

Public Document Pack

Mid Devon District Council

Economy Policy Development Group

Thursday, 16 July 2020 at 5.30 pm
Remote meeting

Next ordinary meeting
Thursday, 10 September 2020 at 5.30 pm

Important - this meeting will be conducted and recorded by Zoom only. Please do not attend Phoenix House. The attached Protocol for Remote Meetings explains how this will work.

To join the Zoom Meeting please use the following link:

<https://zoom.us/j/97367893911?pwd=dzRTcEptR2ExVkIqYIMvdG9tOTVhQT09>

Meeting ID: 973 6789 3911
Password: 075201

One tap mobile

08000315717,,97367893911#,,,0#,,075201# United Kingdom Toll-free
08002605801,,97367893911#,,,0#,,075201# United Kingdom Toll-free

Dial by your location

0 800 031 5717 United Kingdom Toll-free
0 800 260 5801 United Kingdom Toll-free
0 800 358 2817 United Kingdom Toll-free

Meeting ID: 973 6789 3911
Password: 075201

Membership

Cllr J M Downes (Chairman)
Cllr N V Davey
Cllr R J Dolley
Cllr Mrs S Griggs
Cllr T G Hughes
Cllr D F Pugsley
Cllr R F Radford
Cllr J Wright
Cllr A Wyer

A G E N D A

Members are reminded of the need to make declarations of interest prior to any discussion which may take place

- 1 **Apologies and Substitute Members**
To receive any apologies for absence and notice of appointment of substitutes.
- 2 **Protocol for Remote Meetings** *(Pages 5 - 10)*
To note the meetings protocol for remote meetings.
- 3 **Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.
- 4 **Declaration of Interests under the Code of Conduct**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.
- 5 **Minutes** *(Pages 11 - 16)*
Members to consider whether to approve the minutes as a correct record of the meeting held on the 4th June 2020.
- 6 **Chairman's Announcements**
To receive any announcements that the Chairman may wish to make.
- 7 **Performance and Risk Report** *(Pages 17 - 30)*
To receive a report from the Group Manager for Performance, Governance and Data Security providing Members with an update on performance against the Corporate Plan and local service targets for 2020-21 as well as providing an update on the key business risks.
- 8 **Revenue and Capital Outturn 2019/20** *(Pages 31 - 68)*
To consider a report of the Deputy Chief Executive (S151) presenting the revenue and capital outturn figures for the financial year 2019/20.
- 9 **Covid 19 Economic Response Update** *(Pages 69 - 104)*
To receive a report from the Head of Planning, Economy and Regeneration providing Members with update information regarding the Growth, Economy & Delivery team's COVID19 emergency economic and community response activities, to inform members of the Devon-wide economic recovery work and to seek Members' endorsement for the current business support and economic recovery activities.
- 10 **Hydro Mills Project - Tiverton Weir**
To receive a verbal update on the project from the Group Manager for Growth, Economy and Delivery.

- 11 **Start time of meetings**
To agree the meeting start times for the remainder of the municipal year.
- 12 **Identification of items for the next meeting**
Members are asked to note that the following items are already identified in the work programme for the next meeting:
- Performance and Risk
 - Financial Monitoring
 - Covid-19 update

Note: This item is limited to 10 minutes. There should be no discussion on the items raised.

Stephen Walford
Chief Executive
Wednesday, 8 July 2020

Covid-19 and meetings

The Council will be holding some meetings in the next few weeks, but these will not be in person at Phoenix House until the Covid-19 crisis eases. Instead, the meetings will be held remotely via Zoom and you will be able to join these meetings via the internet. Please see the instructions on each agenda and read the Protocol on Remote Meetings before you join.

If you want to ask a question or speak, email your full name to Committee@middevon.gov.uk by **no later than 4pm on the day before the meeting**. This will ensure that your name is on the list to speak and will help us ensure that you are not missed – as you can imagine, it is easier to see and manage public speaking when everyone is physically present in the same room. Notification in this way will ensure the meeting runs as smoothly as possible.

If you require any further information, please contact Sarah Lees on:
slees@middevon.gov.uk

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Mid Devon District Council - Remote Meetings Protocol

1. Introduction

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations permit remote attendance in Local Authority meetings.

Remote attendance is permitted as long as certain conditions are satisfied. These include that the Member is able to hear and be heard by the other Members in attendance. Also, being able to hear and be heard by any members of the public entitled to attend the meeting (in line with the public participation scheme). A visual solution is preferred, but audio is sufficient.

This also relates to members of the public attending the meeting also being heard. The regulations are clear that a meeting is not limited to those present in the same place, but includes electronic, digital or virtual locations (internet locations, web addresses or conference call telephone numbers).

2. Zoom

Zoom is the system the Council will be using for the time-being to host remote / virtual meetings. It has functionality for audio, video, and screen sharing and you do not need to be a member of the Council or have a Zoom account to join a Zoom meeting.

3. Access to documents

Member Services will publish the agenda and reports for committee meetings on the Council's website in line with usual practice. Paper copies of agendas will only be made available to those who have previously requested this and also the Chair of a virtual meeting.

If any other Member wishes to have a paper copy, they must notify the Member Services before the agenda is published, so they can arrange to post directly – it may take longer to organise printing, so as much notice as possible is appreciated. Printed copies will not be available for inspection at the Council's offices and this requirement was removed by the Regulations.

4. Setting up the Meeting

This will be done by Member Services. They will send a meeting request via Outlook which will appear in Members' Outlook calendar. Members will receive a URL link to click on to join the meeting.

5. Public Access

Members of the public will be able to use a weblink and standard internet browser. This will be displayed on the front of the agenda.

6. Joining the Meeting

Councillors must join the meeting early (i.e. at least **five** minutes before the scheduled start time) in order to avoid disrupting or delaying the meeting. Councillors should remember that they may be visible and heard by others, including the public, during this time.

7. Starting the Meeting

At the start of the meeting, the Member Services Officer will check all required attendees are present (viewing the participant list) and that there is a quorum. If there is no quorum, the meeting will be adjourned. This applies if, during the meeting, it becomes inquorate for whatever reason.

The Chair will remind all Members, Officers and the Public that **all microphones will be automatically muted**, unless and until they are speaking. This prevents background noise, coughing etc. which is intrusive and disruptive during the meeting. The Hosting Officer will enforce this and will be able to turn off participant mics when they are not in use. Members would then need to turn their microphones back on when they wish to speak.

8. Public Participation

Participation by members of the public will continue in line with the Council's current arrangements as far as is practicable. However, to ensure that the meeting runs smoothly and that no member of the public is missed, all those who wish to speak must register **by 4pm on the day before the meeting**. They should email their full name to Committee@middevon.gov.uk. If they wish to circulate their question in advance, that would be helpful.

At public question time, the Chair will invite the public by name to speak at the appropriate time. At that point, all public microphones will be enabled. This means that, to avoid private conversations being overheard, no member of the public should speak until it is their turn and they should then refrain from speaking until the end of public question time, when all microphones will be muted again. In the normal way, the public should state their full name, the agenda item they wish to speak to **before** they proceed with their question.

Unless they have registered, a member of the public will not be called to speak.

If a member of the public wishes to ask a question but cannot attend the meeting for whatever reason, there is nothing to prevent them from emailing members of the Committee with their question, views or concern in advance. However, if they do so, it would be helpful if a copy could be sent to Committee@middevon.gov.uk as well.

9. Declaration of Interests

Councillors should declare their interests in the usual way. A councillor with a disclosable pecuniary interest is required to leave the room. For remote meetings, this means that they will be moved to a break-out room for the duration

of this item and will only be invited back into the meeting when discussion on the relevant item has finished.

10. The Meeting and Debate

The Council will not be using the Chat function.

The Chair will call each member of the Committee to speak - the Chair can choose to do this either by calling (i) each member in turn and continuing in this way until no member has anything more to add, or (ii) only those members who indicate a wish to speak using the 'raise hand' function within Zoom. This choice will be left entirely to the Chair's discretion depending on how they wish to manage the meeting and how comfortable they are using the one or the other approach.

Members are discouraged from physically raising their hand in the video to indicate a wish to speak – it can be distracting and easily missed/misinterpreted. No decision or outcome will be invalidated by a failure of the Chair to call a member to speak – the remote management of meetings is intensive and it is reasonable to expect that some requests will be inadvertently missed from time to time.

When referring to reports or making specific comments, Councillors should refer to the report and page number, so that all Members of the Committee have a clear understanding of what is being discussed at all times.

11. Voting

On a recommendation or motion being put to the vote, the Chair (or the Member Services Officer) will go round the virtual room and ask each member entitled to vote to say whether they are for or against or whether they abstain. The Member Services Officer will announce the numerical result of the vote.

12. Meeting Etiquette Reminder

- Mute your microphone – you will still be able to hear what is being said.
- Only speak when invited to do so by the Chair.
- Speak clearly and please state your name each time you speak
- If you're referring to a specific page, mention the page number.

13. Part 2 Reports and Debate

There are times when council meetings are not open to the public, when confidential, or "exempt" issues – as defined in Schedule 12A of the Local Government Act 1972 – are under consideration. It is important to ensure that there are no members of the public at remote locations able to hear or see the proceedings during such meetings.

Any Councillor in remote attendance must ensure that there is no other person present – a failure to do so could be in breach of the Council's Code of Conduct.

If there are members of the public and press listening to the open part of the meeting, then the Member Services Officer will, at the appropriate time, remove them to a break-out room for the duration of that item. They can then be invited back in when the business returns to Part 1.

Please turn off smart speakers such as Amazon Echo (Alexa), Google Home or smart music devices. These could inadvertently record phone or video conversations, which would not be appropriate during the consideration of confidential items.

14. Interpretation of standing orders

Where the Chair is required to interpret the Council's Constitution and procedural rules in light of the requirements of remote participation, they may take advice from the Member Services Officer or Monitoring Officer prior to making a ruling. However, the Chair's decision shall be final.

15. Disorderly Conduct by Members

If a Member behaves in the manner as outlined in the Constitution (persistently ignoring or disobeying the ruling of the Chair or behaving irregularly, improperly or offensively or deliberately obstructs the business of the meeting), any other Member may move 'That the member named be not further heard' which, if seconded, must be put to the vote without discussion.

If the same behaviour persists and a Motion is approved 'that the member named do leave the meeting', then they will be removed as a participant by the Member Services Officer.

16. Disturbance from Members of the Public

If any member of the public interrupts a meeting the Chair will warn them accordingly. If that person continues to interrupt or disrupt proceedings the Chair will ask the Member Services Officer to remove them as a participant from the meeting.

17. After the meeting

Please ensure you leave the meeting promptly by clicking on the red phone button to hang up.

18. Technical issues

In the event that the Chair, the Hosting Officer or the Member Services Officer identifies a problem with the systems from the Council's side, the Chair should declare a recess while the fault is addressed. If it is not possible to address the fault and the meeting becomes inquorate through this fault, the meeting will be adjourned until such time as it can be reconvened.

If the meeting was due to determine an urgent matter or one which is time-limited and it has not been possible to continue because of technical difficulties, the Chief Executive, Leader and relevant Cabinet Member, in consultation with the Monitoring Officer, shall explore such other means of taking the decision as may be permitted by the Council's constitution.

For members of the public and press who experience problems during the course of a meeting e.g. through internet connectivity or otherwise, the meeting will not be suspended or adjourned.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **ECONOMY POLICY DEVELOPMENT GROUP** held on 4 June 2020 at 5.30 pm

Present

Councillors

J M Downes (Chairman)
N V Davey, R J Dolley, R Evans,
Mrs S Griggs, D F Pugsley, R F Radford,
J Wright and A Wyer

Apologies

Councillor

T G Hughes

Also Present

Councillors

L J Cruwys, G Barnell, Mrs F J Colthorpe, B G J Warren,
A White, Mrs M E Squires and Mrs N Woollatt

Also Present

Officers

Stephen Walford (Chief Executive), Andrew Jarrett (Deputy Chief Executive (S151)), Jenny Clifford (Head of Planning, Economy and Regeneration), Adrian Welsh (Group Manager for Growth, Economy and Delivery), Catherine Yandle (Group Manager for Performance, Governance and Data Security), Andrew Busby (Group Manager for Corporate Property and Commercial Assets), Dean Emery (Group Manager for Revenues and Benefits), John Bodley-Scott (Economic Development Team Leader), Chris Shears (Economic Development Officer) and Sarah Lees (Member Services Officer)

1 ELECTION OF CHAIRMAN (CHAIRMAN OF THE COUNCIL IN THE CHAIR)

RESOLVED that Cllr J Downes be elected Chairman of the Group for 2020 / 2021.

2 ELECTION OF VICE CHAIRMAN (00:00:41)

RESOLVED that Cllr N V Davey be elected Vice Chairman of the Group for 2020 / 2021.

3 APOLOGIES AND SUBSTITUTE MEMBERS (00:02:05)

Apologies were received from Cllr T G Hughes who was substituted by Cllr R Evans.

4 REMOTE MEETINGS PROTOCOL (00:02:18)

The protocol for remote meetings was **NOTED**.

5 PUBLIC QUESTION TIME (00:03:10)

There were no members of the public present.

6 **DECLARATION ON INTERESTS UNDER THE CODE OF CONDUCT (00:03:30)**

No interests were declared under this item.

7 **MINUTES (00:03:53)**

The minutes of the meeting held on 12 March 2020 were confirmed as a true and accurate record.

8 **CHAIRMAN'S ANNOUNCEMENTS (00:03:59)**

The Chairman stated that for the time being the Policy Development Group would focus solely on Covid-19 related issues as they affected the Council.

9 **COVID 19 ECONOMIC RESPONSE (00:05:40)**

The Group had before it a report * from the Head of Planning, Economy and Regeneration providing Members with information regarding the Growth, Economy & Delivery team's COVID19 emergency economic and community response activities, informing members of emerging work setting the scene for recovery and providing the opportunity for the Economy PDG Members to contribute towards the process and associated policy direction.

The focus of the discussion was structured as follows and the following updates provided:

Overview of the current situation

- At the current time there had been almost 40,000 deaths recorded nationally, 100 people had tested positive in Mid Devon and there had been 8 deaths in the district.
- The impact upon the south west region had been immense in terms of the impact on the economy and the numbers of unemployed which had increased to 3.8% from 1.7% between March and April 2020.
- Food and drink had really suffered particularly those supplying the hospitality industry
- Regionally, tourism had been badly affected.
- Town centre businesses, particularly retail, had been hit hard by the lockdown.
- Small micro businesses had benefitted by Government grant assistance and in many cases they had been very creative in their endeavours to keep going.
- Larger businesses had had particular issues and many had not been eligible for financial support.

Business Assistance

- Over the last 10 – 12 weeks the Economic Development Team had worked closely with the Rates team administering, to date, 1567 payments totalling £18,457m. There had been strict eligibility criteria in place regarding the initial Government scheme and a mix of businesses had qualified. Feedback from businesses had been very positive.

- A new Discretionary Grants scheme had now been introduced providing a much smaller pot of money at just over £1.1m. Although this was much less it required far more intensive work with the Government requesting that this money be distributed as widely as possible. Information from businesses needed to be gathered before grants could be distributed. To date 21 payments had been made totalling £67,500. It was hoped a further £200k would be distributed in the following week. There were still gaps in terms of who was eligible for this scheme but the team were working hard with Devon County Council and the Local Enterprise Partnership so that partners could lobby Government and plug any gaps.
- The administration of these payments was manageable at the moment given the dedicated nature of the staff working within the relevant teams.
- The Rates Valuation office had been involved in determining how much was needed in each region in relation to business assistance and so far the amount of available money had not been exceeded with some businesses declining take up. Any unspent monies would need to be returned to Government. If there was an overspend the Government had said that they would cover it provided legitimate reasons could be provided.
- As grant distribution under the national scheme was tailing off, it was mentioned that at some point a cut-off date to the original scheme would be helpful in order to ensure the Council could distribute the maximum amount of funding to Mid Devon businesses since any unspent monies remained the property of the Government.

Community Support

- The Council had been managing the Shielding Hub working with colleagues in Leisure, Customer First, Housing, Environmental Health and Property Services. To date, there had been 127 referrals with 107 emergency packs being distributed. On top of this people with dietary needs had been catered for.
- £102k had been received from Devon County Council as a Local Hardship Fund. This was designed to assist people who are self-employed or who had been furloughed or made redundant and experiencing financial hardship, however, there had not been much take up.
- The third element to work in this area had been in trying to secure priority supermarket slots for vulnerable people whose support networks were not being sustained.
- The team had also been liaising with community groups and the voluntary sector.
- It was explained that the bulk of the grants in relation to these community schemes had been received after the 'peak of the wave', therefore they had been slightly too late in terms of the target audience. However, this did not mean that support would not be needed in the weeks and months to come.
- It was confirmed that business grants were taxable but that small discretionary grants were not.

Tiverton Pannier Market

The information provided in the report was relayed with questions being asked in relation to the support and assistance provided in the other towns within the district such as Crediton and Cullompton.

Crediton Town Council had been in touch regarding re-opening the High Street and discussions had taken place with Environmental Health. Cullompton Town Council had also been in contact regarding available grant schemes.

- Regarding the Tiverton Pannier Market, it was suggested that this was a large space and that perhaps an increase on the current number of 2 shoppers permitted inside should be allowed. This initial number had been agreed upon as a result of Government and health and safety guidance, however, this could be looked at again in the light of ever changing advice.
- The Cabinet Member for Planning and Economic Regeneration stated that he had been in touch with the three Town Mayors who he had agreed to meet to discuss a re-opening of the towns on 15 June 2020. Devon County Council would need to be involved especially in relation to traffic issues. He saw it as his and the Economic Development team's role as supporting towns to re-open.
- The Tiverton Town Centre Partnership had some good ideas about re-opening the town under social distancing guidelines which would be explored.

Next steps in planning recovery

Significant concerns remained about the long term impacts of Covid-19, however, the Council needed to explore the initial, most effective, first steps towards recovery.

The Group received a presentation regarding the following key areas:

- The Groups and Bodies involved in Economic Recovery
- Initial thoughts on areas of intervention
- Re-opening the High Streets Safely Fund

Discussion took place regarding:

- Many of the aspirations stated echoed those of the past, were they still relevant? It was explained that they were but that some would now receive a different level of significance. It was fair to say that some of the emerging support measures would taper off.
- It was noted within the presentation that 'the necessary skills needed to be in place' to achieve recovery. This would relate to the skills already within businesses but also that closer working would need to take place with Petroc and the Local Enterprise Partnership to secure the necessary skills going forwards. Support and training opportunities would need to be provided.
- There would be a significant impact on Council funding going forwards, however, it was unclear whether it would return to a period of significant austerity in terms of the financial impact of Covid-19 or it would manifest itself in some other way such as zero rated borrowing. The effects would

be cumulative and it was likely that a revised budget would be brought before Members in the autumn.

Role of the PDG and Members generally

- It was agreed that this was the correct PDG for receiving and understanding information about where we are and how we are doing in terms of getting support out to those that need it. The weekly briefing to all Members was vitally important and strongly encouraged to continue.
- Ward Members must be included in the next stage of recovery and the Re-opening the High Streets Safely Fund since they were the people that had the best local knowledge.
- All councillors had a role to play in risk assessments and in feeding back issues they thought were important.
- It was **AGREED** that an article be placed in WIS regarding the uptake of grants so that all Members could take this back to their communities.
- Town and Parish Councils should be involved in the recovery process as much as possible.
- Current Risk Assessments would determine how many shops could re-open and how quickly.
- The Devon Emerging Recovery Group would be an important group in the move towards recovery and would be a good source of information for the region.

Whilst recognising that the tourism and hospitality sectors had been greatly affected within the region it was still early days within the recovery period and it was difficult to get a feel of the true effects upon the economy at the current moment. This would become more apparent over the coming months and there was an opportunity for the Group to meet on 16 July when perhaps more would be known and actions could be put in place in terms of Member involvement going forwards.

The following summary of the actions needed was identified by the Chairman:

- Members needed to be kept updated on the grants programme, the number of applications received and the amount of grant distributed.
- Members needed to be kept briefed on the businesses involved and supplied with some sort of table illustrating the most severely affected sectors.
- Completing Risk Assessments on High Streets was a priority.
- A programme of support for the tourism and hospitality sectors was vital as well as initiatives to provide a greener outcome going forwards.
- Weekly briefings to Members were vital as well as an opportunity to ask questions.

The Chairman stated that a more focussed discussion could take place at the next meeting once more was known. He thanked the Economic Development team on behalf of the whole Group for the work, assistance and support they had provided to the local community during recent months. This was greatly appreciated by Members since they were at the core of the challenges being faced by the Council and were doing a tremendous job in very difficult circumstances.

Note: * Report previously circulated; copy attached to the signed minutes.

10 START TIME OF MEETINGS

The Policy Development Group did not discuss this item therefore this would be rolled forward to the next meeting.

11 IDENTIFICATION OF ITEMS FOR THE NEXT MEETING

The Policy Development Group did not discuss items for the next meeting although it had been stated by the Chairman at the start of the meeting that the focus for the Group in the short term would be on Covid-19 related issues only.

(The meeting ended at 7.15 pm)

CHAIRMAN

ECONOMY PDG 16 JULY 2020

PERFORMANCE AND RISK REPORT

Cabinet Member Cllr Graeme Barnell
Responsible Officer Catherine Yandle, Group Manager for Performance, Governance and Data Security

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2020-21 as well as providing an update on the key business risks.

RECOMMENDATION(S): That the PDG reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern to the Cabinet.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None identified

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

Equality Impact Assessment: No equality issues identified for this report.

Impact on Climate Change: No impacts identified for this report.

1.0 Introduction

- 1.1 Appendix 1 provides Members with details of performance against the Corporate Plan and local service targets for the 2020-21 financial year. **The PDG is invited to suggest measures they would like to see included in the future for consideration.**
- 1.2 Appendix 2 shows the section of the Corporate Risk Register which relates to the Economy Portfolio. See 3.0 below.
- 1.3 Appendix 3 shows the profile of all risks for the Economy at present.
- 1.4 All appendices are produced from the corporate Service Performance And Risk management system (SPAR).

2.0 Performance

- 2.1 An Economic Development Service Update which covers specific projects identified as priority activities to progress the Corporate Plan is a separate item on this agenda.
- 2.2 Regarding the Corporate Plan Aim: **Improve and regenerate our Town Centres: Empty Shops**; it should be noted that the vacancy count is done at the start of each quarter but it was not done in April due to Covid 19. It is hoped to be able to do a full shop survey at the end of July once all shops and services are permitted to open, and it becomes clearer which units are temporarily closed, and which units are technically empty.
- 2.3 Data on units owned by MDDC has now been added to Appendix 1.
- 2.4 Our town centres and high streets faced structural issues before Covid-19 but the challenge just got even harder. There was a growing consensus that high streets based on retail needed to shift to include a mix of leisure, entertainment, cafes, gyms and beauty salons. However, the conclusions of Grimsey and others suggest that a recovery based on retail and consumption will not work. Covid-19 could provide the catalyst to do something different, but the window of opportunity is small. This has implications for national and local policy making.
- 2.5 **Other:** The Council has received a report from the Planning Inspectorate, confirming that the Mid Devon Local Plan Review 2013 – 2033 provides an appropriate base for the planning of the District and with a number of main modifications, is sound and capable of adoption.

3.0 Risk

- 3.1 Risk reports to committees include strategic risks with a current score of 10 or more in accordance with the Risk and Opportunity Management Strategy. (See Appendix 2)
- 3.2 Operational risk assessments are job specific and flow through to safe systems of work. These risks go to the Health and Safety Committee biannually with escalation to committees where serious concerns are raised.
- 3.3 The Corporate risk register is regularly reviewed by Group Managers and Leadership Team (LT) and updated as required.

4.0 Conclusion and Recommendation

- 4.1 That the PDG reviews the performance indicators and risks for 2020-21 that are outlined in this report and feeds back any areas of concern to the Cabinet.

