

Community, People & Equalities Policy Development Group

**Tuesday, 16 September 2025 at 12.30 pm
Phoenix Chambers, Phoenix House, Tiverton**

**Next ordinary meeting
Tuesday, 11 November 2025 at 12.30 pm**

Please Note: This meeting will take place at Phoenix House and members of the public and press are able to attend via Teams. If you are intending to attend in person please contact the committee clerk in advance, in order that numbers of people can be appropriately managed in physical meeting rooms.

The meeting will be hybrid and an audio recording made and published on the website after the meeting.

To join the meeting online, [click here](#)

Meeting ID: 358 574 136 155

Passcode: uv2ht28r

Membership

Cllr B Holdman
Cllr S Chenore
Cllr D Broom
Cllr A Cuddy
Cllr M Farrell
Cllr A Glover
Cllr C Harrower
Cllr L G J Kennedy
Cllr H Tuffin

AGENDA

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

- 1 **Apologies and Substitute Members**
To receive any apologies for absence and notices of appointment of substitute Members (if any).
- 2 **Declarations of Interest under the Code of Conduct**
To record any interests on agenda matters.
- 3 **Public Question Time**
To receive any questions from members of the public and replies thereto.

Note: A maximum of 30 minutes is allowed for this item.
- 4 **Minutes of the Previous Meeting** *(Pages 5 - 10)*
To consider whether to approve the minutes as a correct record of the meeting held on Tuesday 17 June 2025.
- 5 **Chair's Announcements**
To receive any announcements that the Chair may wish to make.
- 6 **Community Alcohol Partnership**
Presentation from Regional Adviser for SW England (Annie Ashford-Barnden)
- 7 **Citizens Advice for Torridge, North, Mid and West Devon** *(Pages 11 - 22)*
Presentation from the Chief Executive Officer (Vicki Rowe)
- 8 **Performance Dashboard - Quarter 1** *(Pages 23 - 24)*
To receive and Consider the dashboard.
- 9 **Medium Term Financial Plan (MTFP) for 2026/27** *(Pages 25 - 48)*
To Receive and Consider the Medium Term Financial Plan (MTFP) for the period 2026/27 to 2028/29.
- 10 **Voluntary Sector Networking Event Update**
To receive a verbal update from the Working Group regarding the progress of this event which is set for Wednesday 22 October between 3.30pm and 7.30pm at Phoenix House, Tiverton.
- 11 **Work Programme** *(Pages 49 - 52)*
To receive the current work plan for the Community, People and Equalities PDG.

Guidance notes for meetings of Mid Devon District Council

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 Teams.

If the Council experience technology difficulties at a committee meeting the Chairman may make the decision to continue the meeting 'in-person' only to conclude the business on the agenda.

1. Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at Committee@middevon.gov.uk

They can also be accessed via the council's website [Click Here](#)

Printed agendas can also be viewed in reception at the Council offices at Phoenix House, Phoenix Lane, Tiverton, EX16 6PP.

2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership.

The Code of Conduct can be [viewed here](#):

3. Minutes of the Meeting

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting. Minutes of meetings are not verbatim.

4. Public Question Time

Residents, electors or business rate payers of the District wishing to raise a question and/or statement under public question time are asked to provide their written questions to the Democratic Services team by 5pm three clear working days before the meeting to ensure that a response can be provided at the meeting. You will be invited to ask your question and or statement at the meeting and will receive the answer prior to, or as part of, the debate on that item. Alternatively, if you are content to receive an answer after the item has been debated, you can register to speak by emailing your full name to Committee@middevon.gov.uk by no later than 4pm on the day before the meeting. You will be invited to speak at the meeting and will receive a written response within 10 clear working days following the meeting.

Notification in this way will ensure the meeting runs as smoothly as possible

5. Meeting Etiquette for participants

- Only speak when invited to do so by the Chair.
- If you're referring to a specific page, mention the page number.

