

## Corporate Infrastructure &amp; Regulatory Services Scrutiny Committee

27th January 2022

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

**2022/23 Budget**

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

**1. Introduction & Commentary**

- 1.1 Cabinet at its meeting on 8th December 2021 set Revenue Budget Targets for 2022/23. The provisional settlement was very close to what was expected, and therefore no change was proposed to the Budget Targets at Cabinet on 12th January 2022.
- 1.2 As is normal at this stage, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed along with the local element of business rates. Information will be available when the County Council considers final budget proposals for 2022/23 on 17th February 2022. Given the late notification of the Provisional Settlement and in line with arrangements in previous years, 22nd February has been set aside for a second County Council budget meeting should it be required.
- 1.3 The draft budget attached to this report complies with the Targets set by Cabinet on 8th December which total £629.4 million. The total includes funding for budget pressures of £87.4 million that mainly relates to additional expenditure to allow for service growth to cater for demographic changes such as increased children and adult service users and unavoidable cost pressures. Savings and income initiatives of £38.7 million are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The table over shows the 2022/23 Budget Targets by service area.

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

\* Adjusted for permanent virements

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

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

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

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

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

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

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

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

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

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

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

### 3. Service Specific Budget Issues

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

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

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

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

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

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

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

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

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

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

## **7. Capital Programme**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **8. Equality Impact Assessment**

8.1 Under the Equality Act 2010, the County Council has a legal duty to give due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations when making decisions about services. This duty applies to the eight 'protected characteristics' of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Where relevant, Impact Assessments are carried out to consider how best to meet this duty, which includes mitigating against the negative impact of service reductions.

8.2 The Equality Act 2010 and other relevant legislation does not prevent the Council from taking difficult decisions which result in service reductions or closures for example, it does however require the Council to ensure that such decisions are:

- Informed and properly considered with a rigorous, conscious approach and open mind.
- Taking due regard of the effects on the protected characteristics with the need to ensure nothing results in unlawful discrimination in terms of access to, or standards of, services or employment as well as considering any opportunities to advance equality and foster good relations.
- Proportionate (negative impacts are proportionate to the aims of the policy decision).
- Fair
- Necessary
- Reasonable, and
- Those affected have been adequately consulted.

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

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

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Electoral Divisions: All

Cabinet Member: Councillor Phil Twiss

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

Spending Round 2021 & Provisional Settlement 2022/23

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## Leadership Group Commentary

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

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

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

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

The Strategic Plan 2021-2025 has six priorities:

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

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

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

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

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

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

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

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

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

# Communities, Public Health, Environment and Prosperity

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

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

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

#### Technical and Service Changes

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

#### Savings Strategies

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

### **Total** **963**

## Analysis of Total Expenditure for 2022/23

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

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

|   | <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>Communities and Other Services</b>           |                          |                                      |                        |                        |                        |
| Active Devon                                    | 1,572                    | (1,472)                              | (11)                   | (89)                   | 0                      |
| Refugee Resettlement                            | 322                      | (322)                                | 0                      | 0                      | 0                      |
| <b>Economy, Enterprise and Skills</b>           |                          |                                      |                        |                        |                        |
| Building Better Opportunities Focus 5           | 342                      | (342)                                | 0                      | 0                      | 0                      |
| Developing Entrepreneurship In Schools          | 27                       | (23)                                 | 0                      | (4)                    | 0                      |
| EU - North Devon Enterprise Centre              | 65                       | (65)                                 | 0                      | 0                      | 0                      |
| Exeter Youth Hub                                | 18                       | (18)                                 | 0                      | 0                      | 0                      |
| Growth Hub                                      | 568                      | 0                                    | (464)                  | (104)                  | 0                      |
| Lead Authority Role - Levelling Up              | 4,457                    | (4,457)                              | 0                      | 0                      | 0                      |
| Learn Devon                                     | 3,840                    | (3,787)                              | (53)                   | 0                      | 0                      |
| Service For All                                 | 495                      | (271)                                | (180)                  | (44)                   | 0                      |
| <b>Planning, Transportation and Environment</b> |                          |                                      |                        |                        |                        |
| AONB Blackdown Hills                            | 225                      | (209)                                | 0                      | (16)                   | 0                      |
| AONB North Devon                                | 196                      | (179)                                | 0                      | (17)                   | 0                      |
| Devon Maritime Forum                            | 36                       | (5)                                  | (26)                   | (5)                    | 0                      |
| Exe Estuary Partnership                         | 36                       | (24)                                 | (2)                    | (10)                   | 0                      |
| Low Carbon Energy and Transport (DELETTI)       | 32                       | (19)                                 | 0                      | (13)                   | 0                      |
| NHS Patient Transport Advice Service            | 3,563                    | (66)                                 | (3,466)                | (31)                   | 0                      |
| Other Countryside Projects                      | 1,107                    | (1,062)                              | 0                      | (45)                   | 0                      |
| South West Coast Path Team                      | 92                       | (92)                                 | 0                      | 0                      | 0                      |
| Transport Co-Ordination Service                 | 2,974                    | (1,146)                              | (1,810)                | (18)                   | 0                      |
| <b>Total</b>                                    | <b>19,967</b>            | <b>(13,559)</b>                      | <b>(6,012)</b>         | <b>(396)</b>           | <b>0</b>               |
| <b>Grand total</b>                              | <b>99,647</b>            | <b>(44,804)</b>                      | <b>(10,791)</b>        | <b>(2,809)</b>         | <b>41,243</b>          |

