

Public Document Pack

Mid Devon District Council

Environment Policy Development Group

Tuesday, 24 May 2022 at 5.30 pm
Phoenix Chambers, Phoenix House, Tiverton

Next ordinary meeting
Tuesday, 19 July 2022 at 5.30 pm

PLEASE NOTE: - this meeting will take place at Phoenix House and members of the Public and Press are encouraged to attend via Zoom wherever possible. The Protocol for Hybrid Meetings explains how this will work. Please do not attend Phoenix House without contacting the committee clerk in advance, in order that numbers of people can be appropriately managed in physical meeting rooms

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Membership

Cllr J Wright

Cllr E J Berry

Cllr W Burke

Cllr D R Coren

Cllr Miss J Norton

Cllr R F Radford

Cllr R L Stanley

Cllr L D Taylor

Cllr B G J Warren

AGENDA

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

- 1 **Election of Chairman (Chairman of Council in the Chair)**
To elect a Chairman for the municipal year 2022-2023.
- 2 **Election of Vice Chairman**
To elect a Vice Chairman for the municipal year 2022-2023.
- 3 **Apologies and substitute Members**
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 4 **Declarations of Interest under the Code of Conduct**
To record any interests on agenda matters.
- 5 **Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.
Note: A maximum of 30 minutes is allowed for this item.
- 6 **Minutes of the Previous Meeting** *(Pages 5 - 8)*
To consider whether to approve the minutes as a correct record of the meeting held on 8th March 2022.
- 7 **Chairman's Announcements**
To receive any announcements that the Chairman may wish to make.
- 8 **Start Time of Meetings**
To agree the start time of meetings for the remainder of the municipal year.
- 9 **PDG work programme and policy development for 2022/23** *(Pages 9 - 14)*
To receive a report from the District Solicitor and Monitoring Officer on the role of the PDG including the results of the residents survey and the current work programme.
- 10 **Cabinet Member for Environment and Climate Change**
Group to receive an update from the Cabinet Member for the Environment and Climate Change.
- 11 **Climate Change Action Plan Update** *(Pages 15 - 30)*
To receive a report from the Climate and Sustainability Specialist which documents progress against the Climate Action Plan.

- 12 **Sustainable Farming** (*Pages 31 - 38*)
Members to discuss the issue and to provide a steer to Officers on how the PDG wishes to proceed to investigate the subject.
- 13 **Revenue and Outturn Report** (*Pages 39 - 80*)
To receive the Revenue and Outturn report for 2021-2022
- 14 **Corporate Plan Mid Point Review** (*Pages 81 - 96*)
To receive a mid point review of the Corporate Plan previously presented to the Cabinet

Stephen Walford
Chief Executive
Monday, 16 May 2022

Covid-19 and meetings

From 7 May 2021, the law requires all councils to hold formal meetings in person. The Council will enable all people to continue to participate in meetings via Zoom.

Please read the new meeting protocol which is available here: [REVISEDMeetingProtocolupdateMay2022.docx.pdf \(middevon.gov.uk\)](#)

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 last working 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 would like a copy of the Agenda in another format (for example in large print) please contact Carole Oliphant on:

Tel: 01884 234209

E-Mail: coliphant@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **ENVIRONMENT POLICY DEVELOPMENT GROUP**
held on 8 March 2022 at 5.30 pm

Present

Councillors

J Wright (Chairman)
W Burke, D R Coren, Miss J Norton,
R F Radford, R L Stanley and L D Taylor

Also Present

Councillor(s)

E J Berry, Mrs C P Daw, R M Deed, R Evans,
Mrs E J Lloyd, C R Slade and B G J Warren

Also Present

Officer(s):

Andrew Jarrett (Deputy Chief Executive (S151)), Andrew Busby (Corporate Manager for Property, Leisure and Climate Change), Matthew Page (Corporate Manager for People, Governance and Waste), Jason Ball (Climate and Sustainability Specialist), Clare Robathan (Policy and Research Officer) and Carole Oliphant (Member Services Officer)

53 APOLOGIES AND SUBSTITUTE MEMBERS (0.02.45)

There were no apologies for absence.

Cllr E J Berry attended via ZOOM.

54 DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT (0.03.00)

Members were reminded of the need to make declarations where appropriate.

55 PUBLIC QUESTION TIME (0.03.18)

There were no members of the public present.

56 MINUTES OF THE PREVIOUS MEETING (0.03.30)

The minutes of the previous meeting held on 11th January 2022 were agreed as a true record and duly signed by the Chairman.

57 CHAIRMAN'S ANNOUNCEMENTS (0.04.07)

The Chairman had no announcements to make.

58 CABINET MEMBER FOR THE ENVIRONMENT AND CLIMATE CHANGE (0.04.17)

The Cabinet Member for the Environment and Climate Change gave an overview of his portfolio and stated the three weekly waste collections were due to start in September and that a project board and team had been established and that the

Environment and Enforcement Manager had taken up his post. All waste collections had been sustained and there had been some positive feedback to actions taken due to the recent storms.

In relation to a recent residents survey he advised that 90% were supportive of the Council's Climate Change agenda, 81% were supportive of the waste service. Disappointingly only 47% of residents were happy with the street cleaning service and this would be investigated further to establish the reasons for this.

Answering a question about whether the 3 weekly bin collections would come back to the PDG, the Cabinet Member explained that the decision had been made to go to 3 weekly and that there would be a Member briefing in June which would set out the full implementation plan. He confirmed that communications would be ongoing to inform residents of the change.

In response to Members concerns about escalating fuel prices and the need to bring the 3 weekly collections forward to save fuel, the Cabinet Member explained that the Council needed to look into resident's special circumstances before implementation so that these could be accommodated when the service went live and that this would take some time. The Member briefing in June would explore all possibilities.

The Chairman asked if the exact questions asked in the resident's survey could be provided to the PDG.

Answering a question about the consequences of rising fuel costs the Deputy Chief Executive (S151) explained that the position was being monitored but there was little the Council could do in the short term, longer term there were some electric vehicles on order. He offered to do some modelling of the effects of rising fuel prices and provide these to the Group.

59 CLIMATE AND SUSTAINABILITY UPDATE (0.24.12)

The Group had before it, and **NOTED**, the *Climate and Sustainability update presented by the Climate and Sustainability Specialist which documented progress against the Climate Action Plan.

The Officer gave an overview of his report and highlighted:

- The energy saving measures at the leisure centres had been completed
- Decisions on funding bids were due shortly
- 650 trees had been planted throughout the district
- Work with the Devon Climate Emergency continued
- The upcoming State of the District Debate was themed around Climate Change and the debate included costs and who was going to have to pay for them

In response to a question asked how the Council was progressing against its 2030 Carbon target and examples of habitat work completed the Climate and Sustainability Specialist explained that no habitat work had been completed yet but it was something the Council could invest in. The current net Carbon position was on the Council's website for Climate and Sustainability <https://sustainablemiddevon.org.uk/>.

Members then had a general discussion about farming and how they had been effected by increasing prices and how the Council could assist farmers to become more sustainable. It was confirmed that a report on sustainable farming would be presented to the next meeting of the PDG.

The Chairman advised that the equality impacts in the report should be stated in future to reflect the impact on people and how the costs of tackling climate change effected them.

Note: *update previously circulated and attached to the minutes

60 **ELECTRICITY DISTRIBUTION NETWORK CAPACITY FOR INCREASED RENEWABLE ENERGY (0.48.09)**

The Group had before it, and **NOTED**, a *report from the Climate and Sustainability Specialist providing an overview of the local electricity supply networks and their role in supporting community and the Council's actions to address climate change.

The Officer gave an overview of his report and highlighted that it provided links to a lot of information regarding the electricity network and its future resilience. He had attend various workshops and looked at the business plan for Western Power Distribution (WPD) and that it appeared to be very well prepared for the changes ahead and was very positive.

The Chairman requested that a list of activities which were already happening with regard to the Councils role as Local Planning Authority should be provided to Members and that an updates on officers managing data and engagement with WPD should be reported back to the PDG.

Note: *report previously circulated and attached to the minutes.

61 **SUSTAINABLE PROCUREMENT - NET ZERO ADVISORY GROUP (0.54.56)**

The Climate and Sustainability Specialist gave an update on the work that the Net Zero Advisory Group (NZAG) had undertaken with regard to sustainable procurement. He advised that the NZAG had looked at what Devon County Council (DCC) were doing and that the Council was working to align its practices with them. They were currently reviewing what the Council did at officer level and training was being rolled out. They were also currently raising awareness, reviewing the Council's financial regulations and engaging with suppliers.

The Chairman requested details of examples where the Council's procurement strategy had changed due to the work completed so far by NZAG.

62 **CHAIRMANS ANNUAL REPORT (0.59.06)**

The Group had before it, and **NOTED**, the * Chairman's Annual report.

Note: *report previously circulated and attached to the minutes.

63 **WORK PLAN (1.00.30)**

The Group had before it, and **NOTED**, the *Environment PDG Work Plan.

Note: *Work Plan previously circulated and attached to the minutes

(The meeting ended at 6.32 pm)

CHAIRMAN

ENVIRONMENT POLICY DEVELOPMENT GROUP

24 MAY 2022

WORK PROGRAMME & POLICY DEVELOPMENT 2022/23

Reason for Report: To identify and prioritise the PDG's work for 2022/23.

RECOMMENDATION: The PDG's work programme (as currently sent out in Appendix A) be updated.

Financial Implications: No direct implications.

Budget and Policy Framework: No direct implications

Legal Implications: None

Risk Assessment: N/A

Equality Impact Assessment: N/A

Relationship to Corporate Plan: The PDG's work programme should be consistent with the Corporate Plan or recommend changes to reflect budget pressures.

Impact on Climate Change: No direct implications for this report.

1.0 **Background**

1.1 Members of the PDG will appreciate that the PDG has a key role in investigating and advising Cabinet on environment policy matters which:

- (a) are pertinent to the Council's existing 'Environment' priorities set out in its Corporate Plan at <https://www.middevon.gov.uk/media/348008/20200312corporateplan20-2024v6.pdf>
- (b) are pertinent to the PDG's strategic service responsibilities namely:
 - climate change and reduction of carbon footprint;
 - parks and open spaces (including cemeteries, trees, grounds maintenance and grass cutting);
 - waste (including collection, recycling, street cleaning, trade and clinical waste);
 - public conveniences;
 - environmental enforcement (vehicles, animal control, fly tipping, fly posting);
 - flood defence and drainage;
 - miscellaneous (including clocks and monuments; street naming and numbering);and
- (c) look ahead and in that regard continue to be ambitious but realistic (even if demanding) particularly taking account of:
 - the medium term budget forecasts; and
 - the needs of and feedback from, the communities within Mid Devon.

1.2 Given the wide range of such work, the PDG is invited to identify the areas of policy work it would like to concentrate on during 2022/23, being the last year

of the current Council term. The current work programme which contains matters carried forward from 2021/22, is set out in Appendix A. It will be noted that the programme includes budget matters and reviews of existing policy and strategic performance targets. There is one item which if considered by the PDG would potentially duplicate work being undertaken by the responsible working / advisory group. Similarly, if there are areas of work which the PDG would like to consider which potentially overlap with other PDGs or even Scrutiny Committee, such work allocation can be resolved by the Programming Panel. It is anticipated that the Programming Panel will be convened in early July once each PDG and Scrutiny Committee have had the opportunity to discuss their individual work programmes for the year to avoid duplication of work and secure efficient use of resources.

- 1.3 As indicated in paragraph 1.1 above, when identifying the work to include in its programme, it is strongly recommended that consideration be given to the medium term budget pressures. This is currently included in the work programme for the PDG's January meeting which Members will appreciate is relatively late in the annual budget planning process. For example, in deciding to investigate the potential impact of 2023/24 budget pressures on existing environment priorities as part of its work programme in the first six months of the current civic year, the PDG could:

- effectively engage a range of key stakeholders in helping to identify how lower service priorities could be changed for the better (or reluctantly compromised), in the public interest;
 - provide detailed advice to Cabinet in the autumn and ultimately full Council in February 2023 as part of the budget setting process;
- and
- outline an effective process / path which will highlight the key policy development role of the PDG in promoting the Council's leadership of environment focused projects / services beyond 2022.

- 1.4 Furthermore, to assist with the identification of areas of work (whether or not as part of a specific project to prioritise environment policy focused projects within the context of the medium term budget pressures), feedback from the 2021/22 residents' survey is set out in the remainder of this report. Section 2 of this report considers general issues. Section 3 covers feedback specific to the environment for more detailed consideration as part of the Environment PDG's work programme.

2. **Residents' Survey**

- 2.1 There were 1683 responses to the survey. Residents were asked to reply to 33 questions – with a mix of closed 'tick box' questions and open 'feedback' questions. Open feedback questions included:

- What single thing can the Council do to improve quality of life in your community?
- Are there any particular service areas which you feel should *not* reduce their expenditure?

- Is there anything else you think the Council should consider a priority when setting the budget?
- If you have any specific issues not covered in this survey, please comment below.

2.2 When asked how well MDDC keeps residents informed, 8% replied very well informed, 37% well informed, 37% not well informed and 14% not well informed at all; with 'don't know' covering the deficit in the 100% response. There were 48 comments about increased communication, engagement and consultation with residents. Ideas and comments included:

- Provide local written updates from the District Councillor e.g. in neighbourhood magazines;
- Increase interaction with the local community, e.g. community events or walkabouts;
- Greater consultation about forthcoming changes/regularly seek views;
- Allow residents to be more involved in decisions that affect them;
- Enable citizen participation in working groups; and
- Revert to pre-covid opening hours of Phoenix House.

2.3 There were 13 comments requesting the Council ensure focus is wider than just Tiverton. Residents asked for greater focus on rural areas and for other towns to be treated in line with Tiverton.

2.4 In response to the specific question, 67% of respondents said it is very important that the Council tackles climate change. A further 23% said it is fairly important (90% in total).

3. Survey Responses re: Climate Change

3.1 There were 88 comments on climate change, with many residents commenting that this is the single thing that would improve quality of life in their community. Ideas for climate change activity include:

- 'Wilding' local spaces owned by MDDC with wildflowers and trees;
- enhancing biodiversity – e.g. community planting, promoting pollinator friendly plants;
- Trialling innovative ideas in small communities – e.g. going plastic free, community larders;
- Increasing solar panels on Council property;
- Helping residents adopt low carbon heating systems; and
- Increasing EV points in the District.

4 Survey Responses re: Parks and Open Spaces

4.1 46% of people said it is very important to support parks and open spaces and 44% said it is fairly important. There were 10 comments made on parks and open spaces, with requests for an increase in play areas and provision of adult gym equipment in parks.

4.2 42% of people said it is very important to introduce measures to increase cycling and walking and a further 37% said it was fairly important. There were

25 comments on cycling/walking. Residents would like to see action to encourage people out of their cars, they requested:

- An increase in dedicated cycle and pedestrian routes;
- An increase in cycle lanes in rural areas;
- Cycle routes to connect towns; and
- Safer cycling/walking routes to get cyclists off main roads.

5 Survey Responses re: Waste and Street Cleaning

- 5.1 40% of respondents responded as being very satisfied with the Council's waste collection and a further 41% were fairly satisfied. When asked which one service should not be cut, 36% of people said waste/recycling services. (Incidentally, the next largest answer was housing at 8%).
- 5.2 With regards to satisfaction of street cleaning services, 14% are very satisfied, 34% fairly satisfied, 15% fairly dissatisfied and 10% very dissatisfied (27% neither). There were 45 comments on street cleaning, with 42 people saying it is the single thing that would improve their community. Residents asked for:
- Increase cleaning of pavements;
 - Increase in litter picking;
 - Maintenance of weeds; and
 - Increase of dog poo bins.

6 Survey Responses re: Public Conveniences

- 6.1 When asked which discretionary services residents would residents most like to see protected, 63% said public toilets (there being an option to choose up to five).

7 Conclusion

- 7.1 Taking account of the matters covered in this report, the PDG is invited to (i) discuss and reflect on specific comments and themes which have emerged from the analysis of the survey results; and (ii) identify work / projects it would like to undertake in 2022/23 as part of its work programme (see Appendix A).

Contact for more Information:

District Solicitor and Monitoring Officer: ktrickey@middevon.gov.uk

Policy Research Officer: crobathan@middevon.gov.uk

APPENDIX A - ENVIRONMENT PDG WORK PLAN 2022/2023

Agenda Item	Theme	Lead Officer	Comments
Meeting Date: 19th July 2022			
Performance and Risk Outturn Report To consider the Performance and Risk Outturn report which was presented to the Cabinet on 17 th May 2022.	Quarterly review	Matthew Page, Corporate Manager People, Governance and Waste	
Play Area Safety Inspection Policy To receive the 3 yearly review of the Play Area Safety Inspection Policy and if appropriate make recommendations to Cabinet on 9 August 2022	3 year policy review	Andrew Busby, Corporate Manager for Property, Leisure and Climate Change	
Climate Change Action Plan update To receive an update on actions taken for the Climate Change Action Plan	Bi-monthly update on Council Priority	Jason Ball, Climate and Sustainability Specialist	
Meeting Date: 13th September 2022			
Climate Change Action Plan update To receive an update on actions taken for the Climate Change Action Plan	Bi-monthly update on Council Priority	Jason Ball, Climate and Sustainability Specialist	

Agenda Item	Theme	Lead Officer	Comments
Meeting Date: 8th November 2022			
Medium Term Financial Plan - General Fund (GF), Housing Revenue Account (HRA) and Capital Programme To consider the updated Medium Term Financial Plan 2023/2024 to 2027/2028 and options to set a balanced budget	Medium Term budget review	Andrew Jarrett, Deputy Chief Executive and S151 Officer	
Climate Change Action Plan update To receive an update on actions taken for the Climate Change Action Plan	Bi-monthly update on Council Priority	Jason Ball, Climate and Sustainability Specialist	
Meeting date: 10th January 2023			
Budget Update To review the revised draft budget changes identified and discuss further changes required to move towards a balanced budget for 2023/2024	Annual budget proposals 2023/24	Andrew Jarrett, Deputy Chief Executive and S151 Officer	
Meeting date: 14th March 2023			
Environment Educational Enforcement Policy To receive the 3 yearly review of the Environment Educational Enforcement Policy and if appropriate make recommendations to Cabinet on 4 April 2023	3 year policy review	Simon Newcombe, Corporate Manager for Public Health, Regulation and Housing	
Climate Change Action Plan update To receive an update on actions taken for the Climate Change Action Plan	Final 2022/23 update on Council Priority	Jason Ball, Climate and Sustainability Specialist	

ENVIRONMENT POLICY DEVELOPMENT GROUP

24 MAY 2022

REPORT – CLIMATE AND SUSTAINABILITY UPDATE

Cabinet Member(s): Cllr C R Slade - Cabinet Member for the Environment and Climate Change.

Responsible Officer(s): Andrew Busby - Corporate Manager Property, Leisure & Climate Change.
Jason Ball, Climate and Sustainability Specialist.

Reason for Report: To receive an update on the Climate Change Action Plan from the Climate and Sustainability Specialist.

Recommendation: That the Environment PDG notes and accepts this report as an update on the Council's response to the Climate Emergency – documenting progress with the Climate Action Plan (to reduce the Council's carbon footprint) and the wider Climate and Sustainability Programme.

Financial Implications: The financial implications associated with this report are the overall costs of the Climate and Sustainability Programme, budgets specifically linked to the Council's Corporate Plan, Climate Strategy and Climate Action Plan (CAP).

Budget and Policy Framework: Budgets specifically linked to the Council's Corporate Plan, Climate Strategy and Climate Action Plan (CAP).

Legal Implications: Full Council declared a Climate Emergency in June 2019. The Environment Policy Development Group (PDG) is responsible for developing relevant council policies; considering how best to implement the Council's approved policies; and for making informed recommendations to Cabinet on the matter. [Link to declaration decision.](#)

Risk Assessment: Progress on Performance Indicators (PI) is provided separately by Performance and Risk Reports. There are 2 main risks (to the Council): 1) that the Council does not take sufficient actions to enable it to meet its Climate Emergency declaration ambitions; and 2) that the financial implications of Climate Change are not adequately measured and reflected in the Council's decision making.

Equality Impact Assessment: There are no equality impacts associated with this report. (No recommendations.) Specific projects and policies are subject to the Public Sector Equality Duty. (Assessing the equality impacts of proposed changes to policies, procedures and practices is not only a legal requirement, but also a positive opportunity for authorities to make better decisions based on robust evidence.)

Relationship to Corporate Plan: Please refer to **Annex A** which shows the Council's Corporate Plan Aims (Table 1) and Climate Strategy priorities (Table 2).

Impact on Climate Change: The role of the Climate and Sustainability Specialist in support of the corporate officer team is central to the Council's Climate and

Sustainability Programme by actions such as the development of strategic positions and delivery of projects through internal, community and partnership work.

1.0 Introduction / Background

- 1.1.1. The Council has declared a Climate Emergency and aims to be climate neutral by 2030. Climate neutrality is a term used to describe the achievement of a balance, for any given period, for carbon dioxide and other greenhouse gases released into or removed from the atmosphere; because of the actions taken by organisations, businesses and individuals. The goal of climate neutrality is to achieve a net zero climate impact.
- 1.1.2. This report is divided into **community** and **corporate** strands (some overlap is possible). Aligned with the climate change declaration across Devon, climate action for the Council falls into two work streams:
- an internal organisation focus to cut corporate greenhouse gas emissions to net zero;
 - the wider agenda to enable emission reductions across Mid Devon communities.

Clearly, the first is a process the Council can manage / monitor and control to a significant degree, as it relates to our own assets and operations. For the wider agenda linked to the whole Mid Devon area, we will work as a partner with local businesses, organisations, community groups and other residents to support the district's journey to achieve net zero.

- 1.1.3. Throughout each priority area within our Corporate Plan, there is a strong emphasis on local level sustainability. Environmental sustainability matters in all aspects of the Council's work, linked to everything from procurement to promoting nature recovery.
- 1.1.4. The Climate and Sustainability Specialist - leads the development of the Council's *Climate and Sustainability Programme*, working with colleagues and Councillors, particularly the Corporate Manager Property, Leisure & Climate Change; and Cllr Colin Slade - the Cabinet Member for Environment and Climate Change.

2.0 Performance

- 2.1.1. Progress on Performance Indicators (PI) is provided separately.
- 2.1.2. Tables in this report's **Annex A** briefly summarise actions in relation to the Council's Corporate Plan *aims* and Climate Strategy *priorities*.
- 2.1.3. Corporate Plan mid-point actions have been reviewed between the Corporate Manager Property, Leisure & Climate Change and the Portfolio Holder.

2.2. Climate Action Plan (CAP).

- 2.2.1. The Council's CAP collates projects and activities to address climate change (mitigation and adaptation). The Climate and Sustainability Specialist has coordinated a review of the CAP to cost it, identify additional funding required, address gaps, develop the plan, and extend it to 2030.

- 2.2.2. Corporate Management Team (and their officers) have been tasked with maintaining the CAP as a live management tool to enable budget planning and ensure a timely cycle of reporting. Teams will prioritise the most imminent opportunities and impactful projects.
- 2.2.3. The CAP comprises both **corporate** and **community** work streams.
- 2.2.4. Estimated costs thus far (April 2022) total £25,539,343, split as follows:
- Estimated costs thus far for the Internal Structures and Processes workstream are £282,638.
 - Estimated costs thus far for actions within the *Housing Energy and Assets* work stream is £18,444,210. (This includes HRA planned works and estimates for retrofitting and decarbonising the Council's facility buildings.)
 - Estimated costs thus far for the *Transport and Vehicles* workstream are £6,180,495.
 - Estimated costs thus far for the *Community and Wider Context* workstream are £542,000.
- 2.2.5. Cost estimates may already be allocated within existing budgets, or may be additional; the CAP format shows where additional funding is required in order to enable fundraising and budget planning.
- 2.2.6. Proposals could save an estimated 61,415 tCO₂e between now and 2030.
- 2.2.7. **Caveats.** Robust caveats must be provided with any reporting on the CAP to cover factors such as estimation, forecast uncertainty and data gaps. Examples below.
- Analysis gap. We do not yet have a comprehensive list i.e. we have not identified all the projects required to reach Net Zero.
 - Data gap. The majority of the CAP items require more information. Details will be enhanced by lead officers assigned to each prioritised project.
 - Estimates. The majority of the costs are estimated. The majority of carbon savings are estimated, and not always based on an assessment.
 - Forecasting. The further a project is planned, the less certain we can be about future costs.
 - Scope. Many items show capital costs but do not always forecast running costs e.g. of new installations or vehicles, or disposal costs. Business cases for each project / activity must be evaluated on a case-by-case basis (do not assume projects have been approved simply by being listed as an option in the CAP).

3.0 Community and partnership activities

3.1. Devon Climate Emergency

- 3.1.1. The Council is a partner within Devon Climate Emergency Response Group (DCERG) and a signatory to the Devon Carbon Plan (DCP). The Climate and Sustainability Specialist role includes working with the DCERG Tactical Group and the over-arching Response Group (the Chief Executive also receives Response Group communications).

3.1.2. Partnership work serves 2 main purposes:

- Seek to ensure strong strategic alignment.
- To facilitate cooperation, learning and communication e.g. updates on current projects, consultation and the DCP.

3.1.3. The partnership continues to develop and implement the Interim Devon Carbon Plan (iDCP) which is subject to ongoing public consultation.

3.1.4. The most recent public consultation stage followed up the 2021 [Devon Climate Assembly](#) (Citizen's Assembly) whose Resolutions responded to 3 challenging topics: retrofitting homes; the role of onshore wind power; and decarbonising transport (particularly with regard to encouraging less car use).

The C&S Specialist circulated [the Assembly report](#) and consultation materials to all Council Members and Cllr Colin Slade initiated the response debate via NZAG, with member views given to the C&S Specialist. Views from across the partnership informed [DCE responses](#) to the Climate Assembly [open to public consultation](#) in March and April 2022 (now closed).

3.1.5. Update: Consultation results, now being collated, will inform the next iteration of the DCP. The draft Final Carbon Plan will be published in August 2022.

