 2020/21 Budget has been built up

	2019/20 Adjusted Budget	Changes	2020/21 Outturn Budget
	£'000	£'000	£'000
Chief Exec, HR, Legal and Communications	7,565	401	7,966
Cross Council Savings Strategies	(1,941)	1,691	(250)
Digital Transformation and Business Support	14,976	1,497	16,473
Organisational Development	844	341	1,185
Treasurer's Services	11,296	240	11,536
Total	32,740	4,170	36,910

Reasons for changes in Revenue Budget

£'000

Technical and Service Changes

Inflation and National Living Wage	1,136
Cessation of cross council savings strategies & corporate initiatives	1,844
Expansion of Digital Transformation service	804
Creation of permanent Organisational Transformation service	309
Other demographic, contract and service pressures	247
	<u>4,340</u>

Savings Strategies

Staffing reductions and turnover savings	(28)
Reduction in unfunded pension commitments	(142)
	<u>(170)</u>

Total	4,170
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Analysis of Total Expenditure 2020/21

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
Chief Exec, HR, Legal and Communications	15,428	0	(5,006)	(2,456)	7,966
Cross Council Savings Strategies	(250)	0	0	0	(250)
Digital Transformation and Business Supprt	33,834	(8,901)	(4,696)	(3,764)	16,473
Organisational Development	1,211	0	0	(26)	1,185
Treasurer's Services	22,068	0	(8,239)	(2,293)	11,536
Total	72,291	(8,901)	(17,941)	(8,539)	36,910

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

	Gross Expenditure	Grant and Contribution	External Income	Internal Income	Net Expenditure
Digital Transformation and Business Supprt					
ScoMIS	9,455	0	(2,486)	(6,969)	0
Treasurer's Services					
Devon Audit Partnership	1,637	0	(1,637)	0	0
Total	11,092	0	(4,123)	(6,969)	0
Grand total	83,383	(8,901)	(22,064)	(15,508)	36,910

Chief Executive, Human Resources, Legal and Communications

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
1,482	Coroners Service	1,539	0	1,539	57
	Human Resources				
74	Employee Services	2,358	(2,261)	97	23
234	Management and Strategy	318	(153)	165	(69)
979	Performance	1,062	(40)	1,022	43
1,012	Personnel Services Operations	2,217	(1,113)	1,104	92
2,299		5,955	(3,567)	2,388	89
1,360	Legal Services	2,716	(1,187)	1,529	169
1,099	Media, Marketing and Communications	1,422	(284)	1,138	39
	Other Services				
228	Corporate Management	303	(67)	236	8
1,830	Cost of Democracy	1,976	(95)	1,881	51
135	Local Authority Subscriptions	132	0	132	(3)
2,193		2,411	(162)	2,249	56
(868)	Registration Service	1,385	(2,262)	(877)	(9)
7,565		15,428	(7,462)	7,966	401

Analysis of changes:

£'000

Technical and Service Changes

Inflation and National Living Wage	261
Licence and support of new legal Case Management System	60
Senior Lawyer to support Adult Social Care	60
Other demographic, contract and service pressures	20
	401

Total Chief Executive, HR, Legal and Communications

401

Service Commentary

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

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

The Human Resources team enables the Council to recruit, retain and develop staff with the right skills, experience and capacity to achieve the strategic purposes of the Council. The team supports the Authority by identifying any external developments that will impact on the workforce, such as employment related legislative changes. The HR Team also supports Leadership and Management development across the Council, and undertakes workforce planning to ensure that the Authority is equipped to meet future challenges from a staffing perspective. It co-ordinates the recruitment and development of Apprenticeships for the council, with 171 apprentices currently employed and 75 of those being existing staff undertaking apprenticeship qualifications. It ensures legal compliance for reporting requirements such as the Gender Pay Gap, and Trade Union Facility Time Funding for Data Transparency. In addition, consultancy support and advice is provided on the application of employment law, health and safety regulations and internal HR policies; administration of a payroll service; administration of a disclosure and barring service; co-ordination of recruitment campaigns; provision of a large pool of skilled office support workers available at short notice for temporary cover; provision of training and mediation services.

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

The HR Service is also closely involved in activities to support adult health and social care integration, through representation on a number of the workforce-related groups of the NHS/local authority Sustainable Transformation Programme (STP).

Service Statistics and Other Information

CHIEF EXECUTIVE, LEGAL AND COMMUNICATIONS

	Unit of Measurement	2017/18 actual	Change	2018/19 * actual
Coroners Service				
Caseload	No.	2,833	(236)	2,597
Total inquests opened	No.	339	19	358
Natural deaths reported with a Post Mortem	No.	597	68	665
Registration Service				
Certificates issued	No.	70,327	(3,649)	66,678

* Latest figures available

	Unit of Measurement	2019/20 estimates	Change	2020/21 estimates
HUMAN RESOURCES				
Apprentices employed	No.	160	40	200
Payslips p.a	No.	231,000	(11,000)	220,000
DBS checks processed p.a	No.	21,800	(800)	21,000
Answered calls to HR Direct p.a	No.	9,000	0	9,000
Answered calls to Payroll p.a	No.	30,000	(10,000)	20,000
Answered calls to Recruitment p.a	No.	11,700	3,300	15,000

Cross Council Savings Strategies

2019/20 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
(1,941) Cross Council Savings Strategies	(250)	0	(250)	1,691
(1,941)	(250)	0	(250)	1,691

Analysis of changes:

£'000

Technical and Service Changes

Review of business support functions ceased

1,691

1,691

Total

1,691

Service Commentary

This budget comprises of £250,000 in respect of savings that whilst led by Corporate Services (Procurement) will be delivered across the Council.