## Communities and Other Services

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

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living wage

224

Implementing Domestic Abuse Act

1,400

1,624

#### Savings Strategies

Reduction in Locality budgets

(120)

One-Year alternative grant funding for Community contracts

(462)

Reduction in community grant and crowdfunding schemes

(329)

Reduction in service contracts - Inflationary award and Resource fund

(90)

Staffing costs - new funding sources and rephasing recruitment

(90)

(1,091)

### Total

**533**

## Service Commentary

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

This includes:

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

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

## Service Statistics and Other Information

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

## Economy, Enterprise and Skills

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

### Analysis of changes:

£'000

#### Technical and Service changes

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

#### Savings Strategies

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

|              |            |
|--------------|------------|
| <b>Total</b> | <b>632</b> |
|--------------|------------|

## Service Commentary

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

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

## Service Statistics and Other Information

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

## Planning, Transportation and Environment

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

### Analysis of changes:

£'000

#### Technical and Service changes

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

#### Savings Strategies

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

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

## Service Commentary

The Planning, Transportation and Environment service includes strategic infrastructure planning and statutory responses including development of the Education and Transport Plans and other strategic documents, such as the Waste and Minerals plans. Additionally, services include development and delivery of large infrastructure projects including planning applications, consultations, overview of planning applications and delivery of projects to enhance the ecology, landscape, marine and historic environment of Devon. The responsibility for planning schools' infrastructure, sustainable travel and road safety also resides in this team along with the flood and coastal risk management functions.

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

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

## Service Statistics and Other Information

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

## Public Health

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

### Analysis of changes:

£'000

### Savings Strategies

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

### Total

**0**

## Service Commentary

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

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

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

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

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

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

## Service Statistics and Other Information

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

# Corporate Services

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

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

### Reasons for changes in Revenue Budget

£'000

#### Technical and Service Changes

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

#### Savings Strategies

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

|              |            |
|--------------|------------|
| <b>Total</b> | <b>782</b> |
|--------------|------------|

## Analysis of Total Expenditure 2022/23

|   | Gross Expenditure<br>£'000 | Grant and Contribution<br>Income<br>£'000 | External Income<br>£'000 | Internal Income<br>£'000 | Net Expenditure<br>£'000 |
|---|----------------------------|---|--------------------------|--------------------------|--------------------------|
| <b>Chief Exec, HR, Legal and Communications</b>   | 30,893                     | 0   | (6,171)                  | (15,359)                 | 9,363                    |
| <b>Devon Finance Services</b>                     | 22,972                     | 0   | (8,658)                  | (2,599)                  | 11,715                   |
| <b>Digital Transformation and Business Supprt</b> | 37,787                     | (8,905)                                   | (4,795)                  | (4,475)                  | 19,612                   |
| <b>Organisational Development</b>                 | 1,033                      | 0   | 0                        | (4)                      | 1,029                    |
| <b>Total</b>                                      | <b>92,685</b>              | <b>(8,905)</b>                            | <b>(19,624)</b>          | <b>(22,437)</b>          | <b>41,719</b>            |