3.1.6. Update: Devolution recently raised the possibility of a Devon *county deal*. Climate was central, so ideas were discussed (at short notice) by Chief Executives and the DCE Tactical Group. The C&S Specialist liaised with Portfolio Holder Cllr Colin Slade, Chairperson of Environment PDG Cllr Josh Wright and the Chairperson of NZAG Cllr Elizabeth Lloyd to coordinate our feedback on proposals. All partner ideas on net-zero were reviewed and a shortlist submitted to the Devon County Council Economy and Enterprise team who are leading the process. These were considered by Team Devon and a final application has been submitted to government.

3.1.7. Update: The C&S Specialist has joined Sustainable Tiverton volunteers to collaborate with artists to create a "Net Zero Vision" public artwork to inspire local communities. This is part of a Devon Climate Emergency project.

3.1.8. Update: The Devon Climate Emergency team has published a [Carbon Footprint for Devon](#) (split into district data). This relies on national datasets published 2 years in arrears - so the latest report is for 2019.

Note: Also a useful resource for Mid Devon communities - the Impact Tool [estimates a community's Carbon Footprint](#) and provides an interactive graphic for local authority areas including [Mid Devon](#).

3.2. Engagement: State of the District Debate 2022 – Mid Devon's Communities and Climate Change.

3.2.1. On 5th April the Council hosted a public [State of the District Debate](#) online. The theme chosen by the Leader of the Council was *Mid Devon's Communities and Climate Change*, and the aim was to listen to community perspectives on ways to address climate change. Over 50 people from local households, businesses, farms, community groups engaged in the debate.

3.2.2. The event was preceded by extensive officer preparations and engagement with local environment champions. The C&S Specialist would like to thank all

who organised, shaped and joined in with the debate, particularly ‘topic specialists’ who gave their time and expertise to benefit the debate.

- 3.2.3. Mid Devon environment champions included home energy advisor Tara Bowers, organic farmer Liz Bowles, campaigner Roger Stickland and we learned of green projects at Heathcoat Fabrics Ltd, presented by Energy Manager Alison Kitchener and Environment Manager Victoria Pelaou.
- 3.2.4. Guest speaker Mukti Mitchell from Carbon Savvy shared his top ten tips for choosing (and enjoying) a range of ways to cut carbon in our everyday lives.
- 3.2.5. Update: The C&S Specialist will support the Portfolio Holder and officers to take forward arising actions by Council and in partnership with the community.

3.3. Engagement: The Mid Devon climate and sustainability website. (Corporate Plan aim: env 10.)

- 3.3.1. The Climate and Sustainability Specialist curates our dedicated website www.SustainableMidDevon.org.uk as a Mid Devon community resource. The role of the website is to: 1) share updates on the Council's carbon reduction work; 2) provide information to residents, businesses, members and others; and 3) share and signpost resources, opportunities, events and local groups active on the climate, sustainability and ecological agenda.
- 3.3.2. Community contributions of resources, news, events and ideas are welcomed from parish and town councils, sustainability groups, eco champions, businesses, farmers and growers, etc.
- 3.3.3. Recent updates include *Tips for Tackling Climate Change* and an improved interactive [map](#) of Mid Devon sustainability resources / projects.

3.4. Engagement: groups and partnerships. (Corporate Plan aim, env 10.)

- 3.4.1. Update: The C&S Specialist has continued outreach work through events, meetings and workshops, for example: preparations for the 2022 State of the District Debate (climate change themed); meetings and correspondence with partnerships e.g. Blackdown Hills AONB, Connecting the Culm; work with eco champions and green groups e.g. Blackdown Hills Transition, Uffculme Green Team, Sustainable Bradninch, Sustainable Crediton and Sustainable Tiverton.
- 3.4.2. Other recent work includes: helping to coordinate with Tiverton Tree Team, a display at Phoenix House reception area with ‘top tips’ for householders, COP26 workshops and post-event discussions, webinars with Newton St Cyres parish council, local enterprise liaison e.g. Planet and People CIC.
- 3.4.3. Liaison with parishes, ward members, and officers at Devon County Council / other local authorities has included: knowledge sharing, calls for project ideas e.g. tree planting and aftercare, biodiversity, energy saving campaigns, green innovation, EV chargepoints and other green transport.

3.5. Research and Expertise Support.

- 3.5.1. The Council now benefits from membership of South West Energy and Environment Group (SWEEG). This membership will give the Council

discounted access to University of Exeter Consulting services, and officers can access data, past reports and fellow expertise through the network.

3.6. Strategic Project: Housing Advisors Programme. (CS priority: 1. CP aims: env02, env 05, h01, h02, h03, c04.)

- 3.6.1. The Forward Planning team secured £20k funding through the LGA's Housing Advisors Programme to develop an assessment tool to model low carbon interventions and consider how they can be implemented at scale.
- 3.6.2. Update: project complete. Arron Beecham - Principal Housing Enabling & Forward Planning Officer – and the C&S Specialist worked to develop this tool with University of Exeter Consulting. (Adding value via SWEED membership.) A workshop on its use has been held for key planning officers.

3.7. Strategy. Housing sustainability. (CS priority 2+3. CP aims h01, h03.)

- 3.7.1. Mid Devon Housing Strategy published: the C&S Specialist is now involved in delivery and monitoring.

3.8. Strategic Project: Archetype housing - energy efficiency and low carbon performance. (CS priority: 2. CP aim: env01, env02, c04.)

- 3.8.1. Prospect Way in Lapford. The housing team completed a retrofit demonstration project at a pair of Council-owned houses. This shows how we can achieve the lowest carbon footprint possible, with a reasonable available retrofit, for this archetype. We have a live data feed to monitor energy performance over 12 months (2022). This project will inform costed plans to improve the rest of the Council stock of this type.
- 3.8.2. The package included fabric improvements such as new double glazed windows and doors, wall cavity insulation, and loft insulation improved to 300mm. A carefully specified heat pump (reversible) feeds a coil heat exchanger for air to air winter heating and summer cooling. Fresh air is filtered and circulated around the home for consistent ambience.
- 3.8.3. Following this success, in future the Council's in-house team can deliver most of the works to save costs, with the main heat pump system installed by an external specialist contractor. Training is now being organised.

3.9. Bid update: Social Housing Decarbonisation Fund. (CS priority: 2. CP aim: env01, env02, c04.)

- 3.9.1. Update: bid rejected.

3.10. Strategic Project: Electric Vehicle charging points. (CS priority: 3. CP aim: env 02.)

- 3.10.1. As part of the Council's Climate Strategy 2020-2024, the Council seeks to facilitate the roll-out of electric vehicle (EV) charger locations across the district. Current EV charger provision can be viewed on this map: www.goultralow.com/ev-charging-point-map/

- 3.10.2. The C&S Specialist worked with colleagues and councillors to develop and assess a list of potential EV locations for fast chargers or rapid chargers (rapid chargers can top up a modern EV by 80% in 40 minutes). A report to Cabinet presented 3 main options to facilitate decision-making. Each of the options would be powered by renewable electricity. Cabinet on 13th May 2021 decided to delegate authority to the Deputy Chief Executive (S151), Cllr Colin Slade (Cabinet Member for the Environment and Climate Change) and Cllr Andrew Moore (Cabinet Member for Finance) as follows: *RESOLVED that: delegated authority be given to the Deputy Chief Executive (151) and the Portfolio Holder(s) for the Environment & Climate Change and Finance, in consultation with Property Services to facilitate the installation of additional electric vehicle charging points on Council land and across the District.*
- 3.10.3. The C&S Specialist coordinated teamwork to enable actions delegated by Cabinet e.g. partner liaison, officer liaison, seeking legal team advice on agreements and the lease, clarifying fee policy, assessing viability risks, and finalising charger locations. Western Power Distribution (WPD) was informed of potential extra capacity needs.
- 3.10.4. All 5 Council-owned candidate sites for 10 fast charger points under the Deletti scheme were approved, and funding was secured. These car parks are: High Street and Market Street in Crediton; Forge Way at Cullompton; Westexe South and William Street in Tiverton. The Environment and Enforcement Manager has been briefed. The operator will hold a lease and shall be responsible for installation, power supply, customer service, operation, care and repairs; the Council will earn a percentage of unit income.
- 3.10.5. Update: The C&S Specialist supported lead partner Devon County Council in project procurement, now being completed. The installation phase should start in May 2022 and be completed December 2022.

4.0 Corporate activities

4.1. The Net Zero Advisory Group (NZAG). (CS priority: 1. CP aim: none.)

- 4.1.1. This advisory group set up after Cabinet approval on 23 April 2020 continues to consider topics including, but not limited to, climate and biodiversity. Chaired by Cllr Elizabeth Lloyd, NZAG meetings take place on alternate months to the Environment PDG to enable a regular feedback cycle.
- 4.1.2. The most recent meeting took place 08 February 2022. Discussion included:
- The need to move forward with a selection of opportunities to invest budget in addressing climate change. For example, the proposal for a 'Community Climate & Biodiversity Support Fund'.
 - The Sustainable Procurement Review. How to further develop policies and procedures to support local sustainability and prosperity through decision making e.g. aligned to Doughnut Economics.
 - How to promote and celebrate sustainable farming practices.

4.2. Working across service areas. (CS priorities: all. CP aims: all.)

- 4.2.1. As previously noted, the Climate and Sustainability Specialist agreed, in consultation with Andrew Jarrett, Andrew Busby and Councillor Colin Slade, to

apply a Programme Management approach to develop and deliver the cross-cutting *Climate and Sustainability Programme*. This has now been initiated with the Corporate Management Team and will be developed.

4.2.2. Update: Recently the Climate and Sustainability Specialist has worked with and offered support to teams and officers e.g. Development Management, Forward Planning, Street Scene, Transport, Property Services.

4.2.3. Update: At the request of Interim Development Management Manager the C&S Specialist initiated monthly training workshops for planning officers.

4.2.4. Update: Recently the C&S Specialist facilitated between MDDC officers and Exeter Community Energy (ECOE) to trigger staff awareness workshops with energy advisors. This fed into cooperative outreach 'roadshows' in parishes.

4.3. Greener Procurement: Renewable Electricity. (CS priority: 2. CP aim: env02.)

4.3.1. The LASER Framework delivered renewable electricity to 50% of corporate supply as of October 2021; with the other 50% to be secured during 2022.

4.3.2. Update: Corporate Manager Property, Leisure and Climate Change will confirm LASER's date for the switch to 100%. The aim is to secure supply ahead of current market volatility.

4.4. Ongoing energy efficiency work at Council-owned facilities. (CS priority 2+3. CP aims env01, h01, h03.)

4.4.1. Spend-to-save projects include lighting and water saving projects. (See also: PSDS below.) Occupancy-responsive lighting has been installed at Tiverton Multi Storey Car Park. Water use monitoring systems are being investigated.

4.4.2. Update: Phoenix House started a successful trial of new occupancy-responsive light fittings to save money; emergency lighting included in solution; the aim is to continue installation in batches.

4.4.3. Update: Coming soon - Phoenix House Building Management System will become remotely controllable.

4.4.4. Update: We have signed up to a LASER energy data analysis service, which will indicate consumption issues / faults and identify opportunities for savings.

4.5. Project: Public Sector Decarbonisation Scheme (PSDS). (CS priority: 1, 2. CP aim: env01, env02, ec01.)

4.5.1. A brief update.

- Phase 1: Heat Decarbonisation Plan. Report completed: to assess and devise solutions for Phoenix House, and the 3 leisure centres.
- Phase 1: £310,821 grant funded works. **Almost completed:** low-carbon technology and responsive low-energy lighting at the 3 leisure centres.
- Phase 2: no bid; grant fund exhausted within 2 weeks.
- Phase 3: bid submitted and accepted; update due very soon.

4.5.2. Phase 3 overview: Tim Powell - Property Services Corporate Projects Officer - submitted a bid on the day the fund opened to place us at the front of the queue (bid accepted, followed by evaluation calls). The Heat Decarbonisation Plan (funded by Salix grants) helped to inform our Phase 3 bid detail.

- The bid is to “decarbonise” heating at Exe Valley and Lords Meadow Leisure Centres, primarily by replacing gas boilers with air-source heat pumps. Total bid value is £3,079,032 (of that £1,986,771 is for Exe Valley and £1,092,261 for Lords Meadow).
- Should we succeed, the grant does not require match funding, however the Council would be required to contribute the cost of what it would have been to replace gas boilers like-for-like. That value has been estimated at a total of £176,602 (£101,452 Exe Valley, £75,150 Lords Meadow).

4.5.3. Further assessments will be commissioned to inform future bids and works e.g. building fabric improvements.

4.6. Priority: tree planting and aftercare. (CS priority: 2. CP aim: env07.)

4.6.1. Property Services continue to work closely with Tiverton Tree Team, Sustainable Tiverton, Sustainable Crediton and others to engage the community in planting and aftercare.

4.6.2. Update: The C&S Specialist secured a role for the Council as a strategic delivery partner for Devon County Council's [Emergency Tree Fund](#) generously financed by the Woodland Trust. The Council was awarded a grant of £2,511.77 through the fund towards last winter's trees and materials. We are grateful for the help of local volunteers who helped the Council to plant 615 trees on Council land by March 2022.

4.6.3. The officer team has outline plans to plant more trees in winter 2022-2023 subject to consultation. We continue to liaise with other landowners to expand planting on a wider scale where possible, subject to future agreements.

4.6.4. Update: On Good Friday 15th April, Tiverton Tree Team launched the new Tiverton Community Orchard hosted on Council land at Mountbatten Way (planted December 2021). [The event](#) was attended by Cllr Ray Radford in his official capacity as Chairman of the Council, also Cllr Les Cruwys, Cllr Ben Holdman, Cllr Elizabeth Slade, Cllr Colin Slade and the C&S Specialist.

4.6.5. We are grateful for the neighbour cooperation and for the support of Tiverton Tree Team and Sustainable Tiverton volunteers. (Tiverton Tree Team has an online fundraiser for their work including the community orchard project.)

4.7. Project: Mid Devon District Council's proposals for hydro-electric power on the River Exe at Tiverton. (CS priority: 2. CP aim: env02.)

4.7.1. The C&S Specialist has set up a project board and met with Environment Agency officers. Western Power Distribution has been informed of the plan to connect 150kWp generation capacity.

4.7.2. Work is in progress to address the need for evidence and to resolve issues behind planning objections e.g. flood risk assessment modelling. An update will be provided at the next Environment PDG.

4.8. The Council's vehicle fleet. (CS priority: 2. CP aim: none).

- 4.8.1. To reduce fleet emissions (Scope 1) in line with Council Net Zero 2030 policy and to save on fuel costs, the Transport Manager and the Climate and Sustainability Specialist wrote a 2021 report to promote adoption of Ultra Low Emissions Vehicles (ULEV) onto Council fleet when suitable vehicles were due for replacement; or when new vehicles are taken on. Relevant managers and the Deputy Chief Executive were consulted on costed options, prioritising small and medium payload vans (and looking ahead to larger vehicles).
- 4.8.2. Further specialist-supported work between teams led to a decision to replace 8 small vans (diesel) with ULEV in 2022*. Property Services has been tasked with EV charger installation.
- 4.8.3. The C&S Specialist highlighted this decision and presented outline costs to the January 2022 Environment PDG (Budget Options for Climate Investment).
- 4.8.4. Managers are now encouraged to adopt ULEV to the fleet, and asked to assess all fleet decisions to ensure alignment with Net Zero policy. Cost and supply constraints apply. Options are considered on an ongoing basis, facilitated by the Operations Manager - Street Scene and Open Spaces.
- 4.8.5. Update: *This order grew to 10 electric vehicle replacements.

5.0 Conclusion

- 5.1. That the Environment PDG notes and accepts this report as an update on the Council's response to the Climate Emergency, documenting progress with the CAP (to reduce the Council's carbon footprint) and the wider Climate and Sustainability Programme.

Contact for more Information: Andrew Busby - Corporate Manager Property, Leisure and Climate Change: Email ABusby@MidDevon.gov.uk Tel: 01884 255255. Jason Ball - Climate and Sustainability Specialist: Email: JBall@MidDevon.gov.uk Tel: 01884 255255.

Circulation of the Report: Cabinet Member for the Environment and Climate Change, Leadership Team.

List of Background Papers: The previous climate change and sustainability report provided to the [Environment Policy Development Group](#) on [11 January 2022](#). Link to [Report](#). Link to [Appendix A](#).

ENVIRONMENT POLICY DEVELOPMENT GROUP

24 MAY 2022

REPORT – CLIMATE AND SUSTAINABILITY UPDATE – ANNEX A

Cabinet Member(s): Cllr C R Slade - Cabinet Member for the Environment and Climate Change.

Responsible Officer(s): Andrew Busby - Corporate Manager Property, Leisure & Climate Change. Jason Ball, Climate and Sustainability Specialist.

1.0 Performance

1.1. Performance Indicators

1.1.1. Progress on Performance Indicators (PI) is provided separately, on the regular Performance and Risk Reports.

1.1.2. The tables below summarise actions and progress in achieving the Council's Corporate Plan *aims* and Climate Strategy *priorities*.

Table 1 - Relevant Aims from the Corporate Plan (CP)

ref	Aim	Notes on actions taken
	Environment	
env 01	Encourage retro-fitting of measures to reduce energy usage in buildings.	<p>The Climate & Sustainability Specialist (C&S Specialist) continues to support teams with projects and improvements in practice, policy and strategy e.g. the Housing Strategy.</p> <p>Housing: Solar PV generation on social housing via Anesco lease. Ongoing effort with archetypes project; retrofit projects; bids for funding active or in preparation for next rounds. Ongoing operational: maintenance and improvement cycles, solar PV panels generating renewable power.</p> <p>Property: Solar PV generation on Council facilities. Public Sector Decarbonisation Scheme (PSDS): Confident in bid for 2022 project (leisure centres). The bid was informed by the 2021 heat decarbonisation study completed for Phoenix House and leisure centres. The previous £300k project to help decarbonise those facilities is almost complete.</p> <p>Planning and Regeneration: The C&S Specialist works with teams to review Plans and Strategies.</p> <p>Forward Planning: C&S Specialist will help develop interim statements etc, to support Local Plan.</p>

env 02	Encourage “green” sources of energy, supply new policies and develop plans to decarbonise energy consumption in Mid Devon.	<p>C&S Specialist has encouraged Environment PDG to consider local renewable energy investments.</p> <p>Corporate Manager for Property Leisure and Climate Change has secured greener electricity procurement. All power supply to Council premises will be 100% renewable by October 2022.</p> <p>Solar PV for householders - the Council is part of the Solar Together Devon project.</p> <p>The Council has facilitated the Green Homes Grant and promoted community support, e.g. advice and funding promoted via Exeter Community Energy.</p> <p>Electric Vehicle charging points using renewable energy; the Council is facilitating more locations.</p>
env 03	Identify opportunities to work with landowners to secure additional hedgerow planting, biodiversity and reforestation.	Ongoing work with colleagues, parishes and landowners etc, for opportunities and proposals.
env 04	Consider promoting the designation of the Exe Valley as an Area of Outstanding Natural Beauty (AONB).	The C&S Specialist will liaise with Policy Development Groups and officer teams e.g. Planning and Regeneration to examine this.
env 05	Encourage new housing and commercial developments to be “exemplars” in terms of increasing biodiversity and reducing carbon use.	<p>The C&S Specialist is working with colleagues to promote the importance and benefits of Net Zero performance buildings, sustainable materials, biodiversity net gain, resource protection etc.</p> <p>The C&S Specialist will continue to work on this aim with Forward Planning (statements and policy guidance) and others in the Planning and Regeneration section (e.g. input to Town Centre Plans, Neighbourhood Plans and Master Plans).</p>
env 06	Increase recycling rates and reduce the amounts of residual waste generated.	The C&S Specialist has worked with Street Scene to promote the <i>reduce-reuse-recycle</i> message to residents e.g. Mid Devon Show; and supported project work e.g. 1, 2, 3, <i>reduce-reuse-recycle</i> .
env 07	Explore large-scale tree-planting projects and re-wilding to enhance biodiversity and address carbon pressures.	<p>The C&S Specialist worked to position the Council as strategic partners to deliver tree planting through the Devon County Council’s Emergency Tree Fund, a grant provided by The Woodland Trust.</p> <p>Up to 1 hectare of Council land assessed for potential planting.</p> <p>The C&S Specialist proactively asked members, staff and parishes for planting proposals (ongoing).</p> <p>The C&S Specialist will work with others to seek external funding and partnership work to support nature recovery and habitat enhancements.</p>
env 08	Promote sustainable farming practices in partnership with local farmers, district and county councils; including research into best practice re better soil management and animal husbandry.	The C&S Specialist will support partnership work with land managers, and has begun to engage with farmers and others about the Mid Devon situation.
env 09	Work with parish and town councils to promote the development and retention of parks and play areas across the district.	Outwith the C&S Specialist role, but relevant to e.g. healthy lifestyles, green infrastructure, nature recovery, climate adaptation.

env 10	Support community activities that improve the environment	Ongoing outreach with groups, partnerships and at district, town and parish level to support activity. The new climate and sustainability website. The Housing team has given away free plug-in electricity monitors to social housing tenants.
Homes		
h 01	Introduce zero carbon policies for new development.	The C&S Specialist worked with the Housing Strategy team to embed and respond to Council's aim for Net Zero and to help deliver on this priority.
h 02	Encourage the piloting of Modern Methods of Construction (MMC) and self-build opportunities.	Building Services team progress on Zed Pod modular housing with renewable energy installed to achieve Net Zero emissions. The Council is a supporter of the National Custom and Self Build Association and continues to invite proposals for custom and self-build projects.
h 03	Use new development as opportunities to help communities to become increasingly sustainable and self-sustaining at neighbourhood level (district heating, energy use, recycling / re-use systems etc.).	The C&S Specialist works with others e.g. Planning and Regeneration to help realise this aim. Provided input to help develop: Culm Garden Village Sustainability Strategy; Cullompton Town Centre Masterplan; Cullompton Heritage Action Zone ideas.
Economy		
ec 01	Promote zero carbon exemplar sites within commercial settings.	The C&S Specialist will work with others in the Property team and colleagues in Planning and Regeneration to realise this.
ec 02	Use car park pricing mechanism to effectively balance the needs of vehicular access with those of reducing car use.	This seems a natural next step after the 2021 Electric Vehicle (EV) charging units project.
ec 03	Promote the development of the farming economy and local food production.	Local sourcing and networks. (as above)
ec 04	Working in partnership with farmers to develop and grow markets on the principle of reducing carbon emissions and sustainability.	The C&S Specialist will work with others to seek funding, partnership work, and promote good practice exemplars.
Community		
c 01	Work with developers and DCC to deliver strategic cycle routes between settlements and key destinations.	The C&S Specialist will work with others in Planning and Regeneration to realise this.
c 02	Secure decent digital connectivity for all of Mid Devon.	The C&S Specialist will encourage this via Planning and Regeneration teams.
c 03	Work with education providers to secure appropriate post-16 provision within the district to minimise the need to commute out for A/T level studies.	The C&S Specialist will encourage this via Planning and Regeneration teams.
c 04	Promote new, more integrated approaches to promoting good health and healthier living especially in the context of planned new developments.	The C&S Specialist will encourage this via Planning and Regeneration teams.

Table 2 - Climate Strategy (CS) 2020-24 Key Priorities

	Key Priorities	Notes on actions taken
1	Increase climate knowledge, literacy and capacity at Mid Devon District Council.	Net Zero Advisory Group (NZAG) active. The C&S Specialist is working with the learning and communications teams.
2	Identify schemes that will put us on track for net zero carbon by 2030.	Ongoing work to facilitate and manage the Council's Climate Action Plan.

3	Enable and encourage the use of renewable energy locally.	Solar PV scheme. EV chargers.
4	Create a 'Community Climate & Biodiversity Support Fund'.	The NZAG has begun to consider how best to set up a grant.
5	Identify cycling and walking priorities and opportunities	The C&S Specialist will work with colleagues to seek funding and partnership opportunities. Must link into Devon level plans.
6	Review and update MDDC Procurement strategies.	The C&S Specialist has initiated a review, ongoing.

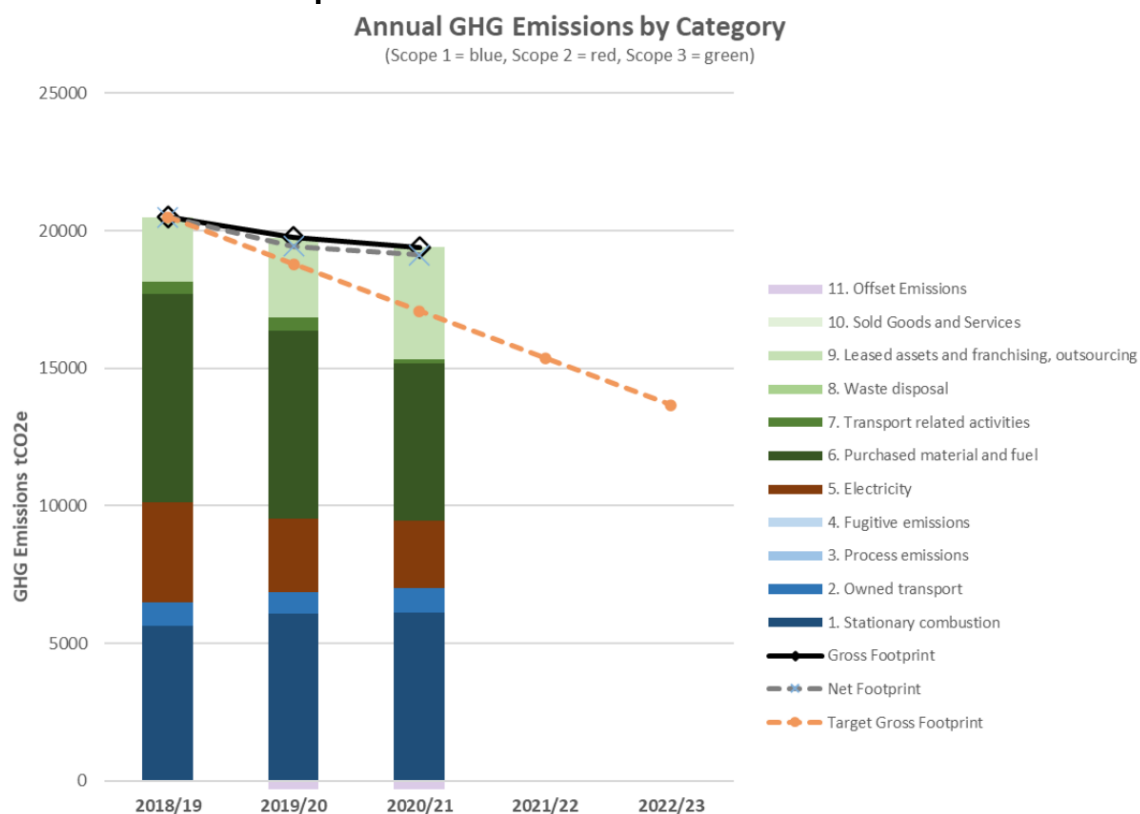
1.2. Monitoring the Council's Carbon Footprint.