Contact for more Information: Catherine Yandle, Group Manager for Performance, Governance and Data Security ext 4975

Circulation of the Report: Leadership Team and Cabinet Member

Corporate Plan PI Report Economy

Monthly report for 2020-2021
 Arranged by Aims
 Filtered by Aim: Priorities Economy
 For MDDC - Services

Key to Performance Status:

Performance Indicators:

No Data	Well below target	Below target	On target	Above target	Well above target
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* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Economy																
Priorities: Economy																
Aims: Improve and regenerate our town centres																
Performance Indicators																
Title	Prev Year (Period)	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Group Manager	Officer Notes
<u>West Exe North and South</u>	n/a		n/a	n/a	12	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 92% 1 vacant unit (CY)
<u>Fore St Tiverton</u>	n/a		n/a	n/a	2	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 67% 1 unit vacant (CY)
<u>Market Walk Tiverton</u>	n/a		n/a	n/a	13	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 87% 2 vacant, 1 under offer (CY)
<u>Tiverton Other</u>	n/a		n/a	n/a	8	n/a	n/a		n/a	n/a		n/a	n/a		Andrew Busby	(Quarter 1) 100% (CY)
<u>The Number of Empty Shops (TIVERTON)</u>	(1/4)	18	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Adrian Welsh	(Quarter 1) Count not done in Q1 due to covid 19 (CY)
<u>The Number of Empty Shops (CREDITON)</u>	(1/4)	8	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Adrian Welsh	
<u>The Number of Empty Shops (CULLOMPTON)</u>	(1/4)	8	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		Adrian Welsh	

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Economy PDG Risk Management Report - Appendix 2

Report for 2020-2021

For Economy - Cllr Graeme Barnell Portfolio

Filtered by Flag: Include: * Corporate Risk Register

For MDDC - Services

Filtered by Performance Status: Exclude Risk Status: Low

Not Including Risk Child Projects records, Including Mitigating Action records

Key to Performance Status:

Mitigating Action:	Milestone Missed	Behind schedule	In progress	Completed and evaluated	No Data available
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Risks:	No Data (0+)	High (15+)	Medium (6+)	Low (1+)
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Economy PDG Risk Management Report - Appendix 2

Risk: Commercial Land supply Insufficient diversity in commercial land provided to meet changing business needs

Service: Planning

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
No Data available	Business and landowner engagement	Continued brokering of sites and identification of creative opportunities to meet business demands can be very effective in addressing this risk	Adrian Welsh	10/06/2019	12/05/2020	No Score(0)
No Data available	Incubator/Flexible workspace project	This project should help identify opportunities to help the delivery of new flexible workspace	Adrian Welsh	10/06/2019	12/05/2020	No Score(0)
In progress	Plan for recovery	Develop a recovery plan/ strategy in conjunction with partners	Jenny Clifford	12/05/2020	12/05/2020	Positive (2)
Current Status: High (15)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 3 - Medium		

Economy PDG Risk Management Report - Appendix 2

Service Manager: Jenny Clifford

Risk: Economic Development Service The macro economic position might necessitate a reactive response, impacting on the Council's resourcing and reducing its ability to deploy resources as planned.

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Distribution and processing of Gov business support funding.	To assist businesses through these difficult initial stages.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
No Data available	Hardship funding	To support individuals/households but also crucial for self employed and furloughed staff	Adrian Welsh	12/05/2020	12/05/2020	No Score (0)
In progress	Recovery plans	Work underway to develop recovery plans to assist positive impacts on local economy.	Adrian Welsh	12/05/2020	12/05/2020	No Score (0)
Current Status: High (25)		Current Risk Severity: 5 - Very High		Current Risk Likelihood: 5 - Very High		
Service Manager: Adrian Welsh						

Economy PDG Risk Management Report - Appendix 2

Risk: Economic Strategy Failure to deliver projects/outcomes in Economic Strategy

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Continue to seek out existing and new funding opportunities	To assist in ensuring adequate funding for delivery.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	partnership working	Continue to work closely with delivery partners to gain advance warning of difficulties so as to seek to mitigate	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	Project Management	Continue rigorous project management, monitoring and reporting	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	Recovery Plans	Recovery Plans will be put in place to aid recovery.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Review and re-prioritisation	Part of review of projects for Year 2 actions. This will consider maximising investment and prioritising officer time.	Adrian Welsh	31/01/2020	12/05/2020	Positive(2)
Current Status: High (20)		Current Risk Severity: 4 - High		Current Risk Likelihood: 5 - Very High		
Service Manager: Jenny Clifford						

Economy PDG Risk Management Report - Appendix 2

Risk: Funding Insufficient resources (including funding) to deliver growth aspirations of Corporate Plan.

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Lobbying	Officers will continue to review funding opportunities and seek opportunities to work closely with local partners and the HotSWLEP to seek additional funding support for key infrastructure.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Officers have reprioritised work programmes to explore new funding opportunities	End of European funding sources	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
Current Status: High (16)						
Service Manager: Adrian Welsh			Current Risk Severity: 4 - High		Current Risk Likelihood: 4 - High	

Economy PDG Risk Management Report - Appendix 2

Risk: Infrastructure delivery Inability to deliver, or delay in delivering, key transport infrastructure to unlock planned growth

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Partnership working	Close working with delivery partners to attempt to mitigate risks.	Adrian Welsh	12/05/2020	12/05/2020	Positive (2)
In progress	Partnership working with infrastructure providers and statutory bodies	Reduce risk of delays and communication.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	target funding opportunities	To seek to bring forward delivery	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
Current Status: High (16) Current Risk Severity: 4 - High Current Risk Likelihood: 4 - High						
Service Manager: Jenny Clifford						

Economy PDG Risk Management Report - Appendix 2

Risk: Tiverton Pannier Market Failure to maximise the economic potential of Tiverton Pannier Market

Service: Growth, Economy and Development

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Continue to retain and prioritise market budget	To ensure most efficient use of resources	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	continue to work with traders on promotion	To increase footfall.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	Implement and review market strategy	Implementation of strategy will increase market's financial success and help fulfill its function as a key driver for the town.	Adrian Welsh	10/06/2019	12/05/2020	Positive(2)
In progress	Masterplan Implementation	To realise benefits from the Masterplan to increase visibility of market and increase footfall.	Adrian Welsh	10/06/2019	12/05/2020	Poor - action required(3)

Current Status: High (16) Current Risk Severity: 4 - High Current Risk Likelihood: 4 - High

Service Manager: Jenny Clifford

Economy PDG Risk Management Report - Appendix 2

Risk: Tiverton Town Centre Masterplan Failure to adopt and implement the Tiverton Town Centre Masterplan

Service: Planning

Mitigating Action records

Mitigation Status	Mitigating Action	Info	Responsible Person	Date Identified	Last Review Date	Current Effectiveness of Actions
In progress	Community and political engagement	Through the masterplanning process engagement is taking place with key stakeholders over the emerging masterplan. A further period of public consultation is also yet to take place.	Adrian Welsh	07/10/2019	12/05/2020	No Score(0)
In progress	Review first draft of masterplan	A review of draft masterplan and interventions/actions is being undertaken in light of the likely impacts of the pandemic	Jenny Clifford	12/05/2020	12/05/2020	No Score(0)
Current Status: Medium (12)		Current Risk Severity: 4 - High		Current Risk Likelihood: 3 - Medium		
Service Manager: Jenny Clifford						

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Risk Matrix Economy Appendix 3

Report
For Economy - Cllr Graeme Barnell Portfolio
For MDDC - Services
Current settings

Risk Likelihood	5 - Very High	No Risks	No Risks	No Risks	1 Risk	2 Risks
	4 - High	No Risks	No Risks	No Risks	3 Risks	No Risks
	3 - Medium	No Risks	No Risks	No Risks	3 Risks	1 Risk
	2 - Low	No Risks	No Risks	No Risks	No Risks	No Risks
	1 - Very Low	No Risks	No Risks	No Risks	No Risks	No Risks
		1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High
		Risk Severity				

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CABINET
09 July 2020

AGENDA ITEM

REVENUE AND CAPITAL OUTTURN 2019/20

Cabinet Member Cllr Alex White
Responsible Officer Deputy Chief Executive (S151): Andrew Jarrett

Reason for Report: To present the revenue and capital outturn figures for the financial year 2019/20.

RECOMMENDATION(S): That Cabinet -

1 - Note the General Fund outturn achieved in 2019/20 which shows an overall overspend of £232k. This deficit is proposed to be taken from General Fund reserve which will still leave the balance above our minimum recommended level.

2 - Approve the net transfers to earmarked reserves of £686k detailed in the General Fund service budget variance reports shown in Appendix 1 and summarised in Appendix 3.

3 - Note the positive position achieved on the Housing Revenue Account which shows a saving of £608k and approve the “earmarking” of the extra £608k shown in paragraph 4.2, as well as the utilisation of reserves totalling £859k identified in Appendices 2 and 3.

4 - Approve the carry forward of £9.741m from the 2019/20 capital programme (see paragraph 6.3) as all of the schemes will be delivered in 2020/21 or later years. Also approve the transfer to Earmarked reserves of the un-spent £208k identified in Appendix 4.

Relationship to the Corporate Plan: The financial resources of the Council impact directly on its ability to deliver the corporate plan prioritising the use of available resources carried forward from 2019/20. All future spending will be closely linked to key council pledges from the updated corporate plan.

Financial Implications: Good financial management and administration underpin the entire document.

Legal Implications: None.

Risk Assessment: Regular financial monitoring information mitigates the risk of over or underspends at year end and allows the Council to direct its resources to key corporate priorities.

Equality Impact Assessment: No equality issues identified for this report.

Impact on Climate Change: No impacts identified for this report.

1 Executive Summary

- 1.1 This report contains information relating to the Council's performance for the 2019/20 financial year. The outturn figures included are provisional subject to external review; the findings of which are to be reported to Audit Committee in August this year.
- 1.2 Monitoring the budget is an important part of the Council's performance management framework.
- 1.3 The revenue outturn position for the financial year 2019/20 is as follows:
- The General Fund (GF) Revenue Outturn position for 2019/20 is a net overspend of £232k. The table below assumes this transfer.
 - The HRA is a "Self-Financing" account for the Council's Housing Landlord function, which is budgeted to "break even" (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2019/20 is a net underspend of £608k.

	31 March 2019	In year movement	31 March 2020
	£k	£k	£k
General Fund Reserve	2,501	(250)	2,251
Housing Revenue Account Reserve	2,000	0	2,000

- 1.4 The Capital outturn position for 2019/20 is shown in Section 6.

2 Introduction

- 2.1 Members of the Cabinet should note that the outturn report is fundamentally a set of management reports that show the year end position on all service areas. The Finance Team then have to turn these management reports into the statutory financial statements which are subject to a wide number of complex accounting rules that often significantly change the final picture of a service's financial position for the year. However, it is important to note that the bottom-line profit or loss for the year remains constant.
- 2.2 Members will be aware from previous experience that the position can change between "in-year" projections and the final outturn position, mainly due to demand-led service costs and income levels. The budget monitoring process involves a regular review of budgets. Budgetholders, with support and advice from their accountants, review the position and update their forecasts based on currently available information and knowledge of service requirements for the remainder of the year. As with any forecast there is always a risk that assumptions and estimates will differ from the eventual outcome.
- 2.3 During the budget setting process we continue to ensure that revenue budgets are set on a robust basis and take a prudent view of the likely levels of income and expenditure.

2.4 On March 20 2020, the country was put into lockdown as a response to the Covid 19 pandemic. It has affected us all greatly, and the impacts on this Authority have been wide ranging: from the ways we make decisions; to new operations including assistance to those who are shielding, the distribution of grants to support local businesses and additional assistance for the homeless; the closure of leisure centres and wholesale changes to working practices, with most staff working from home or indeed on furlough. However, the timing of the crisis is such that the impacts on the financial year being reported are minimal. It will have truly significant effects on our income as leisure centres have closed, car parks are empty and a broad range of services are suspended. The effects of this and the Council's responses to them will be reported through the appropriate channels.

3 The General Fund Reserve

3.1 This is the major revenue reserve of the Council. It is increased or decreased by the surplus or deficit generated on the General Fund in the year. This reserve held a balance of £2.501m at the end of 2018/19 following the end of year transfers. In 2019/20 there were a number of transfers and contributions to general reserves resulting in the final transfer out of £250k being the £232k deficit generated in year plus £18k Brexit funding received in 2018/19 and transferred to an EMR this year. If this is approved, the General Fund Reserve will still remain slightly above the recommended minimum level of £2.0m as required by Cabinet agreement on 16 January 2020.

3.2 Detailed budget monitoring reports were provided to both senior managers and Members throughout 2019/20. This monitoring focused on significant budget variances (+/- £10k), included remedial action where necessary and estimated an overall outturn position. The final written monitoring report considered by the Cabinet gave a detailed position as at 31 December 2019 and predicted an end of year deficit of £252k for the General Fund. Therefore the final position improved by £20k.

3.3 The table below shows the overall budget, actual and variance, summarised for 2019/20.

	2019/20 Budget £	2019/20 Actual £	Variance £
Total Cost of Services	10,244,904	10,743,136	498,232
Other Income and Expenditure	(60,605)	(388,540)	(327,935)
TOTAL BUDGETED EXPENDITURE	10,184,299	10,354,596	170,297
TOTAL FUNDING	(10,184,299)	(10,122,290)	62,009
Net Income and Expenditure	0	232,306	232,306

3.4 A detailed explanation of all the key variances is shown in Appendix 1, service by service. Inevitably, within a service, there are often variances which compensate. Some areas may create savings which in turn can be partly or fully offset by overspends elsewhere. In this report we have tried to highlight the major movements to enable Members to appreciate the more significant trends within each service area.

NB – where any of the above variances were deemed to be recurring, the 2020/21 budget was adjusted accordingly.

3.5 The overall effect of the 2019/20 financial year would result in a General Fund Balance of £2.252m which is in line with the Council’s own minimum requirement of £2.0m (agreed by Cabinet 16 January 2020).

3.6 In addition to the GF Balance, the Council holds a number of Earmarked Reserves (EMRs) which are used to help fund anticipated future expenditure commitments. The net movement of £0.683m from these reserves and the end of year balances held on them are shown in Appendix 3.

3.7 **Market Walk and Fore Street Shops, Tiverton**

Members will no doubt be keen to see this year’s results following the acquisition of the shops in March 2015. At minus 1.2% the return on investment has dropped compared to 2018/19 (+1.3%). Net rental income has reduced due to negative rent reviews. Further, the number of vacant units has risen, which is partly due to relets being withheld in Fore Street pending the Tiverton Enhancement Project (now discontinued). These are challenging times “on the high street” and we are mindful that we must balance the return on our investment with the perception and vision for the town, hence we may accept a lower return in exchange for occupancy of the units.

The various elements are shown in different areas of the Income and Expenditure account, but the overall position is as follows:

	<u>£k</u>
Net rental income after expenses (Shown within property Services committee)	(128)
Interest payable on Public Works Loan Board loan	95
Statutory Capital Financing (over 50 years)	83

Net (surplus)/deficit for the year	50
	=====

This income equates to an approximate return net of borrowing costs of -1.2% being $-50k \div 4,173k$ (£4.173m = Principal).

4.0 **Housing Revenue Account (HRA)**

4.1 This is a ring-fenced reserve in respect of the Council’s housing landlord function. It is increased or decreased by the surplus or deficit generated on the HRA in the year. For 2019/20 the outturn is a net surplus of £608k and Members are requested to approve a transfer to HRA reserves to bring this to zero.

4.2 This surplus is explained in paragraph 4.4 and the effect of it on the HRA balance is shown below.

HRA Balance

	£m
HRA balance @ 31/03/19	(2.000)
Budget saving achieved in 2019/20	(0.608)
Additional transfer to 30yr modernisation programme	0.608
HRA balance @ 31/03/20	(2.000)

- 4.3 After the strong closing financial position delivered in 2019/20, it is recommended to transfer a sum of £608k into the Housing Maintenance Fund earmarked reserve. This is in addition to the £764k budgeted in-year contribution. The above position leaves an HRA balance of £2.0m as at 31 March 2020.
- 4.4 Main budget variances during 2019/20 giving rise to the figure of £608k include £252k salary savings (which include savings relating to retirements and vacant posts as well as standby payments to depot staff); £235k underspend on new projects and £61k saving where anticipated financing of capital spend was not utilised, whilst the increased number of affordable housing units being applied in year contributed to dwelling rents exceeding expectations by £122k. For further details, please see the HRA Outturn Summary for 2019/20, which is attached as Appendix 2 to this report.
- 4.5 In addition to the above, the HRA hold a number of earmarked reserves. The movements on these during 2019/20 and their closing balances are shown on Appendix 3. This money is effectively “ring fenced” and will be held to meet expenditure on projects during 2020/21 and beyond.

5.0 The Collection Fund

- 5.1 Mid Devon is a collection authority for council tax and national non-domestic rates, and as such, is required to produce a collection fund account for the Mid Devon area. The Council collects council tax on behalf of Devon County Council, Devon Fire and Rescue Service, Devon & Cornwall Police and the Town/Parish Councils.
- 5.2 The council tax collection rate for 2019/20 was 97.8% (97.8% in 2018/19). This demonstrates how our Revenues section has consistently been effective in collecting the annual charge in extremely challenging economic times. The Non Domestic Rates collection rate was 98.8% for 2019/20 (99.3% in 2018/19).

6.0 Capital Outturn

- 6.1 A capital outturn summary is attached as Appendix 4 to this report. The revised capital budget for 2019/20 amounted to £35.193m. At the year-end we had spent £12.197m leaving the capital programme underspent in total by £22.996m.

- 6.2 Capital receipts of £0.463m (this includes general useable capital receipts and ring-fenced replacement homes capital receipts) were applied to finance the programme with the balance of the expenditure met by a combination of borrowing, external grants and contributions from reserves.
- 6.3 As shown in Appendix 4 there are capital projects totalling £9.741m which have not been completed as at the 31 March 2020. This expenditure, therefore, needs to be rolled forward to be included in the 2020/21 capital programme. These schemes are still fully funded by either unspent capital grants or by provisions held within capital earmarked reserves. In addition there is £99k relating to Affordable Housing and £109k HRA Renewable Energy that will remain in a reserve for future prioritisation.
- 6.4 The Capital Receipts Reserve (note this includes general useable capital receipts and ring-fenced replacement homes capital receipts) is used to part fund the capital programme - the movement on this account for the year is given below:

	£m
Balance at 1 April 2019	(3.621)
• Sale of Council Houses (29)	(2.334)
• General Fund Sales	(0.075)
• Open Market Housing sales (2)	(0.485)
• Pooling of Housing Capital Receipts to Government.	0.895
• Capital Receipts applied in year	0.463
Balance at 31 March 2020	(5.157)

Note – the remaining balance of £5.157m is committed in order to fund any slippage, specific projects in ICT and Private Sector Housing and to balance the Capital Medium Term Financial Plan.

- 6.5 The Capital Earmarked Reserve has been set aside from Revenue to fund capital projects; the balance on this reserve now stands at £301k made up by the following transactions:

	£k
Balance at 1 April 2019	(415)
Contribution to EMR	(2)
Funding required to deliver the 2019/20 Programme	116
Balance at 31 March 2020	(301)

Note – the remaining balance of £301k is committed in order to fund any slippage and to balance the Capital Medium Term Financial Plan.

- 6.6 The Council also holds New Homes Bonus which can be used for either Revenue or to support future Capital Programmes, the balance held at 31 March 2020 is £3.499m; again much of this remaining balance is committed to funding any slippage and to balance the Capital Medium Term Financial Plan.

7.0 Treasury Management

- 7.1 A review of the 2019/20 investment performance, including the details of interest payable, are included within the separate 2019/20 Treasury Outturn Report.

- 7.2 As detailed in this report, the Authority holds a 100% interest in 3 Rivers Development Limited, a private limited company engaged in construction in the Mid Devon area. The Authority advances funds to the Company to facilitate operations with the intention that they are repaid from the proceeds of the sale of the developments.

During the year ended 31 March 2020, £6.446m was loaned to the Company and total loan value at this date was £9.061m. During the year £251k interest was paid to the Authority in respect of these loans.

These loans are subject to overarching management review on a regular basis. This is reflected in the impairments made in both periodic monitoring reports and in the year end financial statements. The year end review, carried out in compliance with IFRS 9 Financial Instruments, led to impairments totalling £790k in respect of one of the project loans and the working capital loan.

8.0 Conclusion

- 8.1 Members are asked to note the revenue and capital outturn figures for the financial year 2019/20 and agree the proposed earmarking of surplus funds generated by in year savings from both the GF and the HRA. In addition, Members are requested to approve the incomplete projects on the 2019/20 capital programme be rolled forward into the 2020/21 capital programme.