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

|   | Gross Expenditure | Grant and Contribution | External Income | Internal Income | Net Expenditure |
|---|-------------------|------------------------|-----------------|-----------------|-----------------|
| <b>Devon Finance Services</b>                     |                   |                        |                 |                 |                 |
| Devon Audit Partnership                           | 2,033             | 0                      | (2,033)         | 0               | 0               |
| <b>Digital Transformation and Business Supprt</b> |                   |                        |                 |                 |                 |
| SCOMIS  | 9,039             | 0                      | (2,593)         | (6,446)         | 0               |
| <b>Total</b>                                      | <b>11,072</b>     | <b>0</b>               | <b>(4,626)</b>  | <b>(6,446)</b>  | <b>0</b>        |
| <b>Grand total</b>                                | <b>103,757</b>    | <b>(8,905)</b>         | <b>(24,250)</b> | <b>(28,883)</b> | <b>41,719</b>   |

## Chief Executive, Human Resources, Legal and Communications

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

### Analysis of changes:

£'000

#### Technical and Service Changes

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

#### Savings Strategies

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

### Total

**100**

## Service Commentary

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

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

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

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

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

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

## Service Statistics and Other Information

|  | <b>Unit of Measurement</b> | <b>2019/20 actual</b> | <b>Change</b> | <b>2020/21 actual</b> |
|--|----------------------------|-----------------------|---------------|-----------------------|
| <b>Coroners Service</b>                    |                            |                       |               |                       |
| Caseload                                   | No.                        | 2,424                 | (442)         | 1,982                 |
| Total inquests opened                      | No.                        | 392                   | (34)          | 358                   |
| Natural deaths reported with a Post Mortem | No.                        | 591                   | (38)          | 553                   |
| <b>Registration Service</b>                |                            |                       |               |                       |
| Certificates issued                        | No.                        | 52,528                | (3,369)       | 49,159                |

\* Latest figures available

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

## Devon Finance Services

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

### Analysis of changes:

£'000

#### Technical and Service Changes

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

#### Savings Strategies

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

|              |          |
|--------------|----------|
| <b>Total</b> | <b>0</b> |
|--------------|----------|

## Service Commentary

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

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

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

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

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

## Service Statistics and Other Information

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

## Digital Transformation & Business Support

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

### Analysis of changes:

£'000

#### Technical and Service Changes

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

#### Savings Strategies

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

### Total

**620**

## Service Commentary

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

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

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

In terms of pressures, the key challenge is to ensure efficient and effective service delivery to all front-line services, despite ever increasing demands being placed on Digital Transformation and Business Support from all services within the Council. The growth in demand from Children's Services and Adults Social Care is having a direct impact across a range of services such as Business Support, ICT, Procurement and Property. The ongoing response to the COVID-19 emergency has significantly increased those pressures and is likely to do so well into 2022/23. Recruitment and retention of professional staff across all sectors, but particularly Cyber Security and Digital Technology is increasing the pressure and challenge.

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

## Service Statistics and Other Information

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

## Organisational Development

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

### Analysis of changes:

£'000

#### Technical and Service Changes

Inflation and National Living Wage

31

Other demographic, contract and service investment

62

93

#### Savings Strategies

Staff turnover savings

(31)

(31)

### Total

62

## Service Commentary

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

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

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

# Highways, Infrastructure Development and Waste

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

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

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

## Analysis of Total Expenditure for 2022/23

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

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

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

## Highways and Traffic Management

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

### Analysis of Changes:

£'000

#### Technical and Service changes

Inflation and National Living Wage

1,558

Red diesel tax increase

50

1,608

#### Savings Strategies

Reduced safety defects demand

(700)

Drainage maintenance

(300)

Cyclic cleaning

(100)

Bridges and retaining walls maintenance

(250)

Winter and emergency operations

(455)

Energy savings from Street Lighting LED lamp conversions

(324)

Income from advertising on highways assets

(150)

Introduction of charge for disabled bay applications

(100)

Permitting scheme cost recovery

(120)

(2,499)