- 1.2.1. The Council reports its 'Greenhouse Gas Inventory' or 'Carbon Footprint' which is an assessment of its climate change impact as an organisation, measured in tonnes of carbon dioxide equivalent (tCO₂e). The tCO₂e is based on the Global Warming Potential (GWP) of different greenhouse gases over a 100-year period in comparison to carbon dioxide (CO₂).
- 1.2.2. Carbon Footprint reports, a progress chart and headline figures are published at <https://sustainablemiddevon.org.uk/our-plan> and will be updated annually.
- 1.2.3. For the reporting period inclusive of April 2018 to March 2019 gross emissions were 20,372 tCO₂e. This was the 'baseline' year. Results for this and subsequent years are shown in Table 3 below.
- 1.2.4. Carbon Footprint assessments were carried out by the University of Exeter using internationally accepted methods, and cover Scopes 1, 2, and 3. Net emissions are calculated based on reductions in greenhouse gas emissions linked to e.g. the generation of renewable energy. Net emissions will be estimated in retrospect for 2018-2019.

Table 3 - Mid Devon District Council - Carbon Footprint

Year	Gross (tCO ₂ e)	Net (tCO ₂ e)
Apr 2018 - Mar 2019	20,372	(TBC)
Apr 2019 - Mar 2020	19,754	19,439
Apr 2020 - Mar 2021	19,407	19,122

Table 1 - Carbon Footprint bar charts 2018-2019 to 2020-2021.



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Tel: 01884 255255.

Circulation of the Report: Cabinet Member for the Environment and Climate Change; Leadership Team.

List of Background Papers: The previous climate change and sustainability report provided to the [Environment Policy Development Group](#) on [08 March 2022](#). Link to [Report](#). Link to [Appendix A](#).

Environment Policy Development Group

24 May2022

Briefing Report: Sustainable Farming in Mid Devon

Cabinet Member(s): Cllr C R Slade - Cabinet Member for the Environment and Climate Change.

Responsible Officer(s): Andrew Busby - Corporate Manager Property, Leisure & Climate Change.
Jason Ball - Climate and Sustainability Specialist.

Reason for Report: To receive a briefing on local sustainable farming. Members to discuss the issue and to provide a steer to Officers on how the PDG wishes to proceed to investigate the subject.

Recommendation: That the Environment Policy Development Group (PDG) notes and accepts this report with regard to the Climate and Sustainability Programme (climate change and other environmental issues).

Financial Implications: Financial implications associated with this report are the costs / budgets of the overall Climate and Sustainability Programme, specifically linked to the Council's Corporate Plan, Climate Strategy and Climate Action Plan (CAP).

Budget and Policy Framework: Budgets specifically linked to the Council's Corporate Plan, Climate Strategy and CAP.

Legal Implications: Full Council declared a Climate Emergency in June 2019. The Environment Policy Development Group (PDG) is responsible for developing relevant council policies; considering how best to implement the Council's approved policies; and for making informed recommendations to Cabinet on the matter. [Link to declaration decision.](#)

Risk Assessment: Progress on Performance Indicators (PI) is provided separately on regular Performance and Risk Reports. There are 2 main risks (to the Council): 1) that the Council does not take sufficient actions to enable it to meet its Climate Emergency declaration ambitions; and 2) that the financial implications of Climate Change are not adequately measured and reflected in the Council's decision making.

Equality Impact Assessment: There are no equality impacts associated with this report. (No recommendations.) Specific projects and policies are subject to the Public Sector Equality Duty. (Assessing the equality impacts of proposed changes to policies, procedures and practices is not only a legal requirement, but also a positive opportunity for authorities to make better decisions based on robust evidence.)

Relationship to Corporate Plan: This briefing report relates to the following aims in the 2020-2024 Corporate Plan:

- Promote sustainable farming practices in partnership with local farmers, district and county councils; including research into best practice re better soil management and animal husbandry.
- Promote the development of the farming economy and local food production.
- Working in partnership with farmers to develop and grow markets on the principle of reducing carbon emissions and sustainability.
- Explore large-scale tree-planting projects and re-wilding to enhance biodiversity and address carbon pressures.

Impact on Climate Change: The role of the Climate and Sustainability Specialist in support of the corporate officer team is central to the Council's Climate and Sustainability Programme by actions

such as the development of strategic positions and delivery of projects through internal, community and partnership work.

Farmland makes up the vast majority of the Mid Devon landscape and contributes a significant portion of the district's annual greenhouse gas emissions (carbon footprint).

1.0 Introduction / Background

- 1.1. This report aims to support the Environment PDG to explore ways the Council might address Corporate Plan aims related to sustainable farming (listed earlier).
- 1.2. There is a colossal capacity for farming and land management to support actions to address climate change, promote landscape and ecosystem recovery, and ways to improve soil, water and air quality.
- 1.3. Farming involves over 90% of the Mid Devon landscape, therefore it connects with all elements of environmental issues and resource management. A significant proportion of the district's carbon footprint is linked to agriculture; estimated to be around 33% according to the impact-tool.org.uk community carbon calculator. (Based on 343,756 tCO₂e of the 1,035,092 tCO₂e [annual territorial total](#) or approximately 9.87 tCO₂e per household.)
- 1.4. At a national level, agriculture is reported to comprise around 10% of [the UK carbon footprint](#) (depending on data included, confidence, analysis method etc.). According to the [Climate Change Committee \(CCC\) analysis of 2018 BEIS data](#) the *agriculture* sector created 10% plus the *land use, land use change and forestry sector* (LULUCF) accounted for another 2% of UK Greenhouse Gas (GHG) emissions. [Defra described 2019 data](#) as 46.3 MtCO₂e or 10% of GHG emissions in the UK (68% of total nitrous oxide emissions; 47% of total methane emissions; 1.7% of total carbon dioxide CO₂ emissions).
- 1.5. Awareness of the imperative to support sustainable farming and stewardship of the land is reflected in local community dialogue as well as national subsidy policies. Sustainability was raised by local farmers during the Council's 2022 State of the District Debate and in preparatory stakeholder dialogue (the theme was *Mid Devon's Communities and Climate Change*). Mid Devon farmers have initiated and participated in a range of trials and research related to environmental policy development, innovation and best practice. Local sustainability campaign groups (including food producers) often seek to enhance local supply chains, source sustainable food, reduce food-miles and cut out waste.
- 1.6. Council committees and working groups have sought input from farmers e.g. talks by Andrew Butler of the National Farmers Union (NFU) and Mary Quicke. The Council has engaged with rural food and farming supply chains and networks through its Economy work e.g. Team Devon, Visit Mid Devon, farmers' market events and 'buy local' campaigns such as [Food Drink Devon](#) or [Made in Devon](#).

2.0 Report context and guidance notes

- 2.1. Content herein does not constitute technical or legal advice.
- 2.2. No proposals or recommendations are given.
- 2.3. This report uses information from a range of sources to provide local and national context. Key sources include publications, correspondence and informal / unattributed conversations with: local farmers; local farming advisors; Exmoor and Dartmoor hill farmer networks; the Blackdown Hills Area of Outstanding Natural Beauty; Farming and Wildlife Advisory Group (FWAG) South West, the National Farmers Union.
- 2.4. All sampled materials, such as maps and graphics, are acknowledged. All rights e.g. copyright remain with the originators.
- 2.5. Abbreviations
 - AD = Anaerobic Digestion.

- BEIS = Department for Business, Energy & Industrial Strategy.
- Defra = Department for Food Farming and Rural Affairs.
- ULEV = Ultra-Low Emissions Vehicles.
- tCO₂e = tonnes of carbon dioxide equivalent. This is the standard measure of greenhouse gas emissions, which compares all greenhouse gases to the equivalent carbon dioxide Global Warming Potential (GWP) impact during a 100-year period.

3.0 Strategic context

- 3.1. The UK Government set out environmental ambitions in the [25 Year Environment Plan](#) (25YEP) along with [The Path to Sustainable Farming: An Agricultural Transition Plan 2021 to 2024](#) (ATP) and the Environmental Land Management (ELM) scheme. The [Farming is Changing](#) guide for England summarised the 2021-2028 transition and the phasing out of Basic Payment Scheme (BPS) which had comprised a major portion of income for many farms.
- 3.2. The 25YEP sets out key priority areas for [Clean air](#); [Clean and plentiful water](#); [Thriving plants and wildlife](#); [Reducing the risks of harm from environmental hazards](#); [Using resources from nature more sustainably and efficiently](#); [Enhancing beauty, heritage and engagement with the natural environment](#); [Mitigating and adapting to climate change](#); [Minimising waste](#); [Managing exposure to chemicals](#); [Enhancing biosecurity](#).
- 3.3. The 2021 Environment Bill introduced Local Nature Recovery Strategies, Biodiversity Net Gain and Conservation Covenants.
- 3.4. The [UK's Net Zero Strategy](#) and legally-binding targets e.g. cutting Greenhouse Gas (GHG) Emissions by 78% compared with 1990 levels by 2035, trigger a need for system-wide change. Local supply / sale can help reduce transport impacts. Electricity is key to decarbonise heat e.g. grain dryers and poultry housing. Decarbonisation of transport means rapid ULEV market growth. Gradually low carbon technology must become widely adopted for farm vehicles / machinery, and for heavy goods vehicles transporting supplies and produce. For large farm machinery able to run long days of energy-intensive activities, biogas, biodiesel or hydrogen engines might be preferred over electric vehicles with a heavy battery.
- 3.5. A long term legacy of success in addressing climate change and other (interlinked) environmental challenges will depend on appropriate systemic transformation of land uses ([such as advised by the CCC, 2020](#)). Not only with food production methods and making the right choices for land use, but also government policy, supply chain infrastructure and the decarbonisation of transport; in addition to wider cultural support (regulatory levers and influencing consumer behaviour) and the socio-economic environment (viable jobs, businesses, communities). A lasting legacy of success also depends on the effective monitoring and protection of all gains made e.g. improved soil characteristics such as high levels of sequestered carbon or permeability to rainwater can be lost rapidly if the land is managed poorly. (Reference: [Soils of the Culm - YouTube](#).)
- 3.6. [Risks posed by a changing climate](#) inherently threaten the benefits that sustainable farming in Mid Devon might seek to achieve such as better food security, soil conservation and improved condition, recovery of wildlife and ecosystems, or flood resilience. UK data shows the most recent decade 2011–2020 has been on average 1.1°C warmer than 1961–1990. (Reference: [Met Office article](#).)
- 3.7. The full consequences of climate change are hard to forecast but significant problems are expected e.g. altered population patterns and seasonal behaviours in wild species including pollinators and beneficial pest-predators, winter survivability of disease (pathogens), pest and disease migrations, and altered timing of crop germination, flowering, fruiting/seeding, dormancy etc. (Reference: [Connecting the Culm article and webinar videos](#).) Forecast consequences for a high-impact warming scenario include a huge rise in [the number of days cattle would suffer from heat stress](#) in South West England.

3.8. Other strategic factors

- 3.8.1. Core subsidies are decreasing fast, forcing a long-term change.
- 3.8.2. Food Security being affected by events such as the war in Ukraine.
- 3.8.3. Volatile livestock feed prices and Futures Markets raising production costs.
- 3.8.4. Energy price rises leading to higher production costs and a shopping squeeze.
- 3.8.5. A reliance on Fossil Fuels and derivatives e.g. Nitrate fertiliser, CO₂ supplies.
- 3.8.6. Reliance on imported inputs e.g. phosphates. Fertiliser price volatility.
- 3.8.7. Workforce factors e.g. labour / skill shortages, automation, demographics.
- 3.8.8. Trade deals, market access, standards conflict and competition.
- 3.8.9. Expansion of carbon markets and related land investment schemes.

3.9. Enabling local food supply networks

- 3.9.1. Business advisors and knowledge exchange networks are likely key to help landowners / farmers to adopt innovations that would enable enhanced local supply networks such as smart supply systems, online ordering, apps or community supported agriculture projects.

3.10. Enabling local renewable energy and other green business diversification.

- 3.10.1. Landowners / farmers are well placed to deliver large-scale solar parks and wind parks in Mid Devon, supported by battery storage and flexible power management systems. (As noted in the recent report to Environment PDG about local electricity networks, this is a vital part of system development.)
- 3.10.2. Landowners / farmers are often well placed to deliver or support rural enterprise and innovation, in addition to their own commercial diversification.

3.11. What is Sustainable Farming?

- 3.11.1. The term is subject to a range of opinion. Whilst definitions vary, sustainable farming can generally be thought of as progressively developing food systems to move away from reliance on external inputs and environmentally harmful practices to produce healthy food in an economically and socially viable way.
- 3.11.2. The [United Nations Environment Programme](#) (UNEP) describes it as: “farming that meets the needs of existing and future generations, while also ensuring profitability, environmental health and social and economic equity”.

- 3.12. Agriculture has a track record of immense potential to adapt and transform, led by monumental achievements of scientific research, technological innovation and the industrialisation of the food production and trading systems. The ongoing cultural shift pulls in many directions - influenced at a local level by traditions and knowledge exchange networks, and at national or international levels by subsidy policies, educational institutions, membership bodies and the (often multinational) companies and consortia controlling markets, commodity trade, biotechnological / intellectual property and finance driving the modern food scene.

4.0 Local Context

4.1. Farmer views from around Mid Devon

4.1.1. Perspectives.

- Farmers would appreciate positivity. To be seen in a good light, a vital part of the rural Mid Devon landscape and communities, delivering food and public goods.
- Farmers are part of the solution.
- Strengths include mixed farming systems, mixed landscapes with hedges etc.

- Concerns over the loss of mixed farming, integrated systems.
- Environmental grants a good thing, possibly not attractive enough yet.
- Concerns over rewilding and tree planting as issues for land prices and future use.
- Concerns about how farmers are able to / will need to respond to funding changes and rising prices of inputs.
- Cutting down on inputs is a problem for some, an opportunity for others.
- Concerns over the barriers to young farmers e.g. capital hungry business models.
- Concerns about AD plants, more specifically that the whole system should be sustainable e.g. transport, avoid the most intensive or damaging crop feedstocks.
- Concerns over pollution from poor storage and handling of materials e.g. silage, AD feedstock and digestate, or wastes / resources such as slurries.

4.1.2. Suggestions of opportunities in Mid Devon (for the Council or others).

- There are very skilled farmers in the area.
- Knowledge-sharing on farming techniques e.g. appreciation of how to work different soil types, slopes near water courses, direct drill, soil management methods to boost carbon capture and food resilience and how it relates to soil types and water regimes, monitoring soil quality.
- Climate adaptation knowledge sharing - how farmland might be impacted in future, so farmers can start adapting their landscapes now to increase their resilience.
- There is an opportunity to promote Mid Devon's best farming (most climate friendly). Key message: grass-fed livestock and regenerative / agroecological farm systems can produce meat with a fraction of the impacts of imported meat. (No soy, lower inputs, less transport, less polluting, more wildlife, etc.)
- Opportunities local level e.g. farm diversity, climate and nature friendly, nutritious, affordable food with local and regional hubs to add value, reduce food miles, including powerful educational engagement.
- Access to advice and support (boost or help promote).
- Farmers should be provided with free advice to help integrate the environmental enhancements into their businesses. Farm system transition plans.
- Extra grant / reward / benefits for exceptional achievement.
- Networks between groups e.g. researcher organisations, campaign organisations and farm advisory services such should be supported where possible for a cross-sectoral approach.
- Perhaps prohibiting planning e.g. for new AD plants unless a clear plan for sustainable feedstock etc, can be demonstrated.
- Consider the potential role of farms in any planning work around renewable energy and transportation e.g. placement on key routes could make them community energy hubs, EV charging points, local facilities such as a farm shop or café.
- Enable diversification of rural enterprises, look to progressive markets.
- Start-up business support.
- Could the Council reduce barriers to greater use of renewables on farms? Can they help boost it e.g. green hydrogen production plants,
- Could the Council be a financial partner or help with land allocations or agreements to support Landscape Recovery projects?

- Prioritise any carbon or biodiversity offsetting funds to be local so they support local farmers.
- Can the Council boost food security?
- Prioritise purchases / procurement of local sustainable food.

4.1.3. Good practice examples.

- No till / minimum till and direct drill arable technique innovations.
- There are some very good examples e.g. maximising outputs for limited inputs.
- Upstream Thinking - learning from mire restoration projects supported by e.g. South West Water.
- Learning from [ELM trials](#) in Mid Devon plus the Exmoor and Dartmoor hill farmer networks. Summarised in a report by Devon Local Nature Partnership.
- Blackdown Hills Area of Outstanding Natural Beauty – with land advisors linked to Farming in Protected Landscapes (FiPL).
- [Farm Carbon Toolkit](#) has developed a strong network of farms monitoring and enhancing soil carbon.
- [Ruby Country Net Zero Beef Farming Forum](#).
- Devon Wildlife Trusts culm grassland restoration and enhancement project championing the habitat restoration.
- The *Connecting the Culm* partnership project is proactively working with landowners / farmers / foresters and other stakeholders, on climate adaptation, flood resilience, a future vision, etc. (The Council is one of the partners).
- [Mid Devon Silvopasture Group](#). (Innovative Farmers.)

4.1.4. Key players and networks when it comes to promoting sustainable farming.

- Advisory consultants for agricultural and rural business
- Those with furthest reach such as [AHDB](#), [CLA](#), [CFE](#), [NFU](#)
- Farming and Wildlife Advisory Group (FWAG) South West
- LEAF (Linking Environment And Farming)
- [Innovative Farmers](#), a farmer-led research network.
- Sustainable Farming Trust
- Nature Friendly Farming Network
- Soil Association
- Real Farming Trust.
- Groundswell
- Pasture Fed Livestock Association
- RSPB
- [Food, Farming and Countryside Commission \(ffcc.co.uk\)](#)
- [Fabulous Farmers](#).
- [UK Centre for Ecology & Hydrology](#).
- Over 500 farmers in Devon and Somerset have been supported by local advisors through the [Future Farming Resilience scheme \(businessinfopoint.co.uk\)](#) with partners including the Soil Association.

4.2. Mid Devon Strengths and Resources.

4.2.1. Within and around Mid Devon there are important agricultural and rural business advice sources, researchers, projects, and partnerships that potentially present opportunities for land managers and others. **The following examples add to the list of key players and networks above.**

- Rothamsted Research at North Wyke.
- [FFCC – the Devon Grass Roots report](#)
- [Future Farming Resilience Project - Economy and Enterprise \(devon.gov.uk\)](#)
- Schools, colleges and practical training centres e.g. [The Apricot Centre](#).
- [Devon Environment Foundation](#).
- Community supported agriculture projects.
- Devon Climate Emergency (The Council is one of the partners) has published research and YouTube video recordings of webinars about food, farming and land. These feature farmers and advisors local to Mid Devon or nearby.

5.0 What is the Local Authority role?

5.1. As a Local Planning Authority (LPA) the Council could:

- 5.1.1. Utilise the Local Plan to set progressive phases of ambitions and expectations. (Climate Change will be the overriding priority for the 2023-2043 Local Plan.)
- 5.1.2. Optimise planning policy and practices to support farm enterprise adaptability and eco-friendly innovations. Backed by clear, accessible guidance.
- 5.1.3. Encourage or require developers to submit, within relevant proposals, appropriate designs and assessments for climate and other environmental impacts.

5.2. How might the Council address Corporate Plan aims linked to sustainable farming?

5.2.1. *Promote sustainable farming practices in partnership with local farmers, district and county councils; including research into best practice re better soil management and animal husbandry.*

- Research that involves or is led by farmers is happening in and around Mid Devon, on the topics above. The Council could help to promote key projects and share their findings / outcomes.

5.2.2. *Promote the development of the farming economy and local food production.*

- With a clear priority focus on *sustainable* farming and *sustainable* local food supply (as distinct from a general approach) promotional partnership work has the potential to differentiate Mid Devon markets, add value, recognise local needs, address local vulnerabilities, promote low-carbon sourcing and raise economic resilience. Such an approach would align to the Council's direction of travel with regard to building community prosperity, which in turn values and invests in local skills, resources and capability.

5.2.3. *Working in partnership with farmers to develop and grow markets on the principle of reducing carbon emissions and sustainability.*

- As above. Being led by farmers would also recognise local needs and opportunities.
- Where institutions and business can demonstrate a demand for sustainable production e.g. through dynamic procurement, this can draw the attention and shift priorities for the major influencer networks and traders.

5.2.4. *Explore large-scale tree-planting projects and re-wilding to enhance biodiversity and address carbon pressures.*

- These topics are driving interest in land investments with a long-term management legacy, which links directly to addressing climate and ecological challenges. Yet the carbon rush can feel disconnected from the local communities, and the vision of Mid Devon's future rural landscape is not yet clear.
- The Council's role is important (albeit constrained in influence) with statutory roles in planning, economy and the environment.
- Signposting could include advice on [woodland creation](#), [grants](#) and [carbon codes](#).

5.3. Other ways the Council could promote progress toward a greener farming system.

5.3.1. Through the Forward Planning process (consultations etc.) keep farmers informed, and encourage active participation in stakeholder engagement cycles.

5.3.2. Consult within a partnership of farmers, other rural businesses and communities to identify and adopt ways to accelerate progress through a 'Landscape Strategy' that sets out the district's aims and ambitions for specific areas including – for example - sustainable farming, local food and produce networks, natural resource conservation, Nature Recovery Networks.

5.3.3. Seek partnership solutions to achieve strategic investment.

5.3.4. The Council's approach to influencing land use and management could be to lead by example and demonstrate with long-term data, how it utilises partnership working and the tools at its disposal.

6.0 Challenges

6.1. There can be tensions between district ambitions and national level policy. The Council has a duty to deliver on targets linked to the national Net Zero Strategy (Climate Change Act 2008) and yet has limited capacity to e.g. drive infrastructure development, or behavioural change and financial investment within communities. The Council may facilitate change through e.g. the Local Plan and supporting policies, and can push beyond basic requirements of building regulations yet also has to comply with the [National Planning Policy Framework](#) (NPPF) and has less influence over rural land uses than it does over urban / town planning.

7.0 Caveats

7.1. The subject is complex and often highly specialised. Statements, evaluations and estimates are reported as found, and details are not fact-checked.

7.2. Data and statistics are liable to change, as this field is highly dynamic.

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Circulation of the Report: Cabinet Member for the Environment and Climate Change, Leadership Team.

List of Background Papers: None.

ENVIRONMENT POLICY DEVELOPMENT GROUP 24 May 2022

REVENUE AND CAPITAL OUTTURN 2021/22

Cabinet Member Cllr Andrew Moore, Cabinet Member for Finance
Responsible Officer Deputy Chief Executive (S151): Andrew Jarrett

Reason for Report: To present the Revenue and Capital Outturn figures for the financial year 2021/22 for both the General Fund (GF) and Housing Revenue Account (HRA).

RECOMMENDATION(S): That Environment PDG notes and reports and feeds back to Cabinet any areas of concern.

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 2021/22. The Outturn Report indicates how the Council's resources have been used to support the delivery of budgetary decisions. All future spending will be closely linked to four key priority areas identified in the 2020 – 2024 Corporate Plan.

Financial Implications: Good financial management and administration underpin the entire document. A surplus or deficit on the Revenue Budget will impact on the Council's General Fund balances. The Council's financial position is constantly reviewed to ensure its continued financial health.

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. Members will be aware that the Council continues to face a financially difficult and uncertain future. As such, the Strategic Risk Register (monitored by Audit Committee) includes a specific risk relating to this issue:

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 overall financial performance for the 2021/22 financial year. The Outturn figures included are provisional and subject to external audit; the findings of which are expected to be reported to Audit Committee in November this year.
- 1.2 Monitoring the Budget is an important part of the Council's performance management framework. The aim is to keep a tight control on spending on services within a flexible budget management framework.
- 1.3 The Revenue Outturn position for the financial year 2021/22 is as follows:

- The General Fund (GF) Revenue Outturn position for 2021/22 is a net under spend of £29k as shown in **Appendix 1a**. The table below assumes this is transferred to the General Fund Reserve.
 - The HRA is a “Self-Financing” account for the Council’s Housing Landlord function, which is budgeted to “breakeven” (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2021/22 is a net under spend of £67k as shown in **Appendix 2**. It is assumed the £67k will be transferred to the ring-fenced HRA Earmarked Reserves, therefore the balance held on the HRA Reserve is unaffected.
- 1.4 Members should note that officers have also identified areas where the carry-forward of some unspent budgets where it will be beneficial to help mitigate the impact of financial pressures and commitments in 2022/23. These are proposed to be transferred into Earmarked Reserves. These are identified within the individual service summaries and within **Appendix 3**.
- 1.5 The Council continued to feel the financial effects of Covid-19 in 2021/22, leading to some significant variances in expenditure incurred, income collected and funding received. The Council has again lost income across Business Rates and Service Fees and Charges and has incurred additional spend in providing support to businesses and local communities. The lost Business Rates income and officer time undertaking the grant payments has been largely compensated by a wide variety of additional grant and compensation schemes. However the lost fee income has only been partially offset as the Government’s Income Compensation was only live during the first quarter of the year.
- 1.6 The Capital Outturn position for 2021/22 is an under spend of £32,340k with the vast majority carried forward as shown in Section 6. A summary is included within **Appendix 4**.
- 1.7 A summary of the Council’s Treasury Management year end position is shown in Section 7.

2 Introduction

- 2.1 Members of the Committee 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. Budget Holders, 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, Budget Holders / Accountants continue to ensure that Revenue and Capital Budgets are set on a robust basis and take a prudent view of the likely levels of income and expenditure.