Contact for more information:

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Background Papers:

Circulation of the Report:

Cllr White
Leadership Team

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GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

	Budget 2019/20 £	Actual 2019/20 £	Variance £
Community Development	142,855	144,110	1,255
Corporate Management	1,681,157	2,533,656	852,500
Car Parks	(528,562)	(518,213)	10,349
Customer Services	768,871	698,169	(70,702)
Environmental Services	798,477	1,001,853	203,376
Finance & Performance	690,320	685,174	(5,146)
Grounds Maintenance	610,190	529,519	(80,671)
General Fund Housing	77,524	9,004	(68,520)
Human Resources	465,090	470,705	5,615
I.T.Services	987,535	970,193	(17,342)
Legal & Democratic Services	1,136,206	1,036,659	(99,547)
Planning & Regeneration	993,725	1,452,261	458,536
Property Services	589,780	494,460	(95,320)
Revenues & Benefits	431,290	540,485	109,195
Recreation and Sport	527,245	659,881	132,635
Waste Services	2,015,282	1,817,494	(197,788)
ALL GENERAL FUND SERVICES	11,386,985	12,525,409	1,138,425
Net recharge to HRA	(1,534,110)	(1,534,110)	0
Statutory Adjustments (Capital Charges)	392,029	418,832	26,803
Statutory Adjustments (Capital Loans & Investments Written Off)	0	(666,995)	(666,995)
NET COST OF SERVICES	10,244,904	10,743,136	498,233
Finance Lease Interest Payable	58,280	58,280	(0)
Interest Charged Between GF & HRA	(49,000)	(45,479)	3,521
Interest Receivable / Payable on Other Activities	167,580	100,469	(67,111)
Interest Receivable on Investments	(442,540)	(594,907)	(152,367)
CTS Funding parishes	0	0	0
Transfers into Earmarked Reserves	3,344,196	3,627,968	283,772
Transfers from Earmarked Reserves	(2,551,270)	(3,722,926)	(1,171,655)
Contribution from New Homes Bonus Reserve	(587,850)	(587,850)	0
Revenue contribution to fund 2019/20 Capital Programme	0	775,905	775,905
TOTAL EXPENDITURE	10,184,299	10,354,596	170,297
FUNDED BY:-			
Formula Grant (RSG & RSDG & NNDR)	(3,001,386)	(2,839,376)	162,010
Business Rates Benefit from Devon Pool	0	(100,000)	(100,000)
New Homes Bonus Grant	(1,243,503)	(1,243,503)	0
COVID 19 Grant	(38,976)	(38,976)	0
Collection Fund Surplus	(71,330)	(71,331)	(1)
Council Tax - (Band D at £203.84)	(5,829,104)	(5,829,104)	0
TOTAL FUNDING	(10,184,299)	(10,122,290)	62,009
NET INCOME AND EXPENDITURE	0	232,306	232,306

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Community Development

Code	Community and Development	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	51,330	62,849	11,519	22.4%
2,000	Premises	45,110	39,307	(5,803)	-12.9%
3,000	Transport	0	0	0	0.0%
4,000	Supplies and Services	134,765	127,242	(7,523)	-5.6%
Total Direct Expenditure		231,205	229,398	(1,807)	-0.8%
7,000	External Income	(88,350)	(85,288)	3,062	3.5%
Net Direct Expenditure		142,855	144,110	1,255	0.9% (a)
5,000	Support Services	54,280	54,280	0	0.0%
6,500	Depreciation	57,070	57,070	0	0.0%
Total Indirect Expenditure		111,350	111,350	0	0.0%
Total Community & Development Expenditure		254,205	255,460	1,255	0.5%
Community & Development - Service units					
CD200	Community Development	173,075	167,795	(5,280)	-3.1%
CD300	Tiverton Pannier Market	81,130	89,195	8,065	9.9%
CD305	Market - Electric Nights	0	(1,530)	(1,530)	0.0%
CD400	Crediton Market Square	0	0	0	0.0%
Total Community & Development Expenditure		254,205	255,460	1,255	0.5%
				£	£
Total Expenditure Variation					1,255 (a)
Major Cost Changes					
CD300	Salaries - job evaluation and additional cover over the busy Christmas period			13,000	13,000
Major Cost Savings					
CD200	Community Development grant funding			(5,280)	(5,280)
Major Changes in Income Levels					
Minor Variations					
Total Expenditure Variation					1,255 (a)
EARMARKED RESERVES					
Utilised 2019/20					
CD200	Release of reserve no longer required to General Fund Reserves			(4,597)	
CD300	Release of reserve no longer required to General Fund Reserves			(7,000)	
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					
Total Expenditure variation after Earmarked Reserves					(10,342)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Corporate Management

Code	Corporate	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	1,543,710	1,525,386	(18,324)	-1.2%
2,000	Premises	0	0	0	0.0%
3,000	Transport	3,110	1,907	(1,203)	-38.7%
4,000	Supplies and Services	156,700	997,726	841,026	536.7%
Total Direct Expenditure		1,703,520	2,525,019	821,499	48.2%
7,000	External Income	(22,363)	8,638	31,001	138.6%
Net Direct Expenditure		1,681,157	2,533,656	852,500	50.7% (a)
5,000	Support Services	(159,870)	(159,870)	0	0.0%
6,500	Depreciation	0	0	0	0.0%
Total Indirect Expenditure		(159,870)	(159,870)	0	0.0%
Total Corporate Expenditure		1,521,287	2,373,786	852,500	56.0%
Corporate Management Service Units					
CM100	Leadership Team	573,440	547,352	(26,088)	-4.5%
CM199	Leadership Team Recharge	(573,420)	(573,420)	0	0.0%
CM210	Performance, Governance & Data	105,470	95,428	(10,042)	-9.5%
CM220	Brexit	(15,363)	(15,363)	0	0.0%
CM300	Corporate Fees/charges	508,430	1,389,398	880,968	173.3%
CM340	Unison	11,540	11,433	(107)	-0.9%
CM310	Corporate Performance	1,750	1,750	0	0.0%
CM600	Pension Backfunding	909,440	917,053	7,613	0.8%
CM800	Tiverton Hub	0	156	156	0.0%
Total Corporate Expenditure		1,521,287	2,373,786	852,500	56.0%
				£	£
Total Expenditure Variation					852,500 (a)
Major Cost Changes					
CM300	3 Rivers - Working capital impairment - IFRS 9 the risk of non-repayment of the loan			173,000	
CM300	3 Rivers - Riverside impairment - Relates to the potential overspend on the project leading to non- repayment of loan			617,000	
CM300	Impairment of South West Mutual Investment			50,000	
CM300	Bank charges above budget			15,260	
CM220	Training and technology spend from Brexit budget			19,470	
					874,730
Major Cost Savings					
CM100	Salary savings including element from Director post not replaced			(26,000)	
CM300	Valuation fees for the year less than anticipated			(13,000)	
CM300	Charges on Apprenticeship levy less than budgeted			(19,510)	
					(58,510)
Major Changes in Income Levels					
CM210	Grant received for providing various services incl Transparency code			(8,100)	
CM300	Increase in Bad Debt Provision to reflect Covid uncertainty			64,190	
CM220	Grant Income above budget, netted of against training overspend			(19,470)	
					36,620
Minor Variances					
Various	Other minor variances			(340)	
Total Expenditure Variation					852,500
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					852,500

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Car Parks

Code	Car Parks	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	0	(0)	(0)	0.0%
2,000	Premises	185,578	183,048	(2,530)	-1.4%
3,000	Transport	0	0	0	0.0%
4,000	Supplies and Services	67,150	95,794	28,644	42.7%
	Total Direct Expenditure	252,728	278,842	26,114	10.3%
7,000	External Income	(781,290)	(797,055)	(15,765)	-2.0%
	Net Direct Expenditure	(528,562)	(518,213)	10,349	2.0% (a)
5,000	Support Services	229,850	229,850	0	0.0%
6,500	Depreciation	218,450	218,450	(0)	0.0%
	Total Indirect Expenditure	448,300	448,300	(0)	0.0%
	Total Car Park Expenditure	(80,262)	(69,913)	10,349	12.9%
	Car Park - Service units				
CP510	Market Car Park	8,430	8,430	0	0.0%
CP520	Multi-Storey Car Park (MSCP)	189,140	203,915	14,775	7.8%
CP530	Amenity Car Parks	32,948	36,317	3,369	10.2%
CP540	Paying Car Parks	(310,780)	(318,574)	(7,794)	2.5%
	Total Car Park Expenditure	(80,262)	(69,913)	10,349	12.9%
				£	£
	Total Expenditure Variation				10,349 (a)
	Major Cost Changes				
CP	Increase cash & electronic collection costs			16,000	
CP540	Implementing new pricing tariffs has resulted in a one-off overspend			8,000	
					24,000
	Major Cost Savings				0
	Major Changes in Income Levels				
CP520	P&D shortfall for MSCP due to Premier Inn works.			8,400	
CP540	Increased P&D income from new tariff charges			(8,000)	
CP540	Parking permits increase in income			(21,000)	
CP540	Reduced PCN income due to staff vacancy in Enforcement Team (see salary savings within Environmental Services)			6,660	
					(13,940)
	Minor Variations				289
	Total Expenditure Variation				10,349 (a)
	EARMARKED RESERVES				
	Utilised 2019/20				
	Proposed contribution c/fwd to 2019/20				
	Net movement in earmarked reserves				0
	Total Expenditure variation after Earmarked Reserves				10,349

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Customer Services

Code	Customer Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	681,900	620,148	(61,752)	-9.1%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,290	769	(521)	-40.4%
4,000	Supplies and Services	85,681	78,097	(7,585)	-8.9%
	Total Direct Expenditure	768,871	699,013	(69,858)	-9.1%
7,000	External Income	0	(844)	(844)	0.00%
	Net Direct Expenditure	768,871	698,169	(70,702)	-9.2% (a)
5,000	Support Services	(771,610)	(771,610)	(0)	0.0%
6,500	Depreciation	1,110	1,110	0	0.0%
	Total Indirect Expenditure	(770,500)	(770,500)	(0)	0.0%
	Total Customer Services Expenditure	(1,629)	(72,332)	(70,703)	-4340.3%
	Customer Services - Service units				
CS200	Communications	131,880	128,856	(3,024)	-2.3%
CS299	Communications Rech	(131,850)	(131,850)	0	0.0%
CS500	Messenger Services	66,490	51,854	(14,636)	-22.0%
CS599	Messenger Services Rech	(66,500)	(66,500)	0	0.0%
CS900	Central Photocopying	21,010	19,159	(1,851)	-8.8%
CS901	Central Photocopying Rech	(20,990)	(20,990)	0	0.0%
CS902	Central Postage	23,130	23,658	528	2.3%
CS903	Central Postage Rech	(23,110)	(23,110)	0	0.0%
CS910	Customer Services Admin	153,030	120,718	(32,312)	-21.1%
CS915	Customer Services Admin Rech	(163,010)	(163,010)	(0)	0.0%
CS930	Customer First Management	169,060	165,496	(3,564)	-2.1%
CS931	Customer First Management Rech	(169,070)	(169,070)	0	0.0%
CS932	Customer First	584,881	569,038	(15,843)	-2.7%
CS933	Customer First Rech	(576,580)	(576,580)	0	0.0%
CS938	Digital Strategy Staffing	0	0	0	0.0%
	Total Customer Services Expenditure	(1,629)	(72,332)	(70,703)	-4340.3%
	Total Expenditure Variation			£ (70,703)	£ (70,703) (a)
	Major Cost Changes				0
	Major Cost Savings				
	Salary Savings due to various vacant posts during the year			(72,000)	(72,000)
	Major Changes in Income Levels				
	Minor Variations				1,297
	Total Expenditure Variation				(70,703) (a)
	EARMARKED RESERVES				
	Utilised 2019/20				
	Proposed contribution c/fwd to 2019/20				
	Net movement in earmarked reserves				0
	Total Expenditure variation after Earmarked Reserves				(70,703)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Environmental Services

Code	Environmental Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	900,198	881,359	(18,839)	-2.1%
2,000	Premises	145,329	185,835	40,506	27.9%
3,000	Transport	43,800	44,449	649	1.5%
4,000	Supplies and Services	123,070	125,370	2,300	1.9%
	S106 Expenditure		158,728	158,728	
	Total Direct Expenditure	1,212,397	1,395,741	183,344	15.1%
7,000	External Income	(413,920)	(387,484)	26,436	6.4%
	S106 contributions		(6,404)	(6,404)	0.0%
	Net Direct Expenditure	798,477	1,001,853	203,376	25.5% (a)
5,000	Support Services	734,430	734,430	0	0.0%
6,500	Depreciation	89,760	89,760	0	0.0%
	Total Indirect Expenditure	824,190	824,190	0	0.0%
	Total Environmental Services Expenditure	1,622,667	1,826,043	203,376	12.5%
	Environmental Services - Service units				
ES100	Cemeteries	134,365	170,724	36,359	27.1%
ES101	Cemetery Lodge	(8,400)	0	8,400	100.0%
ES110	Bereavement Services	31,810	31,482	(328)	-1.0%
ES112	Bereavement Services Rech	(31,810)	(31,810)	0	0.0%
ES200	CCTV Initiatives	12,820	14,051	1,231	9.6%
ES250	Community Safety	84,900	80,806	(4,094)	-4.8%
ES251	Community Safety recharge	0	0	0	0.0%
ES252	Building Safer Community Fund	0	0	0	0.0%
ES256	Community Safety Partnership	0	0	0	0.0%
ES260	Food Protection	102,870	100,630	(2,240)	-2.2%
ES270	Water Quality Monitoring	40,730	46,320	5,590	13.7%
ES349	Private Sector Housing team Rech	0	0	0	0.0%
ES354	Private Sector Housing	79,650	100,542	20,892	26.2%
ES360	Dog Warden	19,470	22,789	3,319	17.0%
ES361	Public Health	0	0	0	0.0%
ES450	Parks & Open Spaces	373,210	368,707	(4,503)	-1.2%
ES455	Amory Park	50,064	51,547	1,483	3.0%
ES460	Play Areas	221,040	260,689	39,649	17.9%
ES500	Emergency Planning	40,600	39,830	(770)	-1.9%
ES550	Licensing	78,920	81,726	2,806	3.6%
ES580	Pool Car Running Costs	7,480	5,160	(2,320)	-31.0%
ES600	Pest Control	30,130	26,798	(3,333)	-11.1%
ES650	Contaminated Land	0	0	0	0.0%
ES660	Control of Pollution	115,630	228,121	112,491	97.3%
ES670	Local Air Pollution	7,290	7,157	(133)	-1.8%
ES720	ES Management	0	0	0	0.0%
ES730	Environmental Enforcement	221,760	208,704	(13,056)	-5.9%
ES731	Environmental Enforcement Rech	(220,950)	(220,950)	0	0.0%
ES733	Environmental Health	756,218	751,952	(4,266)	-0.6%
ES734	Environmental Health Rech	(532,400)	(532,400)	0	0.0%
ES740	Licensing Unit	144,900	151,099	6,199	4.3%
ES741	Licensing Unit Rech	(144,900)	(144,900)	0	0.0%
ES760	Health & Safety Officer	0	0	0	0.0%
PS480	MDDC Footpaths & Railway Walks	7,270	7,270	0	0.0%
	Total Environmental Services Expenditure	1,622,667	1,826,043	203,376	12.5%

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Environmental Services

	£	£
Total Expenditure Variation		203,376 (a)
Major Cost Changes		
ES740 Licensing - salary overspend due to JE regrades. We will be able to adjust fees going forward.	7,000	
		7,000
Major Cost Savings		
ES354& ES733 Vacant posts during the year - mostly off-set by unachieved income	(22,000)	
ES730 Vacant post in Environmental Enforcement has resulted in a one-off salary saving	(10,000)	
		(32,000)
Major Changes in Income Levels		
ES550 Licensing income - unpredictability on licence numbers under the new animal licensing regulations.	4,700	
ES354 HMO income not achieved due to vacant post	16,900	
ES354 Income write-off due to loss of a major Housing prosecution case	18,000	
ES100 Cemetery Income down on Internments & Exclusive Burial Rights	34,000	
		73,600
Minor Variations		2,450
SERVICE MOVEMENT BEFORE STATUTORY ADJUSTMENTS		51,050
ES450 Net S106 receipts & grants (also see EMR below) Parks & Open Spaces		4,449
ES455 Net S106 receipts & grants (also see EMR below) Amory Pk		138
ES460 Net S106 receipts & grants (also see EMR below) Play Areas		32,632
ES660 Net S106 receipts & grants (also see EMR below) Control of Pollution		115,106
Total Expenditure Variation		203,376 (a)
EARMARKED RESERVES		
Utilised 2019/20		
S106 - Air Quality	(121,509)	
S106 - Public Open Space	(37,220)	
Proposed contribution c/fwd to 2019/20		
S106 - Air Quality	6,403	
Net movement in earmarked reserves before statutory adjustments		(152,326)
Total Expenditure variation after Earmarked Reserves		51,050

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Finance and Performance

Code	Finance and Performance	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	540,600	540,477	(123)	0.0%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,280	1,926	646	50.5%
4,000	Supplies and Services	148,440	150,526	2,086	1.4%
Total Direct Expenditure		690,320	692,928	2,608	0.4%
7,000	External Income	0	(7,754)	(7,754)	0.00%
Net Direct Expenditure		690,320	685,174	(5,146)	-0.7% (a)
5,000	Support Services	(707,200)	(707,200)	0	0.0%
6,500	Depreciation	0	0	0	0.0%
Total Indirect Expenditure		(707,200)	(707,200)	0	0.0%
Total Finance and Performance Expenditure		(16,880)	(22,026)	(5,146)	-30.5%
Finance and Performance - Service units					
FP100	Accountancy Services	514,100	519,325	5,225	1.0%
FP199	Accountancy Services Rech	(514,010)	(514,010)	0	0.0%
FP200	Internal Audit	105,070	101,961	(3,109)	-3.0%
FP299	Internal Audit Rech	(105,060)	(105,060)	0	0.0%
FP300	Procurement	126,250	125,755	(495)	-0.4%
FP399	Procurement Rech	(138,280)	(138,280)	0	0.0%
FP400	Purchase Ledger	99,220	97,447	(1,773)	-1.8%
FP499	Purchase Ledger Rech	(104,200)	(104,200)	0	0.0%
FP500	Sales Ledger	140,160	135,166	(4,994)	-3.6%
FP599	Sales Ledger Rech	(140,130)	(140,130)	0	0.0%
Total Finance and Performance		(16,880)	(22,026)	(5,146)	-30.5%
				£	£
Total Expenditure Variation					(5,146) (a)
Major Cost Changes					
					0
Major Cost Savings					
Salary Saving due to vacant posts				(5,000)	(5,000)
Major Changes in Income Levels					
					0
Minor Variations					
					(146)
Total Expenditure Variation					(5,146) (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					(5,146)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Grounds Maintenance

Code	Grounds Maintenance	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	530,340	475,974	(54,366)	-10.3%
2,000	Premises	0	0	0	0.0%
3,000	Transport	90,940	95,172	4,232	4.7%
4,000	Supplies and Services	37,410	26,238	(11,172)	-29.9%
Total Direct Expenditure		658,690	597,384	(61,306)	-9.3%
7,000	External Income	(48,500)	(67,865)	(19,365)	-39.93%
Net Direct Expenditure		610,190	529,519	(80,671)	-13.2% (a)
5,000	Support Services	(585,560)	(585,560)	0	0.0%
6,500	Depreciation	3,260	3,260	0	0.0%
Total Indirect Expenditure		(582,300)	(582,300)	0	0.0%
Total Grounds Maintenance Expenditure		27,890	(52,781)	(80,671)	-289.2%
Grounds Maintenance - Service units					
GM960	Grounds Maintenance	808,200	727,529	(80,671)	-10.0%
GM961	Grounds Maintenance Rech	(780,310)	(780,310)	0	0.0%
Total Grounds Maintenance Expenditure		27,890	(52,781)	(80,671)	-289.2%
				£	£
Total Expenditure Variation					(80,671) (a)
Major Cost Changes					0
Major Cost Savings					
Salary savings - service restructure and vacant posts during the year.				(44,100)	
Underspend on training budget and equipment.				(10,470)	
Underspend on repairs of plant and equipment. This is due to some of the equipment being relatively new.				(6,000)	
					(60,570)
Major Changes in Income Levels					
Additional income for adhoc work.				(10,000)	
Sale of old mowers and vehicle.				(7,200)	
					(17,200)
Minor Variations					(2,901)
Total Expenditure Variation					(80,671) (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					(80,671)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

General Fund Housing

Code	General Fund Housing	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	273,180	252,342	(20,838)	-7.6%
2,000	Premises	7,750	5,032	(2,718)	-35.1%
3,000	Transport	14,950	13,942	(1,008)	-6.7%
4,000	Supplies and Services	379,998	447,703	67,706	17.8%
	Total Direct Expenditure	675,878	719,020	43,142	6.4%
7,000	External Income	(598,354)	(710,016)	(111,662)	-18.66%
	Net Direct Expenditure	77,524	9,004	(68,520)	-88.4% (a)
5,000	Support Services	43,230	43,230	0	0.0%
6,500	Depreciation	620	620	0	0.0%
	Total Indirect Expenditure	43,850	43,850	0	0.0%
	Total General Fund Housing Services Expendi	121,374	52,854	(68,520)	-56.5%
	General Fund Housing - Service units				
HG320	Housing & Homelessness Advice	230,590	233,506	2,916	1.3%
HG330	Refugee Housing Scheme	0	0	0	0.0%
HG340	Community Land Trusts	3,125	3,125	0	0.0%
HG345	Rough Sleeping Initiative	(25,335)	(25,335)	0	0.0%
HG347	Rough Sleeping Initiative MDDC/EDDC	(8,650)	(8,650)	0	0.0%
HG350	Community Alarms	(101,090)	(138,254)	(37,164)	-36.8%
HG373	Homelessness & Enabling Team	297,580	263,308	(34,272)	-11.5%
HG376	Ivor Macey House Project	22,733	22,733	0	0.0%
HG379	Homeless & Enabling Team Rech	(297,580)	(297,580)	0	0.0%
	Total General Fund Housing Services Expendi	121,374	52,854	(68,520)	-56.5%
	Total Expenditure Variation			£ (68,520)	£ (68,520) (a)
	Major Cost Changes				
HG320	Impairment Allowance to reflect Covid			6,000	
HG320	Bad Debts Written Off			10,300	
					16,300
	Major Cost Savings				
HG320	Temp Accommodation net costs under budget			(36,000)	
HG350	Community Alarms: estimated surplus due to underspend on service overheads			(19,000)	
HG373	Salary underspends within the GF Housing staff unit. Legislative changes implemented at the beginning of 2018/19 brought in a need to work differently. Provision had been made for an Officer to work with housing applicants when they first presented as homeless but as the new procedures became embedded, the need for this post could not be justified. Looking forward this post has not been retained for the next budget year. Minor other savings included			(31,000)	
					(86,000)
	Major Changes in Income Levels				
HG320	Discretionary Allowance less than budgeted			21,270	
HG350	Community Alarms : Income above budget			(13,000)	
					8,270
	Minor Variations				
	Various Small variances			(7,090)	
					(7,090)
	Total Expenditure Variation				(68,520) (a)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

General Fund Housing

EARMARKED RESERVES	
Utilised 2019/20	
Proposed contribution c/fwd to 2019/20	
Net movement in earmarked reserves	0
Total Expenditure variation after Earmarked Reserves	(68,520)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Human Resources

Code	Human Resources	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	418,730	434,010	15,280	3.6%
2,000	Premises	0	0	0	0.0%
3,000	Transport	2,500	3,397	897	35.9%
4,000	Supplies and Services	43,860	40,432	(3,428)	-7.8%
Total Direct Expenditure		465,090	477,839	12,749	2.7%
7,000	External Income	0	(7,135)	(7,135)	0.00%
Net Direct Expenditure		465,090	470,705	5,615	1.2% (a)
5,000	Support Services	(427,800)	(427,800)	0	0.0%
6,500	Depreciation	0	0	0	0.0%
Total Indirect Expenditure		(427,800)	(427,800)	0	0.0%
Total Human Resources Expenditure		37,290	42,905	5,615	15.1%
HR - Service units					
HR100	Human Resources	372,770	391,839	19,069	5.1%
HR199	Human Resources Rech	(372,710)	(372,710)	0	0.0%
HR200	Staff Development Training	37,260	32,925	(4,335)	-11.6%
HR210	CPD Training	0	0	0	0.0%
HR220	Post Entry Training	0	0	0	0.0%
HR230	Health & Safety Training	0	0	0	0.0%
HR300	Payroll	73,150	66,588	(6,562)	-9.0%
HR399	Payroll Rech	(73,160)	(73,160)	0	0.0%
HR400	Learning & Development	54,990	53,097	(1,893)	-3.4%
HR499	Learning & Development Rech	(55,030)	(55,030)	0	0.0%
HR600	Health & Safety Officer	42,900	42,236	(664)	-1.5%
HR699	Health & Safety Officer Rech	(42,880)	(42,880)	0	0.0%
Total Human Resources Expenditure		37,290	42,905	5,615	15.1%
				£	£
Total Expenditure Variation					5,615 (a)
Major Cost Changes					
Salary overspend due to staff changes within HR				24,000	24,000
Major Cost Savings					
Vacant posts during the year				(12,000)	(12,000)
Major Changes in Income Levels					
0					
Minor Variations					
(6,385)					
Total Expenditure Variation					5,615 (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					5,615