In recognition of the improving financial outlook for the Authority, £1.691 millions of savings plans included in the 2019/20 budget but not instigated, have been removed from 2020/21

Digital Transformation & Business Support

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Business Infrastructure					
4,899	Business Services and Support	7,078	(1,801)	5,277	378
564	Customer Relations	739	(156)	583	19
2,493	Facilities Management	4,589	(2,054)	2,535	42
(6,507)	Private Finance Initiatives	2,262	(8,874)	(6,612)	(105)
1,449		14,668	(12,885)	1,783	334
Estates					
1,510	Building Maintenance	1,552	(13)	1,539	29
1,070	Corporate Estates	1,485	(326)	1,159	89
(464)	Farms	700	(1,164)	(464)	0
2,116		3,737	(1,503)	2,234	118
ICT					
1,464	Customer Service Centre	1,505	(13)	1,492	28
8,928	ICT	11,909	(1,995)	9,914	986
10,392		13,414	(2,008)	11,406	1,014
1,019	Procurement	2,015	(965)	1,050	31
14,976		33,834	(17,361)	16,473	1,497

Analysis of changes:

£'000

Technical and Service Changes

Inflation and National Living Wage	598
Expansion of Digital Transformation service	804
Cessation of corporate initiatives	123
	<u>1,525</u>

Savings requirements

Staffing reductions and turnover savings	(28)
	<u>(28)</u>

Total

1,497

Service Commentary

The Digital Transformation and Business Support Service must lead and drive the digital transformation agenda. As such a primary focus of the service is to develop a digital platform which will enable a series of digital solutions to be developed that will enable citizens and staff to do business with the Council in a modern digital way that primarily is of benefit to them. The Digital Lives strategy continues to develop a key leadership role in providing opportunities to increase digital skills within the community and within our workforce.

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.

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

Service Statistics and Other Information

DIGITAL TRANSFORMATION AND BUSINESS SUPPORT

	Unit of Measurement	2019/20 estimates	Change	2020/21 estimates
Property				
DCC owned operational properties (including schools)	No.	470	(9)	461
The estate valuation based on depreciated replacement costs or market value, (excluding Church Schools)	£m	561	18	579
County Farms Estate				
No of Farms	No.	65	0	65
Total acreage	Acres	9,583	(28)	9,555
IT Infrastructure				
Managed Desktops	No.	5,104	472	5,576
Networked Sites	No.	199	(12)	187
User accounts (DCC IT systems)	No.	5,454	219	5,673

Organisational Development

2019/20 Adjusted Budget £'000	Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
844 Organisational Development	1,211	(26)	1,185	341
844	1,211	(26)	1,185	341

Analysis of changes:

£'000

Technical and Service Changes

Inflation and National Living Wage	22
Contribution to Heart of the South West	10
Creation of permanent Organisational Transformation service	309
	<u>341</u>

Total

341

Service Commentary

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

Treasurer's Services

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Other Services					
152	Bank Charges	149	0	149	(3)
82	External Audit	85	0	85	3
4,677	Unfunded Pensions	7,696	(3,074)	4,622	(55)
4,911		7,930	(3,074)	4,856	(55)
Treasurer's Services					
2,857	Accountancy Services	4,050	(1,113)	2,937	80
587	Corporate Management and Commissioning	1,547	(960)	587	0
1,499	Financial Systems,Processes and Compliance	6,749	(5,083)	1,666	167
1,442	Strategic Financial Planning	1,792	(302)	1,490	48
6,385		14,138	(7,458)	6,680	295
11,296		22,068	(10,532)	11,536	240

Analysis of changes:

£'000

Technical and Service Changes

Inflation and National Living Wage	255
Increased workload in Court of Protection service	97
Reinstating Payroll Compliance post	30
	<u>382</u>

Savings requirements

Reduction in unfunded pension commitments	(142)
	<u>(142)</u>

Total

240

Service Commentary

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

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

Exchequer Services and the wider Authority are expected to see an increase in efficiency and an enhanced customer experience following the implementation of a digital Payment Gateway. The gateway benefits include new on-line payment forms, automated telephone payments, income management and bank reconciliation software, together with access to the latest scanning technology.

Service Statistics and Other Information

TREASURER'S SERVICES

	Unit of Measurement	2019/20 estimates	Change	2020/21 estimates
Debtors raised p.a.	No.	120,000	(5,000)	115,000
Invoices paid p.a.	No.	389,000	1,000	390,000
Proportion paid using BACS	Percentage	100	(3)	97

Highways, Infrastructure Development and Waste

How the 2020/21 Budget has been built up

	2019/20 Adjusted Budget	Changes	2020/21 Outturn Budget
	£'000	£'000	£'000
Highways and Traffic Management	26,059	2,585	28,644
Infrastructure Development and Waste	28,659	205	28,864
Total	54,718	2,790	57,508

Reasons for changes in Revenue Budget	Change £' 000
Technical and Service Changes	
Inflation	2,189
Waste Services demographic and contract pressures	51
Additional funding to alleviate Highways network drainage issues	1,000
Review of Highways income	500
	<hr/> 3,740
Savings Requirements	
Efficiencies in winter operations	(200)
Savings achieved from reductions in waste disposal	(420)
Impact of anticipated further reductions in Waste tonnages	(330)
	<hr/> (950)
Total	2,790