3 Covid-19

- 3.1 The Covid-19 Pandemic continued to have a significant impact on the Council's finances. During the year, the country has been in various degrees of restrictions – ranging from full lock down and cautious social distancing measures. This has affected our staffing levels with additional short term agency support often required to continue to deliver services such as waste collection. Income generated in services such as Leisure and Car Parking was also reduced. Also, the Council has continued to be the vehicle chosen by Government to distribute various grants to local businesses and residents affected by the pandemic. This has significantly diverted team's attention and required additional staffing to cope with the additional requirements placed upon the Council.
- 3.2 Despite these significant impacts, the financial support from Government has been markedly lower in 2021/22 than in the first year of the pandemic. Unring-fenced grant support reduced to £408k (£1,184k in 2020/21) and income compensation was only available during the first quarter of the year. Therefore the amount of compensation reduced from £2,019k in 2020/21 to just £363k in 2021/22. There has however been a number of one-off grants to mitigate the impact on staffing costs arising from the additional requirements such as the grant distribution. These requirements, and the associated financial support, looks set to continue in 2022/23.
- 3.3 Despite this, our financial position has remained robust and our Revenue Outturn position is very close to Budget, at £28k or 0.28% under spent. Each aspect of the overall finances are covered across the following sections.
- 3.4 In 2021/22 the Council has received additional Covid-19 related funding during the year (across 6 grant schemes with a value of circa £9.2m) to help businesses and local communities with financial hardship. The Council treats these funds differently depending on the control it has over the funds.
- Some of the funding, such as the Business Rates Grants are directly passported to Businesses through the claim scheme the Council has put in place. As such the Council is only acting as an "Agent" for this funding and therefore has no control over it. Any unclaimed funding is to be returned to Government. These funds are not included within the "funding" of the Council and any unspent element is held as a creditor on the Balance Sheet.
 - The Council has greater control over other aspects of the additional funding, such as the generic Support Grant tranches and discretionary elements of grant schemes. Here the Council is acting as a "Principal". These are therefore recognised as "funding" for the Council. However as these schemes have now closed they are subject to reconciliation with the Government and any balance due to be returned is now held as a Creditor in the Balance Sheet.

- 3.5 In 2020/21, the Government legislated that the Collection Fund deficits should be smoothed over three years and provided grant funding to smooth the cashflow implication of this. Therefore £3,171k for Business Rates and £115k for Council Tax has been drawn down from reserves to offset the impact of this deficit in year. This process will also occur in 2022/23.
- 3.6 However, the easing of restrictions from the 1 April 2022 hopefully signals the phasing out of these issues and encourages a return to “normal” pre-pandemic activity levels. The economic effects of Covid-19 will continue into 2022/23 and probably beyond. In the medium term, external income levels will need to return to pre-pandemic levels, as without this, it will be necessary for the service budgets within the Medium Term Financial Plan (MTFP) to be adjusted in future years.

4 The General Fund

- 4.1 The summarised General Fund Revenue Outturn Position is provided in **Appendix 1a**, with more detail provided on a service-by-service basis shown in **Appendix 1b**.
- 4.2 Detailed budget monitoring reports were provided to both senior managers and Members throughout 2021/22. This monitoring focused on significant budget variances (+/- £20k), including any remedial action where necessary leading to an estimated overall Outturn position. The final written monitoring report considered by the Cabinet gave a detailed position as at 31 December 2021 and predicted an end of year under spend of £30k for the General Fund. Therefore the final position has remained static.
- 4.3 The table below shows the overall Budget, Actual and Variance, summarised for 2021/22.

Financial Summary for 2021/22	2021/22 Budget £	2021/22 Actual £	2021/22 Variance £
Total Net Cost of Services	12,915,724	10,114,000	(2,801,724)
Other Income and Expenditure	(4,314,110)	(29,135)	4,284,975
Total Budgeted Expenditure	8,601,614	10,084,865	1,483,251
Total Funding	(8,601,614)	(10,113,416)	(1,511,802)
Net Income and Expenditure	0	(28,551)	(28,551)

- 4.4 As described above, there have been some significant variances at an individual service level. A summary explanation of these key variances is shown in **Appendix 1a**, service by service. **Appendix 1b** also provides the detail of the key variances at individual service level to enable full transparency of the position.
- 4.5 Key Variances from the Original Budget

- 4.5.1 **Car parks** – Car parking income is reduced due to lower activity as a result of Covid-19 restrictions and less travel to work or shops. Part of this has been reclaimed under the government’s sales, fees and charges re-imbursement scheme which only ran for the first Quarter of 2021/22. Therefore the lost income for the year is £118k.

- 4.5.2 **Public Health** – This large underspend is largely due to additional S106 income mainly related to Pollution. In addition there were additional Covid-19 related grants received to offset costs incurred. The majority of these variances have been earmarked to offset expenditure in 2022/23.
- 4.5.3 **General Fund Housing** – This variance is due to a mechanical change in the funding of the expenditure. Previously, the Homelessness Grant funding received was added to an earmarked reserve for the following year, therefore there was a lag in the use of the grant. The 2021/22 Grant has been now used in 2021/22 and the planned drawdown from reserves is not required and has been returned to the EMR.
- 4.5.4 **Planning & Regeneration** – similar to Public Health, significant additional S106 income has been received which is proposed to be added to an earmarked reserve. Planning income has also over achieved by nearly £200k on budget, reflecting the current boom in the housing market. Delays incurred in the HAZ project and the Statutory Plan along with additional funding received have contributed £375k to the under spend.
- 4.5.5 **Property Services** – Salary underspends and delays in completing maintenance projects are partially offset by reductions in rental income from the commercial property portfolio.
- 4.5.6 **Revenues & Benefits** – As stated above, additional grant funding has been received to compensate for the additional workload required to make the payments for the various Covid-19 related grant schemes. Housing Benefit overpayment recovery has been better than forecast.
- 4.5.7 **Recreation & Sport** – Similar to Car Parks, fee income is significantly lower than budget (£570k) as a result of Covid-19 restrictions in the early part of the year and lower usage during the remainder of the year. This has been partially offset by savings on utility bills and delays in maintenance projects. These savings have been earmarked for 2022/23.
- 4.5.8 **Waste Services** – the main reason for this overspend is the need for additional agency staffing to cover absences through vacancies, holiday, sickness and training. This is partially offset by a significant increase in the income from recycling materials, particularly for aluminium and cardboard. However the return from the Shared Savings Scheme across Devon was lower than expected. This also includes the reduction experienced in 2020/21 but notified to the Council after the year end.
- 4.5.9 **Non-Service Area** – Interest on investments were significantly higher than forecast due to higher lending to 3 Rivers Developments Ltd that generated interest of £558k and the rise in interest rates in the latter part of the year. The Minimum Revenue Provision was also £65k lower than forecast due to lower than expected capital expenditure.
- 4.5.10 **Pay Award and Thank-you payment** – the 2021/22 Pay Award was approved in March 2022. Previously this had been forecast using a 2%

increase and reported under Corporate Management. By making the agreed 1.75% payment in March, the costs have been charged to the individual service areas, and the forecast removed from Corporate Management. In January, Council staff were thanked for their hard work and dedication during the pandemic and received a payment of £250 in recognition of the outstanding work done. This is again included within each service area.

- 4.6 During the last quarter of the year, a virement was completed to move £18k of budgeted grant funding from Revenues and Benefits into the Council Tax Funding area as it was clarified to not be service specific.
- 4.7 On 1 February 2022, Cabinet agree a move to 3-weekly waste collections (1-2-3 Recycle, Reuse, Reduce). Part of that change is to provide households with a wheeled bin for their waste. Approval is sought to add £750k one-off expenditure to the 2022/23 Revenue Budget, fully funded from Earmarked Reserves, for the purchase of these bins. The cost of the bins are increased slightly since February reflecting the current economic conditions.

5 Reserves

- 5.1 The General Fund Reserve 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 £2,186k at the start of the year. In 2021/22 the final £29k surplus generated in year is proposed to be transferred to this Reserve leaving a balance of £2,215k. If this is approved, the General Fund Reserve will still remain above the recommended minimum level of £2,000k as required by Cabinet agreement on 16 January 2020.

2021/22 Revenue Outturn Position	31 March 2021 £k	In year movement £k	31 March 2022 £k
General Fund Reserve	2,186	29*	2,215

* Pre Audit

- 5.2 In addition to the General Fund Reserve, the Council holds a number of Earmarked Reserves (EMRs) where service underspends are kept so that they can be used to help fund anticipated future expenditure commitments. The net movement of £408k to these reserves and the end of year balances held on them are shown in Appendix 3.
- 5.3 As described above, in 2020/21 a significant amount of s31 Covid-19 grant funding was transferred to the EMR to smooth of the Collection Fund Deficit. For Business Rates, £3,171k has been used to smooth the impact in 2021/22 and the balance of £304k will be drawdown equally in 2022/23 and 2023/24. In addition, a further £1,563k contribution to the smoothing reserve is proposed this year to mitigate the 2021/22 deficit that will impact in 2022/23. For Council Tax, £115k has been used to smooth 2021/22 and the balance of £125k will be drawdown equally in 2022/23 and 2023/24.
- 5.4 The Council (in common with other public bodies) continues to face a difficult financial climate, therefore, it is prudent to retain robust balances to smooth the potential effect to the tax payer of further cuts. The level of Earmarked Reserves in this report further supports the forward planning of the

organisation. This approach to financial management will help to deliver our corporate priorities during the short to medium term whilst mitigating the effect of any future cuts in Government funding as we move towards becoming a self-financing organisation.

6 Housing Revenue Account (HRA)

6.1 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 2021/22 the Outturn is a net surplus of £67k and Members are requested to approve a transfer to HRA reserves to bring this to zero.

6.2 Some of the key variances within this surplus are explained in paragraph 6.4 and the effect of it on the HRA balance is shown below.

HRA Balance

HRA Reserve Summary	£k
HRA balance @ 31/03/2021	(2,000)
Budget saving achieved in 2021/22	(67)
Net transfer to HRA ring-fenced reserves	67
HRA balance @ 31/03/2022	(2,000)

6.3 Given the positive closing financial position delivered in 2021/22, it is recommended to transfer a sum of £67k into the ring-fenced HRA reserves. Inclusive of budgeted contributions, this has resulted in a net contribution to the Housing Maintenance Fund of £742k. The above position leaves the HRA balance of £2,000k untouched as at 31 March 2022.

6.4 Main budget variances during 2021/22 giving rise to the surplus of £67k include:

- £160k Lower Rental Income due to a higher number of RTBs and delays in processing of the voids backlog; this should improve going forward;
- £286k salary savings due to delays in filling vacancies;
- £361k the budgeted transfer to the Major Repairs Reserve is the higher of the actual spend on maintenance, or the depreciation charge for the year. This year depreciation has been transferred as maintenance spending was reduced due to Covid-19.

For further details, please see the HRA Outturn Summary for 2021/22, which is attached as Appendix 2 to this report.

6.5 The Outturn includes a number of accounting entries 'below the line' that don't affect the revenue position for the HRA, such as Depreciation. For presentational purposes these items have been excluded from the report. Members should note that these items will be shown in full in the Statement of Accounts.

6.6 In addition to the above, the HRA holds a number of Earmarked Reserves. The movements on these during 2021/22 and their closing balances are

shown on Appendix 3. This money is effectively “ring-fenced” and will be held to meet expenditure during 2022/23 and beyond.

7 The Collection Fund

- 7.1 Mid Devon is a Collection Authority for Council Tax and Non-Domestic Rates, and as such, is required to produce a Collection Fund Account for the Mid Devon area.
- 7.2 The Council collects Council Tax on behalf of Devon County Council, Devon Fire and Rescue Service, Devon & Cornwall Police and the Town/Parish Councils. The Council Tax collection rate for 2021/22 was 96.6% (97.0% in 2020/21). This demonstrates how our Revenues section has consistently been effective in collecting the annual charge in extremely challenging economic times. The budget was based upon a collection rate of 96% and therefore this resulted in a closing collection surplus of £2,274k for the year, with Mid Devon's share of this amounting to £303k.
- 7.3 The Non-Domestic Rates collection rate was 98.6% for 2021/22 (96.8% in 2020/21). Again, this demonstrates how our Revenues section has consistently been effective in collecting the annual charge in extremely challenging economic times. This has resulted in a closing collection deficit of £4,348k for the year, with Mid Devon's share of this amounting to £1,739k. This deficit has been offset by the award of additional s31 Grant during the year.

8 Capital Outturn

- 8.1 It is important to recognise the difference between a Revenue and Capital under spend; Revenue is an under spend against a cash budget, Capital is an under spend against an outline approval. Therefore this does not necessarily result in a cash balance to carry forward, instead it generally leads to a lower Capital Financing Requirement (in essence lower borrowing).
- 8.2 A Capital Outturn summary is attached as Appendix 4 to this report. The total Capital Programme is £43,963k, although much of this is planned to be spent in future years. These schemes will continue to be funded as before through a mix of unspent Capital Grants, Capital Earmarked Reserves or Prudential Borrowing.
- 8.3 At the year-end £11,623k has been spent against that total programme. This expenditure has been funded by the use of £1,484k of Capital Receipts (including 1-4-1 receipts), £1,367k grant funding, £2,889k utilisation of reserves and £5,883k through internal borrowing. No further external borrowing has been required during the year.
- 8.4 Of the remaining Budgeted Capital Programme, £30,763k is proposed to be rolled forward into 2022/23 and future years in order to complete on-going projects. In addition there is a net £174k that can be returned to reserves for future prioritisation, consisting of £217k HRA Renewable Energy and an additional £44k drawn down from Disabled Facilities Grant (this includes £106k underspend in year offset by a drawdown of £150k to fund the Lendology loans scheme).
- 8.5 The remaining net £1,403k is the under or over spend on completed projects, or release of funding that is no longer required. The most significant being

Round Hill, which has been sufficiently delayed and altered and therefore required to be resubmitted for consideration in future years and is therefore included in the MTFP. Whereas HRA Regeneration Scheme 1 has been used to deliver the two new Modular Housing schemes in Tiverton and Cullompton.

- 8.6 The movement on the Capital Receipts Reserve for the year is given below:

Capital Receipts Reserve Summary	£k
Balance at 1 April 2021	(5,498)
Sale of Council Houses (29)	(2,733)
General Fund Sales	(17)
Pooling of Housing Capital Receipts to Government	235
Capital Receipts applied in year	1,484
Balance at 31 March 2022	(6,529)

Note – the remaining balance of £6,529k 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.

- 8.7 There were no revenue contributions to or from the Capital Earmarked Reserve required to fund capital projects; therefore the balance on this reserve remains at £255k as shown in Appendix 3. This remaining balance is committed to fund any slippage and to balance the Capital Medium Term Financial Plan.
- 8.8 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 2022 is £3,295k as shown in Appendix 3; again this remaining balance is fully committed against a mix of support to both the General Fund Revenue Budget and the Capital Medium Term Financial Plan.
- 8.9 Approval is sought to transfer the freehold land at Post Hill, Tiverton from the General Fund to the HRA. On 6 July 2016, the Planning Committee resolved to discharge market housing developers from all affordable housing requirements, upon the completion of the Council's land purchase of part of the site in order for the Council to be the affordable housing provider and meet the policy requirements and wider aspirations of the Tiverton Eastern Urban Extension. The transfer of the land was completed on 6 October 2020. Therefore this is more appropriate to be categorised as an HRA asset. This will transfer the liabilities associated with this site including any capital financial implications to the HRA. However the HRA will also retain all of the benefits generated from its development.

9 Treasury Management

- 9.1 A review of the 2021/22 investment performance, including the details of interest payable, are included within the separate 2021/22 Treasury Outturn Report on this agenda.
- 9.2 During the year, the Council maintained an average balance of £29,796k of internally managed funds. These internally managed funds earned interest of

£54k giving an average rate of return of 0.18%. The comparable performance indicator is the 3 month LIBID rate¹, which was 0.0605%.

- 9.3 As at the 31 March 2022, the Council had short term cash investments totalling £27,000k. In addition, the Council held £5m invested in Churches, Charities and Local Authorities (CCLA) Property Funds earning dividends of £183k (3.67%) in 2021/22.
- 9.4 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.
- 9.5 During the year ended 31 March 2022, a net £3,373k was loaned to the Company and the total outstanding loan value at this date was £13,590k. During the year £558k interest was received by the Authority in respect of these loans.
- 9.6 These loans are subject to overarching management review on a regular basis with any impairments made reported within both the periodic monitoring reports and in the year-end financial statements. The year-end review, carried out in compliance with IFRS 9 Financial Instruments, concluded that no further impairments above and beyond the £790k impairment made in 2019/20 in respect of one of the project loans and the working capital loan was necessary.
- 9.7 During 2021/22, the Council lent £2,175k to help build the new NHS hub known as Redlands Primary Care, Crediton. Interest of £47k has been earned from this loan during the year.

10 Procurement Waivers

- 10.1 In exceptional circumstances, there are sometimes justifiable reasons to act outside the contract procedure regulations. These include the following reasons:
- I. The work, goods or materials are urgently required, and loss would be entailed by delay arising from advertising;
 - II. The work, goods or materials required are of such special nature that no advantage would accrue by inviting competitive tenders;
 - III. There is no effective competition for the goods or materials required by reason of the fixing of prices under statutory authority or that such goods or materials are patented or proprietary articles or materials;
 - IV. Transactions, which, because of special circumstances, may (either individually or as a class) be excepted from time to time by the Cabinet of the Council.
- 10.2 In such circumstances, prior written approval of the Deputy Chief Executive (S151) is required and Cabinet will be informed. Below is a list of the Procurement Waivers utilised during the third quarter of this financial year:

¹ The London Interbank Bid Rate (LIBID) is the average interest rate at which major London banks bid for Eurocurrency deposits from other banks in the interbank market.

Ref	Subject of the Waiver	Approximate Value £	Reason Code
1	Housing Options – specialist staff training provided by HQN	£15k	III
2	ICT – Desk phones and headsets ensuring they are compatible with new telephony software being rolled out and delivered in time	£9k	I
3	Planning SLA for ecological advice from Devon County Council	£15k	II
4	Planning – Ecological and ecosystems expertise to support the Culm Garden Village Masterplan	£37k	I

11 Conclusion

- 11.1 Members are asked to note the Revenue and Capital Outturn figures for the financial year 2021/22 and agree the proposed earmarking of surplus funds generated by in-year savings from both the General Fund and the HRA. In addition, Members are requested to approve the ongoing projects on the 2021/22 Capital Programme be rolled forward into the 2022/23 Capital Programme and the transfer of the land at Post Hill, Tiverton from the General Fund to the HRA. Finally, Members are asked to note the use of Procurement Waivers as outline in Section 10.
- 11.2 Achieving an outturn position on budget is a significant achievement given the impacts of Covid-19 on the finances and is a credit to the financial management of the organisation. Collection rates have improved during the year on Business Rates and the Council has made thousands of payments to businesses and local residents across a wide variety of Government Grant schemes helping support them with the financial effects of Covid-19. It has also been possible to make provision for the cost of living pressures that are affecting the Council and outturn with a small under spend. This has been the Council a strong starting position for 2022/23.

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Background Papers:

Circulation of the Report: Cllr Andrew Moore, Cabinet Member for Finance
Leadership Team

	Budget 2021/22 £	Actual 2021/22 £	Variance 2021/22 £	Net contributions To / (From) Earmarked Reserves 2021/22 £	Total Expenditure variation after Earmarked Reserves 2021/22 £
GENERAL FUND REVENUE ACCOUNT OUTTURN SUMMARY 2021/22					
Community Development	217,920	199,271	(18,649)	(5,621)	(24,270)
Corporate Management	1,434,470	1,507,435	72,965	0	72,965
Car Parks	(529,250)	(456,339)	72,911	51,340	124,251
Customer Services	774,360	727,608	(46,752)	10,791	(35,961)
Public Health	977,744	219,887	(757,857)	600,897	(156,960)
Finance and Procurement	832,210	806,895	(25,315)	20,000	(5,315)
Grounds Maintenance	555,436	514,917	(40,519)	(11,811)	(52,330)
General Fund Housing	396,640	(20,808)	(417,448)	375,305	(42,143)
Human Resources	501,100	528,057	26,957	0	26,957
I.T. Services	1,038,930	985,919	(53,011)	70,622	17,611
Legal and Democratic Services	1,103,783	1,068,826	(34,957)	44,572	9,615
Planning and Regeneration	2,025,473	594,177	(1,431,296)	1,068,054	(363,242)
Property Services	1,130,620	1,006,599	(124,021)	48,968	(75,053)
Revenues and Benefits	618,080	205,228	(412,852)	134,279	(278,572)
Recreation and Sport	906,999	1,170,626	263,627	173,985	437,612
Waste Services	1,700,899	1,860,916	160,017	(133,978)	26,039
ALL GENERAL FUND SERVICES	13,685,414	10,919,215	(2,766,199)	2,447,403	(318,797)
Net recharge to HRA	(1,501,410)	(1,476,150)	25,260		25,260
Statutory Adjustments (Capital Charges)	731,720	670,935	(60,785)	0	(60,785)
NET COST OF SERVICES	12,915,724	10,114,000	(2,801,724)	2,447,403	(354,322)
					0
Finance Lease Interest Payable	159,410	151,087	(8,323)	141,147	132,824
Interest Charged Between GF and HRA	(46,400)	(41,519)	4,881		4,881
Interest Receivable / Payable on Other Activities	140,520	90,486	(50,034)		(50,034)
Interest Receivable on Investments	(633,170)	(815,615)	(182,445)		(182,445)
Transfers into Earmarked Reserves (see Appendix 3)	2,361,372	5,426,154	3,064,782	369,000	3,433,782
Transfers from Earmarked Reserves (see Appendix 3)	(5,446,321)	(5,855,736)	(409,415)		(409,415)
Net Budgeted Contribution to/(from) New Homes Bonus Reserve	(849,521)	(725,521)	124,000		124,000
Contribution to NDR Collection Fund Smoothing Reserve*	0	1,563,344	1,563,344		1,563,344
Revenue contribution to fund 2021/22 Capital Programme	0	178,184	178,184	(178,184)	0
TOTAL EXPENDITURE	8,601,614	10,084,865	1,483,251	2,779,366	4,262,617
FUNDED BY:-					
Business Rates					
Non-Domestic Rates	(3,150,000)	(1,874,365)	1,275,635		1,275,635
S31 Grant associated with Covid-19 Reliefs*	0	(2,787,222)	(2,787,222)	1,563,344	(1,223,877)
Non-Domestic Rates (Surplus)/Deficit	3,171,340	3,171,340	0		0
Business Rates Benefit from Devon Pool	0	(145,453)	(145,453)		(145,453)
Council Tax					
Council Tax - (Band D at £213.84)	(6,114,620)	(6,114,622)	(2)		(2)
Collection Fund (Surplus)/Deficit	115,109	115,109	(0)	0	(0)
S31 Grants	(18,000)	(24,217)	(6,217)		(6,217)
Unring-fenced Grants					
New Homes Bonus Grant	(958,750)	(959,279)	(529)		(529)
Rural Services Delivery Grant	(489,742)	(489,742)	0		0
Lower Tier Services Grant	(179,252)	(179,252)	0		0
Other Grants	0	(20,000)	(20,000)		(20,000)
Covid-19 Related Funding					
Covid-19 Grant	(407,699)	(392,147)	15,552		15,552
Covid-19 Income Compensation Scheme	(570,000)	(413,564)	156,436		156,436
TOTAL FUNDING	(8,601,614)	(10,113,416)	(1,511,802)	1,563,344	51,543
NET INCOME AND EXPENDITURE	0	(28,551)	(28,551)	4,342,711	4,314,160

* These lines have been included to transparently show the additional Section 31 Grant received in respect of reduced NNDR, the majority of this has been placed in an EMR to be release to cover the 2021/22 deficit that will be realised in 2022/23.