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

ICT Services

Code	ICT Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	550,200	549,662	(538)	-0.1%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,020	1,856	836	82.0%
4,000	Supplies and Services	436,315	422,845	(13,470)	-3.1%
Total Direct Expenditure		987,535	974,364	(13,171)	-1.3%
7,000	External Income	0	(4,170)	(4,170)	0.00%
Net Direct Expenditure		987,535	970,193	(17,342)	-1.8% (a)
5,000	Support Services	(977,030)	(977,030)	0	0.0%
6,500	Depreciation	22,350	22,350	0	0.0%
Total Indirect Expenditure		(954,680)	(954,680)	0	0.0%
Total ICT Services Expenditure		32,855	15,513	(17,342)	-52.8%
ICT - Service units					
IT100	Gazetteer Management	84,790	81,395	(3,395)	-4.0%
IT199	Gazetteer Management Rech	(84,780)	(84,780)	0	0.0%
IT300	Central Telephones	62,060	77,708	15,648	25.2%
IT399	Central Telephones Rech	(66,990)	(66,990)	0	0.0%
IT400	ICT Network & Hardware	207,335	180,694	(26,641)	-12.8%
IT499	ICT Network & Hardware Rech	(192,420)	(192,420)	0	0.0%
IT500	ICT Software Support & Maint.	488,710	471,337	(17,373)	-3.6%
IT599	ICT Software Support & Maint. Rech	(501,920)	(501,920)	0	0.0%
IT600	ICT Staff Unit	380,950	378,010	(2,940)	-0.8%
IT699	ICT Staff Unit Rech	(380,940)	(380,940)	0	0.0%
IT700	Cyber Security	36,280	41,884	5,604	15.4%
IT800	Phoenix House Printing	20,700	16,890	(3,810)	-18.4%
IT899	Phoenix House Printing Rech	(20,690)	(20,690)	0	0.0%
IT900	Digital Services	249,770	265,336	15,566	6.2%
IT999	Digital Services Recharge	(250,000)	(250,000)	0	0.0%
Total ICT Services Expenditure		32,855	15,513	(17,342)	-52.8%
				£	£
Total Expenditure Variation					(17,342) (a)
Major Cost Changes					
IT700	Delay in Central Government utilising the internet for submission of statutory returns - meaning the Council has to pay for a private sector network connection.			7,090	
IT300	New contact centre support and maintenance not included in 19-20 budget.			8,200	
IT300	Phone switch support and maintenance. This will disappear in 20-21 when voice Sk			8,000	
IT500	Idox support fees more than budgeted. Migration work to new hardware required.			11,800	
IT900	Overspend on computing software licence fee			7,000	
					42,090
Major Cost Savings					
IT100/600	Salary savings due to vacant posts			(9,000)	
IT400	Underspend on computer hardware. This was to help offset overspend on IT300.			(10,000)	
IT400	The new contract for datalines came in less than budgeted.			(13,000)	
IT500	Client access licence. Indicative prices used for budget setting included a licence for per user and device. Only a user licence is required to deliver applications.			(27,800)	
					(59,800)
Major Changes in Income Levels					
Minor Variations					
					368
Total Expenditure Variation					(17,342) (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					(17,342)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Legal and Democratic Services

Code	Legal and Democratic Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	568,696	751,172	182,476	32.1%
2,000	Premises	200	39,721	39,521	19760.3%
3,000	Transport	17,700	17,699	(1)	0.0%
4,000	Supplies and Services	593,810	632,207	38,397	6.5%
Total Direct Expenditure		1,180,406	1,440,798	260,392	22.1%
7,000	External Income	(44,200)	(404,139)	(359,939)	-814.34%
Net Direct Expenditure		1,136,206	1,036,659	(99,547)	22.1% (a)
5,000	Support Services	(42,050)	(42,050)	0	0.0%
6,500	Depreciation	0	0	0	0.0%
Total Indirect Expenditure		(42,050)	(42,050)	0	22.1%
Total Legal and Democratic Services		1,094,156	994,609	(99,547)	22.1%
Legal & Democratic Services - Service units					
LD100	Electoral Registration	272,080	230,282	(41,798)	-15.4%
LD199	Electoral Registration Rech	(820)	(820)	0	0.0%
LD200	Election costs	113,716	135,059	21,343	N/A
LD300	Democratic Rep & Management	709,170	697,075	(12,095)	-1.7%
LD400	Committee Services	163,000	158,154	(4,846)	-3.0%
LD499	Committee Services Rech	(163,000)	(163,000)	0	0.0%
LD600	Legal Services	420,850	358,700	(62,150)	-14.8%
LD699	Legal Services Rech	(420,840)	(420,840)	0	0.0%
Total Legal and Democratic Services		1,094,156	994,609	(99,547)	
Total Expenditure Variation				£	£
					(99,547) (a)
Major Cost Changes					
LD201	District election spend not fully covered by available EMR			19,000	
LD100	Net overspend on printing & postage costs			9,000	
					28,000
Major Cost Savings					
LD600	Software budget underspend net of subscription spend			(7,000)	
LD600	Underspend on consultancy budget			(48,000)	
LD100	Consultancy budget for boundary review not required			(30,000)	
LD100	Saving on staff costs due to carrying a vacancy for a number of months			(5,000)	
LD400	Saving on staff costs due to carrying a vacancy for a number of months			(5,000)	
LD100	Saving against budgeted software costs			(5,000)	
					(100,000)
Major Changes in Income Levels					
LD600	Under recovery of S106 income			9,400	
LD600	Fees and Charges income above budget			(11,000)	
LD100	Increase in IER funding above budget			(16,800)	
LD100	Sales of electoral register not budgeted for			(5,000)	
					(23,400)
Minor Variations					
					(4,147)
Total Expenditure Variation					(99,547) (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves (other than budgeted)					0
Total Expenditure variation after Earmarked Reserves					(99,547)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Planning and Regeneration

Code	Planning and Regeneration	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	1,844,252	1,798,797	(45,455)	-2.5%
2,000	Premises	0	1,380	1,380	0.0%
3,000	Transport	48,716	43,941	(4,775)	-9.8%
4,000	Supplies and Services	636,059	815,049	178,990	28.1%
	S106 Expenditure		207,945	207,945	0.0%
	Total Direct Expenditure	2,529,027	2,867,112	338,084	13.4%
7,000	External Income	(1,360,856)	(1,195,494)	165,362	12.2%
	S106 contributions		(29,091)	(29,091)	0.0%
	Grant funding	(174,446)	(190,266)	(15,820)	-9.1%
	Net Direct Expenditure	993,725	1,452,261	458,536	46.1% (a)
5,000	Support Services	488,170	488,170	0	0.0%
6,500	Depreciation	0	0	0	0.0%
	Total Indirect Expenditure	488,170	488,170	0	0.0%
	Total Planning and Regeneration Expenditure	1,481,895	1,940,431	458,536	30.9%
	Planning and Regeneration - Service units				
PR100	Building Regulations	29,900	12,108	(17,792)	-59.5%
PR110	Enforcement	160,400	157,236	(3,164)	-2.0%
PR200	Development Control	223,560	732,639	509,079	227.7%
PR210	Local Land Charges	(2,230)	(18,482)	(16,252)	-728.8%
PR220	Tiverton EUE	186,779	186,779	0	0.0%
PR225	Garden Village Project	2,804	3,004	200	7.1%
PR300	Environmental Enhancement	3,090	3,090	0	0.0%
PR400	Business Development	438,123	430,060	(8,063)	-1.8%
PR411	Business Development Recharge	(26,290)	(26,290)	0	0.0%
PR420	Tiverton Town Centre Regen Project	0	86,509	86,509	0.0%
PR500	Historic Buildings	8,010	8,010	0	0.0%
PR600	Forward Planning Unit	313,394	237,947	(75,447)	-24.1%
PR699	Forward Planning Unit Rech	(318,350)	(254,445)	63,905	20.1%
PR800	Planning Policy	0	0	0	0.0%
PR810	Statutory Development Plan	451,575	382,670	(68,905)	-15.3%
PR820	Assets of community value	4,520	4,560	40	0.9%
PR900	Dangerous Buildings And Trees	6,610	(4,965)	(11,575)	-175.1%
	Total Planning and Regeneration Expenditure	1,481,895	1,940,431	458,536	30.9%
	Total Expenditure Variation			£ 458,536	(a)
	Major Cost Changes				
PR200	Miscellaneous planning costs			100,000	
PR420	Tiverton Town Centre Regeneration - aborted capital project costs			86,500	
					186,500
	Major Cost Savings				
PR400	Specific maintenance project underspend (see EMR below)			(20,000)	
PR600	Salary savings			(23,000)	
PR600	Savings on consultancy, grants and stationery			(10,000)	
					(53,000)
	Major Changes in Income Levels				
PR200	Planning Fees under budget due to number and scale of applications received			170,500	
PR900	Income from Section 97 work			(10,650)	
					159,850
	Minor Variations				(13,669)
	SERVICE MOVEMENT BEFORE STATUTORY ADJUSTMENTS				279,681
PR200	Net S106 Receipts & Grants (also see EMR below)				178,855
	Total Expenditure Variation				458,536 (a)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Planning and Regeneration

EARMARKED RESERVES	
Utilised 2019/20	
S106 - Public Open Space	(207,945)
Proposed contribution c/fwd to 2019/20	
S106 - Public Open Space	29,091
Net movement in earmarked reserves	(178,855)
Total Expenditure variation after Earmarked Reserves	279,681

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Property Services

Code	Property Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	643,540	566,733	(76,807)	-11.9%
2,000	Premises	450,440	402,934	(47,506)	-10.5%
3,000	Transport	33,040	41,401	8,361	25.3%
4,000	Supplies and Services	121,470	170,896	49,426	40.7%
Total Direct Expenditure		1,248,490	1,181,964	(66,526)	-5.3%
7,000	External Income	(658,710)	(687,504)	(28,794)	-4.4%
Net Direct Expenditure		589,780	494,460	(95,320)	-16.2% (a)
5,000	Support Services	(764,010)	(764,010)	0	0.0%
6,500	Depreciation	305,690	305,690	(0)	0.0%
Total Indirect Expenditure		(458,320)	(458,320)	(0)	0.0%
Total Property Services Expenditure		131,460	36,140	(95,320)	-72.5%
Property Services - Service units					
PS140	3 RIVERS DEVELOPMENT	0	(0)	(0)	0.0%
PS141	3 RIVERS - THREWSTONE CLOSE	0	0	0	0.0%
PS142	3 RIVERS - BURLESCOMBE	0	0	0	0.0%
PS150	Surplus Sites for Disposal	2,010	2,010	0	0.0%
PS160	Asset Management	136,840	132,702	(4,138)	-3.0%
PS350	Public Conveniences	125,160	85,157	(40,003)	-32.0%
PS400	Flood Defences and Land Drainage	48,370	47,623	(747)	-1.5%
PS600	Street Naming & Numbering	15,380	19,352	3,972	25.8%
PS700	Contract Services - P-Health	9,350	9,795	445	4.8%
PS810	Phoenix House	440,210	398,822	(41,388)	-9.4%
PS815	Phoenix House Rech	(481,200)	(481,200)	0	0.0%
PS820	DCC Library	1,460	3,360	1,900	130.1%
PS830	Town Hall	5,310	5,310	0	0.0%
PS840	Crediton Office Building	0	(315)	(315)	0.0%
PS850	Old Road Depot	69,590	79,025	9,435	13.6%
PS855	Old Road Depot Rech	(69,610)	(69,610)	0	0.0%
PS860	Station Yard Depot	0	0	0	0.0%
PS870	Lords Meadow Depot	0	0	0	0.0%
PS880	Bus Station Maintenance	(7,860)	(11,429)	(3,569)	-45.4%
PS890	10 Phoenix Lane	(5,860)	(7,496)	(1,636)	-27.9%
PS970	Office Building Cleaning	91,850	85,695	(6,155)	-6.7%
PS971	Office Building Cleaning Rech	(91,840)	(91,840)	0	0.0%
PS980	Property Services	779,820	727,453	(52,368)	-6.7%
PS981	Property Services Rech	(774,030)	(774,030)	0	0.0%
PS990	30/38 Fore Street	(22,410)	1,959	24,369	108.7%
PS991	Industrial Units	(61,750)	(64,186)	(2,436)	-3.9%
PS992	Market Walk	(75,360)	(50,923)	24,437	32.4%
PS993	Lowman Green Unit	(5,550)	(5,550)	0	0.0%
PS994	Moorhayes Community Centre	370	(6,296)	(6,666)	-1801.6%
PS995	COGGANS WELL	1,210	754	(457)	-37.7%
PT100	People's Park Trust	0	0	0	0.0%
Total Property Services		131,460	36,140	(95,320)	-72.5%

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Property Services

	£	£
Total Expenditure Variation		(95,320) (a)
Major Cost Changes		
PS810 Phoenix House utilities overspend	7,600	
PS990 Rates and services charges for vacant Fore St shop	11,000	
PS991 Rates and services charges for vacant Market Walk shops	29,000	
		47,600
Major Cost Savings		
PS350 Utilities underspend due to fewer Public Conveniences & backdated credits on overpayments	(40,000)	
PS810 Rate reduction on premises has resulted in a one off underspend	(44,000)	
PS980 Salary savings due to vacant posts during the year & Underspent training budget	(61,000)	
		(145,000)
Major Changes in Income Levels		
PS990 Loss of income from Fore Street Flats and rates from vacant shop unit	18,290	
PS980 & PS994 Increased income from Solar feed-in tariff's	(14,000)	
PS980 Increased income from recharges to DCC & DWP services charges	(6,000)	
		(1,710)
Minor Variations		3,790
Total Expenditure Variation		(95,320) (a)
EARMARKED RESERVES		
Utilised 2019/20		
Funding of aborted capital project - Phoenix Lane toilet conversion	(1,626)	
Proposed contribution c/fwd to 2019/20		
Net movement in earmarked reserves		(1,626)
Total Expenditure variation after Earmarked Reserves		(96,946)

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Revenues and Benefits

Code	Revenues and Benefits	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	735,310	719,362	(15,948)	-2.2%
2,000	Premises	0	975	975	0.0%
3,000	Transport	4,920	4,644	(276)	-5.6%
4,000	Supplies and Services	184,730	230,083	45,353	24.6%
	Housing Benefit Payments	16,911,200	13,547,856	(3,363,344)	-19.9%
	Total Direct Expenditure	17,836,160	14,502,920	(3,333,240)	-18.7%
	Income from Housing Benefit Subsidy	(16,956,200)	(13,417,592)	3,538,608	-20.9%
	All other Income	(448,670)	(544,844)	(96,174)	21.4%
7,000	External Income	(17,404,870)	(13,962,435)	3,442,435	19.8%
	Net Direct Expenditure	431,290	540,485	109,195	25.3% (a)
5,000	Support Services	467,160	467,160	0	0.0%
6,500	Depreciation	0	0	0	0.0%
	Total Indirect Expenditure	467,160	467,160	0	0.0%
	Total Revenues and Benefits Expenditure	898,450	1,007,645	109,195	12.2%
	Revenues and Benefits - Service units				
RB100	Collection Of Council Tax	656,020	706,940	50,920	7.8%
RB199	Collection Of Council Tax Recharge	(203,080)	(203,080)	0	0.0%
RB200	Collection Of Business Rates	104,050	91,986	(12,064)	-11.6%
RB300	Housing Benefit Admin	398,920	285,469	(113,451)	-28.4%
RB340	Local welfare assistance scheme	15,000	15,223	223	1.5%
RB350	Universal Credit Partnership	0	0	0	0.0%
RB399	Housing Benefit Admin Recharge	(28,320)	(28,320)	0	0.0%
RB400	Housing Rent Allowances	(45,000)	130,264	175,264	389.5%
RB410	Council Tax Benefit	0	(2,144)	(2,144)	0.0%
RB600	Revenues Recovery Team	143,140	153,586	10,446	7.3%
RB699	Revenues Recovery Team Recharge	(142,280)	(142,280)	0	0.0%
	Total Revenues and Benefits Expenditure	898,450	1,007,645	109,195	12.2%

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Revenues and Benefits

	£	£
Total Expenditure Variation		109,195 (a)
Major Cost Changes		
Software costs associated with Citizens Access	33,950	
Software costs associated with new CTR scheme	11,000	
		44,950
Major Cost Savings		
The demand for Housing Benefit in 19/20 was lower than budgeted this is mainly due to the transition to Universal Credit (see decreased subsidy income detailed below)	(3,363,340)	
* Revenues and Benefits salary savings; in the main due to vacant posts in HB in part offset by additional overtime & temporary increases for supervisors acting up	(16,140)	
		(3,379,480)
Major Changes in Income Levels		
* Decreased 19/20 Housing Benefit Subsidy related to decreased costs detailed above	3,366,460	
Overpayment recovery which includes HB Sundry Debtors, recovery from ongoing HB & PDP being recovered at DWP, these have been reviewed in conjunction with claims migrating to Universal Credit.	126,200	
Increase of 10% in Bad Debt provision in respect of future HB Overpayment recovery due to the uncertainty of Covid19	45,950	
Various New Burdens grants from DWP in respect of Housing Benefits - initiatives delivered either within existing resource or to offset additional software costs detailed above	(69,480)	
Single Occupancy Discount Penalties not budgeted	(7,070)	
Income received on Court Costs lower than budgeted	5,560	
Additional C/Tax Annexe Grant	(7,740)	
Additional CTB admin Grant than budgeted & CTB entitlement (pre 01/04/13) not repayable to MHCLG	(5,610)	
Additional New Burdens NNDR Grant for the administration of Retail Rate Relief delivered within existing resource	(9,225)	
		3,445,045
Minor Variations		(1,320)
Total Expenditure Variation		109,195 (a)
EARMARKED RESERVES		
Utilised 2019/20		
Proposed contribution c/fwd to 2019/20		
Net movement in earmarked reserves		0
Total Expenditure variation after Earmarked Reserves		109,195

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Leisure Services

Code	Leisure Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	2,044,878	1,967,915	(76,963)	-3.8%
2,000	Premises	1,053,084	1,136,722	83,638	7.9%
3,000	Transport	8,530	4,715	(3,816)	-44.7%
4,000	Supplies and Services	338,203	304,110	(34,093)	-10.1%
Total Direct Expenditure		3,444,695	3,413,461	(31,235)	-0.9%
7,000	External Income	(2,917,450)	(2,753,580)	163,870	5.6%
Net Direct Expenditure		527,245	659,881	132,635	25.2% (a)
5,000	Support Services	489,840	489,840	0	0.0%
6,500	Depreciation	567,320	567,320	0	0.0%
Total Indirect Expenditure		1,057,160	1,057,160	0	0.0%
Total Leisure Services Expenditure		1,584,405	1,717,041	132,635	8.4%
Leisure Services - Service units					
RS100	Leisure Facilities Maintenance & Equipment	615,374	611,126	(4,248)	-0.7%
RS110	Leisure Management & Administration	69,590	47,072	(22,518)	-32.4%
RS140	Exe Valley Leisure Centre	290,800	411,394	120,594	41.5%
RS145	Market Walk Gym	0	0	0	0.0%
RS150	Lords Meadow Leisure Centre	327,665	334,214	6,549	2.0%
RS151	Feasibility	49,023	49,023	0	0.0%
RS160	Culm Valley Sports Centre	231,953	264,213	32,260	13.9%
Total Leisure Services Expenditure		1,584,405	1,717,041	132,635	8.4%
				£	£
Total Expenditure Variation					132,635 (a)
Major Cost Changes					
RS	Overspend on Utilities across all Leisure sites due to previously under estimated usage.			87,860	
					87,860
Major Cost Savings					
RS	Underspend on staffing costs due to carrying a number of vacancies through the year			(104,000)	
RS	Underspend on expenditure - software, advertising & vending supplies			(39,000)	
					(143,000)
Major Changes in Income Levels					
RS	Reduction in wetside income from casual swim in line with national trend			23,000	
RS	Reduction in dryside income due to loss of regular bookings to alternative venues & difficulty in recruiting qualified coaches			55,000	
RS	Over achieved on membership targets for fitness			(32,000)	
RS	Loss of income in March 2020 due to Covid 19			90,000	
RS	Memberships suspended following closure of centres on 20/03/2020 - income carried into 2020/21 on a pro rata basis			44,100	
RS	FOH - Reduction in vending and equipment sales & vouchers cashed in against fitness and wetside income			12,000	
					192,100
Minor Variations					(4,325)
Total Expenditure Variation					132,635 (a)
EARMARKED RESERVES					
Utilised 2019/20					
Proposed contribution c/fwd to 2019/20					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					132,635

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Waste Services

Code	Waste Services	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %
1,000	Employees	2,659,620	2,601,864	(57,756)	-2.2%
2,000	Premises	305,872	358,640	52,768	17.3%
3,000	Transport	849,580	857,562	7,982	0.9%
4,000	Supplies and Services	629,530	659,333	29,803	4.7%
	S106 Expenditure		1,445	1,445	
	Total Direct Expenditure	4,444,602	4,478,843	34,241	0.8%
7,000	External Income	(2,429,320)	(2,660,732)	(231,412)	-9.5%
	S106 contributions		(618)	(618)	0.0%
	Net Direct Expenditure	2,015,282	1,817,494	(197,788)	-9.8% (a)
5,000	Support Services	394,060	394,060	0	0.0%
6,500	Depreciation	366,189	366,189	0	0.0%
	Total Indirect Expenditure	760,249	760,249	0	0.0%
	Total Waste Services Expenditure	2,775,531	2,577,743	(197,788)	-7.1%
	Waste Services - Cost Centres				
FM100	Fleet Management	83,760	85,375	1,615	1.9%
FM199	Fleet Management Recharge	(83,750)	(83,750)	0	0.0%
WS650	Street Cleansing	629,129	561,040	(68,089)	-10.8%
WS699	Street Cleansing Recharge	(17,560)	(17,560)	0	0.0%
WS700	Refuse Collection	1,051,674	902,691	(148,983)	-14.2%
WS710	Trade Waste Collection	(32,880)	(105,522)	(72,642)	-220.9%
WS725	Kerbside Recycling	1,111,296	1,148,632	37,336	3.4%
WS750	Waste Management Staff Unit	349,380	353,765	4,385	1.3%
WS760	Waste Management Staff Unit Rech	(328,380)	(328,380)	0	0.0%
WS770	Unit 3 Carlu Close	347,622	396,212	48,590	14.0%
WS780	UNIT 3 CARLU CLOSE RECHARGE	(334,760)	(334,760)	0	0.0%
	Total Waste Services Expenditure	2,775,531	2,577,743	(197,788)	-7.1%

GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Waste Services

	£	£
Total Expenditure Variation		(197,788) (a)
Major Cost Changes		
WS710 Disposal costs up due to an increase in customer base	14,000	
WS710 Purchase of additional bins	23,000	
WS725 Recycling containers	6,000	
WS725 Salary savings offset by agency spend - see Major Cost Savings	37,000	
WS770 Overspend on Rates due to a revaluation	69,460	
		149,460
Major Cost Savings		
WS650 Salary savings due to vacant posts	(66,000)	
WS700 Salary savings offset by agency spend - see Major Cost Changes	(39,000)	
WS725 Recycling materials - haulage costs	(10,000)	
		(115,000)
Major Changes in Income Levels		
WS700 Shared saving scheme increase from budget. 2018-19 additional £79k estimating an additional £50k for 2019-20	(129,000)	
WS700 Garden waste, sales down in March will pick up in April.	9,600	
WS700 Sale of wheelie bins	(7,000)	
WS710 Trade Waste - Increase in customer base and reduced discounts	(92,000)	
WS725 Recycling materials	(15,000)	
		(233,400)
Minor Variations		325
SERVICE MOVEMENT BEFORE STATUTORY ADJUSTMENTS		(198,615)
WS725 Net S106 receipts & grants (also see EMR below)		827
Total Expenditure Variation		(197,788) (a)
EARMARKED RESERVES		
Utilised 2019/20		
S106 - Waste & Recycling funds	(1,445)	
Proposed contribution c/fwd to 2019/20		
S106 - Waste & Recycling funds	618	
Net movement in earmarked reserves		(827)
Total Expenditure variation after Earmarked Reserves		(198,615)

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HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Housing Revenue Account