Analysis of Total Expenditure for 2020/21

	Gross Expenditure	Grant and Contribution Income	External Income	Internal Income	Net Expenditure
	£'000	£'000	£'000	£'000	£'000
Highways and Traffic Management	31,658	(118)	(1,596)	(1,300)	28,644
Infrastructure Development and Waste	33,871	0	(4,243)	(764)	28,864
Total	65,529	(118)	(5,839)	(2,064)	57,508

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
Highways and Traffic Management					
Highways Permit Scheme	647	0	(647)	0	0
On Street Parking	7,071	(112)	(6,958)	(1)	0
Infrastructure Development and Waste					
Ecowaste4Food Euro Project	10	(9)	0	(1)	0
Total	7,728	(121)	(7,605)	(2)	0
Grand total	73,257	(239)	(13,444)	(2,066)	57,508

Highways and Traffic Management

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Highway Maintenance					
2,567	Cyclic Maintenance	3,657	(2)	3,655	1,088
4,104	Highway Lighting	4,507	(30)	4,477	373
592	Maintenance of Public Rights of Way	648	(36)	612	20
34	Other Highway Services	167	(133)	34	0
511	Retaining Walls and Bridges	536	(8)	528	17
2,968	Routine Maintenance	3,100	(30)	3,070	102
6,399	Safety Reaction	6,711	(93)	6,618	219
3,960	Winter and Emergencies	3,945	(60)	3,885	(75)
21,135		23,271	(392)	22,879	1,744
Highway Network Management					
4,920	Highway Network Management	8,172	(2,411)	5,761	841
4	Management and Support	215	(211)	4	0
4,924		8,387	(2,622)	5,765	841
26,059		31,658	(3,014)	28,644	2,585

Analysis of Changes:

£'000

Technical and Service changes

Inflation	1,285
Additional funding to alleviate Highways network drainage issues	1,000
Review of income	500
	<hr/>
	2,785

Savings Strategies

Efficiencies in winter operations	(200)
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(200)

Total	2,585
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Service Commentary

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

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

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

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Size of Network	Km	12,915	51	12,966
Bridges	No.	3,321	19	3,340
Structural retaining walls (>1.35m height)	No.	1,613	75	1,688
Structural retaining walls (>1.35m height)	Km	123	2	125
Street lights total	No.	78,728	1,016	79,744
Street lights to have been converted to part night lighting	No.	50,613	496	51,109
Rights of way	Km	5,000	11	5,011
Strategic road salted after route optimisation	Km	2,664	0	2,664
Illuminated road markings and signs	No.	10,174	0	10,174
Gullies emptied	No.	130,000	5,000	135,000
Total grass area cut	m ²	1 million	0.25 million	1.25 million
Surface dressed	Km	328	(94)	234
Resurfacing / reconstruction	Km	66	60	126

Infrastructure Development and Waste Management

2019/20 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2020/21 Outturn Budget £'000	2020/21 Net Changes £'000
Infrastructure Development					
196	Compliance Surveys - School Buildings	196	0	196	0
(315)	Engineering and Design Group	447	(762)	(315)	0
83	Schools Estates Work	83	0	83	0
(36)		726	(762)	(36)	0
Waste Disposal and Recycling					
14,392	Disposal of Statutory Waste	19,358	(3,966)	15,392	1,000
2,367	Landfill Tax on Disposal	1,412	0	1,412	(955)
323	Other Site Related Costs	325	(2)	323	0
6,135	Recycling Centres	6,178	(8)	6,170	35
4,522	Recycling Credits	4,653	0	4,653	131
777	Waste Management	811	(2)	809	32
179	Waste Minimisation Activities	408	(267)	141	(38)
28,695		33,145	(4,245)	28,900	205
28,659		33,871	(5,007)	28,864	205

Analysis of changes:

£'000

Technical and Service changes

Inflation	904
Waste demographic and contract pressures	51
	955

Savings Strategies

Savings achieved from reductions in waste disposal	(420)
Impact of anticipated further reductions in waste tonnages	(330)
	(750)

Total	205
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Service Commentary

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

The Waste Management service is responsible for the disposal of local authority collected waste. The service supports and enables waste prevention activity, manages waste contracts for recycling, treatment and disposal, provides new waste infrastructure and manages redundant landfill sites. The service works with Waste Collection Authorities to join up waste collection and waste disposal where possible. Following completion of the Brynsworthy Waste Acceptance facility in February 2019, 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. Tonnages have fallen over recent years and a continuation of this trend is expected to deliver further savings during 2020/21, although this cannot be guaranteed. Moving away from mixed organic waste collections to separately collected food and garden waste will deliver additional treatment savings.