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Community Development

Code	Community Development	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	83,040	78,178	(4,862)	-5.9%
2,000	Premises	48,730	45,778	(2,952)	-6.1%
3,000	Transport	0	0	0	0.0%
4,000	Supplies and Services	160,710	154,869	(5,841)	-3.6%
Total Direct Expenditure		292,480	278,825	(13,655)	-4.7%
7,000	External Income	(74,560)	(79,554)	(4,994)	-6.7%
Net Direct Expenditure		217,920	199,271	(18,649)	-8.6% (a)
Total Community and Development Expenditure		217,920	199,271	(18,649)	-8.6%
Community and Development - Service units					
CD200	Community Development	138,500	140,724	2,224	1.6%
CD300	Tiverton Pannier Market	79,420	58,437	(20,983)	-26.4%
CD305	Market - Electric Nights	0	110	110	0.0%
CD400	Crediton Market Square	0	0	0	0.0%
Total Community and Development Expenditure		217,920	199,271	(18,649)	-8.6%
				£	£
Total Expenditure Variation					(18,649) (a)
Major Cost Changes					0
Major Cost Savings					0
Major Changes in Income Levels					0
Minor Variations					(18,649)
Total Expenditure Variation					(18,649) (a)
EARMARKED RESERVES					
Utilised 2020/21					
	EQ701 - release to fund Communities Together Fund Grant paid out			(2,200)	
CD300	EQ699 Release to fund Crediton Town Square resurfacing			(3,421)	
Proposed contribution c/fwd to 2022/23					
Net movement in earmarked reserves					(5,621)
Total Expenditure variation after Earmarked Reserves					(24,270)

Corporate Management

		2021/22 Budget	2021/22 Actual	Variance	Variance
Code	Corporate Management	£	£	£	%
1,000	Employees	1,328,170	1,350,364	22,194	1.7%
2,000	Premises	0	0	0	0.0%
3,000	Transport	2,210	273	(1,937)	-87.7%
4,000	Supplies and Services	104,090	248,668	144,578	138.9%
Total Direct Expenditure		1,434,470	1,599,305	164,835	11.5%
7,000	External Income	0	(91,870)	(91,870)	0.0%
Net Direct Expenditure		1,434,470	1,507,435	72,965	5.1% (a)
Total Corporate Expenditure		1,434,470	1,507,435	72,965	5.1%
Corporate Management Service Units					
CM100	Leadership Team	406,590	460,180	53,590	13.2%
CM210	Performance, Governance and Data	95,740	62,245	(33,495)	-35.0%
CM300	Corporate Fees/charges	144,440	212,199	67,759	46.9%
CM340	Unison	8,010	308	(7,702)	-96.2%
CM600	Pension Back funding	779,690	772,503	(7,187)	-0.9%
CM800	Tiverton Hub	0	0	0	0.0%
Total Corporate Expenditure		1,434,470	1,507,435	72,965	5.1%
				£	£
Total Expenditure Variation					72,965 (a)
Major Cost Changes					
Director of Place post not budgeted				49,342	
Budgeted net corporate vacancy savings included within Service Variances				100,000	
Additional external audit fees				36,300	
					185,642
Major Cost Savings					
Major Changes in Income Levels					
Unring-fenced grant received to partially offset additional Audit Fees and Transparency requirements				(27,037)	
Bad Debt Provision for the year has reduced to reflect lower levels of long term debt				(62,900)	
					(89,937)
Minor Variances					(22,740)
Total Expenditure Variation					72,965
EARMARKED RESERVES					
Utilised 2020/21					
Proposed contribution c/fwd to 2022/23					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					72,965

Car Parks

		2021/22 Budget	2021/22 Actual	Variance	Variance
Code	Car Parks	£	£	£	%
1,000	Employees	0	0	0	0.0%
2,000	Premises	254,720	208,654	(46,067)	-18.1%
3,000	Transport	0	0	0	0.0%
4,000	Supplies and Services	71,800	72,629	829	1.2%
Total Direct Expenditure		326,520	281,282	(45,238)	-13.9%
7,000	External Income	(855,770)	(737,622)	118,148	13.8%
Net Direct Expenditure		(529,250)	(456,339)	72,911	13.8% (a)
Total Car Park Expenditure		(529,250)	(456,339)	72,911	13.8%
Car Park - Service units					
CP520	Multi-Storey Car Park (MSCP)	(81,410)	(81,383)	27	0.0%
CP530	Amenity Car Parks	38,530	16,197	(22,333)	-58.0%
CP540	Paying Car Parks	(486,370)	(391,153)	95,217	-19.6%
Total Car Park Expenditure		(529,250)	(456,339)	72,911	13.8%
				£	£
Total Expenditure Variation					72,911 (a)
Major Cost Changes					
					0
Major Cost Savings					
CP530/540	Underspend on specific premises maintenance projects			(51,340)	
					(51,340)
Major Changes in Income Levels					
CP520/540	Reduction in P&D car parking income			134,980	
CP520/540	Increased income from permits			(8,510)	
CP540	Increased income from parking fines due to reductions in outstanding debt			(6,740)	
					119,730
Minor Variations					4,521
Total Expenditure Variation					72,911 (a)
EARMARKED RESERVES					
Utilised 2021/22					
Proposed contribution c/fwd to 2022/23					
CP530	EQ707 Specific premises project maintenance for Amenity car parks			25,000	
CP540	EQ708 Specific premises project maintenance for P&D car parks			26,340	
Net movement in earmarked reserves					51,340
Total Expenditure variation after Earmarked Reserves					124,251

Customer Services

		2021/22 Budget	2021/22 Actual	Variance	Variance
Code	Customer Services	£	£	£	%
1,000	Employees	704,460	683,669	(20,791)	-3.0%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,290	0	(1,290)	-100.0%
4,000	Supplies and Services	68,610	44,207	(24,403)	-35.6%
Total Direct Expenditure		774,360	727,876	(46,484)	-6.0%
7,000	External Income	0	(268)	(268)	0.00%
Net Direct Expenditure		774,360	727,608	(46,752)	-6.0% (a)
Total Customer Services Expenditure		774,360	727,608	(46,752)	-6.0%
Customer Services - Service units					
CS200	Communications	97,510	91,883	(5,627)	-5.8%
CS900	Central Photocopying	4,530	4,288	(242)	-5.3%
CS902	Central Postage	18,820	15,435	(3,385)	-18.0%
CS910	Customer Services Admin	0	424	424	0.0%
CS930	Customer First Management	168,330	175,028	6,698	4.0%
CS932	Customer First	485,170	440,551	(44,619)	-9.2%
Total Customer Services Expenditure		774,360	727,608	(46,752)	-6.0%
				£	£
Total Expenditure Variation				(46,752)	(a)
Major Cost Changes					
				0	
Major Cost Savings					
CS932	Computer software, reduced costs for switch charges and cash collection			(15,635)	
CS932	Salaries - Apprentice post not filled, 0.5FTE post relinquished, vacant posts			(28,580)	
				(44,215)	
Major Changes in Income Levels					
				0	
Minor Variations				(2,537)	
Total Expenditure Variation				(46,752)	(a)
EARMARKED RESERVES					
Utilised 2021/22					
CS932	CS Replacement Scanners CS932 EQ770			(10,000)	
Proposed contribution c/fwd to 2022/23					
CS932	Customer Services Staffing CS932 ER008			20,791	
Net movement in earmarked reserves				10,791	
Total Expenditure variation after Earmarked Reserves				(35,961)	

Public Health

Code	Public Health	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	885,914	961,862	75,948	8.6%
2,000	Premises	301,310	191,703	(109,607)	-36.4%
3,000	Transport	33,770	25,808	(7,962)	-23.6%
4,000	Supplies and Services	118,280	170,792	52,512	44.4%
	S106 Expenditure		54,830	54,830	0.0%
	Total Direct Expenditure	1,339,274	1,404,996	65,722	4.9%
7,000	External Income	(361,530)	(672,962)	(311,432)	-86.1%
	S106 contributions		(512,146)	(512,146)	0.0%
	Net Direct Expenditure	977,744	219,887	(757,857)	-77.5% (a)
	Total Public Health Expenditure	977,744	219,887	(757,857)	-77.5%
	Public Health - Service units				
ES100	Cemeteries	(79,660)	(100,528)	(20,868)	-26.2%
ES101	Cemetery Lodge	(7,560)	(4,410)	3,150	41.7%
ES110	Bereavement Services	24,590	26,186	1,596	6.5%
ES200	CCTV Initiatives	45,200	(32,988)	(78,188)	-173.0%
ES250	Community Safety	6,220	1,125	(5,095)	-81.9%
ES252	Building Safer Community Fund	0	(2,465)	(2,465)	0.0%
ES260	Food Protection	(200)	(8,592)	(8,392)	-4195.9%
ES270	Water Quality Monitoring	(24,000)	(15,608)	8,392	35.0%
ES354	Private Sector Housing	(3,630)	(29,291)	(25,661)	-706.9%
ES360	Dog Warden	3,990	4,509	519	13.0%
ES361	Public Health	0	0	0	0.0%
ES450	Parks and Open Spaces	67,534	67,332	(202)	-0.3%
ES455	Amory Park	24,440	11,115	(13,325)	-54.5%
ES460	Play Areas	108,880	98,967	(9,913)	-9.1%
ES500	Emergency Planning	8,150	(19,087)	(27,237)	-334.2%
ES550	Licensing	(86,090)	(106,363)	(20,273)	-23.5%
ES580	Pool Car Running Costs	280	7,823	7,543	2693.9%
ES600	Pest Control	5,000	512	(4,488)	-89.8%
ES660	Control of Pollution	9,470	(475,871)	(485,341)	-5125.0%
ES670	Local Air Pollution	(10,050)	(9,434)	616	6.1%
ES730	Environmental Enforcement	132,130	155,502	23,372	17.7%
ES733	Environmental Health	618,480	515,973	(102,508)	-16.6%
ES740	Licensing Unit	134,570	135,480	910	0.7%
PS480	MDDC Footpaths and Railway Walks	0	0	0	0.0%
	Total Public Health Expenditure	977,744	219,887	(757,857)	-77.5%
				£	£
	Total Expenditure Variation				(757,857) (a)
	Major Cost Changes				
ES730	Legal consultancy			19,000	
ES200	CCTV Salary overspend to be offset by grant income & contributions from Town Council			23,550	
ES733	Public Health salary overspend on Agency offset by grant income received in year			24,000	
ES733	Covid-19 Enforcement salary costs within Public Health offset by EMR			30,000	
ES660	Overspend on Control of Pollution equipment is offset by grant income received within Public Health			11,000	
					107,550
	Major Cost Savings				
ES100	Cemetery specific premises maintenance project underspend			(20,000)	
ES200	CCTV specific premises maintenance project underspend			(23,900)	
ES455	Amory Park specific maintenance project underspend			(10,000)	
ES450	Play Area specific maintenance project underspend			(39,830)	
ES733	Mileage underspend within Public Health due to Covid-19 restrictions throughout the year on inspections			(7,000)	
ES733	Salary underspend due to Partnership working with DCC on Covid-19			(46,920)	
					(147,650)

Public Health (continued)

		£	£
	Major Changes in Income Levels		
ES200	Welcome back funding, Town Council & Police contributions toward CCTV enhancement projects	(79,831)	
ES354	MEES grant income received offset salary spend within Public Health	(33,628)	
ES354	Repayments of Grant income within Private Sector Housing	(4,508)	
ES550	Expected Covid-19 losses in Licensing income did not materialise	(29,000)	
ES733	COMF (Containment Outbreak Management Fund) grant income used against budgeted salary costs in Public Health	(105,213)	
			(252,180)
	Minor Variations		(8,261)
	SERVICE MOVEMENT BEFORE STATUTORY ADJUSTMENTS		(300,541)
ES460	Net S106 receipts and grants (see EMR below) Play Areas		40,943
ES660	Net S106 receipts and grants (see EMR below) Control of Pollution		(498,259)
	Total Expenditure Variation		(757,857) (a)
	EARMARKED RESERVES		
	Utilised 2021/22		
	S106 - Air Quality	(13,888)	
	S106 - Public Open Space	(40,943)	
ES580	Reduction in release from EQ756 to fund fleet contract	450	
ES730	Reduction in release from EQ756 to fund fleet contract	(325)	
ES733	Release of EQ784 Covid-19 Enforcement grant	(30,976)	
ES450	Release EQ767 for Park Lodge Window replacement	(9,875)	
ES200	Release EQ709 CCTV Salary	(5,000)	
	Proposed contribution c/fwd to 2022/23		
	S106 - Air Quality	512,146	
ES733	EQ718 Post Entry Training Corporate Underspend HR200	4,700	
ES100	EQ766 Cemetery specific premises project underspend	20,000	
ES200	EQ709 CCTV specific premises project maintenance underspend and contribution income	78,400	
ES455	ER005 Amory Park specific premises project maintenance underspend	10,000	
ES460	EQ715 Play Area specific premises project maintenance underspend	39,830	
ES354	ER002 Remaining MEES grant	3,901	
ES354	EQ711 Repayment of Private Sector Housing grant income	4,508	
ES733	ER003 Remaining COMF grant	26,049	
ES252	EQ710 Remaining Community Safety grant	1,920	
	Net movement in earmarked reserves before statutory adjustments		600,897
	Total Expenditure variation after Earmarked Reserves		(156,960)

Finance and Procurement

		2021/22 Budget	2021/22 Actual	Variance	Variance
Code	Finance and Procurement	£	£	£	%
1,000	Employees	606,090	591,880	(14,210)	-2.3%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,170	0	(1,170)	-100.0%
4,000	Supplies and Services	225,950	229,580	3,630	1.6%
Total Direct Expenditure		833,210	821,460	(11,750)	-1.4%
7,000	External Income	(1,000)	(14,565)	(13,565)	-1356.48%
Net Direct Expenditure		832,210	806,895	(25,315)	-3.0% (a)
Total Finance and Performance Expenditure		832,210	806,895	(25,315)	-3.0%
Finance and Performance - Service units					
FP100	Accountancy Services	533,720	534,722	1,002	0.2%
FP200	Internal Audit	94,410	95,000	590	0.6%
FP300	Procurement	113,470	83,551	(29,919)	-26.4%
FP400	Purchase Ledger	45,840	46,684	844	1.8%
FP500	Sales Ledger	44,770	46,938	2,168	4.8%
Total Finance and Performance		832,210	806,895	(25,315)	-3.0%
				£	£
Total Expenditure Variation					(25,315) (a)
Major Cost Changes					
Procurement partnership - offset by salary savings				17,000	
					17,000
Major Cost Savings					
Procurement manager post removed from structure				(46,480)	
					(46,480)
Major Changes in Income Levels					
					0
Minor Variations					4,165
Total Expenditure Variation					(25,315) (a)
EARMARKED RESERVES					
Utilised 2021/22					
FP100	EQ755 return of unused budgeted release of earmarked reserve funds			20,000	
Proposed contribution c/fwd to 2022/23					
Net movement in earmarked reserves					20,000
Total Expenditure variation after Earmarked Reserves					(5,315)

Grounds Maintenance

Code	Grounds Maintenance	2021/22	2021/22	Variance	Variance
		Budget £	Actual £	£	%
1,000	Employees	517,740	452,547	(65,193)	-12.6%
2,000	Premises	0	0	0	0.0%
3,000	Transport	85,430	113,799	28,369	33.2%
4,000	Supplies and Services	21,350	22,546	1,196	5.6%
Total Direct Expenditure		624,520	588,891	(35,629)	-5.7%
7,000	External Income	(69,084)	(73,974)	(4,890)	-7.08%
Net Direct Expenditure		555,436	514,917	(40,519)	-7.3% (a)
Total Grounds Maintenance Expenditure		555,436	514,917	(40,519)	-7.3%
Grounds Maintenance - Service units					
GM960	Grounds Maintenance	555,436	514,917	(40,519)	-7.3%
Total Grounds Maintenance Expenditure		555,436	514,917	(40,519)	-7.3%
				£	£
Total Expenditure Variation					(40,519) (a)
Major Cost Changes					
Purchase of 3 x trailers - EMR utilised				12,915	
Additional vehicle maintenance				7,896	
					20,811
Major Cost Savings					
Salaries - savings due vacant posts. Savings to be offset against additional costs in Waste				(56,000)	
Post entry training not undertaken due to Covid-19				(9,300)	
					(65,300)
Major Changes in Income Levels					
No longer receiving income from Town Councils towards contributions for flower beds.				13,000	
Internal income - no budget set for 2021-22				(12,000)	
					1,000
Minor Variations					2,970
Total Expenditure Variation					(40,519) (a)
EARMARKED RESERVES					
Utilised 2021/22					
GM960	EQ760 - release to purchase 3 x trailers			(12,915)	
GM960	Release from EQ756 to fund fleet contract			(7,896)	
Proposed contribution c/fwd to 2022/23					
EQ718 Post Entry Training Corporate Underspend HR200				9,000	
Net movement in earmarked reserves					(11,811)
Total Expenditure variation after Earmarked Reserves					(52,330)

General Fund Housing

Code	General Fund Housing	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	362,550	348,914	(13,636)	-3.8%
2,000	Premises	23,180	20,312	(2,868)	-12.4%
3,000	Transport	7,690	3,156	(4,534)	-59.0%
4,000	Supplies and Services	429,900	519,649	89,749	20.9%
	Total Direct Expenditure	823,320	892,032	68,712	8.3%
7,000	External Income	(426,680)	(912,840)	(486,160)	-113.94%
	Net Direct Expenditure	396,640	(20,808)	(417,448)	-105.2% (a)
	Total General Fund Housing Services Expenditure	396,640	(20,808)	(417,448)	-105.2%
	General Fund Housing - Service units				
HG320	Housing and Homelessness Advice	119,910	(96,052)	(215,962)	-180.1%
HG345	Rough Sleeping Initiative	90,290	(92,895)	(183,185)	-202.9%
HG349	Domestic Abuse Duty	0	(27,518)	(27,518)	0.0%
HG350	Community Alarms	(113,590)	(96,994)	16,596	14.6%
HG373	Homelessness and Enabling Team	251,180	259,898	8,718	3.5%
HG376	Ivor Macey House Project	48,850	32,752	(16,098)	-33.0%
	Total General Fund Housing Services Expenditure	396,640	(20,808)	(417,448)	-105.2%
				£	£
	Total Expenditure Variation				(417,448) (a)
	Major Cost Changes				
HG320	Increased cases of Homelessness have resulted in an overspend in B&B temp accommodation costs - offset by increased income received in rental licence fees			113,700	
	Major Cost Savings				
HG345/373	Salary savings due to vacant post during the year			(11,300)	
HG376	Ivory Macey House running costs lower than budgeted			(16,000)	
					86,400
	Major Changes in Income Levels				
HG320	Increased income from Rent Licence fees to offset B&B costs and improvement in Homelessness debt provision			(86,000)	
HG320	Flexible Homelessness support grant			(197,431)	
HG320	Top-up Homelessness support grant & other smaller one off grants			(49,944)	
HG345	Rough Sleepers Initiative grant (RSI) & Vaccinate & Protect grant			(162,207)	
HG349	Domestic Abuse grant			(32,455)	
HG350	Community Alarms Income below target			43,000	
					(485,037)
	Minor Variations				(18,811)
	Total Expenditure Variation				(417,448) (a)
	EARMARKED RESERVES				
	Utilised 2021/22				
HG373/376	EQ742 return of unused budgeted release of earmarked reserve funds			108,180	
	Proposed contribution c/fwd to 2022/23				
HG320	EQ742 Flexible Homelessness support grant			174,000	
HG320	EQ742 Top-up Homelessness support grant			41,397	
HG345	EQ743 RSI grant			24,228	
HG349	ER004 Domestic Abuse grant			27,500	
	Net movement in earmarked reserves				375,305
	Total Expenditure variation after Earmarked Reserves				(42,143)

Human Resources

		2021/22	2021/22	Variance	Variance
Code	Human Resources	Budget	Actual		
		£	£	£	%
1,000	Employees	461,120	476,811	15,691	3.4%
2,000	Premises	0	0	0	0.0%
3,000	Transport	3,200	1,275	(1,925)	-60.1%
4,000	Supplies and Services	36,780	56,355	19,575	53.2%
Total Direct Expenditure		501,100	534,441	33,341	6.7%
7,000	External Income	0	(6,384)	(6,384)	0.00%
Net Direct Expenditure		501,100	528,057	26,957	5.4% (a)
Total Human Resources Expenditure		501,100	528,057	26,957	5.4%
HR - Service units					
HR100	Human Resources	348,530	377,090	28,560	8.2%
HR200	Staff Development Training	29,870	21,556	(8,314)	-27.8%
HR300	Payroll	36,370	40,714	4,344	11.9%
HR400	Learning and Development	47,500	50,685	3,185	6.7%
HR600	Health and Safety Officer	38,830	38,012	(818)	-2.1%
Total Human Resources Expenditure		501,100	528,057	26,957	5.4%
				£	£
Total Expenditure Variation					26,957 (a)
Major Cost Changes					
HR100	Staff survey and recruitment graphics on vehicles			10,800	
HR100/300	Salary - pay award, acting up pay, holiday pay and staff starting on higher scale points			27,050	
HR100	Zellis upgrade costs			9,000	
					46,850
Major Cost Savings					
HR100	Vacant apprentice post			(9,800)	
					(9,800)
Major Changes in Income Levels					
HR200	Funding from Petroc and Education & Skills			(5,500)	(5,500)
Minor Variations					(4,593)
Total Expenditure Variation					26,957 (a)
EARMARKED RESERVES					
Utilised 2021/22					
Proposed contribution c/fwd to 2022/23					
Net movement in earmarked reserves					0
Total Expenditure variation after Earmarked Reserves					26,957

I.C.T. Services

Code	ICT Services	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	593,760	566,185	(27,575)	-4.6%
2,000	Premises	0	0	0	0.0%
3,000	Transport	1,020	692	(328)	-32.2%
4,000	Supplies and Services	444,750	498,468	53,718	12.1%
Total Direct Expenditure		1,039,530	1,065,345	25,815	2.5%
7,000	External Income	(600)	(79,426)	(78,826)	-13137.67%
Net Direct Expenditure		1,038,930	985,919	(53,011)	-5.1% (a)
Total ICT Services Expenditure		1,038,930	985,919	(53,011)	-5.1%
ICT - Service units					
IT100	Gazetteer Management	70,500	77,021	6,521	9.3%
IT300	Central Telephones	36,500	31,735	(4,765)	-13.1%
IT400	ICT Network and Hardware	98,140	58,284	(39,856)	-40.6%
IT500	ICT Software Support and Maintenance.	237,860	255,346	17,486	7.4%
IT600	ICT Staff Unit	329,760	360,045	30,285	9.2%
IT700	Cyber Security	43,690	(19,740)	(63,430)	-145.2%
IT800	Phoenix House Printing	11,300	11,459	159	1.4%
IT900	Digital Services	211,180	211,769	589	0.3%
Total ICT Services Expenditure		1,038,930	985,919	(53,011)	-5.1%
				£	£
Total Expenditure Variation					(53,011) (a)
Major Cost Changes					
IT600	Consultancy to provide support to cover vacant posts			60,270	
IT600/900	IT Recruitment costs			15,700	
IT600/900	Salary overspend due to unbudgeted pay award			12,750	
IT500	Inflation on annual software costs			16,800	
IT700	Cyber security hardware and licencing required by audit			10,350	
IT900	Inflation on annual software costs			6,600	
					122,470
Major Cost Savings					
IT600/900	Salary underspend due to vacancies			(52,000)	
IT400	Delayed spend on IT Equipment due to staff vacancies			(20,800)	
IT400	Reduced line rental and internet costs			(19,400)	
					(92,200)
Major Changes in Income Levels					
IT700	Cyber Security Resilience Grant			(75,000)	
					(75,000)
Minor Variations					
					(8,281)
Total Expenditure Variation					(53,011) (a)
EARMARKED RESERVES					
Utilised 2021/22					
IT100	EQ719 release to fund staff training			(2,550)	
Proposed contribution c/fwd to 2022/23					
IT700	ER001 contribution - Cyber Security Resilience Grant			73,172	
Net movement in earmarked reserves					70,622
Total Expenditure variation after Earmarked Reserves					17,611

Legal and Democratic Services

Code	Legal and Democratic Services	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	589,433	775,021	185,588	31.5%
2,000	Premises	0	16,540	16,540	0.0%
3,000	Transport	17,700	5,265	(12,435)	-70.3%
4,000	Supplies and Services	524,190	540,434	16,244	3.1%
Total Direct Expenditure		1,131,323	1,337,261	205,938	18.2%
7,000	External Income	(27,540)	(268,435)	(240,895)	-874.71%
Net Direct Expenditure		1,103,783	1,068,826	(34,957)	18.2% (a)
Total Legal and Democratic Services		1,103,783	1,068,826	(34,957)	18.2%
Legal and Democratic Services - Service units					
LD100	Electoral Registration	230,820	187,558	(43,262)	-18.7%
LD200	Election costs	0	46,134	46,134	N/A
LD300	Democratic Rep and Management	375,440	351,387	(24,053)	-6.4%
LD400	Committee Services	129,020	141,229	12,209	9.5%
LD600	Legal Services	368,503	342,517	(25,986)	-7.1%
Total Legal and Democratic Services		1,103,783	1,068,826	(34,957)	
				£	£
Total Expenditure Variation					(34,957) (a)
Major Cost Changes					
LD200	Unbudgeted spend on district by-elections			46,130	
LD200	Unbudgeted elections staffing recharged to other authorities & central government			146,300	
LD200	Unbudgeted elections costs (excl staffing) recharged to other authorities & central government			64,100	
LD400	Salary overspend due to new apprentice post and unbudgeted pay award			11,900	
LD600	Salary overspend due to restructure			9,045	
					277,475
Major Cost Savings					
LD100	Computer software underspend - no longer using mobile canvasser app			(10,270)	
LD100	Underspend on parish boundary review, to be spent in 2022/23			(33,072)	
LD300	Savings against member car mileage due to reduced travelling during pandemic			(13,400)	
LD300	Savings against member allowances due to vacant seats during the year			(7,005)	
LD600	Computer software underspend - Legal Case Management System not yet implemented			(10,080)	
					(73,827)
Major Changes in Income Levels					
LD200	Income received from other authorities & central government to cover elections held in 2021/22			(210,400)	
LD600	Increased income S106 Fees and Court Costs and Fees			(20,970)	
					(231,370)
Minor Variations					
					(7,235)
Total Expenditure Variation					(34,957) (a)
EARMARKED RESERVES					
Utilised 2021/22					
LD100	Reduction in budgeted release from EQ788 - Boundary Review			33,072	
Proposed contribution c/fwd to 2022/23					
LD600	ER006 Legal Services - Additional Staffing Costs			11,500	
Net movement in earmarked reserves (other than budgeted)					44,572
Total Expenditure variation after Earmarked Reserves					9,615

Planning and Regeneration

Code	Planning and Regeneration	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	1,959,800	2,026,943	67,143	3.4%
2,000	Premises	0	787	787	0.0%
3,000	Transport	32,540	16,668	(15,872)	-48.8%
4,000	Supplies and Services	1,182,723	1,002,997	(179,726)	-15.2%
	S106 Expenditure	0	95,353	95,353	0.0%
	Total Direct Expenditure	3,175,063	3,142,747	(32,316)	-1.0%
7,000	External Income	(960,900)	(1,328,816)	(367,916)	-38.3%
	S106 contributions	0	(832,003)	(832,003)	0.0%
	Grant funding	(188,690)	(387,751)	(199,061)	-105.5%
	Net Direct Expenditure	2,025,473	594,177	(1,431,296)	-70.7% (a)
	Total Planning and Regeneration Expenditure	2,025,473	594,177	(1,431,296)	-70.7%
	Planning and Regeneration - Service units				
PR100	Building Regulations	57,690	(17,583)	(75,273)	-130.5%
PR110	Enforcement	91,780	115,358	23,578	25.7%
PR200	Development Control	433,320	(361,056)	(794,376)	-183.3%
PR210	Local Land Charges	(16,970)	(36,612)	(19,642)	-115.7%
PR220	Tiverton EUE	55,210	57,275	2,065	3.7%
PR225	Garden Village Project	336,890	226,769	(110,121)	-32.7%
PR400	Business Development	386,820	306,997	(79,823)	-20.6%
PR401	Reopening High Street Fund	0	(11,752)	(11,752)	0.0%
PR402	Cullompton HAZ	167,340	59,814	(107,526)	-64.3%
PR600	Forward Planning Unit	263,550	236,946	(26,604)	-10.1%
PR810	Statutory Development Plan	248,103	16,829	(231,274)	-93.2%
PR820	Assets of community value	0	170	170	0.0%
PR900	Dangerous Buildings And Trees	1,740	1,020	(720)	-41.4%
	Total Planning and Regeneration Expenditure	2,025,473	594,177	(1,431,296)	-70.7%
				£	£
	Total Expenditure Variation				(1,431,296) (a)
	Major Cost Changes				
PR110	Enforcement - staffing, agency support for project work tackling backlogged cases - (see EMR utilisation)			35,000	
PR200	Development Management - staffing, agency for interim replacements and cover staff to clear backlogs, - partially covered from vacancies, grant receipt and EMR release - (see EMR utilisation below)			26,000	
PR200	Development Management - National Design Model Testing - (see EMR utilisation below)			50,000	
PR200	Development Management - provision adjustment			200,000	
PR220	Tiverton EUE - consultancy and agency spend fully funded by HIF grant receipt			36,500	
PR225	North West Cullompton development - consultancy and agency spend fully funded by HIF grant receipt			43,341	
PR400	Love Your Town Centre grants awarded			25,825	
PR600	Forward Planning - LGA funded tool for Housing and Planning Policy - (see EMR utilisation below)			20,000	
					436,666
	Major Cost Savings				
PR200	Development Management - underspend on consultancy			(27,500)	
PR210	Local Land Charges - underspend on DCC Land Searches and supplies & services			(11,940)	
PR225	Cullompton Garden Village - delayed consultancy expenditure until 2022/23 - (see return to EMR below)			(37,000)	
PR400	Crediton Masterplan - delayed spend until 2022/23 - (see budgeted release returned to EMR below)			(60,000)	
PR400	Growth & Economic Development - delayed project work - (see EMR contribution below)			(74,000)	
PR402	Cullompton HAZ project - delayed project spend mainly through uptake on grants - (see EMR transactions)			(183,000)	
PR810	Statutory Plan - cost savings, delayed spend, delivering from existing resource or from new grant receipts			(191,653)	
PR810	Greater Exeter Strategic Partnership - saving on costs following withdrawal from partnership			(37,500)	
					(622,593)