Code	Housing Revenue Account	2019/20 Budget £	2019/20 Actual £	Variance £	Variance %	
1000	Employees	2,621,550	2,810,915	189,365	7.2%	
2000	Premises	194,770	148,038	(46,732)	-24.0%	
3000	Transport	266,510	254,776	(11,734)		
4000	Supplies and Services	7,395,180	8,905,305	1,510,125	20.4%	
	Total Direct Expenditure	10,478,010	12,119,034	1,641,024	15.7%	
7000	External Income	(12,989,370)	(15,215,039)	(2,225,669)	-17.1%	
	Net Direct Expenditure	(2,511,360)	(3,096,005)	(584,645)	23.3%	
5000	Internal Recharges	1,534,110	1,534,110	0	0.0%	
6500	Capital Charges	977,250	954,215	(23,035)	-2.4%	
	Total Indirect Expenditure	2,511,360	2,488,325	(23,035)	0.9%	
	Total HRA Expenditure	0	(607,680)	(607,680)	N/A	(a)
	Income					
SHO01	Dwelling Rents Income	(11,977,170)	(12,100,184)	(123,014)	1.0%	
SHO04	Non Dwelling Rents Income	(564,870)	(569,283)	(4,413)	0.8%	
SHO07	Leaseholders' Service Charges	(21,640)	(25,310)	(3,670)	17.0%	
SHO08	Contributions Towards Expenditure	(27,720)	(106,520)	(78,800)	284.3%	
SHO09	Alarm Income - Non Tenants	0	0	0	0.0%	
SHO10	H.R.A. Investment Income	(83,000)	(110,480)	(27,480)	33.1%	
SHO11	Miscellaneous Income	(7,350)	(18,540)	(11,190)	152.2%	
SHO11	Capital Grants & Contributions relating to Palmerston Park	0	(733,519)	(733,519)		
	Services					
SHO13A	Repairs & Maintenance	3,605,110	3,478,198	(126,912)	-3.5%	
SHO17A	Housing & Tenancy Services	2,697,590	2,277,472	(420,118)	-15.6%	
SHO22	Alarms expenditure	0	0	0	0.0%	
	Accounting entries 'below the line'					
SHO27	Depreciation	2,504,390	6,683,909	4,179,519	166.9%	
SHO29	Bad Debt Provision Movement	53,000	134,644	81,644	154.0%	
SHO30	Share Of Corporate And Democratic	334,810	332,577	(2,233)	-0.7%	
SHO32	H.R.A. Interest Payable	1,178,580	1,117,741	(60,839)	-5.2%	
SHO34	H.R.A. Transfers to earmarked reserves	1,713,350	2,297,871	584,521	34.1%	
SHO34	Utilisation of earmarked reserves	0	(859,027)	(859,027)		
SHO35	Reversal of depreciation	(2,504,390)	(6,683,909)	(4,179,519)	166.9%	
SHO36	Financing of capital expenditure	977,250	954,215	(23,035)	-2.4%	
SHO36	Revenue contribution to capital operations (funded from earmarked reserves)	0	859,027	859,027		
SHO37	Capital Receipts Reserve Adjustment	(26,000)	(37,700)	(11,700)	45.0%	
SHO38	Major Repairs Allowance	2,285,000	2,532,147	247,147	10.8%	
SHO42	Accumulated absences adjustment	0	(10,577)	(10,577)		
SHO44	Capital Grants & Contributions relating to Palmerston Park reversal	0	733,519	733,519		
SHO45	Renewable Energy Transactions	(136,940)	(146,272)	(9,332)	6.8%	
	Total HRA Expenditure	0	(0)	(0)		

HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2019/20

Housing Revenue Account

				£	£	
	Total HRA Expenditure Variation				(607,680)	(a)
	Major Cost Changes					
	Salary savings inclusive of savings on Standby relating to Depot staff			(165,700)		
	Planned Maintenance savings including Legionella Testing, Asbestos Works and Solid Fuel testing			(86,100)		
	Expenditure on materials and contractors above budget across Disabled Adaptations, Voids Maintenance and Responsive Maintenance			112,000		
	Salary savings due to retirements and vacant posts not being filled immediately			(86,000)		
	Savings on staff development budget			(30,000)		
	Housing Mgt O/Heads savings: Consultancy and Printing			(24,400)		
	Budget for new projects has largely been underspent in year			(235,000)		
	ASB budget underspend in year			(15,740)		
	Maintenance savings on HRA Shops			(34,000)		
	Underspend on Estates Mgt including sewerage works			(47,000)		
	Borrowing for capital programme not required in year therefore saving on forecast interest payable			(60,840)		
	Reduced contribution to reserve for Loan Premium deficit			(79,000)		
	Bad Debt Provision increase to reflect Covid uncertainty			81,640		
	Contribution to the Major Repairs Allowance			247,150		
					(422,990)	
	Major Changes in Income Levels					
	Dwelling Rents income above budget principally due to increase numbers of Affordable Housing units being applied in year			(122,000)		
	Rechargeable works above budget			(78,600)		
	Investment Income above forecast			(27,500)		
	Renewable Energy transactions					
	DLO income relating to Disabled Facilities Grants less than forecast			79,100		
	Net revenue on Renewables improved on initial estimates			(9,300)		
	Sundry Income slightly above budget			(11,540)		
					(169,840)	
	Minor Variances totalling				(14,850)	
	Total HRA Expenditure Variation				(607,680)	(a)
	EARMARKED RESERVES (memorandum account)		£	£		
	Utilised 2019/20					
	Affordable Rent Surplus		(72,000)			
	Renewable Energy Fund		(40,695)			
	Housing Maintenance Fund		(746,332)			
					(859,027)	
	Proposed contribution c/fwd to 2020/21					
	Affordable Rent Surplus		120,800			
	Renewable Energy Fund		146,272			
	HRA loan premium deficit		659,120			
	Housing Maintenance Fund		764,000			
	Final balance transferred to Housing Maintenance Fund		607,680			
					2,297,872	
	Net movement in earmarked reserves (other than that shown as part of main HRA Summary)					
	Total Expenditure variation after Earmarked Reserves				(607,680)	

GENERAL FUND AND HOUSING REVENUE ACCOUNT EARMARKED RESERVES SUMMARY 2019/20

EARMARKED RESERVES AT 31 March 2020

Total Miscellaneous General Fund Reserves	Cost Centres	B/F 31/3/19	(Cont To Emr)	+ Utilisation of EMR	Transfers	C/F 31/3/20
Capital Earmarked Reserves	EQ650	(414,981)	(1,626)	115,441	0	(301,165)
NNDR Reserve	EQ659	(1,172,372)	(130,000)	981,613	(400,000)	(720,759)
New Homes Bonus Reserve	EQ653	(2,754,003)	(1,243,503)	801,768	(303,136)	(3,498,874)
Other GF Revenue Reserves	Cost Centres	B/F 31/3/19	(Cont To Emr)	+ Utilisation of EMR	Transfers	C/F 31/3/20
Capital EMR PSH Grants	EQ652	(1,060,366)	0	52,010	703,136	(305,220)
Economic Development EMR	EQ654	(101,000)	0	0	0	(101,000)
ICT Projects Reserve	EQ655	(56,000)	0	32,554	0	(23,446)
Cullompton Rail Station	EQ656	(40,000)	0	0	0	(40,000)
Flood Defence Ashleigh Park Bampton	EQ657	(67,000)	0	0	0	(67,000)
Phoenix Lane PC's Conversion	EQ658	(38,000)	0	0	0	(38,000)
High St Innovator Payment	EQ681	(1,934)	0	390	(315)	(1,859)
Car Park Machine replacement Sinking Fund	EQ686	(3,000)	(3,000)	0	0	(6,000)
Gypsies and Travellers	EQ698	0	(7,000)	0	0	(7,000)
Cred Market Square Resurfacing	EQ699		(20,000)	0	0	(20,000)
Community Dev Tap Fund Contr (CD200)	EQ701	(29,481)	0	25,175	0	(4,306)
Community Dev Seed Grant Fund (CD200)	EQ702	(3,330)	0	3,330	0	0
Community Dev Pct Money (CD210)	EQ703	(1,267)	0	1,267	0	0
Pannier Mkt Clock Tower Repair (CD300)	EQ704	(7,000)	0	7,000	0	0
Cemetery Grave Shoring Equip (ES100)	EQ705	(553)	0	0	0	(553)
Multi-Story Planned Works (CP520)	EQ706	(80,000)	0	0	0	(80,000)
Resurfacing Amenity Car Parks (CP530)	EQ707	(65,000)	0	6,648	0	(58,352)
Struct Surfacing P&D Car Parks (CP540)	EQ708	(2,600)	0	0	0	(2,600)
CCTV Initiatives Tiv TC Proj (ES200)	EQ709	(6,970)	0	0	0	(6,970)
Community Safety Partnership (ES256)	EQ710	(14,702)	0	0	0	(14,702)
P Sector Housing (ES354)	EQ711	(30,524)	0	6,000	0	(24,524)
PSH - Rogue Landlord Grant	EQ712	(51,925)	0	8,898	0	(43,027)
Parks & O Spaces Shelter Maint (ES450)	EQ713	(44,825)	0	2,444	0	(42,381)
Parks & O Spaces Tree Inspection (ES450)	EQ714	(25,426)	0	0	0	(25,426)
Air Quality Monitoring (ES660)	EQ716	(2,708)	0	0	0	(2,708)
Ground Maintenance Service (GM960)	EQ717	(12,663)	0	0	0	(12,663)
Corp Training 12/13 Under C/Fwd (HR200)	EQ718	(8,515)	0	0	0	(8,515)
ICT Staff Unit Training 17-18 (IT600)	EQ719	(2,550)	0	0	0	(2,550)
District Elections (LD201)	EQ720	(93,716)	(20,000)	113,716	0	0
Elected Members Training (LD300)	EQ721	(10,000)	(5,000)	0	0	(15,000)
PR400 Economic Development	EQ722	(37,000)	(60,000)	0	0	(97,000)
Land Charges Software Licence (PR210)	EQ723	(5,000)	0	0	0	(5,000)
New Burdens Grant Fund - LLC	EQ724	(19,263)	0	0	0	(19,263)
LABGI Local Auth Bus Grow Init (PR400)	EQ725	(12,366)	0	0	315	(12,051)
Brownfield Shared Plan DCLG (PR600)	EQ726	(33,817)	(2,446)	0	0	(36,263)
Forward Planning GESP Post 18M (PR600)	EQ727	(15,000)	0	15,000	0	0
Statutory Development Plan (PR810)	EQ728	(520,489)	(100,000)	143,785	0	(476,704)
Custom Build Grant 2017-18 (PR810)	EQ729	(63,850)	(15,000)	2,573	0	(76,277)
Community Housing Fund	EQ741	(114,610)	0	25,858	(22,733)	(111,485)
Homelessness Support	EQ742	(224,648)	(126,980)	21,398	22,733	(307,498)
Rough Sleeping Initiative	EQ743	0	0	(33,984)	0	(33,984)
Replacement Waste Containers	EQ744	(8,000)	(67,000)	0	0	(75,000)
Waste Options Report	EQ745	(40,000)	0	21,020	0	(18,980)
Food Protection	EQ746	(14,550)	0	0	0	(14,550)
Brexit Reserve	EQ747	0	(15,363)	0	(17,484)	(32,847)
Finance Additional Staff Costs	EQ748	0	(17,000)	0	0	(17,000)
Fleet Contract Fund	EQ756	0	0	268,164	(597,811)	(329,647)
Livery Wraps -Waste Vehicles	EQ757	0	(26,600)	0	0	(26,600)
Recycling Baler Repairs	EQ758	0	(10,000)	0	0	(10,000)
Mobile Phone Contract	EQ759	0	(5,000)	0	0	(5,000)
Leisure 2121 Slippage Fr 19-20	EQ764	0	(223,796)	0	0	(223,796)
Waste Infrastructure	EQ769	0	0	0	(1,250,000)	(1,250,000)
Cs Replacement Scanners	EQ770	0	(10,000)	0	0	(10,000)
Industrial Unit Specific Maint	EQ771	0	(20,000)	0	0	(20,000)
Coggans Well Roof Repairs	EQ772	0	(6,240)	0	0	(6,240)
Tree Works	EQ773	0	(10,000)	0	0	(10,000)
Planning Legal Expense Reserve	EQ774	0	(100,000)	0	0	(100,000)
Building Control Emr	EQ775	0	(17,000)	0	0	(17,000)
Pr400-Street Name Post Replace	EQ802	0	(20,000)	0	0	(20,000)
MHCLG Covid19 General Grant	EQ809	0	(38,976)	0	0	(38,976)
Capacity Funding- EUE	EQ820	(199,926)	(22,047)	199,926	0	(22,047)
Neighbourhood Planning Funding	EQ821	(25,000)	0	4,500	0	(20,500)
Culm Garden Village Project	EQ824	(671,499)	(150,000)	143,354	0	(678,145)
Flood Projects 2015-16 (PS400)	EQ826	(14,400)	(18,000)	0	0	(32,400)
Phoenix Hse Replace Fire Panel (PS810)	EQ827	(50,000)	(41,000)	0	0	(91,000)
Phoenix Hse Meeting Rm Aircon (PS810)	EQ828	(20,000)	0	0	0	(20,000)
Old Road Depot (PS850)	EQ829	(10,000)	0	0	0	(10,000)
Property Serv MS Op Vehicle (PS980)	EQ830	(12,000)	0	0	0	(12,000)
Recycling Vehicle Refurb (WS725)	EQ833	(1,600)	0	1,600	0	0
Waste Response Costs (WS)	EQ834	(5,000)	0	5,000	0	0
Insurance MMI (CM300)	EQ835	(86,278)	0	0	0	(86,278)
Members iPad (LD300)	EQ836	(8,275)	0	0	0	(8,275)
Property Maint Reserve	EQ837	(596,951)	(275,000)	98,575	0	(773,376)
GF Shops - Surplus 2015/16 (PS)	EQ838	(237,000)	0	0	0	(237,000)
Equipment Sinking Fund	EQ684 & EQ750-755 & EQ839	(324,540)	(194,200)	8,361	0	(510,379)
Maintenance Sinking Fund	EQ685 & EQ763-768	(215,167)	(82,700)	23,695	0	(274,172)
Plant Sinking Fund	EQ760-761	(197,600)	(34,360)	9,460	0	(222,500)
Vehicles Sinking Fund	EQ730-740	(1,923,211)	(409,600)	485,000	1,847,811	(0)
Total Other GF Revenue Reserves		(7,568,095)	(2,173,309)	1,702,716	685,652	(7,353,036)

GENERAL FUND AND HOUSING REVENUE ACCOUNT EARMARKED RESERVES SUMMARY 2019/20

EARMARKED RESERVES AT 31 March 2020

Section 106	Various	(2,247,425)	(52,146)	659,753	0	(1,639,818)
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Developers Contributions - Open Space Maintenance	Cost Centres	B/F 31/3/19	(Cont To Emr)	+ Utilisation of EMR	Transfers	C/F 31/3/20
Dev Cont Linear Park	EQ638	(46,808)	0	4,170	0	(42,638)
W52 Popham Close Comm Fund	EQ640	(16,040)	0	1,950	0	(14,090)
W67 Moorhayes Com Dev Fund	EQ641	(15,033)	0	1,630	0	(13,403)
W69 Fayrecroft Willand Ex West	EQ642	(37,980)	0	4,620	0	(33,360)
W70 Developers Contribution	EQ643	(46,408)	0	6,650	0	(39,758)
Dev Cont Winswood Crediton	EQ644	(34,558)	0	3,080	0	(31,478)
Total Developers Maintenance Reserves		(196,827)	0	22,100	0	(174,727)

Total Developers Contributions / s106 Funds		(2,444,252)	(52,146)	681,853	0	(1,814,545)
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	B/F 31/3/19	(Cont To Emr)	Utilisation of EMR	Transfers	C/F 31/3/20
RESERVES	(14,353,703)	(3,600,584)	4,283,392	(17,484)	(13,688,379)

HRA Earmarked Reserves	Cost Centres	B/F 31/3/19	(Cont To Emr)	+ Utilisation of EMR	Transfers	C/F 31/3/20
HRA Sewage Treatment Plant works	EQ691	(30,000)	0	0	0	(30,000)
Renewable Energy Fund E.M.R.	EQ692	(568,666)	(146,272)	40,695	0	(674,243)
HRA Affordable Rent Surplus	EQ693	0	(120,800)	72,000	0	(48,800)
Housing Maintenance E.M.R.	EQ694	(13,572,938)	(1,371,679)	746,332	0	(14,198,285)
HRA Premium Deficit for PWLB loan	EQ696	(2,151,407)	(659,120)	0	0	(2,810,527)
Total HRA EARMARKED RESERVES		(16,323,011)	(2,297,871)	859,027	0	(17,761,855)

RESERVES		(30,676,714)	(5,898,455)	5,142,419	(17,484)	(31,450,234)
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Code	Scheme	Adjusted Capital Programme 2019/20 £000's	Total Actual Spend to 31/03/20 £000's	Variance to 2019/20 budget £000's	Slippage to be carried forward to 2020/21 £000's	To Earmarked Reserve £000's	Notes
General Fund Projects							
Leisure							
CA633	Lords Meadow - Replace main pool filters	80,000	73,972	-6,028	0		Project complete
CA639	Spinning Room - New window - improve light	20,000	0	-20,000	0		Project Complete Q2 19/20. Under £20k Capital diminimis therefore recharged to Revenue & funded through a contribution from NHB
CA640	Leisure Spinning Bike Replacement - all sites	60,000	60,000	0	0		Project complete
CA626	EVLC Gym Extension - adjustment from 18/19 closing	0	2,968	2,968	0		Project complete
Culm Valley Leisure Centre							
CA641	Fitness Gym Kit Replacement	185,000	167,716	-17,284	0		Project complete
MDDC Depot Sites							
CA829	Carlu Close - Air Conditioning units	25,000	0	-25,000	0		Project Complete but Under £20k Capital diminimis therefore recharged to Revenue & funded through a contribution from NHB
CA830	Carlu Close - Interceptor upgrade	30,000	0	-30,000	10,000		Required budget slipped to 2020/21
CA831	Carlu Close - Solar PV options	20,000	1,716	-18,284	18,000		Remaining budget slipped to 2020/21
Play Areas							
CA472	Open Space Infrastructure (incl Play Areas)	50,000	0	-50,000	50,000		Remaining budget slipped to 2020/21
CA632	Play area refurbishment District wide - Amory Park Tiverton	50,000	1,360	-48,640	49,000		Remaining budget slipped to 2020/21
CA628	Play area refurbishment - West Exe Recreation Ground Tiverton	50,000	0	-50,000	50,000		Remaining budget slipped to 2020/21
Other Projects							
CA473	Land drainage flood defence schemes - St Marys Hemyock	25,000	0	-25,000	50,000		Remaining budget on CA473 & CA477 slipped to 2020/21
CA420	Land drainage flood defence schemes - Ashleigh Park Bampton	87,000	0	-87,000	87,000		Remaining budget slipped to 2020/21
CA574	Fore Street Flats refurbishment	47,000	150	-46,850	47,000		Remaining budget slipped to 2020/21
CA709	MSCP improvements (refer to Matrix condition report)	136,000	2,982	-133,018	133,000		Remaining budget slipped to 2020/21
CA718	MSCP-Top Deck surfacing	120,000	0	-120,000	120,000		Remaining budget slipped to 2020/21
CA476	Tiverton Cemetery - Infrastructure extension	80,000	32,374	-47,626	47,000		Remaining budget slipped to 2020/21
CA477	Land drainage flood defence schemes	25,000	0	-25,000	0		See comment on CA473 above
CA202	Flexible Temporary Accommodation	75,000	71,093	-3,907	0		Project complete
CA576	Tiverton Town Centre improvements	40,000	0	-40,000	140,000		Remaining budget on CA576 & CA579 slipped to 2020/21
CA579	Tiverton Town Centre - Street scene improvements	100,000	0	-100,000	0		See comment on CA576 above
CA832	Land acquisition for operational needs	600,000	0	-600,000	600,000		Remaining budget slipped to 2020/21
CA482	Contribution to South West Mutuals Bank	50,000	49,995	-5	0		Project complete
CA302	Air Quality Monitoring Equipment	0	25,600	25,600	0		Project complete - Project over £20k diminimis therefore transferred from revenue & funded from S106 monies
General Fund Development Schemes							
CA575	District Wide Redevelopment project - Asset acquisition	3,953,000	0	-3,953,000	0		Detailed schemes identified as part of forthcoming MTFP
CA462	Rear of Town Hall Development site (Riverside) - 3 Rivers Loan	3,679,000	2,283,557	-1,395,443	1,395,000		Remaining budget slipped to 2020/21
CA483	3 Rivers Loan - Threwstones, Tiverton	468,000	445,000	-23,000	23,000		Remaining budget slipped to 2020/21
CA484	3 Rivers Loan - Orchard House, Halberton	958,000	512,500	-445,500	446,000		Remaining budget slipped to 2020/21
CA486	3 Rivers Loan - Knowle Lane, Cullompton	3,714,000	2,904,500	-809,500	810,000		Remaining budget slipped to 2020/21
CA580	Tiverton redevelopment project	1,200,000	0	-1,200,000	0		Project aborted therefore costs re charged to Revenue
CA581	Waddeton Park	2,000,000	0	-2,000,000	0		This project is now detailed in its entirety in the MTFP that was presented to Cabinet on 17/10/19
CA719	Cullompton Town Centre Relief Road	650,000	471,452	-178,548	179,000		Remaining budget slipped to 2020/21
CA720	Tiverton EUE A361 Junction Phase 2	50,000	16,073	-33,927	34,000		Remaining budget slipped to 2020/21
CA485	GP Practice NHS Hub Building Crediton	2,100,000	0	-2,100,000	2,100,000		Remaining budget slipped to 2020/21
Economic Development Schemes							
CA582	* Hydro Mills Electricity Project * All Economic Development schemes are subject to acceptable Business Case	680,000	0	-680,000	680,000		Remaining budget slipped to 2020/21
ICT Projects							
CA421	Desktop states replacement/refresh	6,000	6,594	594	0		Project complete
CA456	CRM replacement	175,000	0	-175,000	175,000		Remaining budget slipped to 2020/21
CA474	Data centre hardware refresh servers/storage	120,000	99,354	-20,646	0		Project complete
CA433	Unified Communications/telephony	107,000	32,554	-74,446	74,000		Remaining budget slipped to 2020/21
CA464	Parking System Replacement (enforcement)	40,000	0	-40,000	0		Project no longer required as coded to Revenue
CA465	Replacement Queue System	30,000	0	-30,000	0		Project no longer required
CA423	Continued replacement of WAN/LAN	60,000	0	-60,000	0		Project no longer required
CA425	Server farm expansion/upgrades	84,000	0	-84,000	84,000		Remaining budget slipped to 2020/21
CA437	Digital Transformation	33,000	0	-33,000	33,000		Remaining budget slipped to 2020/21
CA478	UPS Power supplies refresh	25,000	0	-25,000	0		Project under £20k Capital diminimis therefore recharged to Revenue
CA479	Continuous replacement/Upgrade of WAN/LAN (networking hardware s	100,000	0	-100,000	0		Project no longer required. Core switches project flagged in MTFP
CA480	Lalpac Licensing System replacement (SN)	80,000	0	-80,000	80,000		Remaining budget slipped to 2020/21
CA481	Replacement Access Database - Property Services	100,000	0	-100,000	0		This Project is timetabled for delivery in 21/22 & is flagged as part of the MTFP
Replacement Vehicles							
CA717	Van Tipper (Grounds Maintenance)	25,000	25,330	330	0		Project complete
CA715	Van Tipper (Grounds Maintenance)	25,000	25,330	330	0		Project complete
CA712	Iveco Tipper (or equivalent) 3.5T Tipper	28,000	27,830	-170	0		Project complete
CA822	7.5T Tipper	45,000	44,773	-227	0		Project complete
CA825	3.5T Tipper	28,000	27,830	-170	0		Project complete
CA827	3.5T Tipper	28,000	27,830	-170	0		Project complete
		22,546,000	7,440,436	-15,105,564	7,514,000.00	0	
Private Sector Housing Grants							
CG217	Empty homes and enforcement	108,000	0	-108,000	0		} Additional spend funded from DFG monies EMR in CGU }
CG201	Disabled Facilities Grants-P/Sector	562,000	633,783	71,783	0		
CG208	Wessex	0	100,000	100,000	0		
		670,000	733,783	63,783	0.00	0	
Affordable Housing Projects							
CA200	Grants to Housing Associations to provide units (funded by commuted s	117,000	17,514	-99,486	0	99,000	This underspend will remain in S106 Affordable Housing EMR in CGU
		117,000	17,514	-99,486	0.00	99,000	
Total General Fund Projects							
		23,333,000	8,191,732	-15,141,268	7,514,000.00	99,000	
HRA Projects - Existing Housing Stock							
CA100	Major repairs to Housing Stock	2,285,000	1,984,382	-300,618	301,000		Remaining budget slipped to 2020/21
CA111	Renewable Energy Fund	250,000	40,695	-209,305	100,000	109,000	£100k slipped to 2020/21. £109k will remain in EMR for future prioritisation
CG200	Home Adaptations - Disabled Facilities	300,000	286,479	-13,521	14,000		Remaining budget slipped to 2020/21
Housing Development Schemes							
CA119	Palmerston Park - Additional budget required	634,000	1,219,902	585,902	0		Additional spend on this project is in part offset by additional Homes England Grant of £441k
CA112	Birchen Lane development - adjustment from 18/19 closing	0	55	55	0		Project complete
CA120	Burlescombe Development - adjustment from 18/19 closing	0	-4,341	-4,341	0		Project complete
CA135	Land acquisition for affordable housing	2,100,000	0	-2,100,000	0		Detailed schemes identified in MTFP
CA124	Queensway (Beech Road) Tiverton (3 units)	287,000	0	-287,000	287,000		Remaining budget slipped to 2020/21
CA126	Sewerage Treatment Works - Washfield	25,000	0	-25,000	25,000		Remaining budget slipped to 2020/21
CA139	Replace end of life HRA Assets	2,000,000	0	-2,000,000	0		Detailed schemes identified in MTFP
CA140	Council Housing building schemes to be identified	2,000,000	0	-2,000,000	0		Detailed schemes identified in MTFP
CA141	Round Hill Tiverton- Site	1,500,000	0	-1,500,000	1,500,000		Remaining budget slipped to 2020/21
CA142	RTB Buyback - 6 Cherry Gardens	153,000	152,438	-562	0		Project complete
CA143	RTB Buyback- 39 Cameron Close	129,000	128,940	-60	0		Project complete
CA144	RTB Buyback- 130 Butts Parks	197,000	197,098	98	0		Project complete
		11,860,000	4,005,648	-7,854,352	2,227,000	109,000	
Total Housing Revenue Account Projects							
		11,860,000	4,005,648	-7,854,352	2,227,000	109,000	
2019/20 Capital Programme Grand Total							
		35,193,000	12,197,380	-22,995,620	9,741,000	208,000	