Service Statistics and Other Information

Service/ Activity	Unit of Measurement	2019/20 Estimate	Change	2020/21 Estimate
Municipal waste disposal to landfill	Tonnes	15,000	(2,750)	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 (approx)	54,500	479	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	0	55

Grants Paid to External Organisations

2019/20 £000	2020/21 £000
Service and Grant Title	
Planning, Transportation and Environment	
48 AONB (East, South and Tamar)	49
43 Dorset & East Devon World Heritage site (Jurassic Coast)	40
25 Cornwall & West Devon Mining Landscape World Heritage site	25
22 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
81 Safety Camera Partnership (under review)	0
40 Devon & Cornwall Rail Partnership	40
235 Community bodies - Transport Ring & Ride	248
520	451
Communities and Other Services	
400 Citizens Advice Bureau	400
25 Devon Rape Crisis (incorporated into contract*)	0
6 Teignbridge D.C - 'Places of Safety' (under review)	0
62 Devon Communities Together	62
493	462
Highways and Traffic Management	
8 Meldon Viaduct	9
8	9
1,021 TOTAL	922

* This is no longer paid as a grant but instead incorporated into the main contract

Staffing Data

	2019/20	Changes FTEs	2020/21		Total FTEs
	Adjusted Total FTEs		Revenue Funded FTEs	Externally Funded FTEs	
Communities and Other Services	40	6	21	25	46
Economy, Enterprise and Skills	174	16	58	132	190
Planning, Transportation and Environment	176	3	155	24	179
Public Health	36	(1)	0	35	35
Community, Health, Environment, Prosperity	426	24	234	216	450
Chief Exec, HR, Legal and Communications	287	2	289	0	289
Digital Transformation and Business Supprt	523	14	537	0	537
Organisational Development	20	0	20	0	20
Treasurer's Services	286	10	178	118	296
Corporate Services	1,116	26	1,024	118	1,142
Highways and Traffic Management	267	16	283	0	283
Infrastructure Development and Waste	103	(2)	101	0	101
Highways, Infrastructure and Waste	370	14	384	0	384
Total	1,912	64	1,642	334	1,976

Explanation of Movements**Communities and Other Services**

Externally funded - Active Devon project staff	4
Smarter Devon - Temporary posts	2
	<hr/>
	6

Economy, Enterprise and Skills

Economic Development Officers	2
Externally funded - New post for various projects	4
Externally funded - New posts for Learn Devon projects	10
	<hr/>
	16

Planning Transportation and Environment

Externally funded - New posts for projects	3
Externally funded - Passenger transport NHS agreement	2
Climate Change officer	1
Restructuring and change of funding	(3)
	<hr/>
	3

Public Health

Externally Funded grant - Healthy New Towns	(1)
	<hr/>
	(1)

Chief Executive, HR, Legal and Communications

Senior Adult Social Care Lawyer	1
Recruitment and Care Leavers support	1
	<hr/>
	2

Digital Transformation and Business Support

Transfer of PFI support to Ted Wragg Trust	(1)
Expansion of IT Digital Transformation service	15
	<hr/>
	14

Treasurer's Services

Externally funded - Court of Protection posts	2
Externally funded - Accountancy Services - support for external projects	1
Externally funded - Pensions team	1
Externally funded - Devon Audit Partnership	2
Court of Protection posts	2
TUPE of Devon direct delivery	2
	<hr/>
	10

Highways and Traffic Management

Apprentices	1
Transfer of posts from Infrastructure Development	2
Removal of temporary Externally Funded post	(1)
Public Rights of Way Assistant new post	1
Business Systems Coordinator new post	1
Highways Permit Scheme new posts	12
	<hr/>
	16

Infrastructure Development and Waste Management

Transfer of posts to Highways	(2)
	<hr/>
	(2)

Total	64
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Communities, Public Health, Environment and Prosperity - Risk Assessment

Service	Budget 2020/21 £'000	Risk and Impact	Mitigation
Public & Community Transport	6,778 (budget and other funding)	<p>Around 80% of passenger journeys are on commercial bus services with no DCC control over them. The remainder are on supported (contracted) bus services. The commercial sector therefore shapes the network, and DCC responds to fill in gaps, optimising the scope for an integrated network. Recent experience has shown that the sector is increasingly commercially fragile which increases the cost risk to the provision of supported services.</p> <p>DCC also supports the voluntary and community transport sector where conventional buses are not sustainable. Changes to legislation pose a threat to the sustainability of this provision.</p> <p>Any reductions to service will have an impact on Devon communities as 19% of Devon residents have no access to a car.</p>	<p>Budget is based on actual services each year. Service support is based upon criteria related to DCC strategic objectives.</p> <p>Wherever possible Commercial Operators are encouraged to take up services.</p> <p>DCC supported services are developed to achieve commercial viability where possible.</p> <p>DCC maintains close relationships with this sector. Once the final legislative changes are known an impact assessment and mitigation strategies will be developed.</p>
National Concessionary Travel Scheme	9,463	<p>Under statutory provision commercial bus operators are reimbursed for the use of free travel passes by more than 145,419 pass-holders in Devon and by non-Devon residents travelling in the County. Travel levels and patterns are subject to a range of influences which are outside the control of DCC so cannot be predicted precisely.</p>	<p>Budgets reflect recent trend data. The scheme and rate of reimbursement to operators is subject to ongoing review within statutory guidelines.</p>
Flood Risk Management – Surface water	817 (excludes capital prog.)	<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</p>	<p>DCC has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and</p>

		costs associated with statutory requirements in the event of a major incident.	above this budget might need to be identified.
School Place Planning (capital funding/home to school transport revenue)		<p>There has been a significant reduction in Government capital grant to support additional pupil places and the general condition of school buildings. Furthermore, the introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>A number of schools have been identified at risk of flooding including Tipton St John.</p>	<p>Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Bids for CIL funds to be submitted including Exmouth Community College from East Devon, SWE Exeter from Exeter/Teignbridge and Dawlish Primary from Teignbridge. Ensure approved Free Schools are delivered, realising central Government investment. Seek direction from schools not utilising full capacity or refusing legal admissions</p> <p>Delivery of additional SEN Places at Charlton Lodge for September 2019. Ensure that Department for Education deliver Glendinning House in Newton Abbot by September 2020. Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular in Maintained Special Schools</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p>
Public Health - Sexual Health	6,854	Demand-led service so actual numbers could vary significantly.	Due to grant reduction, activity will be capped and a financial recovery plan put in place.