### Total

**(891)**

## Service Commentary

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

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

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

## Service Statistics and Other Information

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

## Infrastructure Development and Waste Management

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

### Analysis of changes:

£'000

#### Technical and Service changes

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

#### Savings Strategies

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

|              |              |
|--------------|--------------|
| <b>Total</b> | <b>1,091</b> |
|--------------|--------------|

## Service Commentary

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

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

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

## Service Statistics and Other Information

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

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## Grants Paid to External Organisations

| 2021/22<br>£000   | 2022/23<br>£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                      | 25              |
| 4 Wembury Centre  | 4               |
| 2 Tamar Estuaries consultative forum                          | 2               |
| 20 Devon Wildlife Trust Nature Improvement Area Project       | 20              |
| 40 Devon & Cornwall Rail Partnership                          | 40              |
| 248 Community bodies - Transport Ring & Ride                  | 248             |
| <b>451</b>  | <b>453</b>      |
| <b>Communities and Other Services</b>                         |                 |
| 400 Citizens Advice Bureau                                    | 400             |
| 62 Devon Communities Together                                 | 62              |
| <b>462</b>  | <b>462</b>      |
| <b>Highways and Traffic Management</b>                        |                 |
| 9 Meldon Viaduct  | 9               |
| <b>9</b>  | <b>9</b>        |
| <b>922 TOTAL</b>  | <b>924</b>      |

## Staffing Data 2022/23

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

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

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

**Economy, Enterprise and Skills**

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

**Planning, Transportation and Environment**

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

**Public Health**

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

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

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

**Devon Finance Services**

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

**Digital Transformation and Business Support**

|  |          |
|--|----------|
| Increased resilience through leadership capacity | 1        |
|  | <hr/>    |
|  | <b>1</b> |

**Organisational Development**

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

**Highways and Traffic Management**

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

**Infrastructure Development**

|                               |           |
|-------------------------------|-----------|
| North Devon Link Road project | 11        |
|                               | <hr/>     |
|                               | <b>11</b> |

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|              |           |
|--------------|-----------|
| <b>Total</b> | <b>89</b> |
|--------------|-----------|

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

| Service                                  | Budget 2022/23 £'000             | Risk and Impact   | Mitigation  |
|--|----------------------------------|---|---|
| All - Impact of COVID-19 pandemic        | 41,243                           | Unknown medium and long term impacts on Public Health demands, Transport usage trends, local economy, employment market, community resilience, changing ways of working, delays to key strategic projects, income generation.   | Clear communication on priorities. Use business continuity and service leadership plans to identify emerging risks and pressures. Actively engage and influence the Council's recovery programme.   |
| Community Grant and Crowdfunding schemes | 110                              | Community funding (Doing What Matters, Making the Connection) has provided important small/medium grants to local organisations particularly to support COVID-19 response and recovery. The reduction of £249,000 means the Council may lose capacity in supporting community resilience and organisations will have fewer opportunities to fund wellbeing, preventative and local connection and capacity building. In ending crowdfunding activities (£50,000), the Council may see a reduction in local innovation and is losing the opportunity to maximise funding (by joining fundraising with the crowd – each £1 of Council spend brings around £10 of private funds) | Crowdfunding has limited local momentum and is not suitable for some projects and organisations.<br><br>The Council will optimise the use of the remaining community grant funds for 2022/23 by prioritising strategy.  |
| Public & Community Transport             | 7,655 (budget and other funding) | Prior to COVID-19 around 80% of passenger journeys were on commercial bus services with no DCC control over them. The remainder are on supported (contracted) bus services. The commercial sector therefore shapes the network,   | Government is being lobbied to maintain their support for service until they are stabilised post COVID.<br><br>There is a current bid into Government for additional support for bus based public transport. If this is successful permission would be sought to rebase the |