Code	Funding Stream	Adjusted Capital Programme Funding 2019/20 £000	Total Actual Funding to 31/03/20 £000
General Fund Projects			
9801	S106 & Affordable Housing Contributions	272,000	293,114
9990	General Capital Reserve	245,000	115,441
9701	Govt Grant (DCLG pass ported from DCC)	562,000	733,783
9727	New Homes Bonus (GF)	1,340,000	193,993
9957	Private Sector Housing Grants EMR	34,000	0
9980	Contribution from existing Useable Capital Receipts	331,000	34,132
9942	Borrowing	18,712,000	6,251,075
9954/9723	Other Capital Grants Unapplied	292,000	247,316
9990	Economic Development EMR	80,000	0
9958	Heritage Enterprise Grant Bid	600,000	0
9990	Vehicles EMR	87,000	86,925
9990	Other EMR	223,000	103,947
9959	HIF Funding	555,000	132,007
Total General Fund Projects		23,333,000	8,191,732
HRA Projects			
9980	Useable Capital Receipts	693,000	286,479
9710	MRA Reserve	2,285,000	1,984,382
9727	New Homes Bonus (HRA)	42,000	0
9980	UCR 1:4:1 replacement homes	1,020,000	142,241
9990	Renewable energy EMR	250,000	40,695
9990	Housing Maintenance Fund	4,098,000	746,332
9990	Affordable rents surplus EMR	72,000	72,000
9990	HRA EMR	25,000	0
9704	Home England Grant	733,000	733,519
9942	PWLB Borrowing	2,642,000	0
Total HRA Projects		11,860,000	4,005,648
2019/20 CAPITAL PROGRAMME GRAND TOTAL FUNDING		35,193,000	12,197,380

ECONOMY PDG

16TH JULY 2020

REPORT OF THE HEAD OF PLANNING, ECONOMY AND REGNERATION

COVID 19 ECONOMIC RESPONSE UPDATE

Cabinet Member(s): Cllr Graeme Barnell

Responsible Officer: Mrs Jenny Clifford, Head of Planning, Economy and Regeneration

Reason for Report: To provide members with update information regarding the Growth, Economy & Delivery team's COVID19 emergency economic and community response activities, to inform members of the Devon-wide economic recovery work and seek members' endorsement for the current business support and economic recovery activities.

RECOMMENDATION: That the report be noted and that members endorse the current support and economic recovery activities set out in this report.

Financial Implications: It is clear that there have been extreme impacts on the local economy, individual businesses, and the wider community as a result of the pandemic and the resulting lockdown. Nationally much analysis and modelling is underway to seek to understand in more detail the extent and nature of the economic impact. At a more local level, the latest Devon County Council modelling evidence suggests that the Mid Devon economy will retract by around 10% (roughly 3% more than the rest of the UK) and it anticipates a 5-year recovery journey. These problems may well be exacerbated by leaving the EU at the end of the year on the World Trade Organisation terms.

The Government's emergency financial response has been to make grant funding available to help support businesses. Many of these grants have been administered by the District Council at a local level and at the time of writing this report over £19 million has been distributed to local businesses. £1 million has also been made available in the form of a Discretionary grant scheme. In addition £73,686 has been granted by the Government to this Council through the European Regional Development Fund (ERDF) to implement a range of measures that will allow for the safe reopening of high streets and to also provide business advice and support in terms of the same. These are explained in more detail later in the report.

Budget and Policy Framework: The focus of this report is on the wider economic impacts rather than on how the Council's own budget and income have been affected. It is likely that this will be part of a financial report as part of a mid-year budget update. The Government has so far announced two tranches of financial support for councils for which the Mid Devon allocation currently totals £864,262. At the time of writing the Government has pledged a further £500 million of support to councils to help meet lost revenue. We do not currently know what that might mean in terms of a settlement for this Council.

There will be a need to review Economic Strategies as a result of the pandemic. A future report will update members on any suggested changes to policy. The Devon

Economic Recovery Prospectus (APPENDIX 2) does help in providing a direction of travel for future review. In the meantime the current economic strategies will inform the focus of some of the recovery plans read in conjunction with the Devon Economic Recovery Prospectus. Importantly there is a high degree of synergy between the themes in our existing Economic Strategy and those emerging through the Devon-wide recovery work.

Legal Implications: There are no legal implications arising from this report.

Risk Assessment: The impact on the economy has been significant. Ongoing work will be focussed on mitigating risk to aid recovery.

In considering measures to support the safe reopening of the high streets within the District as a result of COVID-19, a risk assessment led approach has purposely been followed. Risk assessments have been carried out for all towns within the district incorporating a series of on-site assessments. Guidance and advice on safety in a post COVID-19 world has been at the core of this risk assessment process and is vital to ensure that risk is reduced and customer and trader confidence restored.

Advice has also been provided on our website to assist businesses in undertaking their own risk assessments before reopening.

Equality Impact Assessment: There have been unequitable impacts of the lockdown with it being felt greatest by many economically vulnerable individuals and households. There are huge impacts on the medically vulnerable as a result of the need to be shielded from the wider community.

A range of initiatives seek to reduce the impact on the economically and medically vulnerable:

- The Mid Devon Covid 19 Support Fund (Devon County Council funded) is a hardship fund for essential crisis payments. It is for those individuals who are in considerable financial distress.
- Similarly the Shielding Hub has also been extremely effective in supplementing the government effort to provide supplies for those who are particularly vulnerable to the pandemic.

Recovery impacts need to consider equality issues carefully. Recovery plans and any changes to Economic Strategies will need to be the subject of Equality Impact Assessments.

Relationship to Corporate Plan: The work of the Growth, Economy and Delivery team supports the corporate objectives for the economy:

- Bringing new businesses into the District
- Business development and growth
- Improving and regenerating our town centres
- Growing the tourism sector

These objectives have even greater significance following the effects of the COVID19 pandemic.

Impact on Climate Change: Putting recovery plans in place to rebuild the local economy will present opportunities to further the climate change agenda, encourage greater use of renewables and support green tech businesses.

1.0 Introduction

- 1.1 At the time of writing there were 102 tested cases in Mid Devon and 8 deaths (with a COVID 19 positive test result). There were 829 in Devon (excluding Plymouth and Torbay) out of a total population of 802,375. In terms of the national situation, the UK has more than 283,757 confirmed cases and 43,995 deaths (with a positive COVID 19 test result).
- 1.2 The situation is changing daily with the Government frequently bringing in new approaches and schemes which local authorities must adapt to and deliver swiftly. An example being the recent changes brought in by the Business and Planning Bill 2020 on the 25 June which is likely to become law before this meeting is held. These changes include the introduction of a new licensing regime for 'pavement licences' which will enable premises serving food and drink to provide seating (and serve) customers on certain highways to be administered and enforced by district councils.
- 1.3 It is encouraging that at the time of writing levels of those positively tested in the District remains relatively low; however there is still a risk of a wider outbreak in Mid Devon particularly as a result of easing of lockdown restrictions and Devon and Cornwall being popular places to visit. This is also a particular risk given the Mid Devon demographic having a high proportion of elderly people. The risk of a second wave does need to be taken seriously given that globally the death toll is rising and there are concerns being expressed by the World Health Organisations of a likely acceleration of the pandemic.
- 1.4 The effects of the pandemic continue to have a significant impact on Mid Devon businesses. In terms of resilience, micro and small businesses with premises have had greater protection than some other businesses. This is because many of them have been eligible for Government grants and benefit from the furloughing scheme. These initiatives have enabled many small businesses to cover essential bills during lockdown and keep staff on.
- 1.5 As explained at the June 2020 meeting, medium to large enterprises have particular difficulties. Many have been too big to qualify for rates related grants, or the grants have been relatively small compared to their turnover. Whilst furloughing has helped, shutting down businesses can be a big process for larger companies, and can take time to restart, resulting in loss of revenue. Also, overheads tend to be higher, so many businesses will have to resort to their reserve funds, if they have them. Many larger businesses are not eligible for government grants and will not be willing to take up the government loan scheme and accrue more debt.
- 1.6 The food and drink sector, especially those businesses who supply pubs and restaurants, are being hit particularly hard. Over the last few months some have had to pay to have stock frozen, which is costly and further drains their financial reserves. It is hoped that as cafes, pubs and restaurants start to open that this will help these companies; however with the current restrictions on social distancing and related limitations on the number of covers available in each eatery this will only have a partial benefit to food and drink suppliers.

- 1.7 The tourism sector is also severely suffering as a result of lockdown, with the majority of businesses in the tourism sector effectively writing off 2020. Whilst some businesses will benefit from grant support, this often will not be sufficient to keep the businesses afloat. The recent relaxation in social distancing to allow 1 metre (plus) with risk mitigation has helped some tourism businesses; however any kind of social distancing will inhibit the re-establishment of many forms of tourism and leisure.
- 1.8 Town centre businesses, particularly retail, have been very severely affected. Since the last meeting restrictions have been lifted to allow non-essential retail businesses to reopen, along with cafes, bars and restaurants. However, many business have not yet reopened as they have staff who either have childcare responsibilities or are shielding. Also some businesses have decided not to reopen, either due to the nature of their operations/premises, or because they do not consider that current footfall levels are sufficient to cover their costs.
- 1.9 The following sections of the report sets out the immediate response undertaken by the District Council with partners to assist businesses and communities through this initial period. The report then refers to the reopening of the town centres and is followed by a section which refers to the partnership work being undertaken at a county level towards economic recovery.

2.0 Initial Response

- 2.1 The following paragraphs summarise elements of the initial response stage. Throughout this period the Council's website has been continuously updated to reflect the current situation. A link to our webpage can be found below:
<https://www.middevon.gov.uk/residents/coronavirus-support-for-communities-and-businesses/>

Business Assistance

- 2.2 The Growth, Economy and Delivery team has been working alongside the Revenues and Benefits team in processing Government funded **Business Grants**. To date over £19 million of business grants have now been issued following nearly 1,700 applications. Work continues with this including extensive cold calling to notify businesses who have yet to claim.
- 2.3 The Government has also created a **Discretionary Business Grants scheme**. This initiative is particularly geared toward charities who did not qualify for previous funding opportunities, B&B's (particularly those who are not registered for business rates), businesses occupying shared work space and market traders; however there is significantly less money available for these grants with only around £1 million allocated to Mid Devon as compared with the £22 million available for the business grants scheme. The application processes have been developed in partnership with neighbouring districts and Devon County Council to ensure a consistent approach to determining applications for funding. At the time of writing **£929,500** of Discretionary Business Grants have been issued. We have now received enough applications to meet our allocation of the government fund, as a result we are

no longer taking applications. The team are now focussing on assessing the remaining undetermined applications.

- 2.4 Where businesses are not eligible for these funds the team are signposting them to the Growth Hub.

Community Support

- 2.5 Following the Government's announcement that the Shielding Initiative for those who are clinically extremely vulnerable will be finishing at the end of July, the **District Shielding** Hub has been focusing on making sure residents have a sustainable source of food going forward through supermarket deliveries or other local arrangements. Over the 13 weeks of the shielding programme the shielding hub has received 133 referrals for food supplies and has delivered 125 emergency food packs and 103 top up boxes. The Shielding Hub will now be working on contingency plans to support vulnerable residents if they are asked to shield once again in the event of a local outbreak. Throughout this period the Council has been working closely with CHAT to ensure that vulnerable residents who cannot afford food supplies are also catered for.
- 2.6 The **Mid Devon COVID 19 Support Fund** is a Devon County Council funded hardship fund administered by CHAT and Navigate Charity on behalf of Mid Devon District Council. The fund allows for emergency payments to those in financial hardship due to the Covid19 outbreak to pay for essentials such as food, energy costs, essential travel etc. The scheme has received 125 applications so far and has distributed £7,029 in funding. Demand is likely to increase in the coming months as the full economic impacts of the pandemic start to bite. Officers across the Council are looking at what other initiatives the Council needs to put in place to support residents through the anticipated rise in financial hardship and debt post lockdown.

3.0 Reopening our Town Centres

- 3.1 Since the last meeting of the Economy PDG there have been two significant easing of restrictions:
- 3.2 Firstly, **Monday 15 June 2020** saw the permitted reopening of our High Streets with restrictions on non-essential retail being lifted. Up until that date, activity deemed to be 'essential' during the pandemic lockdown period were the only businesses legally able to remain open. The Reopening High Streets Safely Fund (RHSSF) provides £50 million nationally from the European Regional Development Fund (ERDF) to put in place measures to establish a safe trading environment for businesses and customers, particularly in high streets. Of this figure, this Council has been awarded £73,686. This ERDF grant will be available until the end of March 2021; however given the fund is to respond to the immediate needs in 2020 the government is encouraging early spend. The fund is not intended for capital works and is focussed on:
- Supporting development of an action plan for how the local authority may begin to safely reopen their local economies;
 - Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely;

- Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely; and
 - Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely.
- 3.3 Initial work has been undertaken to form an Action Plan, however this is very much work in progress. At the time of writing the Action Plan (APPENDIX 1) is due to be considered by Cabinet at its meeting of 9 July 2020. The scope of the Action Plan covers the following towns: Tiverton, Crediton, Cullompton and Bampton. Bradninch, which does not have any significant non-essential retail provision, is not included; however officers have been and continue to be in discussion with Bradninch Town Council to share risk assessment work and provide assistance.
- 3.4 This Action Plan is broken down into a three stage implementation process. A phased approach is considered appropriate given that the situation is ever changing. The first relates to the immediate measures, identified as part of the initial risk assessment, that were needed to be implemented prior to High Streets opening on the 15 June. The second phase covers medium term actions (2-3 months) informed by ongoing dialogue with the Town Councils, business organisations/trader groups and Devon County Council. The final phase will respond to any changes needed over the autumn which could arise from a number of issues including customer/trader perceptions and behaviour, changing government guidance and crucially the extent of the virus at that time.
- 3.5 Owing to the need for expedience in delivering immediate safety measures liaison on the risk assessment work was focussed on local ward members, the Town Councils and the Local Resilience Forum. The business community were also contacted through business fora and trader organisations to share information and advice via our webpages.
- 3.6 A forum for discussion with the Town Mayors has been established which has proven to be very useful. This has led to greater collaborative working and has been instrumental in better understanding any immediate changes sought to the emergency public realm measures and changes have been made where possible. It should be noted that as further measures develop over the coming months the subsequent phases will involve still closer working with the Town Councils, local ward members, business organisations, traders and the County Council.
- 3.7 The second significant easing of restrictions was on **Saturday 4 July 2020** when public houses, cafes and restaurants were allowed to open. In order to assist businesses with reopening helpful information has been made available on our website. Also the Economic Development, Licensing and Public health teams have continued to provide advice and assistance to businesses direct. In addition officers took part in a webinar hosted by Tiverton Town Council to talk through with traders what was required and to help them through the process. This webinar was open to any hospitality business in the District. This event was very successful and at the time of writing additional webinar events are being considered by the other town councils in partnership with Tiverton Town Council and Mid Devon District Council.

- 3.8 It should also be noted that due to the recently proposed changes to legislation through the Business and Planning Bill 2020 'pavement licensing' is set to become a District Council function rather than a County Council responsibility. A 'pavement licence' will enable premises to serve food and drink, provide seating (and serve) customers on certain highways. At the time of writing this report Cabinet are due to consider these changes at its meeting on 9 July 2020.

Love Your Town Centre Fund

- 3.9 Members may recall that at the informal meeting of the Economy PDG in February the group discussed setting up a fund for supporting local initiatives to assist the revitalisation and regeneration of Town Centres. Given the importance of town centre recovery and revitalisation at this time, and following discussion with the Economy PDG Chair and the Portfolio holder for Planning and Regeneration, a fund is being set up from within existing budgets. The first tranche of which has taken the form of providing a grant to the three largest Town Councils (Crediton, Cullompton and Tiverton) of £5k to spend on quick-win projects that support:

1. the safe resumption and use of our high streets and town centre activities
2. activities that increase shopper confidence in our town centres

- 3.10 The Town Councils have been notified and they are currently considering projects to fund. We have encouraged the Town Councils to supplement this fund where possible. The Town Councils will be accountable for managing the grant towards projects in its town centre. As the fund exists to help identify new ideas to benefit town centres, it is not anticipated that the fund should be used for existing town centre activities or events, unless it is specifically for a new element/phase of that project.

- 3.11 The Town Councils are welcome to spend the fund on projects identified by themselves or may wish to ask local organisations to put forward and deliver ideas. However, we would expect the fund to be spent within the next six weeks.

- 3.12 It is envisaged that the Town Centre grant would be a first phase of grant funded support to assist with the regeneration of our town centres. We intend to make a second tranche of funding available soon which will be run and administered by the District Council. We would also very much welcome the Town Councils' engagement with that fund along with other town centre partners. More information will be made available to members soon.

The Tiverton Pannier Market

- 3.13 The Tiverton Pannier Market has remained open Tuesday, Thursday, Friday and Saturday; albeit initially for essential food items only. The Pannier Market has played a significant part in reacting to the current situation at a time when many markets outside of the district have not managed to stay open. Throughout lockdown the market has provided a useful base for fruit and vegetable deliveries.

- 3.14 Since the recent easing of lockdown measures in June more traders have gradually returned to the pannier market. The market now currently has a wide variety of products on offer this includes; a butcher, fishmonger, bakery, fruit and vegetables, plants, books, crafts and many more. As from the 8 July the market café is also reopening.
- 3.15 The team continues to follow national guidelines on reopening the market and on social distancing as restrictions have been eased. Further alterations have recently taken place to queuing and signing in order to align with the town-wide 'Reopening High Streets Safely' measures referred to above.
- 3.16 The acting Market Manager continues to be in regular contact with traders, keeping them up to date on the latest guidance on health and safety and helping to notify traders as to the currently available business support, such as the discretionary grant. The Economic Development Officer has also visited the Pannier Market, in addition to Cullompton and Crediton markets, to assist traders in claiming discretionary business grants.

4.0 Planning for Recovery

- 4.1 Within the report presented to the last Economy PDG meeting reference was made to the breadth of recovery activities being undertaken by various organisations across the region. For the purpose of this report it is intended to focus on the work undertaken in partnership across the County as part of a 'Team Devon' approach to economic recovery.
- 4.2 'Team Devon' is a public and private sector partnership drawing in expertise from business, education, skills and public sector organisations to prepare a plan for economic recovery in the County. Mid Devon Officers have been involved in the process of its formulation. Other contributors to the 'Team Devon' recovery work include business representatives, Devon's County, District and City Councils, the Heart of the South West Local Enterprise Partnership, Dartmoor National Park and Devon's MP's.
- 4.3 The **Devon COVID 19 Economy and Business Recovery Prospectus (APPENDIX 2)** was launched on 3 July 2020 by 'Team Devon'. The document sets out Devon's shared vision for economic recovery over the next two years. The plan provides a single economic programme for the County to respond to the crisis and build the Devon economy back stronger and more resilient. It aligns activities to address the hardest hit places, communities and business sectors and capitalise on emerging new opportunities.
- 4.4 The Prospectus focuses upon securing support and delivering relief in four core areas:
- "Our Businesses – Supporting our business community through the current crisis, and enabling businesses to emerge stronger, more diverse and more resilient. In particular, seeking to reinforce our hardest hit sectors, such as Tourism and Retail, whilst still maximising the impact of new growth opportunities for Devon, such as in the digital and environmental technology sectors.
 - Our Places – Ensuring that no place or community is left behind through the current crisis, whether our rural and coastal communities which

provide the backbone of our visitor and agricultural economy, or our core city and market towns which underpin our manufacturing, health and digital expertise.

- Our People – Ensuring that our young people, our wider workforce and our residents are supported through the current downturn and provided with the support they need to access good quality work and learning, improving their prosperity and well-being and that of the wider economy.
- Our Opportunities – Ensuring that the County maximises the impact of emerging opportunities to drive a green and inclusive recovery and set a renewed economic direction for the future, whether for our people, communities, business or whole economy.”

4.5 The Prospectus recognises that there is a need to acknowledge that recovery is likely to take place over three core timeframes. The document details potential actions with regard to each of the following recovery phases:

- “Restart – Focusing on activity which can immediately seek to address the worst impacts of the COVID-19 crisis and support our economy as it emerges from lockdown, whether around reopening and reorienting business; supporting displaced employees; or providing initial assistance for places to reopen.
- Regrow – Seeking to bring forward actions which will allow business and communities to grow, addressing both economic challenges and supporting wider efforts to close the gap between Devon’s economy and the wider UK. This includes efforts to modernise and diversify our business community, our workforce and our approach to our environment; improve our places and quality of life offer; and set the foundation for future growth.
- Reset – Actions to change and enhance the trajectory of Devon’s economy, seeking to build on Devon’s sector and business capabilities, workforce capacity and environmental strength to return economically bigger, better and bolder than when the crisis began.”

4.6 Whilst the document sets out a vision for recovery the partnership recognises that action will not be possible without appropriate resources. Given the scale of the challenge faced, existing resources alone will not be enough to see Devon return to its pre COVID-19 status. As a result the document forms a basis to lobby Government and others for investment. The immediate priorities are seeking an investment of £56 million into local projects that will assist businesses to re-open, adapt and grow, help young people and those at risk of redundancy find or keep a job, and invest in Devon’s hardest hit communities and sectors. This initial package aims to safe-guard and create 6,500 jobs, assist the delivery of 5,000 training places and support 7,500 businesses, stimulating business investment and accelerating economic recovery to pre-COVID levels much sooner.

4.7 Devon partners believe that they can build Devon back better and help create a more inclusive and sustainable economy. Key to this will be taking forward a set of measures to achieve a greener economy. This includes a recognition of the importance of environmental technology and clean growth.