For those joining the meeting virtually:

- Mute your microphone when you are not talking.
- Switch off your camera if you are not speaking.
- Speak clearly (if you are not using camera then please state your name)
- Switch off your camera and microphone after you have spoken.
- There is a facility in Microsoft Teams under the ellipsis button called "turn on live captions" which provides subtitles on the screen.

6. Exclusion of Press & Public

When considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act. If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask participants to leave the meeting when any exempt or confidential information is about to be discussed. They will be invited to return as soon as the meeting returns to open session.

7. Recording of meetings

All media, including radio and TV journalists, and members of the public may attend Council, Cabinet, PDG and Committee meetings (apart from items Media and Social Media Policy - 2023 page 22 where the public is excluded) you can view our Media and Social Media Policy [here](#). They may record, film or use social media before, during or after the meeting, so long as this does not distract from or interfere unduly with the smooth running of the meeting. Anyone proposing to film during the meeting is requested to make this known to the Chairman in advance. The Council also makes audio recordings of meetings which are published on our website [Browse Meetings, 2024 - MIDDEVON.GOV.UK](#).

8. Fire Drill Procedure

If you hear the fire alarm you should leave the building by the marked fire exits, follow the direction signs and assemble at the master point outside the entrance. Do not use the lifts or the main staircase. You must wait there until directed otherwise by a senior officer. If anybody present is likely to need assistance in exiting the building in the event of an emergency, please ensure you have let a member of Democratic Services know before the meeting begins and arrangements will be made should an emergency occur.

9. WIFI

An open, publicly available Wi-Fi network is normally available for meetings held in the Phoenix Chambers at Phoenix House.

MINUTES of a MEETING of the COMMUNITY, PEOPLE & EQUALITIES POLICY DEVELOPMENT GROUP held on 17 June 2025 at 12.30 pm

Present

Councillors

B Holdman (Chair)
S Chenore (Vice-Chair), D Broom, A Cuddy,
M Farrell, A Glover, L Knight and H Tuffin

Apologies

Councillors

C Harrower and L G J Kennedy

Also Present

Councillors

G Czapiewski, J Lock and S Robinson

Also Present

Officers:

Paul Deal (Head of Finance, Property & Climate Resilience), Simon Newcombe (Head of Housing & Health), Jane Lewis (Communications and Engagement Manager), Laura Woon (Democratic Services Manager) and David Parker (Democratic Services & Policy Research Officer)

Councillors

Online

G Duchesne and D Wulff

Officers Online

Harriet Said (Public Health Team Leader (Commercial)) and Dr Stephen Carr (Corporate Performance and Improvement Manager)

1 ELECTION OF CHAIR FOR 2025/26

RESOLVED that Cllr B Holdman be elected Chair of the Community, People and Equalities Policy Development Group for the municipal year 2025/2026.

2 ELECTION OF VICE CHAIR FOR 2025/2026

RESOLVED that Cllr S Chenore be elected Vice Chair of the Community, People and Equalities Policy Development Group for the municipal year 2025/2026.

3 START TIME OF MEETINGS FOR 2025/26

It was **AGREED** that the start time for meetings for the remainder of the municipal year continue to be at 12.30pm on Tuesday afternoons.

4 **APOLOGIES AND SUBSTITUTE MEMBERS**

Apologies were received from Cllr L G J Kennedy and Cllr C Harrower who was substituted by Cllr L Knight.

5 **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

No interests were declared under this item.

Members were reminded that interests could be declared at any point during the meeting.

6 **PUBLIC QUESTION TIME**

There were no public questions.

7 **MINUTES OF THE PREVIOUS MEETING (0:09:48)**

The Minutes of the Meeting held on 25 March 2025 were approved as a correct record of the meeting and **SIGNED** by the Chair.

8 **CHAIR'S ANNOUNCEMENTS (0:10:36)**

The Chair thanked Members of the Group for their support and encouragement. The Chair also thanked the Clerk for his work during the previous year.