|   |                              |   |   |
|---|------------------------------|---|---|
|   |                              | <p>and DCC responds to fill in gaps, optimising the scope for an integrated network.</p> <p>The current situation is patronage levels have dropped to 70% of pre COVID-19. The loss of revenue is currently supported by central government funding. This is currently only in place until 6 April 2022. If this support stopped or reduced, then commercial services are likely to operate at a reduced frequency and rural services will require additional support from the County Council.</p> <p>Recent experience has shown that the sector is increasingly commercially fragile which increases the cost risk to the provision of supported services.</p> <p>DCC also supports the voluntary and community transport sector where conventional buses are not sustainable.</p> <p>Any reductions to service will have an impact on Devon communities as 19% of Devon residents have no access to a car.</p> | <p>current service and use some of these funds to maintain existing services as well as develop new services.</p> <p>Failing both of these additional funds would have to be sought and consultation would be undertaken on reduced frequency or services.</p> <p>DCC maintains close relationships with this sector, provides some financial support and works with groups to develop new initiatives.</p> |
| Flood Risk Management – Surface water       | 805 (excludes capital prog.) | DCC is the Lead Local Flood Authority (LLFA) as defined by the Flood and Water Management Act and the Flood Risk Regulations. Consequently, there would be costs associated with statutory requirements in the event of a major incident.   | DCC has processes in place to undertake the required duty should there be a significant flood incident. However, funding over and above this budget might need to be identified.  |
| School Place Planning (capital funding/home |                              | The introduction of Community Infrastructure Levy in three Local Planning Authorities has created further uncertainty on securing development contributions towards education infrastructure.   | Devon to contact Local Planning Authorities to request education be treated as Section 106 item following the Government review of CIL. Ensure approved Free  |

|  |           |   |   |
|--|-----------|---|---|
| to school transport revenue)             |           | <p>Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget</p> <p>The number of learners who require an Education, Care and Health Plan continues to rise with a proportion of these learners requiring a specialist placement with limited capital grant from National Government. Failure to provide appropriate schools places locally will have knock on implications for the Home to School Transport budget and the High Needs Block within the Dedicated Schools Grant</p> <p>Several schools have been identified at risk of flooding including Tipton St John.</p> | <p>Schools are delivered, realising central Government investment.</p> <p>Continued delivery of additional SEN Places across the county.</p> <p>Evidence based assessment of investment of limited SEN capital funding to increase local capacity in particular, in Maintained Special Schools.</p> <p>Detailed assessment of schools impacted to be undertaken to ensure safety of school users and/or priorities for mitigation are identified.</p> |
| Exeter Science Park (loan guarantee)     | Max 2,652 | <p>The Science Park Innovation Centre Construction was built by Exeter Science Park Limited (ESPL). This was partially funded via a loan from the Local Enterprise Partnership. DCC have guaranteed 50% of the loan and interest. There remains in the balance sheet a provision of £1.8 million to cover the guarantee. This figure was based on the shortfall in the ESPL business plan. It is likely that part of this provision will be required</p>  | <p>The guarantee is based on development monies being generated in the future to repay the loan. If the budgeted requirement increases further funds may need to be set aside. This will be monitored during the year via ESPL Business Plans which have to be approved by the Board at regular intervals.</p>  |
| Budget Reductions (incl. Policy Changes) | 2,846     | <p>Reductions are becoming harder to achieve. Some reductions are reliant on collaboration and co-operation from partners which cannot be fully guaranteed or controlled by DCC and others on supply and demand for services. In order to achieve budget reductions, policies are continually being reviewed using a more risk-based approach.</p>  | <p>The priority is to maintain statutory compliance. A rigorous programme with risk assessment has been developed and will be continually monitored during 2022/23 with particular emphasis on high risk or new strategies. Continuous efforts to influence and negotiate with partners will be maintained.</p>   |

|  |  |   |  |
|--|--|---|--|
|  |  | This may lead to an increase in the risk of challenge or failure. |  |
|--|--|---|--|