Contact for more Information:

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Circulation of the Report:

Cllr Graeme Barnell
Cllr John Downes
Leadership Team

List of Background Papers:

[Our plan to rebuild: The UK Government's COVID-19 recovery strategy](#) Published
11 May 2020

Reopening Town Centres Safely

Action Plan

Last Update: 26 June 2020

Introduction

This Action Plan sets out the District Council's proposed approach to implementing measures to establish a safe trading environment for businesses and customers in our town centres in response to the COVID-19 pandemic. It provides a context for the spend of the £73,686, recently announced ERDF (European Regional Development Fund) that Government has allocated to the District. It does not go into the wider issues of recovery planning such as those we are currently working on with Devon County Council and partners; however it is mindful of the Re-start, Re-grow and Re-set concepts that underpin that emerging work.

It is important to note that this action plan is a live document and will be updated over the coming months as risk assessments in our town centres are reviewed.

This ERDF (European Regional Development Fund) grant will be available until the end of March 2021, although given the nature of the funding and size of the award it is intended that it is spent by the end of this year to address immediate needs in 2020.

The scope of this Action Plan covers the following towns: Tiverton, Crediton, Cullompton and Bampton. Bradninch, which does not have any significant non-essential retail provision, is not included; however officers have been and continue to be in discussion with Bradninch Town Council to share risk assessment work and provide assistance.

This Action Plan is broken down into a three stage implementation process. These phases are as follows:

Phase	Description	Timescale
One	Immediate safety actions arising from Risk Assessments, initial media messaging and business notifications and advice provided.	Implemented 15 June 2020
Two	Medium term actions arising from early review of the situation informed by ongoing dialogue with the Town Councils, business organisations/trader groups and DCC. Ongoing Media campaign.	2-3 months
Three	This phase will respond to any changes needed over the autumn which could arise from a number of issues including customer/trader perceptions and behaviour, changing government guidance and crucially the extent of the virus at that time.	6 months

A phased approach is essential to consider the ever changing environment. Whilst the lockdown has started to ease, at this stage no one is aware of what will happen with the impact of the virus or when things will change. This plan therefore has a phased approach and will be continually reviewed and refreshed in order to address these changing circumstances and guidance.

Phase 1 - Temporary Public Realm Measures, Business Assistance and Media Campaign

Temporary Public Realm Measures

The purpose of the introduction of temporary public realm measures was to ensure that town centres are surveyed and interventions implemented, where appropriate, in order to deliver a safe retail environment, which adheres to the Government guidelines of social distancing and other safety measures. The risk assessments are live documents which are regularly being updated. The initial risk assessment is included as Annex 1.

The Initial Risk Assessment Work

The initial and immediate public realm assessments were extensive and focussed on, but were not limited to, the following areas:

- Narrow pavements;
- Pinchpoints;
- Alley ways;
- Passing queues;
- Blind corners;
- Car parks (payment machines);
- Gathering places (e.g. benches);
- Shop queues/overlapping; and
- General movement around the town.

The following table sets out some of the immediate temporary public realm measures which were considered as part of the first phase:

The Initial Temporary Public Realm Toolkit of Measures

The initial and immediate public realm measures were extensive and included consideration of a combination of the following actions:

- Signage: social distancing (repeater signage), road safety posters, stickers, variable message signs and use of pavement stencils;
- Traffic management pedestrian / vehicle / cycle: routes and way marking (including narrow alley ways – one way systems);
- Temporary barriers and cones, physical works;
- Pavement markings (impact on narrow pavements) and shop queues;
- Possible parking restrictions to address spillage into roads;
- Possible parking restrictions to address spillage into roads; and
- Benches – sanitising, bus stops – signage and passenger notifications.

The Phase One initial temporary measures also included the following pedestrian management measures in our three largest towns:

- ➡ In **Tiverton** the Pannier Market area will have separate entry and exit points on all sides, next to Boots pedestrians are asked to keep left and at Westex North there is a one-way system to and from the shops.
- ➡ In **Cullompton** from Station Road (Forge Way) car park it will be one-way to the shop beside Clarks Court returning via Higher Mill Lane.
- ➡ In **Crediton** from High Street (St Saviours Way) car park pedestrians are asked to keep left in Silbury Place to the shops and on their return.

Public conveniences were also brought back into operation in Phase 1. Annex 2 sets out the Public Conveniences within the District and which show where Disabled Public Conveniences have been converted to Unisex toilets to ensure social distancing can be maintained.

Engagement

The initial risk assessments were shared with local ward members and town councils. Owing to the need for expedience in delivering immediate safety measures liaison was focussed on local ward members, the Town Councils and the Local Resilience Forum. As explained in the following section the business community were alerted as to some of their requirements and signposted to more information on our webpages through use of established business organisations and trader groups.

It should be noted that as further measures develop over the coming months the subsequent phases will involve still closer working with the Town Councils, Local Ward Members, business organisations, traders and the County Council.

Business Assistance

In order for shops to open their doors, there are specific COVID-19 Secure guidelines that businesses need to meet to protect their staff and customers. We have brought all the workplace guidance together onto one webpage: <https://www.middevon.gov.uk/BusinessReopeningHelp> . This covers information such as:

- Changes businesses can expect to see around the larger towns
- Information to help business reopen safely
 - COVID-19 secure guidelines
 - The Government's five main steps to become COVID-19 secure
 - HSE Guidance
 - Links to the Department of Business, Energy and Industrial Strategy (BEIS) webinars² on how to make a workplace Coronavirus secure
 - BBfA Toolkit of measures Better Business for All
 - Useful Posters and proformas are also included
- Signposting to business grant support and assistance

We have also designed a template poster for shops to display in their windows (downloadable from the webpage) which informs the customer of the procedures in place for that business. Town councils have also been asked to assist with the distribution of hard copies for distribution. We thought it would be useful if all the shops had the same poster for customers to spot easily. This information has been publicised through business fora, traders' groups, town councils and press releases.

Media Campaign

In the first phase of the Action Plan a number of different press releases, advertisements, signage and social media messaging has been produced. Some examples are shown below:



The media campaign will be ongoing. We have a promotional strategy in place which covers the Phase 1 and also the first part of Phase 2. This will need to be reviewed as the work continues. The current version is included as Annex 3.

Phase 2 - Medium term actions arising from early review of the situation

Phase 2 will be informed by **ongoing dialogue with the Town Councils, business organisations/trader groups and DCC**. It will also involve ongoing media campaigns which will react to the latest situation and government guidance and messaging.

As with the other recovery planning work this is likely to be increasingly sectoral based and aimed over time at bringing other town centre operations back into public access. This wider reopening will necessitate a review of phase 1 and the success of the interventions undertaken. The Council will need to identify and respond to the changing situation.

A forum for discussion with the Town Mayors has also been established which has proven to be very useful. This has led to greater collaborative working and has been instrumental in better understanding any immediate changes sought to the emergency public realm measures and changes have been made where possible. In addition **Tiverton Town Council**, with the support of Mid Devon, set up a **webinar** to assist Cafes, pubs and restaurants with their reopening requirements for 4 July 2020.

Ward Members will continue to be updated, along with regular updates being provided to the Economy Policy Development Group Members.

The **media campaign** will be ongoing. As explained above we have a promotional strategy in place which covers the first part of Phase 2. This will need to be reviewed as the work continues. The current version is included as Annex 3.

Phase 3: Longer term measures

This phase will respond to any changes needed over the autumn which could arise from a number of issues including customer/trader perceptions and behaviour, changing government guidance and

crucially the extent of the virus at that time. This is likely to be a review of the emerging trends and how they are working in practice. There will be likely changes to Government policy and a need to continue to re-enforce the key messages of safety. There is a great deal of uncertainty at this time and this will develop over the coming months.

This stage would need to take particular note of the wider recovery planning work, such as the work currently being undertaken with Devon County Council and partners. The principles of the Re-start, Re-grow and Re-set concepts will be important in order to ensure we focus on both vulnerable sectors and those identified for priority action within the Economic Strategy. This phase will also coincide with a high level refresh of existing strategies.

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Devon

Team Devon COVID-19 Economy and Business Recovery Prospectus

July 2020

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Introduction

This document sets out Devon's shared vision for economic recovery over the next three years.

Devon is predicted to be the fourth worst impacted County in England and the South West is predicted to host 7 of the 20 worst affected districts in the UK. Even before the pandemic, Devon was home to the district with the lowest average wages in the UK, so this is a critical document for Devon, setting out clearly how we can level up our economy and achieve national productivity rates providing a prosperous future for our communities. We are seeking an initial investment package of £56m to support our hardest hit communities and sustain 6500 local jobs, deliver 5000 training opportunities and support 7500 enterprises.

Developed in partnership by local authorities, key public sector agencies and business and community stakeholders, the plan provides a single economic programme for the County to respond to the crisis and build our economy back stronger and more resilient. It aligns activities to address our hardest hit places, communities and business sectors and take forward emerging new opportunities capitalising on our significant assets. Key amongst these is taking forward a set of measures to achieve a greener economy.

COVID-19 has had a disproportionate impact upon the county, its businesses and its residents, with strong indications that the next 36 months may be amongst the most challenging economically in living memory for many areas. Initial data for the area suggests that around 60% of all Devon business have been closed during the current lockdown phase, and almost 40% of all those in work (both employed and self-employed) furloughed, or are seeking self-employment support due to not being able to work. More widely, unemployment has increased by 180% in the three months to June 2020, with sharp increases in youth unemployment, and business confidence hit an all-time low in May 2020, both outpacing the position during the war and the 2008 recession.

The picture of the emerging impact across Devon is however complex, changing from sector to sector and place to place. 92% of Devon businesses in the tourism and hospitality sector for example were disrupted by the crisis between March and June 2020, but only 5% of businesses in the digital sector faced the same level of disruption. Similarly, whilst Exeter saw claimant count of unemployment double across the city in the three months to June 2020, the same measure increased by 400% in the South Hams area. Similar differences in economic makeup, sectoral structure, demography and skills levels can be seen across the County, often making the economic impact feel unique to individual residents and businesses.

Modelling evidence suggests that this fragmentary and pronounced impact will continue into the medium term, with the County's economy retracting by around 8% in 2020 (roughly 1% more than the rest of the UK) before experiencing a slow recovery process through to 2023. However, it is anticipated that the local impact of this economic downturn will vary greatly, from a 2-year dip and recovery period in Exeter, through to a 10% reduction and 5-year recovery journey for areas such as Mid Devon and Torridge. For some sectors, such as tourism and hospitality, the journey back to levels of income and employment experienced in 2019 may be the work of the next decade.

The predicted impacts of leaving the EU at the end of the year on World Trade Organisation terms would further reduce our performance by 2% and bring other complexities for our economy. Devon's economic performance lags the national average, and whilst we have some significant strengths and assets, our economy has a number of underlying fragilities and areas of deprivation. This Prospectus seeks to address these, by building back better, recognising the support and interventions we need to create a more inclusive and sustainable economy.

The challenge for Devon partners is twofold; to catalyse activity to alleviate and manage the overall impacts of COVID-19, managing and mitigating a once in a lifetime economic shock to the County's economy; and ensure the County has a support and recovery packages which can also address the need of the hardest hit, whether individuals, businesses, whole sectors or whole communities and towns. This requires a joined-up, cross discipline approach to recovery over the next few years, with partners from every sector contributing towards securing and delivering a comprehensive recovery programme for the people and business of Devon.

As such, this Prospectus focuses upon securing support and delivering relief in four core areas:

- **Our Businesses** – Supporting our business community through the current crisis, and enabling businesses to emerge stronger, more diverse and more resilient. In particular, seeking to reinforce our hardest hit sectors, such as Tourism and Retail, whilst still maximising the impact of new growth opportunities for Devon, such as in the digital and environmental technology sectors.
- **Our Places** – Ensuring that no place or community is left behind through the current crisis, whether our rural and coastal communities which provide the backbone of our visitor and agricultural economy, or our core city and market towns which underpin our manufacturing, health and digital expertise.
- **Our People** – Ensuring that our young people, our wider workforce and our residents are supported through the current downturn and provided with the support they need to access good quality work and learning, improving their prosperity and well-being and that of the wider economy.
- **Our Opportunities** – Ensuring that the County maximises the impact of emerging opportunities to drive a green and inclusive recovery and set a renewed economic direction for the future, whether for our people, communities, business or whole economy.

In bringing forward this programme, partners within Devon are mindful that recovery is likely to be an inconsistent journey, with a need for differing actions as the economic situation progresses and business and individuals needs change.

As such, this Prospectus splits its action into three core timeframes:

- **Restart** – Focusing on activity which can immediately seek to address the worst impacts of the COVID-19 crisis and support our economy as it emerges from lockdown, whether around reopening and reorienting business; supporting displaced employees; or providing initial assistance for places to reopen.
- **Regrow** – Seeking to bring forward actions which will allow business and communities to grow, addressing both economic challenges and supporting wider efforts to close the gap between Devon's economy and the wider UK. This includes efforts to modernise and diversify our business community, our workforce and our approach to our environment; improve our places and quality of life offer; and set the foundation for future growth.
- **Reset** – Actions to change and enhance the trajectory of Devon's economy, seeking to build on Devon's sector and business capabilities, workforce capacity and environmental strength to return economically bigger, better and bolder than when the crisis began.

Whilst partners have set out a strong vision of the recovery they wish to see through this document, such action will not be possible without appropriate resources. Given the scale of the challenge faced, existing resources alone will not be enough to see Devon even return to its pre COVID-19 status. As such, this document is unapologetic in seeking additional support at the national, sub-national and local level towards its ambitions, seeking to align a package of enhanced funding and capacity across themes and organisations to improve outcomes for Devon's businesses, residents and communities.

Partners in Devon believe that there is now an opportunity to restart, regrow and reset our economy in the face of the COVID-19 crisis, emerging a stronger, more dynamic location which can play its part for UK plc's resurgence, as well as close the gap for our communities and residents. In achieving this ambition, every sector and individual has a role to play, from rebuilding our tourism trade to embedding our digital expertise; from supporting young people transition into work for the first time; to supporting a greener and more inclusive economy, that retains local benefits for all. With the right resource and commitment at all levels, Devon partners believe that they can build Devon back better.

Team Devon is a strong partnership spanning business, education, skills and the public sector. We will work together to take forward the actions set out in this Prospectus, aligning resources and capacity to achieve our aim of building back a stronger, and more inclusive and sustainable economy.



Support for hardest hit sectors

Ensuring that our hardest hit sectors are supported through the current crisis is paramount if Devon's economy, the 4th hardest hit in the UK, is to recover quickly and successfully.

Our bedrock sectors of **Tourism, Agriculture, Food & Drink, Retail and Construction** support a significant proportion of overall employment across the County, providing roles for around 100,000 residents and underpinning the economy of many of our most vulnerable communities.

Tourism, retail and agriculture, food and drink are intertwined in many areas of Devon, with impacts in one sector likely to fundamentally undermine the others if no action is taken. In our rural communities for example, diversified farms supporting our remote villages are often entirely supported by the interplay of our three bedrock sectors, and without one, the others would rapidly fade. Ensuring the health and wealth of these sectors is embedded within Devon's identity.

- **Tourism and Hospitality** – 5.5% of the local economy, and employing 12% of the workforce, tourism activity stalled across Devon in March 2020. This timing could not have been worse for the County in many ways, devastating the 2020 tourism season, and having knock-on effects for retail, agriculture, food and drink and across key rural and coastal communities. In a recent survey of local tourism businesses, only 63% stated they would reopen, with 37% stating they were either not sure or already making plans to permanently shut. There remains however significant potential to upscale and upskill the value of our tourism sector and offer, with a focus on experiences, sustainability, health and local social integration.

- **Agriculture Food & Drink** – Making up 20% of Devon's economy by value, timing of the COVID-19 lockdown coincided with the start of the main growing/harvest season impacting on production, marketing livestock and finalising exports. Lockdown and travel restrictions also resulted in disruptions to labour provision, impacting capacity and increasing costs. Whilst supermarket demand held up (and even increased), this was offset by massively reduced demand for food from the hospitality sector, seeing an overall 20% hit to the sector in May 2020. There are also concerns around how long some markets may take to recover and the impact of any recession on commodity prices in the medium term. Devon has some of the country's best known and highest quality producers, with a reputation internationally for the quality of our food and our goods. There are good opportunities to build on its strengths, diversify the sector, consider technology and automation and a renewed focus on local buying and supply chains.
- **Retail** – Making up 13% of Devon's economy, the almost total shutdown of high street retail in March has seen activity drop across the retail sector overall by around 25%. However, the picture on retail is extremely varied, with a stark divide between those also trading online and those who do not, between food retailers and non-essential retailers, and those able to adapt and operate with post COVID-19 restrictions and those who cannot for either logistical or cost reasons. Evidence however suggest a disproportionate impact is now being felt by retailers within smaller centres, where larger numbers of more fragile independent traders underpin the local offer.
- **Construction** – Forming 12.5% of the local economy, the impact on the construction sector over the last three months has been extremely mixed. Whilst there has been some disruption to large site activity, with companies initially closing 50% of their activity on sites, the majority of impact has been felt by micro business within the sector working in people's homes and within the supply chain. Polarisation of the sector is likely to worsen as the year progresses, as larger companies seek to shorten supply chains and contracting arrangements, and new contract activity slows.

We are placing a specific focus on these bedrock sectors in our Recovery Prospectus, seeking to build on their unique needs, but also support their strengths for the future.

A summary of the core actions included for each sector is set out below:

Across Tourism, Hospitality and Leisure, we will:

- **Pursue the allocation of a Great South West Tourism Zone to include Devon**, providing support towards new visitor attractions and features, activity that can extend the tourism season and support for improving transport and the visitor experience.
- **Seek £10m of additional grant funding to support the tourism sector in Devon**, providing up to £5,000 per business to support adaption and reopening costs, marketing and communications and other projects which benefit trade and the visitor experience.
- **Implement a regional certificated scheme on opening safely**, seeking to utilise the well-received Better Business for All Toolkit approach and Buy with Confidence approved trader scheme.
- **Lobby for a sector specific extension to the furlough scheme and VAT payment deferral** – support the sector with extensions to these two national support measures and other potential costs around reopening safely. Seek a relaxation of furlough regulations taking account of specific issues for seasonal and part time workers.
- **Working closely with DWP, take forward an accelerated approach to redeployment / rapid retraining of staff members made redundant within the tourism sector**, including providing access to short retraining courses and tailored employability support into other sectors, such as Digital or Health and Care.
- **Seek £500,000 to provide up to 500 additional training places for the Tourism sector**, including additional support in leadership and management, customer service, business administration and sector specific skills (catering, hospitality).
- **Establish an enhanced business support offer for the Tourism sector**, including hospitality and leisure leadership and management qualifications. This would include a 'Be the Business' training programme to support business planning, rebuilding and embed learning around COVID-19 impacts.
- **Enhance the resilience of the sector through grant support for projects which look to extend the tourism season and reinforce local supply chains**, including support for diversification of individual offers (around health, environmental and accessible tourism) and which encourage local buying / purchasing. This includes a 'Made in Devon' quality approval scheme linked to Buy with Confidence.
- **Pursue Town Funding for regeneration projects which contribute to the visitor economy in 8 coastal and rural locations**, including town centre renewal in Ilfracombe and Dawlish.
- **Seek additional support for our Destination Management Organisations**, to sustain their operations and take forward additional joint destination marketing activity over the next year.



Across Agriculture, Food & Drink we will:

- **Seek an additional £10m of grant support towards assisting agriculture and food & drink sector to restart within Devon,** providing £5,000 per business towards adaption, mitigation and diversification activity.
- **Engage additional staff resources to support producers to diversify and access new markets.** To include support and grants for accessing new markets; product promotion, realising export opportunities, assistance with diversification, and bringing together suppliers and buyers in line with the South West Food Hub Model.
- **Seek £150,000 to support 150 additional training places in the agricultural sector,** including in farm management, engineering and livestock and animal health certifications.
- **Seek support for additional technical and higher skill training opportunities** in agriculture, food & drink including across engineering, science based and management competencies and Agri-tech.
- **Become an active partner in the South West Good Food Network,** seeking to drive forward new collaborations around logistics and digital solutions, with the aim of utilising more of the food we produce close to home.
- **Implement a 'Made in Devon' campaign aligned with Buy with Confidence,** seeking to promote the region as a food destination / quality supplier, and promoting local consumption and buying.

Across Retail, we will:

- **Seek additional grant support for retail businesses facing the double whammy of lockdown and now modification costs to operate**, building on existing Government led programmes to enable stores within our hardest hit high streets to manage costs and supporting essential COVID-19 modifications.
- **Seek to support existing Business Improvement Districts to enhance their offer**, working with local BID teams and District / Town Councils to enhance, re-purpose and future proof the high street experience and our retail hubs as destinations.
- **Working closely with DWP, take forward an accelerated approach to redeployment of staff members made redundant by the retail sector**, including providing access to short retraining courses and tailored employability support.
- **Implement a regional quality assurance scheme which promotes consumer confidence in safety on the high street** by building on the Buy with Confidence, approved trader scheme.
- **Develop and implement a specific digital skills and support programme** to capitalise on the online trading and digital opportunities for the sector.

Across Construction, we will:

- **Develop a 'Late Payment' pilot to support small business with cashflow**, seeking to use small grants and a better approach to online invoicing to improve payment terms.
- **Provide support for 150 additional sector skills places through the Sector Skills Training approach**, with a focus on site operations, civils, trades, modern methods of construction and wider new and high demand construction competencies.
- **Take forward an enhanced programme around supporting businesses to champion sustainable construction**, including additional training around sustainable supply chains and community wealth, new building skills and future building methods and materials and supply chains choices.
- **Public Sector Stimulus** – Consider how local government can support the sector to grow through simplifying and streamlining procurement and planning policies. This would include the publication of the public sector's 3 year construction programme across Devon, providing an opportunity for construction businesses and other interested parties to align their supply chain offer.
- **Support smaller construction business and trades to access support, new markets and supply chains** by bringing together suppliers and SMEs with tier 1 construction companies and consider how local government can support the sector to grow through simplifying and streamlining procurement and planning policies.
- **Support local employment and training** – Work with the sector to maximise the value of existing projects for Devon, through agreeing local labour agreements to support employment and skills goals, and local procurement approaches to best utilise the local supply chain.
- **Ensure early delivery of housing schemes funded from the Housing Infrastructure Fund** (South West Exeter, Tiverton, Cullompton, Barnstaple and Ilfracombe, Dawlish) to support the construction sector and provide new homes.



Support for businesses to build back better

Devon's business community is currently facing a period of unprecedented challenge.

With the UK economy due to shrink by around 7% before March 2021, and Devon's economy by around 8%. Additional impact may also come where we exit the EU without a negotiated deal. Businesses are currently experiencing the sharpest economic recession in modern history.

However, we have several business growth opportunities to deliver future high value jobs, both directly and indirectly through supply chains, improve social outcomes, and enhance productivity. Devon benefits from a range of significant forward-facing opportunities and growth sectors which can support the County emerge stronger from a period of intense disruption. These include:

- **Digital Technology** – The shift to working from home has already resulted in rising demand for rural properties, seen as 'safer' areas. Maintaining a core focus on the digital sector could unlock further employment and using Devon's unique selling points attract new inward investment. The Digital technology sector is also Devon's fastest growing sector, with both digital business and digital jobs currently outstripping wider growth by around 100%. Over the past ten years, more digital business and roles have been created per capita than any other sectors, with digital demand spreading into every major sector of the economy. Devon benefits from significant assets and capacity in this area, from the presence of the Met Office to digital start-ups across the Exeter area, to bespoke software provision in North Devon, and cyber security in East Devon.