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.
Public Health Nursing	10,170	The resource available from Public Health England is insufficient to deliver national targets	The provider to use the available resource to achieve maximum Value for Money.
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)	150	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 2019/20 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 2020/21 £000	Risk and Impact	Mitigation
All Corporate Services	36,850 (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 and Estates. 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	9,914 (net)	As the County Council becomes more digitally enabled, there is a risk that the digital skills of our staff are not at a sufficient level in utilising digital technologies and understanding the risks of cyber security	Work closely with HR in ensuring Digital is a key aspect of workforce planning and build on the growing and developing work of "Digital Lives"
Business Services and Support	5,277 (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 and Business Support	16,473 (net)	Recruitment of professional staff such as procurement, ICT, Property and Digital Transformation is challenging given competition from both private and public sector employers	Work with HR in developing effective recruitment and retention strategies to ensure a suitably skilled and qualified workforce.
Coroners Service	1,539 (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.
Human Resources	2,388 (net)	Implementation of phase 2 of the new HRMS places continuing pressure on the capacity of the HR service available to carry out business as usual and support the front-line services.	Work closely with service heads across the authority to ensure long term planning results in the most effective use of available resources.

		Delays in the project timetable will make achievement of savings plans very challenging.	
Legal Services	1,106 (net)	Demands for legal support to Children's and Adults Services place increasing pressure on the service	Engagement with service heads to monitor the activity drivers

Highway, Infrastructure Development and Waste - Risk Assessment

Service	Budget 2020/21 £'000	Risk and Impact	Mitigation
Winter Maintenance and Emergencies	Approx. 3,885	Winter maintenance and other emergencies which are typically weather related, cannot be predicted. There is a risk of overspend in the event of severe weather conditions. Proportions of this budget are based on a mild to average winter. Therefore, a worse than average year will place additional pressure on this budget.	There is limited scope for management action as the bulk of the costs tend to fall in the latter part of the financial year thus precluding funding by deferral of planned maintenance work. DCC policy is to respond appropriately to such events and wherever possible divert resources from other works in order to mitigate some of the costs. Scenario modelling is undertaken to assess any potential overspend.
Safety Defect Repairs	Approx. 5,800	This continues to be a volatile service area. Prolonged adverse weather conditions significantly affect the level of safety defects needing attention. The above average wet start to the 2019 winter will likely increase expenditure in this area. 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.	New ways of providing this service were successfully trialled in 2018/19 and rolled out across the County during 2019/20. Works are closely monitored during the year and funds diverted from planned works where possible to mitigate increases in expenditure as far as possible.
Ash Dieback Disease – impact on Highways	350	Ash Dieback could have an effect on DCC budgets and resources. This impact will not be immediate, but the effects will probably be dealt with over a 10 year period. There is evidence that Ash Dieback is infiltrating into Devon's tree population quicker than had been expected. It is anticipated that the service area will need to move to annual inspections prior to the start of 2020. It is estimated that 440,000 ash trees are within falling distance	The rate of the spread of disease will be monitored, inspection periods altered accordingly and closely monitored, which should ensure that all trees not owned by DCC are dealt with by the land owner.

		of the highway, most of which are the responsibility of other land owners.	
Highways Services Income from Fees and Charges	1,596	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. 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 such as the Energy from Waste Plants and the new arrangements to transfer waste through the Brynsworthy Waste Acceptance Facility.

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	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Economy, Enterprise and Skills						
Devon & Somerset - Superfast broadband programme	13,500	200	2,661	0	0	0
Industrial Estates Strategy		500	500	0	0	0
Mullacott - Industrial estate road	470	189	190	0	0	0
Okehampton East Business Park	2,159	123	262	0	0	0
Roundswell South Business Park & North Devon Enterprise Centre	7,414	2,621	398	0	0	0
Strategic Land Purchase		1,500	0	0	0	0
Economy, Enterprise and Skills Total		5,133	4,011	0	0	0
Planning, Transportation and Environment						
Large and Major Highway Schemes						
A379 Sandy Park Junction Newcourt, Exeter	2,680	2	2	1	0	0
A382 Widening, Phase 1, Newton Abbot	13,050	3,838	0	0	0	0
North Devon Link Road	93,115	10,145	34,359	31,019	9,954	0
Safer Roads Fund A3123, North Devon	2,200	1,100	1,100	0	0	0
Sherford Main Street NPIF	5,750	750	0	0	0	0
South Devon Highway	117,998	1,216	376	1,379	0	0
Large and Major Highway Schemes Total		17,051	35,837	32,399	9,954	0
Sustainable Transport						
Around Devon Cycle Route IID - Seaton to Colyford		104	0	0	0	0
Around Devon Cycle Route - Teign Estuary		169	0	0	0	0
Cycling - Exe Estuary		293	0	0	0	0
Marsh Barton Station	7,400	1,318	1,550	200	0	0
Okehampton East Station		0	204	0	0	0
Sustainable Transport Total		1,884	1,754	200	0	0
LTP						
Local Transport Plan (LTP) Integrated transport block		4,101	3,601	3,601	3,601	3,601
LTP Total		4,101	3,601	3,601	3,601	3,601
Environment						
Connecting the Culm (part of Co-Adapt)		150	165	16	0	0
Flood Prevention Works		267	350	350	350	350
Ivybridge - Flood improvement scheme		82	0	0	0	0
Stokeinteignhead - Flood improvement scheme		150	0	0	0	0
Woods for Water Project	167	56	0	0	0	0
Environment Total		705	515	366	350	350