Planning and Regeneration (continued)

	£	£
Major Changes in Income Levels		
PR100 Building Control - overachievement on income	(65,000)	
PR200 Development Management - overachievement on income	(196,000)	
PR200 Development Management - recovered costs on Harlequin Valet	(85,500)	
PR200 Development Management - Biodiversity Grant receipt - (See EMR contribution below)	(10,047)	
PR220 Tiverton EUE - HIF grant receipt	(36,500)	
PR225 Cullompton Garden Village - Capacity funding grant receipt - (See EMR contribution below)	(80,000)	
PR225 Cullompton Garden Village - HIF grant receipt	(43,341)	
PR402 Cullompton HAZ project - delayed spend has impacted on profiled grant receipts	75,500	
PR600 Forward Planning - LGA Housing Advisor grant receipt - (See EMR contribution below)	(25,000)	
		(465,888)
Minor Variations		
		(42,830)
SERVICE MOVEMENT BEFORE STATUTORY ADJUSTMENTS		(694,645)
PR200 Net S106 Receipts and Grants (also see EMR below)		(736,651)
Total Expenditure Variation		(1,431,296) (a)
EARMARKED RESERVES		
Utilised 2021/22		
PR110 EQ790 release to fund staffing on Enforcement	(34,500)	
PR200 S106 - Public Open Space	(95,353)	
PR200 EQ790 release to fund staffing on Development Management	(64,000)	
PR200 EQ782 release to fund National Design Model testing expenditure	(50,000)	
PR220 EQ820 release to fund overspend on Tiverton EUE	(2,065)	
PR225 EQ656 release to fund MDDC contribution towards the reopening of Cullompton Rail Station	(5,838)	
PR225 EQ824 return of unused budgeted release of earmarked reserve funds	37,068	
PR400 EQ722 release to fund agency staffing	(9,500)	
PR400 EQ722 release to fund Love Your Town Centre Grants	(25,825)	
PR400 EQ728 release to fund Cullompton Masterplan consultancy spend	(12,695)	
PR400 EQ728 return of unused budgeted release of earmarked reserve funds	60,000	
PR402 EQ653 return of unused budgeted release of earmarked reserve funds	124,000	
PR402 EQ652 return of unused budgeted release of earmarked reserve funds	15,000	
PR402 EQ722 release to fund Cullompton HAZ expenditure	(29,814)	
PR600 EQ780 release to fund LGA funded tool for Housing and Planning Policy	(20,000)	
PR600 EQ741 release to fund Community Housing Grant	(500)	
PR810 EQ728 return of unused budgeted release of earmarked reserve funds	80,500	
PR810 EQ726 return of unused budgeted release of earmarked reserve funds	36,260	
PR810 EQ729 return of unused budgeted release of earmarked reserve funds	45,000	
PR810 EQ821 return of unused budgeted release of earmarked reserve funds	2,120	
Proposed contribution c/fwd to 2022/23		
PR100 EQ775 - Contribution from underspend for future costs associated with changes in regulations	31,000	
PR200 S106 - Public Open Space	825,348	
PR200 EQ782 contribution - Biodiversity Grant	10,047	
PR200 EQ718 Post Entry Training Corporate Underspend HR200	1,800	
PR225 EQ824 contribution - Capacity funding grant receipt	80,000	
PR400 EQ722 contribution - Love Your Town Centre Grants and promoting Visit Mid Devon in 2022/23	45,000	
PR600 EQ780 contribution - LGA Housing Advisor grant receipt	25,000	
Net movement in earmarked reserves		1,068,054
Total Expenditure variation after Earmarked Reserves		(363,242)

Property Services

Code	Property Services	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	701,850	576,328	(125,522)	-17.9%
2,000	Premises	1,002,420	905,845	(96,575)	-9.6%
3,000	Transport	31,850	25,048	(6,802)	-21.4%
4,000	Supplies and Services	110,840	154,284	43,444	39.2%
Total Direct Expenditure		1,846,960	1,661,506	(185,454)	-10.0%
7,000	External Income	(716,340)	(654,907)	61,433	8.6%
Net Direct Expenditure		1,130,620	1,006,599	(124,021)	-11.0% (a)
Total Property Services Expenditure		1,130,620	1,006,599	(124,021)	-11.0%
Property Services - Service units					
PS160	Asset Management	40,000	1,991	(38,009)	-95.0%
PS350	Public Conveniences	63,980	26,251	(37,729)	-59.0%
PS400	Flood Defences and Land Drainage	26,430	24,500	(1,930)	-7.3%
PS600	Street Naming and Numbering	7,810	7,675	(135)	-1.7%
PS700	Contract Services - P-Health	7,920	8,619	699	8.8%
PS810	Phoenix House	262,420	222,873	(39,547)	-15.1%
PS850	Old Road Depot	74,990	55,112	(19,878)	-26.5%
PS880	Bus Station Maintenance	(15,280)	(14,145)	1,135	7.4%
PS890	10 Phoenix Lane	(10,690)	(12,295)	(1,605)	-15.0%
PS910	Grounds Maintenance Depot	0	314	314	0.0%
PS950	Climate Change	0	59,265	59,265	0.0%
PS960	Caretaking Services	112,094	76,190	(35,904)	-32.0%
PS970	Office Building Cleaning	0	32	32	0.0%
PS980	Property Services	618,876	468,516	(150,361)	-24.3%
PS990	30/38 Fore Street	(99,910)	(72,123)	27,787	27.8%
PS991	Industrial Units	(99,010)	(119,528)	(20,518)	-20.7%
PS992	Market Walk	(162,450)	(40,755)	121,695	74.9%
PS993	Lowman Green Unit	(10,000)	(10,000)	0	0.0%
PS994	Moorhayes Community Centre	0	(2,219)	(2,219)	0.0%
PS995	Coggan's Well	(19,000)	7,137	26,137	137.6%
WS770	Unit 3 Carlu Close	332,440	318,591	(13,849)	-4.2%
Total Property Services		1,130,620	1,005,999	(124,621)	-11.0%
				£	£
Total Expenditure Variation					(124,021) (a)
Major Cost Changes					
PS950	Climate Change salary overspend is to be offset by Property Services salary underspend			50,450	
PS992	Market Walk maintenance overspend to be funded by EMR			76,910	
PS995	Coggan Well external contractors overspend to be funded from EMR			30,000	
WS770	Increased rental charges for Carlu Depot			35,000	
WS770	Increased utility costs & additional cleaning due to Covid-19 for Carlu Depot			20,000	
					212,360
Major Cost Savings					
PS960	Caretaking Services salary underspend due to vacant posts			(31,180)	
PS980	Property Services salary underspend due to vacant post and Climate Change salary coded to PS950			(148,830)	
PS350	Public Convenience rates refund and reduction in utility costs due to delayed opening due to Covid-19			(37,400)	
PS810	Phoenix House maintenance and utility underspend			(58,500)	
PS850	Old Road maintenance and utility underspend			(25,000)	
PS991	Industrial Unit maintenance underspend			(11,980)	
WS770	Specific premises project maintenance underspend			(66,000)	
					(378,890)
Major Changes in Income Levels					
PS992	Reduction in Market Walk rental income following rent reviews			48,000	
PS990	Reduction in flat rental income due to vacancies & the postponement of the Tiverton Town Centre - enhancement programme. 2 flats have not been able to be developed into rental properties			22,000	
PS160	Increased income from Easements and wayleaves			(19,000)	
					51,000
Minor Variations					(8,491)
Total Expenditure Variation					(124,021) (a)

Property Services (continued)

		£	£
EARMARKED RESERVES			
Utilised 2021/22			
Reduction in release from EQ756 to fund fleet contract		1,398	
PS992	Release EQ838 GF Shop EMR for works to Market Walk flat windows & Unit 17 remodel	(76,910)	
PS995	EQ772 Coggan's Well roof repairs	(30,000)	
Proposed contribution c/fwd to 2022/23			
PS810	EQ827 Phoenix House specific premises maintenance underspend	25,000	
PS850	EQ829 Old Road specific premises maintenance underspend	15,000	
PS991	EQ771 Industrial Units specific premises maintenance underspend	11,980	
PS980	ER007 Property Services Staffing	36,500	
WS770	EQ786 Carlu Depot specific premises maintenance underspend	66,000	
Net movement in earmarked reserves			48,968
Total Expenditure variation after Earmarked Reserves			(75,053)

Leisure Services

		2021/22 Budget £	2021/22 Actual £	Variance £	Variance %	
Code	Leisure Services					
1,000	Employees	2,069,309	2,051,669	(17,640)	-0.9%	
2,000	Premises	1,100,020	844,835	(255,185)	-23.2%	
3,000	Transport	6,400	4,040	(2,360)	-36.9%	
4,000	Supplies and Services	255,600	231,701	(23,899)	-9.4%	
Total Direct Expenditure		3,431,329	3,132,246	(299,083)	-8.7%	
7,000	External Income	(2,524,330)	(1,961,620)	562,710	22.3%	
Net Direct Expenditure		906,999	1,170,626	263,627	29.1%	(a)
Total Leisure Services Expenditure		906,999	1,170,626	263,627	29.1%	
Leisure Services - Service units						
RS100	Leisure Facilities Maintenance and Equipment	379,420	182,952	(196,468)	-51.8%	
RS110	Leisure Management and Administration	40,630	21,028	(19,602)	-48.2%	
RS140	Exe Valley Leisure Centre	221,364	455,055	233,691	105.6%	
RS150	Lords Meadow Leisure Centre	183,926	284,577	100,651	54.7%	
RS151	Feasibility	0	0	0	0.0%	
RS155	Leisure Land Rents	(9,830)	(7,692)	2,138	21.8%	
RS160	Culm Valley Sports Centre	91,489	234,706	143,217	156.5%	
Total Leisure Services Expenditure		906,999	1,170,626	263,627	29.1%	
				£	£	
Total Expenditure Variation					263,627	(a)
Major Cost Changes						
All sites	Decarbonisation works funded from EMR			24,670		
					24,670	
Major Cost Savings						
All sites	Underspend on utility bills across all Leisure Centre			(70,000)		
RS100	Leisure specific premises maintenance project underspend			(199,000)		
All sites	Salary savings due to vacancies and reduction in certain activities during pandemic			(33,800)		
					(302,800)	
Major Changes in Income Levels						
RS160	Shortfall in dual use income at CVSC due to delays in agreeing new terms with DCC			56,200		
All sites	Shortfall in income across all three leisure centres due to Covid-19			506,500		
					562,700	
Minor Variations					(20,943)	
Total Expenditure Variation					263,627	(a)
EARMARKED RESERVES						
Utilised 2021/22						
RS	EQ785 Decarbonisation works			(24,670)		
RS100	EQ764 Leisure specific project works			(5,705)		
RS140	EQ764 Leisure water dispute			(30,000)		
Proposed contribution c/fwd to 2022/23						
RS150/160	EQ718 Post Entry Training Corporate Underspend HR200			4,500		
RS100	EQ764 Leisure specific premises maintenance underspend			199,860		
RS	EQ764 Leisure water underspend			30,000		
Net movement in earmarked reserves					173,985	
Total Expenditure variation after Earmarked Reserves					437,612	

Revenues and Benefits

Code	Revenues and Benefits	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	697,340	757,926	60,586	8.7%
2,000	Premises	0	0	0	0.0%
3,000	Transport	4,670	3,716	(954)	-20.4%
4,000	Supplies and Services	228,230	2,600,402	2,372,172	1039.4%
	Housing Benefit Payments (RB400)	12,975,160	11,340,547	(1,634,613)	-12.6%
	Total Direct Expenditure	13,905,400	14,702,590	797,190	5.7%
	Income from Housing Benefit Subsidy (RB400)	(12,910,160)	(11,300,849)	1,609,311	-12.5%
	All other Income	(377,160)	(3,196,512)	(2,819,352)	747.5%
7,000	External Income	(13,287,320)	(14,497,361)	(1,210,041)	-9.1%
	Net Direct Expenditure	618,080	205,228	(412,852)	-66.8% (a)
	Total Revenues and Benefits Expenditure	618,080	205,228	(412,852)	-66.8%
	Revenues and Benefits - Service units				
RB100	Collection of Council Tax	460,380	423,685	(36,695)	-8.0%
RB200	Collection of Business Rates	(105,380)	(241,575)	(136,195)	-129.2%
RB300	Housing Benefit Admin	111,270	19,326	(91,944)	-82.6%
RB340	Local Welfare Assistance Scheme	15,000	900	(14,100)	-94.0%
RB400	Housing Rent Allowances	65,000	39,697	(25,303)	-38.9%
RB600	Corporate Debt Team	71,810	70,160	(1,650)	-2.3%
RB901	21-22 LCTSS Top-up	0	(106,966)	(106,966)	0.0%
	Total Revenues and Benefits Expenditure	618,080	205,228	(412,852)	-66.8%
				£	£
	Total Expenditure Variation				(412,852) (a)
	Major Cost Changes				
RB100	Collection of Council Tax Staffing - Job evaluation awards, overtime and agency staff to support - Covid-19 grant administration work - partially funded by EMR (see EMR utilisation below)			36,000	
					36,000
	Major Cost Savings				
					0
	Major Changes in Income Levels				
RB100	Collection of Council Tax - Refund of overcharged magistrate court fees paid by council tax liability orders			(28,000)	
RB100	Collection of Council Tax - increased recovery of Court Costs			(50,000)	
RB200	Collection of Business Rates - various new burdens grant receipts			(157,800)	
RB300	Housing Benefit Admin - various grant receipts from DWP & DLUHC			(92,000)	
RB901	2021/22 LCTSS Top-up grant receipt			(107,000)	
					(434,800)
	Housing Benefits				
RB400	Housing Benefit Subsidy			32,000	
RB400	Discretionary Housing Payment grant receipt less than budgeted			31,000	
RB400	Housing Benefit Overpayment recovery better than budgeted			(88,000)	
					(25,000)
	Minor Variations				10,948
	Total Expenditure Variation				(412,852) (a)
	EARMARKED RESERVES				
	Utilised 2021/22				
RB100	EQ787 release to fund staffing for Collection of Council Tax			(4,000)	
RB100	EQ756 reduction in release to fund fleet contract			779	
RB200	EQ787 release to fund staffing for Collection of Business Rates			(12,500)	
	Proposed contribution c/fwd to 2022/23				
RB200	EQ787 contribution - various new burdens grant receipts			150,000	
	Net movement in earmarked reserves				134,279
	Total Expenditure variation after Earmarked Reserves				(278,572)

Waste Services

Code	Waste Services	2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
1,000	Employees	2,711,663	3,012,363	300,700	11.1%
2,000	Premises	0	0	0	0.0%
3,000	Transport	820,240	984,294	164,054	20.0%
4,000	Supplies and Services	616,870	645,212	28,342	4.6%
	S106 Expenditure		0	0	
	Total Direct Expenditure	4,148,773	4,641,869	493,096	11.9%
7,000	External Income	(2,447,874)	(2,780,953)	(333,079)	-13.6%
	Net Direct Expenditure	1,700,899	1,860,916	160,017	9.4% (a)
	Total Waste Services Expenditure	1,700,899	1,860,916	160,017	9.4%
	Waste Services - Cost Centres				
FM100	Fleet Management	98,450	108,331	9,881	10.0%
WS650	Street Cleansing	420,440	426,881	6,441	1.5%
WS700	Refuse Collection	360,836	643,499	282,663	78.3%
WS710	Trade Waste Collection	(131,377)	(255,826)	(124,449)	-94.7%
WS725	Kerbside Recycling	684,560	676,095	(8,465)	-1.2%
WS750	Waste Management Staff Unit	267,990	261,935	(6,055)	-2.3%
	Total Waste Services Expenditure	1,700,899	1,860,916	160,017	9.4%
	Total Expenditure Variation				160,017 (a)
	Major Cost Changes				
WS700	Purchase of spare skip lorry. SFS contract requires MDDC to have spare vehicles. Funded by EMR release			7,750	
All codes	Agency Costs - reliance on agency to cover vacancies, holiday, sickness and training			248,930	
All codes	Agency cover relating to Covid-19 self-isolation cover			17,250	
All codes	Additional salary - driver retention, pay award, £250 bonus payments			86,800	
WS700	Additional salary budget savings for 3 weekly trial not realised this year			30,000	
WS725	Plant responsive maintenance - baler repairs			17,000	
All codes	Increased cost of fuel			41,250	
FM100	Agency cost to cover vacancy			23,000	
WS650	Bin purchases for town centres - grant funded			16,300	
WS650	Black bag purchases - increased costs			7,330	
All codes	Fleet maintenance - additional costs			96,228	
					591,838
	Major Cost Savings				
FM100	Salaries - savings due to a delay in recruiting posts			(29,800)	
All codes	Salaries - savings due to high turnover of staff and vacancies			(77,600)	
WS710	Waste disposal charges			(31,900)	
					(139,300)
	Major Changes in Income Levels				
WS700	Garden waste - increase in permit sales			(44,400)	
WS700	Increased sales of wheelie bins and bulky waste collections			(19,200)	
WS725	Recycling credits - rate increased by £2.04 per tonne for 2021-22			(17,300)	
WS725	Skips now ordered by service area - internal income no longer received			15,000	
WS725	Recycling materials - increased price per tonne for aluminium and cardboard. Recovery post Covid-19 better than expected.			(390,000)	
WS725	Recycling credits voluntary groups			39,130	
WS710	Trade Waste - increased recycling income			(45,460)	
WS700	DCC Shared Savings Scheme - income for 2020-21 actual £177,850. Estimate for 2021-22 provided by DCC			172,600	
FM100	Fleet Management - ceased sharing Transport Manager with Exeter City Council. MDDC requires full time contract manager			20,000	
WS650	Binrastructure grant funding			(19,500)	
					(289,130)
	Minor Variations				(3,117)
	Total Expenditure Variation				160,291 (a)
	EARMARKED RESERVES				
	Utilised 2021/22				
WS725	EQ744 release to fund recycling containers			(30,000)	
	Release from EQ756 to fund fleet contract			(103,978)	
	Proposed contribution c/fwd to 2022/23				
	Net movement in earmarked reserves				(133,978)
	Total Expenditure variation after Earmarked Reserves				26,313

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Housing Revenue Account – Detailed Outturn 2021/22

		2021/22 Budget £	2021/22 Actual £	Variance £	Variance %
Code	Housing Revenue Account				
1,000	Employees	2,976,890	2,662,950	(313,940)	-10.5%
2,000	Premises	235,500	217,549	(17,951)	-7.6%
3,000	Transport	238,860	217,324	(21,536)	-9.0%
4,000	Supplies and Services	7,292,170	7,898,552	606,382	8.3%
Total Direct Expenditure		10,743,420	10,996,374	252,954	2.4%
7,000	External Income	(13,218,490)	-13,501,238	(282,748)	-2.1%
Net Direct Expenditure		(2,475,070)	-2,504,863	(29,793)	1.2%
5,000	Internal Recharges	1,501,410	1,476,150	(25,260)	-1.7%
6,500	Capital Charges	973,660	962,163	(11,497)	-1.2%
Total Indirect Expenditure		2,475,070	2,438,313	(36,757)	1.5%
Total HRA Expenditure		0	(66,549)	(66,549)	(a)
Income					
SHO01	Dwelling Rents Income	(12,450,680)	(12,290,502)	160,179	-1.3%
SHO04	Non Dwelling Rents Income	(559,830)	(515,272)	44,558	-8.0%
SHO07	Leaseholders' Service Charges	(23,810)	(30,365)	(6,555)	27.5%
SHO08	Contributions Towards Expenditure	(29,220)	(72,950)	(43,730)	149.7%
SHO10	H.R.A. Investment Income	(10,000)	(29,684)	(19,684)	196.8%
SHO11	Miscellaneous Income	(7,350)	(10,154)	(2,804)	38.2%
Services					
SHO13A	Repairs and Maintenance	4,133,360	4,031,336	(102,024)	-2.5%
SHO17A	Housing and Tenancy Services	2,589,970	2,191,799	(398,171)	-15.4%
Accounting entries 'below the line'					
SHO29	Bad Debt Provision Movement	150,000	98,828	(51,172)	-34.1%
SHO30	Share of Corporate And Democratic Costs	170,040	170,453	413	0.2%
SHO32	H.R.A. Interest Payable	1,026,430	1,022,784	(3,646)	-0.4%
SHO34	H.R.A. Transfers to earmarked reserves	1,899,100	1,665,394	(233,706)	-12.3%
SHO36	Financing of capital expenditure	973,660	1,262,420	288,760	29.7%
SHO37	Capital Receipts Reserve Adjustment	(19,500)	-37,700	(18,200)	93.3%
SHO38	Major Repairs Allowance	2,260,000	2,621,465	361,465	16.0%
SHO42	Accumulated absences adjustment	0	28,378	28,378	0.0%
SHO45	Renewable Energy Transactions	(102,170)	-106,231	(4,061)	4.0%
Total HRA Expenditure		0	0	0	
Total HRA Expenditure Variation					(66,549) (a)
Major Cost Changes					
SHO13A	Salary underspend due to delays in filling vacancies, this is net of the pay award			(183,000)	
SHO13A	DLO works on revenue and capital slightly above budget			(69,400)	
SHO13A	Demand for Disabled Facilities Works considerably below budget for the year			156,800	
SHO17A	Salary spend under budget due to delays in filling vacancies throughout the year, this is net of the pay award			(103,000)	
SHO17A	Anti-social behaviour budget largely underspent			(13,800)	
SHO17A	Maintenance spend on HRA shops below budget			(22,000)	
SHO17A	HRA Strategy budget not fully spent in year			(45,000)	
SHO17A	Court costs and associated costs below budget for the year			(14,100)	
SHO17A	Underspend against the annual Computer Software budget			(34,400)	
SHO17A	Various underspends on Environmental Works			(10,000)	
SHO17A	Tenant Involvement expenditure below budget due to a post not being filled until part way through the year therefore not able to fully utilise the budget			(26,800)	
SHO17A	Underspend against the sewage works budget			(41,000)	
SHO17A	Underspend against the cleaning contract budget, this was due to a refund from the contractor			(12,200)	
SHO29	Bad Debt Provision for the year below annual budget			(51,200)	
SHO38	Contribution to the Major Repairs Reserve equal to the depreciation charge for the year			361,500	
ALL	General Fund recharge below budget			(25,300)	
					(132,900)
Major Changes in Income Levels					
SHO01	Lower Rental Income due to a higher number of RTBs and delays in processing of the voids backlog which has been a legacy of Covid-19			160,200	
SHO04	Reduced Garage Rent income due to a number of units being set aside for the modernisation programme			36,500	
SHO08	Building Services have conducted more rechargeable works than anticipated therefore generated more income			(43,700)	
SHO10	Investment income above budget			(19,700)	
SHO17A	Stamp Duty refund award (net of fees)			(27,000)	
SHO37	Administration recharge for Right to Buy properties higher than forecast			(18,200)	
					88,100
Minor Variances totalling					(21,749)
Total HRA Expenditure Variation					(66,549) (a)

Housing Revenue Account – Detailed Outturn 2021/22 (Continued)

	£	£
EARMARKED RESERVES (memorandum account)		
Transferred/(Utilised) 2021/22		
Affordable Rent Surplus utilised for capital purposes	(72,000)	
Renewable Energy Fund utilised from the reserve for capital	(32,640)	
Housing Maintenance Fund transferred for capital expenditure	(195,616)	
Budgeted transfer to the Renewable Energy Fund	105,000	
Budgeted transfer to the Loan Premium Deficit reserve	753,818	
Budgeted transfer to the Housing Maintenance Fund	895,495	
Budgeted transfer to the Affordable Rent Surplus	144,787	
		1,598,844
Proposed contribution c/fwd to 2022/23		
Renewable Energy Fund	1,231	
Affordable Rent Surplus	23,327	
Housing Maintenance Fund final reserve transfer	41,991	
		66,549
Net movement in earmarked reserves		1,665,393
Total Expenditure variation after Earmarked Reserves		0