9 **COMMUNITY ALCOHOL PARTNERSHIP (0:11:19)**

The Regional Adviser for the Community Alcohol Partnership for South West England was unable to attend this meeting. This item was deferred to the next meeting.

10 **MEETING MANAGEMENT (0:12:05)**

The Chair brought forward the item on the Public Health Food Safety Service Plan to the next item on the agenda.

11 **PUBLIC HEALTH FOOD SAFETY SERVICE PLAN (0:13:00)**

The Group had before it and **NOTED** a *report from the Head of Housing and Health.

The following was highlighted:

- This was an Annual Report regarding the strategy of the Food Safety Team within the Public Health team.
- The Food Safety Service Plan set out how the Service would meet its statutory responsibilities around food safety.
- The Central Authority responsible for food in the United Kingdom was the Food Standards Agency, Mid Devon District Council were the 'competent authority' working on their behalf. The Council had to meet the Food Standards Agency's chief requirements and the plan set out how that service was delivered.

- There were nearly 1,000 registered food premises in the district.
- 750 of those establishments are in scope of the food hygiene rating scheme being scored between 0 and 5.
- 134 new businesses registered with the Service last year which meant that the base line of this work was growing by 2.5 businesses per week.
- 90% of the premises that the Food Service worked with were in a good category. The Council was one of only two districts in Devon with no premises in the zero category – those that were in urgent need of improvement. Overall, the rating of the businesses were improving so the Council's Food Service's interventions were very effective. The team had taken 100 premises through an improvement in their food rating.
- Only two thirds of the inspections or interventions that the Food Standards Agency required of the team during 2024/2025 were met. This was indicative of the lack in staffing resources and staff changes over the year, there were currently only 2.5 full time equivalent members of staff who were competent to carry out those inspections. A plan for the future staffing of the team was being developed. Meanwhile, an external food contractor was being used to carry out some inspections.

Discussion took place regarding:

- The difference between those premises that were registered and those that were required to have a food hygiene certificate was explained by the fact that certain businesses were exempt from the scheme. They were the ones that were classed as low risk, those perhaps who sold other items and a little sealed confectionary, or producers, manufacturers and distributors – all were excluded from the scheme as they did not sell directly to the consumer and that was what the food hygiene rating scheme was designed for.
- The number of additional staff required to visit all the premises the Food Standards Agency (FSA) required of the Council and meet their targets? It was confirmed that overall possibly 1 Full Time Equivalent (FTE) member of staff may be needed possibly split between 0.5 FTE in a senior food role and 0.5 FTE in a lower regulatory role. Those were statutory duties for which the Council received no funding by way of cost recovery. The resourcing issue was not just affecting the Council, it was nationwide, therefore, the FSA was looking into a cost recovery model for permitting or licensing businesses.

Note: *Report previously circulated.

12 PERFORMANCE DASHBOARD- QUARTER 4 (0:28:48)

The Group had before it and **NOTED** the * Performance dashboard for quarter 4 from the Corporate Performance and Improvement Manager.

The following was highlighted:

- Measures that were part of the Corporate Plan were shown in yellow text on the dashboard.
- New subscribers to “Let’s Talk Mid Devon”, was showing as red, there were 162 subscribers in the year against a target of 400. However, there were

8,886 visits to the platform, 948 contributions and an engagement rate across the year of 14.1%.

- Food Service Inspections were Red rated, however, performance had increased from quarter 3 and was approaching performance levels from Quarter 1 and Quarter 2.
- Private water supply sampling was also below target and staff were being trained and accredited to undertake private water supply work.
- The PDG had slightly underspent its budget for the year 2024/25.