Project	*Total Scheme Approval	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Schools Expansion						
Advanced Design Fees		111	0	0	0	0
Axminster Community Primary (Academy) - Expansion Green Lodge	453	48	0	0	0	0
Bassetts Farm Primary School - Expansion Ph 2	504	54	0	0	0	0
Bovey Tracey Primary School - Expansion	160	78	0	0	0	0
Charlton Lodge, Tiverton - SEND Provision	4,479	30	0	0	0	0
Clyst St Mary Primary School - additional classroom / support accommodation	470	8	0	0	0	0
Confirmed Basic Need Allocation	5,844	1,416	5,831	0	0	0
Cranbrook Education Campus - Early Years Expansion	56	21	0	0	0	0
Cranbrook Education Campus (Academy) - New build	1,835	266	0	0	0	0
Cullompton Community College - Expansion	1,591	800	0	0	0	0
Ellen Tinkham School - Expansion	380	380	0	0	0	0
Energy cost reduction initiative	69	0	60	0	0	0
Estimated Basic Need		0	2,000	2,000	2,000	2,000
Exmouth Community College Expansion	3,449	906	2,500	0	0	0
Honiton Primary School - Phased Expansion	2,700	500	0	0	0	0
Loddiswell Primary School - Replacement School	2,889	17	0	0	0	0
Mill Water School - Extension	9,608	0	115	0	0	0
Okehampton College (Academy) - Additional 6th Form Provision	2,010	50	0	0	0	0
Okehampton Primary School & Foundation Unit (Academy) - Additional Classroom	651	4	0	0	0	0
Proposed New Primary School West Barnstaple	1,630	153	0	0	0	0
SEND Special Provision Capital Fund	162	163	0	0	0	0
South Molton Infants - Expansion to 420	2,429	1,109	703	0	0	0
St Andrew's Primary School, Cullompton (Academy) - Phased Expansion to PAN 60	1,444	17	0	0	0	0
Torrige Academy (previously Springfield Court Bideford) - Adaptions for children with special educational needs	155	0	23	0	0	0
SEND Programme						
SEND Places (new build and expansion)	13,996	428	4,050	2,000	7,400	0
Bidwell Brook - Expansion	2,000	708	1,250	0	0	0
River Dart Academy - Dartington School site development	771	0	100	0	0	0
Pathfield Additional Accommodation	560	540	0	0	0	0
Orchard Manor Special School, expansion	3,400	1,697	1,100	0	0	0
SEND Total		3,373	6,500	2,000	7,400	0
Schools Expansion Total		9,504	17,732	4,000	9,400	2,000
Commissioning Services For Communities						
Cranbrook library	230	230	0	0	0	0
Exeter Central Library - Development	4,695	19	0	0	0	0
Libraries Improvement Programme		21	0	0	0	0
Library estate RFID / self service		123	0	0	0	0
Library modernisation partnership schemes - Bideford	1,580	930	0	0	0	0
Library modernisation Programme		40	80	0	0	0
Vehicle Equipment Loans Pool - Fleet management		1,212	1,251	1,314	1,599	1,409
Youth service minor capital works		37	37	37	37	37
Commissioning Services For Communities Total		2,612	1,368	1,351	1,636	1,446
Communities, Health, Environment & Prosperity Total		40,990	64,818	41,917	24,941	7,397

Financed by:

Borrowing - Internal	2,700	5,478	1,821	7,500	100
Borrowing - VELP	1,212	1,251	1,314	1,599	1,409
Capital Receipts - General	4,927	5,662	447	3,841	264
Capital Receipts - IID	191	204	0	0	0
Direct Revenue Funds - Services	146	108	23	23	23
External Funding - Contributions	1,681	188	475	0	0
External Funding - Grants	24,012	50,375	35,036	11,777	5,601
External Funding - S106	6,121	1,552	2,801	201	0
Total	40,990	64,818	41,917	24,941	7,397

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2019/20 which may be deferred to 2020/21 or future years owing to changes in project delivery timescales.

Corporate

Project	*Total Scheme Approval £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Information and Communications Technology						
DCC Operating Model ICT Replacement and Renewal		1,750	1,750	1,500	1,000	1,000
Digitisation ICT		500	0	0	0	0
Information and Communications Technology Total		2,250	1,750	1,500	1,000	1,000
County Farms Estate						
County Farms Estate Enhancement Programme		600	600	600	600	600
County Farms Estate Total		600	600	600	600	600
Corporate Property Estate						
Building Maintenance		300	300	300	300	300
Climate Change		500	1,000	0	0	0
Property Enabling Budget		150	150	150	150	150
Replace and Upgrade Corporate Estate		0	600	600	600	600
Solar Carports (DELETTI)	1,256	85	1,114	46	0	0
Strategic Centre Improvement - Lucombe House	2,400	1,200	0	0	0	0
Corporate Services Total		5,085	5,514	3,196	2,650	2,650
Financed by:						
Borrowing - Internal		500	1,000	0	0	0
Capital Receipts - General		4,508	3,596	3,150	2,650	2,650
External Funding - Contributions		0	72	0	0	0
External Funding - Grants		77	846	46	0	0
Total		5,085	5,514	3,196	2,650	2,650

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2019/20 which may be deferred to 2020/21 or future years owing to changes in project delivery timescales.