## Corporate Service – Risk Assessment

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

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

## Highway, Infrastructure Development and Waste - Risk Assessment

| Service   | Budget 2022/23 £'000 | Risk and Impact   | Mitigation  |
|---|----------------------|---|---|
| Highways Maintenance - Impact of COVID-19 pandemic                              | 8,000                | The implementation of lockdown restrictions could impact the ability of the Highways term maintenance contractor to complete planned routine and cyclic works.  | Work's planning is continually monitored and reviewed. Some contractor resources can be assigned to other Highways works if required.   |
| Highways On-Street Parking and enforcement income - Impact of COVID-19 pandemic | 7,200                | Further lockdown restrictions would reduce the volume of vehicles on the network and associated parking income.   | The demand led nature of parking income means that there is very little scope to alleviate a reduction in income levels without further financial assistance from central government.   |
| Highways Maintenance term maintenance contract                                  | 17,000               | A new payment mechanism will be in place for the term maintenance contract from 1st April 2022. Any change of this type inevitably increases the short-term financial risk during the transition period.  | Work is underway to ensure appropriate financial controls are in place prior to the start of the new payment mechanism.   |
| Winter Maintenance and Emergencies  | 3,300                | Winter maintenance and other emergencies which are typically weather related, cannot be predicted. There is a risk of overspend in the event of severe weather conditions. Proportions of this budget are based on a mild to average winter. Therefore, a | There is limited scope for management action as the bulk of the costs tend to fall in the latter part of the financial year thus precluding funding by deferral of planned maintenance work. DCC policy is to respond appropriately to such events and wherever possible divert resources from other works in order to mitigate |

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

## Capital Programme

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

### Communities, Public Health, Environment and Prosperity

| Total Approval (includes prior years) Project   | 2022/23  | 2023/24       | 2024/25       | 2025/26      | 2026/27      |
|---|--|---------------|---------------|--------------|--------------|
| £'000   | £'000  | £'000         | £'000         | £'000        | £'000        |
| <b>Economy, Enterprise and Skills</b>           |  |               |               |              |              |
| 500   | Economic Recovery Programme                                    | 250           | 0             | 0            | 0            |
| 2,590   | North Devon Enterprise Centre - Phase 2                        | 500           | 1,090         | 0            | 0            |
| <b>Economy, Enterprise and Skills Total</b>     |  | <b>750</b>    | <b>1,090</b>  | <b>0</b>     | <b>0</b>     |
| <b>Planning, Transportation and Environment</b> |  |               |               |              |              |
| <b>Large and Major Highway Schemes</b>          |  |               |               |              |              |
| 2,680   | A379 Sandy Park Junction Newcourt, Exeter                      | 1             | 0             | 0            | 0            |
| 3,800   | Long Lane widening and new link road on Silverdown Office Park | 500           | 0             | 0            | 0            |
| 67,629  | North Devon Link Road  | 25,630        | 12,593        | 871          | 460          |
| 110   | River Taw pedestrian and cycle bridge, Barnstaple              | 110           | 0             | 0            | 0            |
| 3,793   | Safer Roads Fund A3121   | 1,257         | 0             | 0            | 0            |
| 117,999   | South Devon Highway  | 1,504         | 448           | 752          | 0            |
| 55,140  | South West Exeter Housing Infrastructure Fund                  | 17,940        | 21,966        | 0            | 0            |
| 5,700   | Tiverton Eastern Urban Extension Phase 1                       | 5             | 0             | 0            | 0            |
| 8,200   | Tiverton Eastern Urban Extension Phase 2                       | 4,989         | 3,016         | 0            | 0            |
| <b>Large and Major Highway Schemes Total</b>    |  | <b>51,936</b> | <b>38,023</b> | <b>1,623</b> | <b>460</b>   |
| <b>LTP</b>                                      |  |               |               |              |              |
| N/A   | Local Transport Plan (LTP) Integrated transport block          | 3,496         | 3,628         | 3,628        | 3,628        |
| <b>LTP Total</b>                                |  | <b>3,496</b>  | <b>3,628</b>  | <b>3,628</b> | <b>3,628</b> |
| <b>Environment</b>                              |  |               |               |              |              |
| 2,000   | Carbon Reduction Programme                                     | 1,000         | 1,000         | 0            | 0            |
| 342   | Connecting the Culm (part of Co-Adapt)                         | 16            | 0             | 0            | 0            |
| N/A   | Flood Prevention Works   | 350           | 350           | 350          | 350          |
| 7,030   | Sustainable Warmth - Home Upgrade Grant (HUG1)                 | 7,030         | 0             | 0            | 0            |
| 2,431   | Sustainable Warmth - Local Authority Delivery (LAD)            | 2,431         | 0             | 0            | 0            |
| <b>Environment Total</b>                        |  | <b>10,827</b> | <b>1,350</b>  | <b>350</b>   | <b>350</b>   |

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

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

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

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

## Corporate

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

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

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

## Highways, Infrastructure, Development and Waste

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

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

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

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

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

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

## Abbreviations

Abbreviations used within the budget for all Scrutiny reports:

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

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