GENERAL FUND AND HOUSING REVENUE ACCOUNT EARMARKED RESERVES SUMMARY as at 31 March 2022

	Cost Centres	B/F 31/3/21 £	(Cont. To EMR) £	+ Utilisation of EMR £	Transfers £	C/F 31/3/22 £
Total Miscellaneous General Fund Reserves						
Revenue contribution to Capital Earmarked Reserves	EQ650	(255,165)	0	0	0	(255,165)
NNDR Reserve	EQ659	(4,045,639)	(1,963,344)	3,621,340	0	(2,387,644)
New Homes Bonus Reserve	EQ653	(3,061,331)	(958,752)	725,521	0	(3,294,562)
Other General Fund Revenue Reserves						
Private Sector Housing Grants EMR	EQ652	(253,130)	0	53,130	0	(200,000)
Economic Development EMR	EQ654	(101,000)	0	0	0	(101,000)
ICT Projects Reserve	EQ655	(330,329)	0	0	0	(330,329)
Cullompton Rail Station	EQ656	(160,500)	0	5,838	0	(154,662)
Flood Defence Ashleigh Park Bampton	EQ657	(67,000)	0	0	0	(67,000)
Phoenix Lane PC's Conversion	EQ658	0	0	0	0	0
Gen Reserves - Support for 2021-22 budget	EQ660	(223,746)	(10,000)	223,746	(189,102)	(199,102)
High St Innovator Payment	EQ681	(510)	0	0	0	(510)
EMR Corporate Training	EQ666	(12,000)	0	0	12,000	0
Car Park Machine Replacement	EQ686	(9,000)	(3,000)	0	0	(12,000)
Gypsies and Travellers	EQ698	0	0	0	0	0
Cred Market Square Resurfacing	EQ699	(20,000)	0	3,421	0	(16,579)
Community Dev Tap Fund Contr (CD200)	EQ701	(4,306)	0	2,200	2,106	0
Cemetery Grave Shoring Equip (ES100)	EQ705	0	0	0	0	0
Multi-Story Planned Works (CP520)	EQ706	0	0	0	0	0
Resurfacing Amenity Car Parks (CP530)	EQ707	(45,682)	(25,000)	0	0	(70,682)
Structural Surfacing P&D Car Parks (CP540)	EQ708	(2,600)	(26,340)	0	2,600	(26,340)
CCTV Initiatives Tiverton Town Centre Project (ES200)	EQ709	(5,000)	(78,400)	5,000	0	(78,400)
Community Safety Partnership (ES256)	EQ710	(11,324)	(1,920)	0	0	(13,244)
P Sector Housing (ES354)	EQ711	(24,524)	(4,508)	0	0	(29,032)
PSH - Rogue Landlord Grant	EQ712	(43,027)	0	0	0	(43,027)
Parks & O Spaces Shelter Maintenance (ES450)	EQ713	(42,381)	0	0	0	(42,381)
Parks & O Spaces Tree Inspection (ES450)	EQ714	(25,426)	0	0	0	(25,426)
Play Areas Works	EQ715	0	(39,830)	0	0	(39,830)
Air Quality Monitoring (ES660)	EQ716	(2,708)	0	0	2,708	0
Ground Maintenance Service (GM960)	EQ717	0	0	0	0	0
Corp Training (HR200)	EQ718	(8,515)	(20,000)	0	8,515	(20,000)
ICT Staff Unit Training (IT600)	EQ719	(2,550)	0	2,550	0	0
District Elections (LD201)	EQ720	(25,000)	(25,000)	0	0	(50,000)
Elected Members Training (LD300)	EQ721	(20,000)	(5,000)	0	0	(25,000)
PR400 Economic Development	EQ722	(262,189)	(45,000)	95,139	0	(212,050)
Land Charges Software Licence (PR210)	EQ723	(5,000)	0	0	5,000	0
New Burdens Grant Fund - LLC	EQ724	(19,263)	0	0	0	(19,263)
LABGI Local Authority Bus Grow Initiative (PR400)	EQ725	(12,051)	0	0	12,051	0
Brownfield Shared Plan DCLG (PR600)	EQ726	(36,263)	0	3	0	(36,260)
Statutory Development Plan (PR810)	EQ728	(506,334)	(100,000)	18,465	0	(587,869)
Custom Build Grant (PR810)	EQ729	(76,277)	0	0	0	(76,277)
Community Housing Fund	EQ741	(108,360)	0	500	0	(107,860)
Homelessness Support	EQ742	(360,390)	(215,397)	70,560	0	(505,227)
Rough Sleeping Initiative	EQ743	(91,685)	(24,228)	0	0	(115,913)
Replacement Waste Containers	EQ744	(42,000)	0	30,000	0	(12,000)
Waste Options Report	EQ745	(15,290)	0	0	0	(15,290)
Food Protection	EQ746	(14,550)	0	0	0	(14,550)
Brexit Reserve	EQ747	(32,847)	0	0	32,847	0
Finance Additional Staff Costs	EQ748	0	0	0	0	0
Finance System Improvements	EQ749	(16,720)	0	0	0	(16,720)
Fleet Contract Fund	EQ756	(783,904)	(659,600)	514,986	0	(928,518)
Livery Wraps -Waste Vehicles	EQ757	(1,700)	0	0	1,700	0
Recycling Baler Repairs	EQ758	0	0	0	0	0
Mobile Phone Contract	EQ759	(10,000)	(5,000)	0	15,000	0
Waste Infrastructure	EQ769	(2,027,700)	0	0	0	(2,027,700)
Cs Replacement Scanners	EQ770	(10,000)	0	10,000	0	0
Industrial Unit Specific Maintenance	EQ771	(20,000)	(11,980)	0	0	(31,980)
Coggans Well Roof Repairs	EQ772	(30,000)	0	30,000	0	0
Tree Works	EQ773	(27,300)	0	0	0	(27,300)
Planning Legal Expense Reserve	EQ774	(100,000)	0	0	0	(100,000)
Building Control EMR	EQ775	(17,000)	0	0	(31,000)	(48,000)
CS Customer Welfare Officer B/Fill	EQ776	(21,670)	0	19,362	2,308	0
C/Tax Smoothing Reserve	EQ777	(239,911)	0	115,109	0	(124,802)
HFX System Upgrade - HR	EQ778	(25,000)	0	0	0	(25,000)
Play Area-Paddling Pool Resin	EQ779	(30,000)	0	0	0	(30,000)

Appendix 3 – General Fund and Housing Revenue Account Earmarked Reserves Summary 2021/22

Other General Fund Revenue Reserves (Continued)	Cost Centres	B/F 31/3/21 £	(Cont To EMR) £	+ Utilisation of EMR £	Transfers £	C/F 31/3/22 £
Housing Advisers Programme	EQ780	(20,000)	(25,000)	20,000	0	(25,000)
J28 Cullompton	EQ781	(100,000)	0	0	0	(100,000)
Plan-Test Nat Model Des Codes	EQ782	(50,000)	(10,047)	50,000	0	(10,047)
Legal Case Management System	EQ783	(15,080)	0	0	0	(15,080)
C-19 Compliance & Enforcement Grant	EQ784	(30,976)	0	30,976	0	0
Climate Change Grant	EQ785	(299,421)	0	24,670	0	(274,751)
Carlu Close Specific Projects	EQ786	(15,000)	(66,000)	0	0	(81,000)
21-22 NNDR Grants Admin	EQ787	(60,000)	(150,000)	16,500	(2,308)	(195,808)
Boundary Review	EQ788	(45,000)	0	11,928	0	(33,072)
Member Services Additional Staffing	EQ789	(14,000)	0	0	0	(14,000)
Planning Improvement Programme	EQ790	(250,000)	0	98,500	0	(151,500)
Post Covid-19 Income Recovery	EQ791	(300,000)	(200,000)	0	0	(500,000)
PR400-Street Name Post Replace	EQ802	(20,000)	0	0	0	(20,000)
MHCLG Covid-19 General Grant	EQ809	0	0	0	0	0
Capacity Funding - EUE	EQ820	(15,919)	0	2,065	0	(13,854)
Neighbourhood Planning Funding	EQ821	(37,450)	0	11,080	0	(26,370)
Culm Garden Village Project	EQ824	(652,209)	(80,000)	300,932	0	(431,277)
Flood Projects (PS400)	EQ826	(32,400)	0	0	0	(32,400)
Phoenix House Replace Fire Panel (PS810)	EQ827	(76,039)	(25,000)	0	0	(101,039)
Phoenix House Meeting Rm Aircon (PS810)	EQ828	(6,400)	0	0	0	(6,400)
Old Road Depot (PS850)	EQ829	(10,000)	(15,000)	0	0	(25,000)
Property Services MS Op Vehicle (PS980)	EQ830	0	0	0	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 Maintenance Reserve	EQ837	(749,184)	(75,000)	27,070	0	(797,113)
GF Shops (PS)	EQ838	(207,000)	(100,000)	76,910	31,000	(199,090)
Equipment Sinking Fund	EQ684 & EQ750-755 & EQ839	(620,459)	(194,200)	128,613	0	(686,045)
Maintenance Sinking Fund	EQ685 & EQ763-767	(831,552)	(249,860)	45,580	0	(1,035,832)
Plant Sinking Fund	EQ760-761	(193,070)	(35,820)	12,915	0	(215,975)
It Government Grant	ER001	0	(73,172)	0	0	(73,172)
MEES Grant	ER002	0	(3,901)	0	0	(3,901)
COMF Grant	ER003	0	(26,049)	0	0	(26,049)
Domestic Abuse Grant	ER004	0	(27,500)	0	0	(27,500)
Amory Park	ER005	0	(10,000)	0	0	(10,000)
Legal Services - Additional Staffing Costs	ER006	0	(11,500)	0	0	(11,500)
Property Services Staffing	ER007	0	(36,500)	0	0	(36,500)
Customer Services Staffing	ER008	0	(20,791)	0	0	(20,791)
Total Other GF Revenue Reserves		(11,129,373)	(2,735,543)	2,057,748	(94,575)	(11,901,743)
Section 106	Various	(1,602,771)	(1,331,859)	154,548	94,575	(2,685,507)
Developers Contributions - Open Space Maintenance	Cost Centres	B/F 31/3/21 £	(Cont To EMR) £	+ Utilisation of EMR £	Transfers £	C/F 31/3/22 £
Developers Contribution Linear Park	EQ638	(38,468)	0	4,170	0	(34,298)
W52 Popham Close Community Fund	EQ640	(12,140)	0	1,950	0	(10,190)
W67 Moorhayes Community Development Fund	EQ641	(11,773)	0	1,630	0	(10,143)
W69 Fayrecroft Willand Ex West	EQ642	(28,740)	0	4,620	0	(24,120)
W70 Developers Contribution	EQ643	(33,108)	0	6,650	0	(26,458)
Developers Contribution Winswood Crediton	EQ644	(28,398)	0	3,080	0	(25,318)
Total Developers Maintenance Reserves		(152,627)	0	22,100	0	(130,527)
Total Developers Contributions / s106 Funds		(1,755,398)	(1,331,859)	176,648	94,575	(2,816,034)
		B/F 31/3/21 £	(Cont To EMR) £	+ Utilisation of EMR £	Transfers £	C/F 31/3/22 £
TOTAL GENERAL FUND EARMARKED RESERVES		(20,246,906)	(6,989,498)	6,581,257	0	(20,655,148)
Net movement into General Fund Earmarked Reserves						(408,242)
HRA Earmarked Reserves	Cost Centres	B/F 31/3/21 £	(Cont To EMR) £	+ Utilisation of EMR £	Transfers £	C/F 31/3/22 £
HRA Sewage Treatment Plant works	EQ691	(30,000)	0	0	0	(30,000)
Renewable Energy Fund E.M.R.	EQ692	(701,114)	(146,018)	32,640	0	(814,492)
HRA Affordable Rent Surplus	EQ693	(198,930)	(128,327)	72,000	0	(255,257)
Housing Maintenance E.M.R.	EQ694	(15,120,829)	(937,486)	195,616	0	(15,862,698)
HRA Premium Deficit for PWLB loan	EQ696	(3,516,306)	(753,819)	0	0	(4,270,125)
Total HRA EARMARKED RESERVES		(19,567,178)	(1,965,650)	300,256	0	(21,232,572)
Net movement into HRA Earmarked Reserves						(1,665,394)
GRAND TOTAL OF MDDC EARMARKED RESERVES		(39,814,085)	(8,955,148)	6,881,513	0	(41,887,720)

2021/22 Capital Programme Outturn Summary

General Fund Projects

Code	Scheme	Total Budgeted Capital Programme 2021/22 £	Actual Expenditure 2021/22 £	Slippage to 2022/23 £	To Earmarked Reserve £	(Under) / Overspend £	Notes
	Leisure						
CA642	Reception infrastructure review - All sites	120,000	-	120,000		0	Projected project completion Q3 2022/23
CA643	All Leisure Etarmis - Security Swipe - (linked to security project)	30,000	-	30,000		0	Subject to feasibility. If feasible projected project completion Q2 2022/23. Highly likely this cost will be revenue in nature if project does commence
CA644	EVLC - Boilers and CHP	30,000	-	30,000		0	This project will slip - linked to Phase 3 Heating Decarbonisation Fund - Gas boilers would be removed. Projected project completion Q3 2022/23
CA645	EVLC - Fitness Studio renewal of equipment	153,000	-	153,000		0	Forecast project completion Q3 2022/23
CA646	CVSC - Remodelling of Ground Floor	204,000	-	204,000		0	Subject to feasibility and outcome of dual use agreement discussions. Projected project completion Q3 2022/23
	Phoenix House						
CA487	Etarmis - Security Swipe - (linked to security project)	50,000	0	50,000		0	Forecast project completion Q3 2022/23 - subject to final design. Highly likely cost will be revenue in nature
	Play Areas						
CA472	Open Space Infrastructure (incl Play Areas)	40,000	0	40,000		0	Forecast project completion Q1 2022/23
CA632	Play area refurbishment - Amory Park Tiverton	74,000	0	74,000		0	Forecast project completion Q1 2022/23
CA648	Play Area Chestnut Drive Willand	25,000	0	25,000		0	Forecast project completion Q1 2022/23
	MDDC Shops & Industrial Units						
CA584	Market Walk Unit 17 - remodelling options	510,000	0	510,000		0	Forecast project completion Q4 2022/23
CA583	Market Walk - Flat roof replacement	30,000	0			(30,000)	This work as been completed under Capital diminimis and therefore charged to Revenue
	Other Projects						
CA491	Fire Dampeners - Corporate sites	80,000	0	80,000		0	Forecast project completion Q1 2022/23
CA485	GP Practice NHS Hub Building	2,175,000	2,175,000			0	Project Complete
CA490	West Exe South - Remodelling - additional parking spaces	90,000	0	90,000		0	Forecast project completion Q1 2022/23
CA473	Land drainage flood defence schemes - St Marys Hemyock	50,000	0	50,000		0	Discussions required with EA and other funding partners to discuss appropriate delivery of this project
CA420	Land drainage flood defence schemes - Ashleigh Park Bampton	87,000	0	87,000		0	Discussions required with EA and other funding partners to discuss appropriate delivery of this project
CA574	Fore Street Flats refurbishment	47,000	0	47,000		0	Scheme subject to acceptable business case. Forecast Project completion in 2023/24
CA576	Tiverton Town Centre improvements	140,000	0	140,000		0	It is anticipated that this project will be completed in Q2 2022/23
CA832	Land acquisition for operational needs	1,000,000	0	1,000,000		0	Subject to securing an appropriate site
CA489	Multi Storey Car Park Phase 2	0	(10,428)			(10,428)	Retention related to 20/21 Project lower than anticipated
CA586	CCTV Equipment MSCP	0	37,498			37,498	CCTV equipment costs to be funded by an EMR
CA834	Recycling Lorry DG63FYS		22,500			22,500	Recycling vehicle over Capital diminimis level to be funded from an EMR
	HIF Schemes						
CA719	Cullompton Town Centre Relief Road (HIF bid)	4,009,000	371,131	3,638,000		131	Slippage will roll into 2022/23 as currently the project is working on 'minimal costs' until further clarity on funding is available.
CA720	Tiverton EUE A361 Junction Phase 2 (HIF bid)	223,000	375,288			152,288	Per Cabinet report 03/08/21. Tendering process required for this project and revised report to be brought back to Cabinet regarding delivery contract and associated funding - at this stage forecast additional costs of Circa £1.9m
	Economic Development Schemes						
CA582	Hydromills Electricity generation Project - Tiverton Weir	800,000	0	800,000		0	Subject to achieving Planning Permission and acceptable business case
	* All Economic Development schemes are subject to acceptable Business Case						
	ICT Projects						
CA425	Server farm expansion/upgrades	74,000	0	74,000		0	Forecast project completion Q3 2022/23
CA433	Additional Unified Communications budget	96,000	0	96,000		0	Forecast project completion Q1 2022/23. This Project will be cloud based and will be charged to Revenue
CA496	Hardware replacement of Network Core Switch	80,000	80,902	0		902	Forecast project completion Q1 2022/23, this is in relation to Phoenix House. Additional costs of circa £31k will be funded by ICT EMR in 22/23.
CA492	Final phase of Desktop estate replacement/refresh	48,000	47,712			(288)	Project Complete
CA456	CRM replacement	175,000	0	175,000		0	Forecast project completion Q4 2022/23. This Project will be cloud based and will be charged to Revenue.
CA437	Digital Transformation	33,000	0	33,000		0	Forecast project completion Q3 2022/23. This project will be used for consultancy and will be charged to Revenue
CA480	Lalpac Licensing System replacement	80,000	0	80,000		0	Project to be completed in 2022/23 and has dependency on the CRM Project (CA456).This Project will be cloud based and will be charged to Revenue.

2021/22 Capital Programme Outturn Summary (continued)

General Fund Projects (continued)

Code	Scheme	Total Budgeted Capital Programme 2021/22 £	Actual Expenditure 2021/22 £	Slippage to 2022/23 £	To Earmarked Reserve £	(Under) / Overspend £	Notes
Other General Fund Development Projects							
CA493	3 Rivers Scheme - Bampton	2,631,000	1,018,668	1,612,000		(332)	Forecast project completion 2022/23
CA462	3 Rivers Scheme - Riverside Development (rear of Town Hall) Tiverton	3,035,000	2,422,319	613,000		319	Forecast project completion 2022/23
CA486	* 3 Rivers scheme - Knowle Lane, Cullompton	8,002,000	48,434	7,954,000		434	Forecast project completion 2023/24
CA484	3 Rivers Scheme - Orchard House Halberton	495,000	102,000			(393,000)	Project complete. Underspend as sale proceeds used to fund some of the build costs
CA495	* 3 Rivers Schemes - Future Projects	1,700,000	0	1,700,000		0	Slippage until potential site(s) identified
CA581	Post Hill Tiverton	4,575,000	115,370	4,460,000		370	This project is subject to tendering for delivery provider
CA494	Park Road #	875,000	0	875,000		0	This site is sold subject to contract - expected completion of land sale during 2022/23
	* These schemes require signed loan agreements before they can be progressed further						
	# Delivery of this project is yet to be determined until conclusion of marketing exercise & therefore maybe a Capital Receipt						
Private Sector Housing Grants							
CG201	Disabled Facilities Grants-P/Sector	577,000	470,569		106,431	(0)	}
CG208	Loans Scheme - Lendology	0	150,000		(150,000)	0	} Net underspend of £44k will remain in the EMR
Total General Fund Projects		32,443,000	7,426,963	24,840,000	(43,569)	(219,606)	

Housing Revenue Account Projects

Code	Scheme	Total Budgeted Capital Programme 2021/22 £	Actual Expenditure 2021/22 £	Slippage to 2022/23 £	To Earmarked Reserve £	(Under) / Overspend £	Notes
HRA Projects - Existing Housing Stock							
CA100	Major Repairs to Housing Stock	2,770,000	2,410,649	359,000		(351)	Covid-19 / Brexit has impacted on contract delivery, this will slip into 2022/23 and is mainly in relation to the modernisation contract
CA111	Renewable Energy Fund	250,000	32,640		217,360	0	This underspend will remain in the Renewable Energy EMR
CG200	Home Adaptations - Disabled Facilities	300,000	325,471			25,471	Additional spend to meet demand
Housing Development Schemes							
CA151	Garages Block - Redevelopment	408,000	0	408,000		0	This project will be completed in 2022/23 (Q2) (additional £92k flagged in 22/23 Capital Programme giving total project budget of £500k)
CA147	Affordable Housing/ Purchase of ex RTB	500,000	0			(500,000)	4 RTB Buybacks (please see lines below). 40% of total cost funded by 1:4:1 receipts
CA148	RTB Buyback 16 Somerville Park, Willand	0	190,648			190,648	Please see budget on line CA147 (above)
CA156	RTB Buyback 32 Spruce Park, Crediton	0	181,451			181,451	Please see budget on line CA147 (above)
CA157	RTB Buyback Flat 3, Butler Close, Tiverton	0	117,815			117,815	Please see budget on line CA147 (above)
CA178	RTB Buyback 1 Honiton Road, Cullompton	0	299,141			299,141	Please see budget on line CA147 (above)
CA159	Housing 1-4-1 Scheme - Project 2	0	2,031			2,031	Note in 22/23 Cap Prog - Initial enabling costs
CA152	Post Hill, Tiverton	3,217,000	0	3,217,000		0	This project will cross a number of years and is also reflected in the MTFP
CA124	Queensway (Beech Road) Tiverton (3 units)	550,000	132	550,000		132	An additional £222k approved per Cabinet Report 04/03/21. A further £22k approved per Cabinet Report 26/10/21. Forecast project completion Q3 2022/23
CA141	Round Hill Tiverton- Site	1,500,000	0			(1,500,000)	This project will commence during 2023/24 and has been included in the Capital MTFP
CA146	HRA Regeneration Scheme 1	2,000,000	0			(2,000,000)	This project is being used to deliver modular housing across 2 sites. Shapland Place Tiverton, and St Andrews Estate Cullompton - please see lines below CA154 and CA155
CA154	Modular Housing - Shapland Place, Tiverton	0	101,864	1,023,000		1,124,864	This project is expected to be complete in Q3 22/23. It is hoped that this will be funded in part by a bid to Homes England
CA155	Modular Housing - St Andrews, Cullompton	0	534,389	341,000		875,389	This project is expected to be complete in Q3 22/23
HRA Other Projects							
CA126	Sewerage Treatment Works - Washfield	25,000	0	25,000		0	Forecast project completion Q2 2022/23
Total HRA Projects		11,520,000	4,196,231	5,923,000	217,360	(1,183,409)	

	Total Budgeted Capital Programme 2021/22 £	Actual Expenditure 2021/22 £	Slippage to 2022/23 £	To Earmarked Reserve £	(Under) / Overspend £
CAPITAL PROGRAMME GRAND TOTAL	43,963,000	11,623,193	30,763,000	173,791	(1,403,016)

Capital Funding Summary

General Fund Projects

Code	Description	Total Budgeted Funding 2021/22 £	Total Actual Funding 2021/22 £
9801	S106 & Affordable Housing Contributions	50,000	-
9990	Revenue Contribution to Capital EMR	132,000	-
9990	ICT EMR	173,000	128,613
9990	Other EMR	67,000	49,570
9701	Govt Grant (DCLG passported from DCC)	577,000	620,569
9727	New Homes Bonus (GF)	1,546,000	-
9980	Contribution from existing Useable Capital Receipts	358,000	-
9942	Borrowing	28,603,000	5,881,791
9954	Other Capital Grants Unapplied	20,000	-
9959	HIF Funding	917,000	746,419
GF Total		32,443,000	7,426,963

Housing Revenue Account Projects

Code	Description	Total Budgeted Funding 2021/22 £	Total Actual Funding 2021/22 £
9980	Useable Capital Receipts	1,262,000	953,864
9980	UCR 1:4:1 replacement homes	970,000	530,243
9710	MRA Reserve	2,770,000	2,410,649
9727	New Homes Bonus (HRA)	42,000	-
9990	Renewable energy EMR	250,000	32,640
9990	Housing Maintenance Fund	1,264,000	195,616
9990	Affordable rents surplus EMR	220,000	72,000
9990	HRA EMR	25,000	-
9942	Borrowing	4,717,000	1,219
HRA Total		11,520,000	4,196,231

Grand Total

Total Budgeted Funding 2021/22 £	Total Actual Funding 2021/22 £
43,963,000	11,623,193

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CABINET
5 APRIL 2022

Corporate Plan 2020-24 – Mid Point Review

Cabinet Member(s): Leader, Cllr Bob Deed
Responsible Officer: Chief Executive, Stephen Walford

Reason for Report: To consider the progress against delivery for the Corporate Plan 2020-2024 at its midway point. This report reflects on performance against achievement of the priorities over the past two years, undertakes a brief gap analysis to understand where delivery is untracked via existing KPIs, identifies a range of challenges to delivery moving forward and, ultimately, recommends a refreshed corporate plan be brought back to cabinet for consideration and onward recommendation to full council as appropriate.

RECOMMENDATIONS:

- 1. That the Cabinet notes the progress on delivery of the Corporate Plan.**
- 2. That an updated version of the Corporate Plan be brought back to Cabinet in due course, reflecting the known gaps and refreshed delivery priorities.**

Relationship to Corporate Plan: This report provides an update on the current corporate plan 2020-2024.

Financial Implications: There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level then resources may need to be reviewed or redirected to enable improved performance.

Legal Implications: There are no direct legal implications arising from this report. However, if performance is not at satisfactory levels, the risk of legal challenge arising increases.

Equalities Impact Assessment: Customer feedback can help the council identify any groups of people who may potentially be experiencing our services differently to the majority of our customers. When reviewing performance and making recommendations on priorities, the council should be minded to consider how services might impact on different sections of the community.

Risk Assessment: Any areas at risk of missing target are highlighted within this report. Members are asked to consider these areas and consider any proposed remedial actions.

Climate Change: There are no direct climate change implications arising from this report. However, some individual supporting projects reflect specific elements of the council's climate change agenda as set out in the corporate plan.

1.0 Introduction

- 1.1** It is now two years since the Council adopted its second Corporate Plan, a period in which there have been major changes locally, nationally and globally. The Corporate Plan was adopted a matter of weeks before the pandemic

struck, therefore it is safe to say that the first half of this plan period is not quite what the council may have envisaged at the time of its approval in February 2020. It is therefore appropriate to take some time to reflect on the progress against the Council's Corporate Plan, to review our successes and to review the priorities where necessary as we move into the second half of the Corporate Plan (2022-2024).

- 1.2 Additionally, it has created an opportunity for the business planning and performance framework to be reviewed and realigned to the needs of the council at this point in time as it reflects on the successes of the past two years and the challenges going forward.

2.0 Background

- 2.1 The Council's Corporate Plan included at Appendix A, was adopted by the Council in February 2020. It set out the Council's aims and priorities, and expanded on these with an explanation of the Council's thinking and the key actions that would deliver on these priorities.
- 2.2 The Corporate Plan is a document which sets out what the council want to achieve in the district to support and enrich our communities and businesses and the environment we live in. The Plan retained the four key priority areas that were identified in 2016 and these continue to 'map' onto the thematic 'Policy Development Groups' (PDGs) that make up part of the council's governance structure to enable targeted focus by elected members in each of those areas.