- **Environmental Technology and Clean Growth** – Devon's stunning environment attracts both new businesses and visitors to the area every year. There is an opportunity to grow the environmental technology and clean growth sectors by positioning Devon as a clean, green, healthy County in which to live and work, while saving many businesses money through lower long-term water, energy, and waste costs. Devon's carbon emissions reduced by 23% during lockdown. There is opportunity to strengthen sector sustainability through collaboration of the construction and clean tech sectors to deliver home and commercial retrofit energy efficiency solutions. The County also benefits from state-of-the-art innovation within the sector, with Exeter leading in environmental science and data management.
- **Sustainable Tourism, Leisure and Hospitality** – Devon's large visitor economy draws spend of £2.5bn per year and employs 63,000 people. The natural environment is a key asset recognised by visitors alongside the quality food and protected landscapes. 25% of businesses generate 50% of turnover in July / August. Restrictions on foreign travel presents a significant opportunity to grow a local sustainable visitor economy promoting 'staycations', linking closely with sustainable food, community wealth and promotion of a healthy lifestyle and offering a variety of quality 'leisure upgrade' experiences, to build sector resilience.
- **Sustainable Farming and Food** – There is a significant opportunity to sustain and grow positive 'buy local' behavior by continuing support for infrastructure, storage, transport and digital logistics to make buying local the norm. There is an opportunity to implement innovative research to ensure maximum nutrient value from food grown in a way which nurtures Devon's environmental assets, and the local economy. Mechanisms to support and encourage sustainable farming practices have cross-cutting benefits for health, natural capital, resilience, food security and achieving carbon net zero targets.

- The Inclusive Economy** – Devon’s tight-knit communities have a tradition and culture of mutual aid and support, offering new opportunities to extend social enterprise and build a new model of local business activity in a post COVID-19 environment. There is the opportunity to extend local authority and other partners’ roles as anchor institutions that build community wealth by leading on and facilitating processes and systems to secure maximum social value. Community wealth building principles are a roadmap to create a more resilient economy, strong communities, a dynamic social enterprise sector and achieving net zero carbon outputs. This opportunity underpins both the recovery of vulnerable sectors and the development of ‘Build Back Better’ sectors, in particular, local food and produce and the tourism, leisure and hospitality sectors.
- Transformative Health Care** – The County has a large innovative health and care sector, which contributes nearly £1.5bn, into the local economy, 8.5% of our economic output, and supports 46,000 jobs. The sector demonstrates high levels of innovation and expertise and significant scientific and production strengths across the sector in areas like Northern Devon. The opportunity linked to health and care is therefore twofold, to maximise our existing assets in science and production, but also seek to build on a changed health environment for our own residents, with a shift from an approach based around ‘care settings’ to ‘places and communities’.
- Higher Value Engineering and Manufacturing** – Advanced manufacturing makes up around 8% of Devon’s economy, with specific strengths in marine, aviation and aerospace, defence and high value component and electrical production. Whilst Devon is often overlooked as an area of primary production, unlike perhaps Bristol or Plymouth, significant levels of the South West’s supply chain is embedded within the county, supporting Devonport, Filton and Yeovil to meet future demands. There is significant potential for additional growth and specialisation, particularly around greening of mobility, materials science, system and process engineering and enhancing supply chain efficiency across multiple sectors.
- Transportation** – Making up around 5% of Devon’s economy, transportation and logistics has felt significant impacts from national and international travel bans, leading to several high-profile failures and closures over the past three months. Most notable amongst there was the closure of Flybe in March, leading to 1,000 job losses across the County and an initial 50% drop in traffic at Exeter Airport. However, wider restrictions on goods movements, public transport and rail activity over the past two months has also seen wider challenges emerge across operators, hauliers and ports / airports, as the sector has ground to a halt and restart activity has proven expensive and complex in terms of regulatory burden.



Given the above, there is now a clear need for partners to come together and support the business community through the ongoing crisis and maximise our opportunities to build back better.

We will:

- **Secure £600,000 of additional business support capacity across Devon**, providing up to 3 hours of free support to struggling businesses around their operations, HR matters and business planning and to offer a specific programme to support rural micro enterprises scale up.
- **Seek an additional £300,000 towards the cost of extra online business start-up and self-employment support**, including the Online Business School Pop Up programme, self-employment support working with DWP, a dedicated digital programme and a dedicated social entrepreneurship programme.
- **Implement enhanced programmes of digital business support and digital skills** – supporting businesses to adapt to new ways of working, invest in skills and technology and work together around core issues such as innovation and knowledge exchange and transfer.
- **Collectively attract inward investment, promote Devon's skills base and seek to maximise export and trade opportunities by working with DIT**. Take forward a programme of proactive marketing, including trade fairs, focussing on Devon's build back sectors, seeking to reduce the migration of skills out of the County and to support wider sustainability and growth.
- **Support inclusive growth and community wealth building**, working across partners to put together a programme around localised procurement practises and investment into social enterprises and entrepreneurs.
- **Develop a volunteer 'listening ear' support programme responding to business mental health needs**, seeking to provide additional support to business owners and sole traders facing challenges with their businesses, through the Growth Hub and develop a peer to peer support programme across our business community.
- **Maximise Devon's sustainable tourism, hospitality & leisure potential**: preparing businesses for changing consumer behaviour and new markets and products, support to take-up digital technology and establish a Great SW Tourism Zone.
- **Maximise Devon's sustainable agriculture & food potential** building on SW Good Food Network to include rural Devon establish and implement a 'Made in Devon' campaign, take forward a Sustainable Food Places co-ordinated approach to agriculture and food through Local Food Plans, advocate a community wealth approach to drive local purchasing and support farmers to access future ELMs Agri environment schemes.
- **Stimulate Innovation in the Environmental Technology, Agri-tech and Health and Care sectors**: secure £1 million to work with growth businesses to bring new products and services to the market, through a combination of challenge funding and student placements, providing new routes for sharing innovation and best practice to enhance business competitiveness.
- **Develop and promote a clean, sustainable economy** through the development of a bespoke business support offer – 'Go Green', supported by grant activity of up to £1.5m, a sustainable / clean growth tool kit and online facilities and additional resources available through the Growth Hub.
- **Lobby for a National Industrial Accelerator Fund**, providing revenue and capital support to companies that are seeking to expand but are finding issues around bank funding availability due to wider market liquidity issues.

Support for our city, towns and rural communities

The pandemic has impacted significantly on all aspects of life in our city, towns and rural communities and the delivery of business and public services.

We have developed solutions to help restore our communities and re-grow our economy, focusing on immediate re-opening support, taking full advantage of building back better opportunities and enabling Devon to level up.

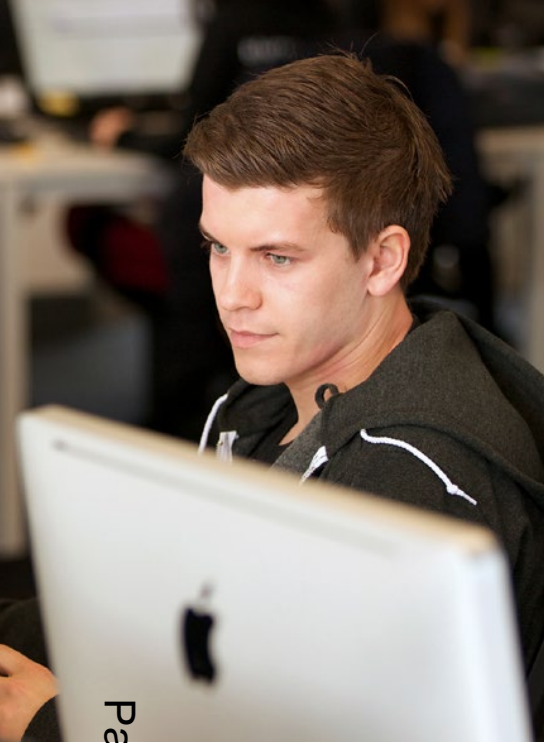
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The Safe re-opening of our high streets, supporting the opening of our beaches and outdoor facilities, maintaining momentum of our capital and infrastructure programmes are all going to be key to stimulating the economy, and supporting our communities in the next few months. Building back better and options to reimagine our urban locations, developing live-work space and responding to changing behaviours on travel, home working and digital solutions are all strong opportunities for our communities. Driving forward greener economy activities in the way we design and build our homes, use and produce energy and renew and regenerate our hardest hit communities are priorities within our Recovery Prospectus.

COVID-19 has emphasised some key issues, such as rural isolation, low wages, and inequalities between and within areas. Relative poverty and housing affordability particularly in rural and coastal areas is likely to worsen. We have poor digital infrastructure, road and rail links in some areas. Our natural environment and the economic strength of Exeter are key economic assets we can build on. Our rural landscape is a huge attraction to residents and visitors alike, as well as capturing carbon emissions and boasting some of the UK's best renewable energy resource potential. Exeter is likely to bounce back more quickly from COVID-19 as an economy and can stimulate and support recovery across the Greater Exeter footprint.

We will:

- **Secure at least £15m additional town and high street funding to restart our hardest hit communities**, making a case for new capital and revenue funding to support a number of our rural, coastal and market town communities.
- **Confirm and accelerate Future High Street Fund indicative awards to our towns**, and sign off business cases for Bideford, Barnstaple and Newton Abbot.
- **Improve consumer confidence** through a coordinated approach to promoting our high streets, towns and communities, facilities, services and businesses, building local confidence to shop and visit safely and develop our digital retail offer.
- **Extend the Work Hub Programme**, securing £1m to build on the successful work hubs network and enable rural communities and smaller towns to grow their own local service provision, including options to develop community assets and hubs.
- **Digital infrastructure investment** – improve mobile and digital connectivity in rural areas through working with communities to maximise the national Rural Gigabit Voucher Programme and local Mobile Boost Voucher scheme, in addition to piloting new solutions where poor coverage still remains.
- **Transport Connectivity and Housing** – develop community, town and city transport initiatives and infrastructure, including for cycling, buses, rail and other forms of sustainable transport – between and within communities. We will support the housing sector by accelerating Housing Infrastructure Fund supported projects and increasing affordable homes.



- **Seek increased investment to facilitate city / town centre living**, with partners seeking to secure £1.5m for investment in and development of vacant high street property in 3 pilot locations, including Exeter and utilise local apprenticeship programmes to improve construction skills.
- **Develop and secure investment for a city / town set of renewal plans** – including sharing best practice and ideas develop proposals for future funding opportunities including One Public Estate, Land Release Fund, Coastal Community Funding, Zero-carbon pilots and Garden Communities programme.
- **Natural Capital Programme** – secure £15m to develop projects to support flood prevention, landscape management, carbon sequestration and develop a Woodland Enterprise Zone including an Enterprise Hub, apprenticeship and skills programme.
- **Energy Infrastructure** – £20m investment to enable smart energy management and renewable energy generation through upgrading the national grid network.
- **Work with Government to accelerate funding for Dawlish sea wall / rail infrastructure and A303 upgrades.**

Support for our people and workforce

Devon's people are its most important economic asset, driving around 40% of the County's £17bn economy and creating the day to day conditions for our businesses to thrive and grow.

Ensuring that our workforce is therefore protected and supported through the current crisis is paramount, preserving the talent and capacity of the County's residents to support future growth, and ensuring that Devon's economy emerges better prepared, higher skilled and more productive than before.

However, improving workforce productivity alone will not see the County's economy successfully emerge from this crisis. If our future economy is to thrive, it must be more inclusive and more balanced than the Devon of 2019. Those working in our foundation sectors, such as Tourism and Construction, must have the higher-level skills required to allow our businesses to compete in a rapidly changing world. Additionally, opportunities in our growth sectors must be open to all and ensure that the whole of our community's talent can be harnessed.

At the heart of Devon's ambition for its people post COVID-19 is therefore a determination that every resident should have an equal opportunity to a purposeful education; to enter meaningful employment and ultimately be able to achieve and secure a long-term income. This will both see the efficiency and productivity of all our sectors enhanced, but also lead to a more inclusive, balanced and prosperous Devon for the future.

To achieve this ambition, we must now resolve both new workforce challenges arising from COVID-19 and make progress around perennial issues which have long affected our workforce's efficiency and inclusivity, including:

- **Unemployment** – Over 30% of all workers within the Devon area (including Plymouth and Torbay) have either been furloughed or made redundant in the initial 12 weeks of lockdown, with up to 90% in sectors such as tourism and hospitality currently outside of work. Across all sectors in April 2020, numbers of vacancies had fallen by around 40% compared to the previous year, and claimant unemployment had risen around 90% in a single month.
- **Education and Aspiration** – Within education and training, all learners across the County have faced a period of extended disruption during 2020. For young people the impact of this disruption has been stark, with a loss of routine, educational time, pastoral support and huge uncertainty around next steps on learning and transition. When coupled with existing challenges around progression routes into higher education within Devon; and a likely reduction in apprenticeship places from September, and reduced employment options in both growth and foundation sectors alike, young people face a potential opportunity cliff edge into 2021.
- **Deprivation and Inclusion** – Underlying weaknesses within Devon's labour market continue to drag on our workforce competitiveness. These include ongoing challenges around the County's relative rurality / coastal nature and the ability to connect people to better work and learning; challenges around poorer skills performance in some of our leading sectors (notably tourism and retail); ongoing skills supply issues within growth sectors (such as digital industries, advanced engineering and health); and embedded challenges around deprivation and aspiration across many of our communities.

We are therefore placing a strong focus on supporting those most at risk or in need – young people, displaced workers in vulnerable sectors, and those with a barrier to work, as well as those sectors facing the greatest impacts – Tourism, Retail and Food and Farming, or with the greatest potential for future growth - health, digital and advanced engineering.

We will:

- **Bring together a Devon Skills Recovery Partnership**, responsible for the delivery of relevant actions within the County's Implementation Plan and instituting a "no wrong door" approach across core services.
- **Support the campaign for a September / Opportunity Guarantee for Young People**, seeking to ensure that every young person between 16-25 has access to a training or vocational learning place next academic year if they wish to take it.
- **Implement an enhanced Careers, Information, Advice and Guidance Service across Devon for Autumn 2020**, covering both Young People and Displaced Adults. The partnership will be supported by an additional £75,000 towards communications and marketing costs.
- **Work with DWP, District Councils, CABs and other local economic and community partners to take forward a joined-up approach to redeployment into opportunities sectors such as Health and Social Care**, building on the Sector Based Work Academy model to support individuals, in particular young people to retrain / redeploy into new / relevant roles.
- **Seek £1m of additional resources towards a Sector Skills Response Package**, focused on working with those leaving Tourism, Retail and other hard-hit sectors to train and remobilise. Where return isn't an option, seek opportunities to career jump into opportunity sectors such as health, digital or engineering.
- **Seek £500,000 of funding to implement an enhanced Volunteering / Traineeship / Apprenticeship approach**, supporting partners to fast track development of traineeship / pre-apprenticeship opportunities for young people and adults alike. Seek to maximise opportunities in growth sectors such as health or digital roles.
- **Work with Government to secure an initial £1.5m of additional support towards employability / adult basic skills provision for Autumn 2020**, including additional support for digital literacy, outreach and 'career jumping' opportunities (supporting those being displaced from or requiring upskilling in the Tourism, Retail and Construction sectors).
- **Seek funding for and implement a new £8m Technical Skills Development Programme across Devon**, providing new opportunities within growth and foundation sectors (including digital, advanced engineering and manufacturing, health, tourism, construction and retail).
- **Seek to secure up to £7.5m of additional resources to increase the sustainability of apprenticeships, traineeships and wider learning**, including through bursaries / maintenance support, wage subsidies, assistance with rural and access to education transport costs, support for digital equipment and connectivity; and other measures. Devon is determined that with the advent of T-Levels, a young person's postcode will not determine their access to high quality, first choice education.
- **Secure additional support for Devon's Training Provider Network and network of Employment and Skills Boards**, supporting their ability to act as a first point of contact and support with Devon's business community and training providers, and empowering them to support implementation of new programmes.
- **Work with the ESFA and wider partners to support measures around provider sustainability and growth**, including support with financial hardship amongst training providers, and costs around modification and diversification linked to COVID-19.
- **Seek up to £90m of resources from the Further Education Capital Programme**, including resources to enhance digital capacity within our College and Provider Network to provide virtual learning and further modernise and grow the local FE estate.
- **Seek to secure £10m towards a Green Skills Development Package for Devon**, incorporating capital and revenue programme to be spent over the next three years to Fast-track relevant sector and employment opportunities.
- **Secure up to £20m of additional innovation and skills development opportunities working with the County's Universities and Colleges**, with a focus on high growth and clean growth innovation and high value employment in opportunity areas such as health, green economy and advanced manufacturing and engineering.

Support our opportunities

We have several globally significant assets and opportunities to support our ambition to grow our economy back better.

Devon is a place that benefits from an outstanding natural environment, a skilled and talented population and many forward-looking businesses, colleges, universities and organisations. These are major assets that can act as a launchpad for restarting our economy; driving productivity growth locally, regionally and nationally and contributing to a greener, more resilient and more inclusive growth that benefits us all.

We have identified four key programmes we will take forward to build on our strengths over the coming months:

Green Recovery

Recognising the ongoing challenge of climate change and the need for further emission reduction before 2030, a programme of combined activity to address carbon emissions from Devon's homes and businesses.

We will:

- **Roll out an ambitious Domestic Energy efficiency and Energy Generation Pilot** – a council tax pilot with an ask of £77.5m to support 37,000 households over 3 years to invest in energy efficiency and energy generation measures, stimulating demand for environmental technologies and construction sectors.
- **Carbon In-setting Pilot** – Working alongside Government, develop an appropriate regulatory framework for a pilot carbon in-setting approach, seeking to reduce / offset carbon emissions back through supply.

- **Low Carbon Programme Business Support Programme £2.5m** – stimulate new investment working with SMEs to reduce carbon emissions and increase productivity through energy efficiency and on-site renewables including extending Salix loans to the private sector.

Clean mobility

A innovation led programme seeking to build upon our world class expertise in electrical vehicle design and systems, with the potential to place Devon at the cutting edge of electrical and green transport technologies.

We will:

- **Establish a Centre for Clean Mobility at Exeter Science Park – £3.75m** – create a high-specification collaboration laboratory to be used for research, development and innovation, with strong industrial engagement to test autonomy within marine, off-highway, HGV, rail, and defence sectors.
- **Champion a SMART Aviation Cluster and Freeport Proposal – working with Exeter Airport and other partners** – support the development of new classes of electrical and autonomous air vehicles, such as drones, 3 to 5 person green aircraft and commercial green aircraft, and linking together with the new Future Skills Academy led by Exeter College and additional innovation capacity within the local area.
- **Seek Government support of £1.83m for a comprehensive and future proofed Electric Vehicle and Shared Mobility infrastructure network across 58 of Devon's communities with a population of over 1,100** – this will focus on addressing market failure in small to medium sized communities; bring forward and accelerate the network in tourist areas and address any significant gaps in our larger communities that will support the greening of our businesses.

Strategic funding and investment

A programme of investment and targeted business support to accelerate the progress of our most exciting businesses and newest talent, seeking to create the next generation of high value Devon businesses.

We will:

- **Develop a Venture Capital Network** – establish a ‘Bounce Forward’ loan programme to accelerate capital investments across a range of sectors, particularly manufacturing sector, environmental technologies and clean growth and Agri-tech.
- **High Growth Start Up Programme** – raise £40m to support innovative new start-ups in high growth areas, notably around digital and FinTech. Ideally, scheme would include a strong focus on young people and graduates.
- **Student and young people entrepreneurship programme** – encourage more students and young start-ups to stay in Devon, building upon the existing small scale COVID-19 fund (£50k) in place at University of Exeter to support 50 new businesses across the County and activity through our Colleges and Innovation Centres.



Supporting lean modern industry

A programme of support to assist high value manufacturing businesses, and those with the potential to become high value, to further grow, innovate and refine their approach to production, as well as work together with other Devon businesses to access new opportunities.

We will:

- **Develop an advanced business and industrial efficiency programme** – increasing awareness amongst business leaders in how to apply data-led, lean methodologies to reduce waste and consumption through business collaborations linking Analytical Experts with Industry.
- **Develop a new Industrial Digital Technology Hub and Impact Lab** – driving digitisation of manufacturing processes including transport and links with wider ‘Made Smarter’ programme.
- **Ensure the roll-out of the University Enterprise Zone model as a hub and node approach across the whole of Devon** – ensuring that companies have access to research facilities even if they are basing their companies from home or local hubs.
- **Support for High Value Supply Chain development**, supporting Devon’s smaller businesses to work together to secure new orders and develop their capacity to work on higher value procurements, as well as mapping networks of supply across the County to better sell Devon’s goods to the world.

Impacts and outcomes

Building on our dynamic and entrepreneurial business community, coupled with our world-class environment, global expertise in climate science and green technologies and our talented workforce our ambition is to create a stronger, more inclusive and sustainable economy.

The programmes and projects listed in this Prospectus have the potential to create 30,000 new jobs, create 80,000 new training places and secure investment of £550m, generating £2.8bn of additional economic output.

Our immediate priorities are seeking an investment of £56m into local projects that will assist businesses to re-open, adapt and grow, help young people and those at risk of redundancy find or keep a job and invest in our hardest hit communities and sectors. This initial package aims to safe-guard and create 6500 jobs, will assist the delivery of 5000 training places and support 7500 businesses, stimulating business investment and accelerating our economic recovery to pre-COVID levels much sooner.

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Our aim is to achieve:

- Thriving and successful city, town and rural communities attracting residents, visitors, businesses and students to live, work, learn and visit safely and feel connected.
- Productive and nationally competitive businesses with our economic performance and employment reaching pre-COVID-19 levels by 2022 and achieving a growth rate of at least the national average.
- Every individual can access a worthwhile job, undertake relevant and meaningful training and progress in learning or secure employment providing the income they need to thrive.
- Regardless of background, characteristic or need, Devon's residents will be able to access a successful route into work within a growing and diversifying economy.
- Flourishing tourism, food and drink and agricultural sectors embracing digital practices, adopting innovation and supporting qualified and well-paid employment.
- Recognised nationally for our expertise and capabilities in low carbon, digital technologies and entrepreneurship across our businesses, research institutes and workforce.
- A strong and vibrant skills, digital, workspace, energy and transport infrastructure that underpins our economy and enhances our natural environment.
- Made in Devon – a sense of pride in our own products, services, young talent, expertise and knowledge and a strong community and business network that backs Devon.

A more detailed implementation plan and investment strategy are under development to deliver the interventions set out here. This will set out clearly the direct and indirect impacts our programme will deliver.

Implementation and next steps

This Prospectus has been developed by Team Devon, a strong public and private sector partnership drawing in expertise from business, education, skills and public sector organisations.

It has the backing and support of our business representative organisations, District Councils and the County Council, the Heart of SW Local Enterprise Partnership, our National Parks and our Members of Parliament.

Team Devon is committed to implementing our Recovery Prospectus in partnership with Government, the Heart of the South West Local Enterprise Partnership and other agencies. We will align our recovery programme with local and regional Recovery Plans to maximise impact. Implementing our Prospectus requires capital and revenue resources from Government, our public sector partners and key employers. Team Devon will align our skills, expertise and resources locally to achieve a successful, inclusive and sustainable economy. Our Prospectus also recognises that working with our neighbours to give scale and critical mass on key interventions is appropriate and gives a stronger voice and case to secure investment for our businesses and communities.

A more detailed implementation plan and investment strategy are under development to support the delivery of the key interventions and actions set out in this document.

We will:

- Re-purpose local and national resources already announced or awarded to support the priority measures set out included EU funding, along with opportunities within local authority capital programmes to accelerate projects.
- Influence national funding already trailed such as the £5bn Gigabit Broadband Programme, Adult Skills Re-training Programme, the UK Shared Prosperity Fund to replace EU Funding and Transport Schemes to deliver our stated priorities.
- Work with the Local Enterprise Partnership to shape its Investment Pipeline and supporting the prioritisation of programmes to secure new funding for our hardest hit places, sectors and communities.
- Develop business cases to support our priorities in readiness for future funding and bidding opportunities, including One Public Estate Round 8, Coastal Community Funding.
- Work with our MPs to influence key policy areas and pilot programmes such as the Levelling Up agenda, and Town / High Street Funding, Sector Deals and driving national zero carbon targets.
- Develop public / private sector partnerships to address innovation or technology trials and solutions, such as 5G Trial Test Beds, Innovate UK opportunities, Digital Solutions to Health Transformation.