Highways, Infrastructure, Development and Waste

Project	*Total Scheme Approval £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Schools Maintenance and Improvements						
Appledore School - Block 03 & 07 renew flooring	13	3	0	0	0	0
Bassetts Farm Primary School - Block 01 replace rooflights and replace flat roof		209	52	0	0	0
Bassetts Farm Primary School - Block 01 replace warm air heaters for wet systems	262	53	0	0	0	0
Berrynarbor Church of England Primary School - Block 03 render damp internal walls		26	6	0	0	0
Bishops Tawton Primary School - Block 04 gable end strengthening works and damp		26	6	0	0	0
Bishopsteignton School - Block 01 ceiling and void work		56	14	0	0	0
Bolham Community Primary School - Block 01 replace lighting & rewire old part of building.	39	8	0	0	0	0
Bow Community Primary School - Block 01 replacement windows		52	13	0	0	0
Buckland Brewer Primary School - Block 01 replace fire alarm system	25	5	0	0	0	0
Burlescombe Church Of England Primary School - replacement oil store block 01 ventilation		38	9	0	0	0
Caen Community Primary - Block 02 CO detection / kitchen ventilation & block 09 underfloor heating		25	6	0	0	0
Canada Hill Community Primary School - Block 01 replace windows in hall		16	3	0	0	0
Chudleigh Church of England Community Primary School - Block 01 replacement of heating pipework		49	12	0	0	0
Colyton Primary School - Block 03 electrical upgrade, rewire & replacement heater	20	4	0	0	0	0
Culmstock Primary School - Block 1 roof corridor & replace flat roof		21	5	0	0	0
DDA projects (contingency)		175	150	0	0	0
Decoy Primary School - Block 01 renew flat roof		26	6	0	0	0
Denbury Primary School - Block 02 & 03 replacement		86	0	0	0	0
East Anstey Primary School - Block 01 roof purlin refurbishment		8	0	0	0	0
Ellen Tinkham School - Block 01 rewire & replace luminaires	486	11	0	0	0	0
Ermington Primary School - Blocks 01, 02 & 03 replacement doors & windows	27	10	0	0	0	0
Estimated Capital Maintenance (School Condition Allocation Grant)	55	0	3,500	3,500	3,500	3,500
Georgeham Church of England (VC) Primary School - Blocks 01, 02 & 04 provide emergency lighting. Block 04 replace oil storage tank	49	6	0	0	0	0
		913	3,782	3,500	3,500	3,500

Project	*Total Scheme Approval	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Great Torrington Bluecoat Church of England Primary School - Block 01 pitched roof replacement		247	61	0	0	0
Great Torrington Bluecoat Church of England Primary School, balcony remedial work		4	0	0	0	0
Gulworthy Primary School - Boiler replacement	31	4	0	0	0	0
Hayward's Primary School - Block 01 roofing		136	34	0	0	0
Honiton Primary School - Block 01 flat roof improvement works	40	30	7	0	0	0
Ilfracombe Church Of England Junior School - Kitchen ventilation inc asbestos removal		42	10	0	0	0
Kentisbeare Church of England Primary School - Block 01 renew tiles, flashing & fascia		16	0	0	0	0
Kentisbeare Church of England Primary School - DDA works		6	0	0	0	0
Kentisbury Primary School - New sewage plant		13	0	0	0	0
Kilmington Primary School - Block 01 replace boiler	46	30	7	0	0	0
King Edward VI Community College - Block 01 & 02 replace windows & replace fan convectors. Block 05 replace wet heating. Block 39 roof	104	87	0	0	0	0
King Edward VI Community College - Block 06 & 15 replacement	63	50	0	0	0	0
Kingsacre Primary School - Block 01 fit aluminium doors & frames.		3	0	0	0	0
Kingsbridge Community Primary School - Block 11 renew pitched roof coverings, eaves & guttering. Block 01 replace hall windows	441	0	0	0	0	0
Ladysmith Infant & Nursery School - Block 01 renew heating pipes. Block 03 renew gas heaters	1,088	59	14	0	0	0
Landscape Primary School - Block 01 cladding & Block 04 rooflight	17	104	25	0	0	0
Landscape Primary School - Boiler replacement	81	8	0	0	0	0
Lympstone Church of England Primary School - Blocks 01 & 04 fire alarm		12	0	0	0	0
Manor Primary School, Ivybridge - Block 07 rewire. Block 07 renew wet heating and CO detection. Block 06 CO detection.		12	2	0	0	0
Marland School - Blocks 02 & 06 replacement	91	303	75	0	0	0
Marwood School - Structural improvements to stone wall	30	11	0	0	0	0
MUMIS (contingency)		85	90	0	0	0
Orchard Manor School - Roofing works		8	0	0	0	0
Orchard Manor School - Upgrade gas safety system. CO detection & auto shutoff		8	0	0	0	0
Parracombe Church of England Primary School - Culvert works	54	7	0	0	0	0
Payhembury Church of England Primary School - Block 01 renew render, replace 2 windows, investigate damp & internal walls remedial work		13	0	0	0	0
Schools capital maintenance (contingency)		359	200	0	0	0
SEND - Accessible adaptations		150	0	0	0	0
		1,807	525	0	0	0