3.0 Pandemic Delivery

- 3.1 The global pandemic has clearly impacted on virtually all aspects of life over the last two years. Mid Devon District Council has played an important role in responding to this challenge, along with our partner agencies to develop 'Team Devon' and support our business communities and the welfare of our residents.
- 3.2 During the pandemic the council facilitated the Mid Devon Shielding Hub for the Clinically Extremely Vulnerable and has been managing the Covid Financial Hardship Fund. With support from officers across the council (including from Leisure, Housing and Customer First) the Community Support Hub has provided essential food supplies, practical support and advice to 585 vulnerable households in need of help and during the national lockdowns delivered 236 emergency food parcels.

The Council has also administered a financial hardship fund, in partnership with CHAT and Navigate charity, with funding from Devon County Council and Central Government. The scheme has received a large number of applications, with a total of 554 applications to the fund, and has distributed over £48k in emergency relief as well as providing signposting to other emergency support and money and debt advice.

- 3.3 The council has also administered the COVID Test and Trace mandatory scheme (where of 925 applicants 42.49% received support) and the discretionary scheme (where of 827 applications 41.89% received support).
- 3.4 The pandemic led to a step change in the way the council works, with services able to continue being delivered digitally and remotely. Officers (and councillors) have made use of modern technology for example by having virtual meetings instead of face to face meetings. The Council implemented virtual meetings live streamed to the public with recordings placed on our website, making the decision process transparent and accessible. While legislation allowing remote votes has since lapsed, the council continues to broadcast its meetings and holds many non-decision making meetings in a digital way to minimise travel requirements, improve sustainability and fit better with the range of other time commitments of its members (as well as increasing public access and engagement).
- 3.5 Officers have continued to show a high level of dedication and flexibility with many taking on additional duties or being redeployed as necessary to support the numerous front line activities required as part of the response.
- 3.6 To achieve our strategic priorities within the current financial constraints, and while we continue to emerge from the pandemic, it was necessary to continue to reform how key services and activities are designed and delivered, and also how we work across the local public sector system and with our partners in the most efficient and effective way. This learning continues and while in some areas a reversion to a pre-pandemic 'normal' is returning, in others the last two years have opened a window into a new way of working that is being felt across the country from both a business and employment perspective.

4.0 Gap Analysis

- 4.1 There is a requirement to review our use of internal and external sources of data to ensure our performance can be appropriately benchmarked, compared and assessed in a specific, measurable, achievable, realistic and timely (SMART) way. A large amount of the council's operational performance (and hence strategic delivery) is tracked via a basket of key performance indicators (KPIs) reported to members regularly.
- 4.2 What is clear is that there are a range of aspects in the corporate plan where no specific KPI (or suitable proxy indicator) exists to measure performance. As part of this review, a short gap analysis was undertaken to review the existing framework and highlight any gaps that will not be addressed without intervention outside of the existing performance management framework.
- 4.3 The gap analysis can be located at Appendix B.

5.0 Risks

- 5.1 Throughout the planning and performance management cycle, risks are identified, assessed and appropriately managed. Mid Devon District Council has a comprehensive risk management framework in place with clear governance, including reporting of strategic level risks to Cabinet and the Audit

Committee. Strategic risks and operational risks are reviewed regularly, with high-scoring risks reported through the relevant corporate and council channels.

- 5.2 The latest high-scoring risks, alongside a report on performance went before the Audit Committee on 22 March 2022.

6.0 Successes

- 6.1 Given the background of significant challenges posed by the pandemic, the Council has made significant progress against the aims in the plan. Achievements include:

6.2 Homes

The Council has been working hard and recently developed and adopted a new, comprehensive and innovative housing strategy (2021-2025) ensuring a whole organisation approach to housing enablement, delivery and management.

- Planning consent has been secured to deliver a number of new zero carbon council houses and construction / delivery of these will take place later this year
- The creation of a multi-disciplinary Housing Strategy Delivery team
- A 5 year rolling development programme for 1-4-1 receipts
- An additional, emerging 5 year non-1-4-1 development programme
- Identification for potential areas/sites for up to 500 new social and affordable homes
- 2019-2020 – brought 138 empty homes back into use and in 2020-2021 brought back 101 empty homes, strong performance against a target of 72 each year
- Commissioned a major new Housing Revenue Account scheme of 70 new affordable homes at Post Hill and will be added to our Council Housing Stock, now at RIBA Stage 2-3;
- Regular engagement with Homes England and the Affordable Homes Programme, and
- Initiatives to focus on brownfield regeneration and sustainable development - including meeting life tenure needs through physical adapted standards and emerging neuro-diversity work to support the most vulnerable customers

6.3 Environment

One of the most notable initiatives is related to the commitment to increase recycling rates and reduce the amount of residual waste being generated and collected through our waste services.

A trial of three weekly residual waste collection in parts of the District took place between July and October 2021 – demonstrating a reduction in residual waste of between 24% and 44% in the urban trial locations, and a reduction of between 6% and 30% in rural settings. Analysis suggests that the majority of this change accrues to the diversion of food waste from residual waste – aided by the trial of weekly food caddy collections.

71% of those surveyed thought that reducing the carbon footprint was the most important aspect to them when asked about the benefits of collecting non-recyclable waste every three weeks. Plans are progressing to roll out district wide 3 weekly collections. It is estimated that this will generate significant improvements in recycling rates and put us on track to meet national targets, as well as delivering a reduction in operational carbon emissions from council vehicles and deliver a revenue saving of up to £143k per annum.

Key objectives are now to ensure the communication plan effectively prepares and educates the public for the change in service delivery accompanied by in-person guidance and assistance for anticipated areas of challenge. Wider consideration of how we mobilise our workforce and transport to deliver services to expanding areas of housing development and population over the coming months and years will be an important area of efficiency planning.

The Litter Strategy was approved by Cabinet in February 2022 which asserts the importance of Education and Enforcement working hand in hand to improve public behaviours and attitudes towards litter collection and management. The new Environment and Enforcement Manager has this high on his agenda in terms of implementation.

The recruitment and retention of the workforce in this service area remains an urgent priority due to the external environment and pressures of the labour market e.g. high demand for loaders and drivers with some private firms offering an extensive range of incentives and benefits – often making direct approaches to staff while on rounds. This makes our own position challenging and the consideration for how we respond to these challenges vital.

With the Culm Garden village, various initiatives are underway; the mobility strategy seeks to identify and promote options to reduce and design-out car dependency alongside wider initiatives to reduce commuting for work and connectivity with historic Cullompton to retain the ethos of buy locally and boost the high street.

6.4 Economy

The Council and Somerset West and Taunton Council together secured a portion of £5 million of funding through the 'Restoring your Railway' fund to progress plans for the re-opening of Cullompton railway station – supporting wider development initiatives within the town and the Culm Garden Village, and working in conjunction with other rail initiatives across the wider south-west network.

Work to enhance Cullompton high street have commenced and is backed by Historic England through a Heritage Action Zone. The Council was not successful in securing Levelling Up funding for the Cullompton Town Centre relief road however progress is being made to support the economic development initiatives such as the local farmers markets, and facilitating investment in many of the historic buildings making them more suitable for modern use whilst preserving them for the future.

In terms of strategic development, one of the district's most significant future development opportunities exists at Junction 27 of the M5 – where the M5 and the A361 north Devon link road intersect. The Eden project has received £250k of Community Renewal Fund monies in order to progress its outline proposals for the site – this Eden-led component having considerable scope to create a significant destination at Junction 27, creating a gateway to Devon / North Devon in a highly accessible location on the strategic highway network.

The economic development team have been promoting a campaign to shop local, 'Taste Mid Devon' seeks to encourage local producers and suppliers to interact with consumers by organising special events and local farmers markets.

Mid Devon District Council was one of 14 councils in England chosen to take part in a fully-funded pilot programme to test the Government's new National Model Design Code, the code is to give planning authorities a set of design principles to consider for new developments such as street character, building type, as well as environmental, heritage and wellbeing factors. The shortlisted councils all took part in a six-month testing programme to explore how the code could be applied in their area.

6.5 Community

The council has set their own local target, following the climate declaration in 2019, where the council is aiming to become carbon neutral by a more ambitious date of 2030. We have invested in specific plant at our 3 leisure centres to reduce our utility consumption (this included a biomass boiler at one of the sites). Recently, the council has secured in excess of £300k of government funding towards decarbonising our 3 leisure centres and have circa £5 million of bids at various stages of deployment to further reduce the carbon emissions from our corporate estate and our 3,000 council houses.

The Council will hold a public 'State of the District Debate' purely on the Climate Agenda on 5 April 2022. The public will be encouraged to explore topics to reduce individual and communities' carbon footprint as the council aims for Net Zero by 2030.

The council has launched a consultation on 'Plan Mid Devon' as it works towards planning the future of Mid Devon for decades to come; the current Local Plan was adopted by the Council in July 2020 and has a lifespan up to 2033. This plan helps guide multi-million pound investment across the district and provides greater certainty about where new homes, employment, schools, roads and other supporting infrastructure will be located. It will also help us regenerate our town centres and protect and enhance those parts of Mid Devon where we do not wish to see unplanned development taking place, including the open countryside and high quality landscapes. Consultation closed at the end of March 2022.

7.0 Peer Review

- 7.1 The council has recently participated in a peer challenge review under the auspices of the Local Government Association's sector-led improvement process. These reviews are an established tool that supports councils across

the country to drive improvements and efficiency in specific areas, including finance, communications, health and wellbeing, equalities, housing, planning etc.

- 7.2 These reviews are undertaken typically every 4-5 years and the council had its previous review back in early 2017. The peer team included experienced officers and members spending significant time with us to identify and address issues and challenge progress across themes including local priorities and outcomes, organisational and place leadership, governance and culture, financial planning and management and capacity for improvement.
- 7.3 This peer-led process acts as a critical friend providing feedback on how the council is performing and delivering for its communities. As a follow up to the time spent on site the council will receive a comprehensive report and recommendations which will be shared widely in order to encourage participation in opportunities for improvement.

8.0 Challenges

- 8.1 The lifting of all remaining covid restrictions on 24 March 2022 could impact our service delivery; the government has removed the legal requirement for self-isolation and free testing. The focus on prevention moves to individuals and communities, and the Council has seen an increase in the number of cases both across its workforce and across Devon as a whole. The emergence of new variants will be a significant factor in determining the future path of the virus.
- 8.2 Employers across the public and private sectors continue to face growing skills shortages due to what has widely been described as a perfect storm of pressures arising from the pandemic, a change in employment priorities for many people, a reduction in foreign labour arising from Brexit, and a resultant fiercely competitive jobs market, so it's more important than ever to try and retain existing talent. Mid Devon District Council's turnover figure for 2021/2022 is approximately 20%.
- 8.3 Like many councils, our largest cost is manifested in our workforce through whom council services are delivered. We have recently experienced severe difficulties in recruiting officers in several service areas. This has led to temporary engagement of agency workers at much greater cost which is unsustainable in the long term. It is also likely to be exacerbated in the coming months as inflationary (cost of living) pressures force people to seek better paying jobs, with local government unlikely to be able to offer the same rises in salary as other sectors (and all sectors unlikely to be able to offer salaries that keep pace with inflation).
- 8.4 The council continues to face a number of challenges in the way it is funded, how it is able to manage demand for services and demographic pressures, and how it responds to policy and legislative changes. At the same time, new technology and ways of working represent opportunities to transform our business processes and systems, to work in more modern and productive ways.
- 8.5 The council began a Parish Review (formally known as a Community Governance Review) in November 2021, and the first public consultation

finished on 28 February 2022. The review is taking into consideration a number of options, for example looking at the number parishes, creating, merging, altering or grouping parishes and the number of parish / town councillors to improve the effectiveness and convenience of local government at the most local level. Any changes as a result of the review will come into effect for 2023 all out elections.

- 8.6 The challenges of unknown or unplanned tasks or priorities continues to ensure that the deployment of council resources is more reactive than we would like. The most recent example being that of government asking councils to process and deliver the £150 council tax rebate for Band D and below households; this rebate is to assist with the energy costs crisis.
- 8.7 A further challenge over the coming months is likely to the work required to support and assist with the Ukrainian refugee crisis under the Homes for Ukraine scheme. Team Devon authorities have pledged to work together to support Ukrainian refugees seeking sanctuary in the UK, albeit it remains unclear quite how significant these demands on resources could be. This is in addition to the work that continues on supporting other refugees an asylum seekers under previous national schemes.
- 8.8 Finally on the challenges, we are currently working through the Devon, Plymouth and Torbay 'county deal' devolution conversation with government to understand where there is potential to secure meaningful devolved powers, funding, influence and control closer to the democratic decision-making in Devon. This is the subject of a separate report being brought to Cabinet, however it represents an additional new workstream that may be of significant benefit to the people of Devon.

9.0 Business Transformation Update

- 9.1 During the past two years there has been a significant programme of transformation taking place across our services which have looked at how we deliver our services, how we have developed our customer focused processes and systems, and how we have been meeting customer expectations and accessibility needs throughout the pandemic.
- 9.2 Appendix C outlines the achievements that various services have made during the past two years whilst dealing with a range of new challenges and finding innovative ways to deliver essential services.

10.0 Conclusion

- 10.1 In conclusion, good progress has been made against many of the objectives identified in the current Corporate Plan. A key element of any plan review is to ensure it remains relevant, current, and continues to identify the key priorities.
- 10.2 In addition to considering the information contained within this report, members are asked to consider whether the proposed actions as projected/anticipated are adequate and appropriate to address concerns and improve performance to the desired level. Or, alternatively, to provide a steer on delivery priorities for the remaining two year period so that officers can bring back an updated corporate

plan for review to give clarity on delivery objectives over the remaining life of this corporate plan.

Appendices

Appendix A - Corporate Plan 2020-24 (hyperlinked)

Appendix B - The Corporate Plan Gap Analysis

Appendix C - Business Transformation and Improvement Activity – Corporate Plan 2020-2024

Appendix A – Corporate Plan 2020-24

[Corporate Plan 2020-2024](#)

Appendix B - Corporate Plan Gap Analysis

Corporate Plan 2020-2024 Aims with limited data available or without progress/mitigation tracking via KPIs (SPAR)

Portfolio	Aim	Deliverable in next 2 years?		Comments/updates/mitigation
		YES	NO	
Climate Change	1 Facilitate networking across volunteer and community groups to spread knowledge, expertise and awareness on climate issues	✓		Actively engaging with groups and individuals on work ranging from the Sustainable Mid Devon website (events, resource map, etc), to tree planting at the Tiverton Community Orchard, to public art ideas. The 2022 State of the District Debate. Groups and networks e.g. Exeter Community Energy, CAG Devon, Blackdown Hills Transition, Sustainable Bradninch, Sustainable Crediton, Sustainable Tiverton, Uffculme Green Team.
	2 Promote sustainable farming practices in partnership with local farmers, District and County Councils; including research into best practice re better soil management and animal husbandry	✓		Research begun - calls and correspondence with local farmers, growers, land owners / managers, advisors. Initial report due soon to Environment PDG, work expected to expand; albeit the MDDC role is likely best promotional of good practices and facilitative of existing networks and services rather than to develop and implement.
	3 Use new development as opportunities to help communities to become increasingly sustainable and self-sustaining at neighbourhood level (district heating, energy use, recycling/re-use systems etc)	✓		Strategic partnership opportunities to be identified. Neighbourhood Plans being developed in many areas; presents some opportunities. A Sustainability Strategy is being developed for the Culm Garden Village. MDDC housing being retrofitted with insulation and low-carbon tech to improve sustainability and affordability of energy consumption. MDDC new housing projects seek to achieve and set high standards, e.g. modular homes with Net Zero annual energy performance; looking into designs such as Passivhaus. Private development is harder to influence, but action through the LPA and other council services/communications can make people aware of opportunities and encourage a shift towards more sustainable living.
	4 Enable communities to deliver their own projects to reduce carbon emissions	✓		Climate and Biodiversity fund is a priority in the Climate Strategy. Proposal included in the Budget Options for Climate Investment report to Environment PDG 11 Jan 2022.
Environment	5 Consider promoting the designation of the Exe Valley as an Area of Outstanding Natural Beauty (AONB)		✓	Preliminary research project could be devised to understand the scope and scale of the challenge, albeit early estimates suggested a timeframe of many years and a cost in excess of £250k. No budget or resource has been identified for this work and it is not currently being progressed.
Homes	6 Lobby to see the abolition of the 'Right-to-Buy' or the devolvement of discounting powers to individual local housing authorities	✓		Opportunities are being taken to lobby government for positive change via operational/technical routes (service-led) and through strategic influencing routes such as MPs and the emerging county deal conversation. However, as a flagship government policy it is unlikely that radical change is on the cards; we are probably realistically aiming for greater local influence on parameters and variables rather than the policy concept itself.
Economy	7 Use car park pricing mechanism to effectively balance the needs of vehicular access with those of reducing car use.		✓	Cross-cutting between economy, community, climate change - so this work needs to be coordinated with the other travel / transport / sustainable community aims. Until travel patterns (re)stabilise in the wake of the pandemic, it is unclear how much pricing policy levers are needed to influence a change / reduction in car use.
	8 Work with developers and DCC to deliver strategic cycle routes between settlements and key destinations		✓	This is a transport authority function, but opportunities will be taken to try and influence transport policy and planning priorities where possible in order to encourage active travel and healthier travel options.
	9 Promote the development of the farming economy and local food production	✓		The Economic Development team has been working on a 'Taste Mid Devon' initiative to promote the farming economic and local food production. Opportunity exists to develop this initiative further – once the team returns to full strength in light of other community priorities.
	Working in partnership with farmers to develop		✓	No budget or resource has been identified for this work and it is not currently being progressed.

Portfolio	Aim	Deliverable in next 2 years?		Comments/updates/mitigation
10	and grow markets on the principle of reducing carbon emissions and sustainability			
11	Facilitate the creation of exciting new commercial opportunities within strategic developments at Culm Garden Village and Tiverton Eastern Urban Extension	✓		Work is underway to consider how commercial development could come forwards in conjunction with the development of the new garden village at Culm and how development can also support the existing town centre in Cullompton. Discussions are also underway in relation to Tiverton EUE in terms of both community assets and employment opportunities.
12	Promote zero carbon exemplar sites within commercial settings	✓		The Council continues to support carbon exemplar sites within the commercial settings.
13	Work with local stakeholders to initiate delivery of the new garden village at Culm	✓		Culm Garden Village has a comprehensive governance arrangements which facilitates the involvement of key stakeholders – allowing them to participate in shaping the future community and support delivery.
Planning 14	Work with developers to secure our ambitious plans for J27 'Devon Gateway' development site	✓		Work is underway to engage landowners in relation to development at Junction 27. It will be necessary to reflect on plans for the development in light of the effects of covid-19 – but this work will be undertaken in the coming months.
Community 15	Work with education providers to secure appropriate post-16 provision within the district to minimise the need to commute out for A/T level studies	✓		Work is underway to consider skills provision within the district and what interventions could be supported or promoted to support improvement or retention within the district. Early conversations around localised skills development funding is taking place as part of the devolution conversation i.e. devolving decision making a funding on skills development.
16	Work with the NHS and other health bodies to promote use of our leisure centres	✓		Leisure has been working with local GP surgeries in order to identify Covid safe systems for the provision of elements of NHS referrals during the pandemic. This conversation has also been taking place at a regional level through the Active Devon group, supported by Sport England, to ensure a consistent approach to this important although non-statutory element of the Leisure provision. Our efforts to increase the number of Referrals is on-going.
17	Lobby DCC and others to introduce 20 mph speed limits where children play, and take opportunities to pilot car-free days/routes	✓		Would need agreement from members on specific locations to target for 20mph zones or decisions on days for traffic to be restricted. No work is yet taking place on this.
18	Promote new approaches to Rural Transport in partnership with Town and Parish Councils through the deployment of emerging technologies	✓		There may be some locations where MDDC can do more by facilitating opportunities for transport hubs in larger settlements (Tiverton, Crediton and Cullompton) by considering what interventions could be delivered as we develop and deliver against masterplans for these towns. However, rural transport provision remains the responsibility of the transport authority.
19	Work with County, Town and Parish Councils to identify safer walking journeys to school	✓		We will participate as part of the consultation on safer routes to schools projects and programmes (or their equivalents) as appropriate.
20	Work with Parish and Town councils to promote the development and retention of parks and play areas across the district	✓		Work on this continues and talks with Town and Parish Councils are on-going.
Corporate 21	Produce business plans for the creation of a commercial Economic Development function perhaps in partnership with other agencies		✓	This concept has not been revisited since it was last considered (2018/19?) and with priorities in the economic development team this is unlikely to be taken forward in the near future.

Appendix C

Business Transformation and Improvement Activity – Corporate Plan 2020-2024 Mid Point Assessment

Revenues

- Provision of Citizen Access portal enabling 24/7 access to account information and ability for customers to self-serve such as, apply for discounts, moves in and out of district, apply for Council Tax Reduction, set-up Direct Debits
- Pilot of Revenues Information Service role with a view to improving customer resolution at first point of contact “there and then” service
- Service restructure and cross-training of staff to improve resilience and responsiveness
- Creation of Customer Welfare Officer

Planning

- Management changes to address perceived failures and service review in progress (planning performance now among the best in the south west for delegated decisions)
- Increased enforcement resources to address outstanding issues
- S106 - relocation of resource and responsibility to revenues - improving recovery and oversight

HR

- Improved quality and return rate of Appraisal/Personal Development Review through online portal.
- Successful introduction of Evolve project, commencing with revised staff competency measure that were recorded in online portal.
- Mobile/hybrid contract clause negotiated and agreed with Union in new staff contract to allow it to become a permanent fixture.
- Independent and online external staff survey instigated which gave comparative sector results on leadership, communication, development and wellbeing.
- New HR structure brought in including the introduction of an HR Service Desk that can provide instant advice and information to customers and employees.
- New Union Recognition agreed with the Union to prioritise meaningful consultation on all relevant employment issues.

ICT

- Restructure completed
- Skills and resource analysis - resulting in additional training and resources procured
- Review of ageing network infrastructure and replacement project underway
- Improved and improving system/data backups for resilience
- Support of hybrid working and mobilisation of workforce
- Identification of additional communication tools and work programme devised
- Provision of accessible websites and content, including Climate and infrastructure projects

Customer Services

- Increased scanning at post opening
- Removal of waste calendars with online (and downloadable/printable) alternatives
- Increased outsourcing of correspondence printing

- Customer Satisfaction Survey
- Enabling working from home
- Implementation of appointment based visits
- Facilitating changing/identified business needs with staff secondments and flexing resources e.g. Customer Welfare, Revenues Information Officer and various Grant work during pandemic.

Waste/Street Scene

- Pilot of 3 weekly waste collections gauged through online feedback portal to assess resident views.
- Recycling rates assessed and reported using national Waste data flow tool. This is then available for viewing to the general public.
- Online transport portal used to collect key documents from drivers including car insurance and other information.
- Update current software in relation to vehicle tracking to improve efficiencies in relation to performance and environment targets.
- Review of some enforcement practice arising from different cases undertaken e.g. abandoned vehicles and future practice to be strengthened led by the Environment and Enforcement Manager.
- Review of Transport practice e.g. future use of electric vehicles to be led on by new Transport Manager working with Environment Officer.

Property

- Multi-Storey Car Park refurbishment
- Migration of play areas to parishes
- CCTV Policy and procedures
- Capital asset/S106 spend improvements by regular stakeholder engagement (Capital Strategy Asset Group meetings)
- Revised Capital Strategy Asset Management Plan 2021-2025
- Recruitment of a Climate & Sustainability Specialist with Policy and Action Plan been costed
- Securing circa £3.1 Million from the Business, Energy and Industrial Strategy (BEIS) fund
- Merging front of house duties to the property services caretaker function for improved value for money
- Support Housing Revenue Accounts on the provision of additional homes via construction and the purchase of ex Right To Buy properties
- Providing draft plans and options for moving to mobile, agile/hybrid ways of working
- Corporate Health and Safety work on Corporate risk assessments for different ways of working during the pandemic

Housing

- Review of business against new Social Housing White Paper (SHWP) and regulatory framework
- Creation of a single Mid Devon Housing service and combined tenant support team across tenancy and building functions
- Restructure and amalgamation of teams improving knowledge and resilience, new roles in response to SHWP especially regarding decarbonisation, safety, tenant engagement, policy resource and complaints management

- On-going revision and streamlining of policy framework to align with Regulator of Social Housing core standards and emerging new Tenant Satisfaction Measures
- E-lettings
- Revision and significant update to Housing Strategy – working across Planning, Public Health, Sustainability and Asset Management functions
- Innovative, zero-carbon modular social-housing solutions including new St Andrews scheme and 5-year development programme

Public Health

- New 'Report it' and 'Noise' apps for complainants regarding nuisance and Anti-Social Behaviour activity
- Restructure and relocation of Housing Needs into the team
- Developing joint Private Sector Housing and Homelessness working at strategy and delivery level
- The Minimum Energy Efficiency Standard project - must not renew existing tenancies or grant new tenancies if the building has less than the minimum energy performance certificate (EPC) rating of E unless the landlord registers an exemption. For Districts, this applies to private sector residential rental properties and our regulation of housing standards in that sector.
- Covid response lead role externally including new ways of working with businesses, guidance and support via Better Business for All/HotSW working
- Contain Outbreak Management Fund: funding utilisation to support Covid outbreak mgt and enforcement including project and dedicated officer resource
- Review and restructure of technical business support into dedicated areas with improved service request triage and case management

Leisure

- Business adaptation to the on-going changes with the pandemic
- Top level management restructure to create Operations Manager post
- Wider restructure underway for the whole service

Finance and Procurement

- Supported the payments of Covid-19 Support Grants to businesses
- One of the first Councils in the country to publish draft accounts
- Unqualified Accounts
- Balanced the budget – no reductions in service levels
- Successfully implemented software update
- Joined the Devon Procurement Partnership
- Worked fully remotely for 2 years
- Successfully claimed over £2m from Governments Income Compensation Scheme for 2020/21
- Cross training of Exchequer staff
- Team members passed various professional exams

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