Project	* Total Scheme Approval	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Shaugh Prior Primary School - Disability discrimination act (DDA) adaptations		10	0	0	0	0
Southmead School - Block 01 flat roof refurbishment	241	95	0	0	0	0
St Michael's Church of England Primary Schools, Kingsteignton - Block 01 boiler replacement. Block 01 CO detection. Block 04 CO detection.	40	104	26	0	0	0
Stoke Hill Infants & Nursery School - Block 04 replacement windows	52	27	6	0	0	0
Stoke Hill Infants & Nursery School - Replacement of blocks 02 & 05		53	0	0	0	0
Stoke Hill Junior School - Block 01 flat roof remedial works	38	146	36	0	0	0
Stoke Hill Junior School - Block 03 replace metal roofing & replace internal suspending ceilings		30	0	0	0	0
Stokenham Area Primary School - Blocks 01 & 02 replace windows. Block 02 replace door and frame		21	5	0	0	0
Tavistock Primary & Nursery School - Block 02 replacement		300	0	0	0	0
The Castle Primary School / Elmore Church, Tiverton - Replacment wall	73	200	375	25	0	0
The Lampard Community School - Block 01 replace fan convector and replace water heater		40	9	0	0	0
Two Moors Primary School - Block 04 removal of ACM, replace suspended ceilings. Replace fascia cladding panels. Fit aluminium doors, frames & replace flat roof	481	503	300	0	0	0
West Hill Primary School - Block 01 & 03 replace luminaires		19	4	0	0	0
Whimple Primary School - Block 01 replace windows. Block 04 replace windows and external doors.	269	53	13	0	0	0
Whitchurch Community Primary School - Block 01 pitched roof replacement		0	20	0	0	0
Willand School - Block 01 electrical works	152	31	0	0	0	0
Withycombe Raleigh Church of Enagland Primary School - Renew tarmac in staff carpark		8	0	0	0	0
Yeo Valley Primary School (Academy) - Re-roof pitched & flat roof areas. Upgrade of the fire alarm system	1,461	7	0	0	0	0
		1,647	794	25	0	0
Schools Maintenance and Improvements Total		4,367	5,101	3,525	3,500	3,500
Waste						
Ivybridge recycling centre	3,703	6	0	0	0	0
Waste Total		6	0	0	0	0
Highways						
Local Transport Plan (LTP) Maintenance		48,155	41,132	41,132	41,132	41,132
Street Lighting LED	8,673	3,469	3,469	0	0	0
Highways Total		51,624	44,601	41,132	41,132	41,132
Highways, Infrastructure Development and Waste Total		55,997	49,702	44,657	44,632	44,632

Financed by:

Borrowing - Internal	3,735	3,644	25	0	0
External Funding - Grants	52,262	46,058	44,632	44,632	44,632
Total	55,997	49,702	44,657	44,632	44,632

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2019/20 which may be deferred to 2020/21 or future years owing to changes in project delivery timescales.

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
BDUK	Broadband delivery UK
Blk	Block
CCG	Clinical Commissioning Group
CCLA	Churches, Charities and Local Authorities
CIL	Community Infrastructure Levy
CIPFA	The Chartered Institute of Public Finance & Accountancy
CO	Carbon Monoxide
C of E	Church of England
CVS	Council of Voluntary Services
DAF	Devon Assessment Framework
DC	District Council
DCC	Devon County Council
DDA	Disability Discrimination Act
DEFRA	Department for Environmental Food & Rural Affairs
DFC	Devolved Formula Capital
DoLS	Deprivation of Liberty Safeguards
DPLS	Devon Personalised Learning Service
DSG	Dedicated Schools Grant
DYS	Devon Youth Services
EFA	Education Funding Agency
EH4MH	Early Help 4 Mental Health
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
HIV	Human Immunodeficiency Virus
HMRC	Her Majesty's Revenue & Customs
HR	Human Resources
HRMS	Human Resources Management System

IBCF	Improved Better Care Fund - Additional grant funding to supplement the Better Care Fund
ICT	Information & Communications Technology
IID	Investing in Devon funds
INNOVASUMP	Innovations in Sustainable Urban Mobility plans for low carbon urban transport
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
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MTFS	Medium Term Financial Strategy
MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NEWDCCG	Northern, Eastern and Western Devon Clinical Commissioning Group
NFF	National Funding Formula
NHS	National Health Service
NLW	National Living Wage
NPIF	National Productivity Investment Fund
OP&D	Older People & Disability
OT	Occupational Therapist
PFI	Private Finance Initiative
PH	Public Health
PHN	Public Health Nursing
PSPB	Priority School Building Project
PTE	Part-time Equivalent (15 hours)
PWLB	Public Works Loans Board
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 - delivers construction capital projects to around 50 public sector clients
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
TUPE	Transfer of Undertakings (Protection of Employment)
UASC	Unaccompanied Asylum Seeking Children
UK	United Kingdom
VAWG	Violence against Women and Girls
VELP	Vehicle Equipment Loan Pool