Discussion took place regarding:

- Let's Talk Mid Devon was a new platform for the Council and perhaps the target for registrations had been a little ambitious. Engagement was probably more important and customers may have been put off engaging due to having to register first. That would have to be looked at, perhaps allowing some interaction but if a customer wanted full interaction then they would need to register possibly to enter service specific forums.
- Feedback from the Residents Survey was put in a report which went to the senior leadership team and on to Cabinet. Then press releases were sent out thanking those who responded and directing those interested, to the report with statistics. Other surveys were service specific and the results went to those Teams.
- Digital surveys were generally the Council's default approach, however, alternative formats were made available at request.
- Private water supply sampling was below target, this was partially due to requirements placed on the Council in terms of staff taking samples being accredited. That training had taken staff away from front line duties and hence the target had not been met but that should improve over the next year.

Note: *Performance Dashboard previously circulated.

13 COMMUNICATIONS AND ENGAGEMENT STRATEGY (0:39:19)

The Group had before it a *report from the Head of Digital Transformation and Customer Engagement providing information on the Communication and Engagement Strategy.

The Communications and Engagement Manager highlighted the following:

- The revised Communications Strategy had been revised from the previous one, two years ago. Minor changes had been made to reflect changes over the two year period.
- The Communications Team had taken over the communications for Active Mid Devon the re-branded Leisure service.
- The Council were at the early stages of investigating how they could use Artificial Intelligence (AI) safely.
- Appendix 2 was the Media and Social Media Policy which included some useful Do's and Don'ts regarding social media.
- There had been nearly 19,000 visits to the "Let's Talk" platform and over two years a 20% engagement rate.
- There were 25,000 followers on the social media channels.
- The team had 14,000 subscribers to their E Bulletin.

Discussion took place regarding:

- What protection was built into the system to avoid the misuse of AI? It was explained that a separate AI policy relating to staff use of AI had recently been presented to the Cabinet limiting its use at this stage. As the Council were at the early stages of understanding how AI might be used a separate policy would come through the Council in due course.
- Only a few officers were registered to use Co-Pilot as a trial at the moment.
- Whether a review period in three years' time was too long bearing in mind the advances in technology. It was explained that so far as the AI policy was concerned the review period was every six months, there was no reason, if it was necessary, why the Council could not look at other social media channels in the interim. The reason why the review was timed for three years was to tie in with Local Government Reorganisation.
- Misinformation management in terms of AI would not just sit with the Communications Team but with other service areas across the Council. There was of course the possibility that increased automation could reduce workloads.
- The Communications Team had been reviewing the content of the Website and removing out of date content. There had been a hope to put a business case together for a new website in 18 months' time but now with Local Government Reorganisation this is being reviewed.
- The Toolkit for Emergency Training and Emergency Planning included some pre-approved messages for cyber-attack and for flooding. An Emergency Planning day was coming up where further ideas were expected. A survey would be sent to town and parish clerks to be circulated to their communities asking them to give individual responses.
- Information about Local Government Reorganisation was and would be available on the website for all to read.

RECOMMENDED to the Cabinet that:

The content of the reviewed Communication and Engagement Strategy and the Media and Social Media Policy be approved.

(Proposed by the Cllr A Glover, seconded by Cllr L Knight.)

Note: *report previously circulated.

14 **VOLUNTARY SECTOR NETWORKING EVENT UPDATE (0:52:40)**

The Clerk to the Committee gave a verbal update regarding the proposed Community and Voluntary Sector Networking Event and highlighted the following:

- Invites had been sent out to various funding organisations suggesting that this event would be held in late July 2025.
- The response back had been poor with only one invitee able to attend, others were unable to attend due to finance, staffing and holidays.
- A decision had been taken to move the event back to the 22 October 2025 to see if that was a better fit with funders and fresh invites were about to be sent out.

- Invites would not be sent out to the Voluntary Sector and Community Groups until it was known what could be offered to them.

The Group were content with progress so far and with the revised date in October.

15 **WORK PROGRAMME (0:55:01)**

The Group had before it and **NOTED** the *Work Programme.

Items to note:

- The speaker from the Community Alcohol Partnership who was unable to make this meeting would attend at the September meeting of the Group.
- An offer from the Chief Executive Officer of the local Citizens Advice to come and discuss their work was accepted and timetabled for the meeting in September 2025.

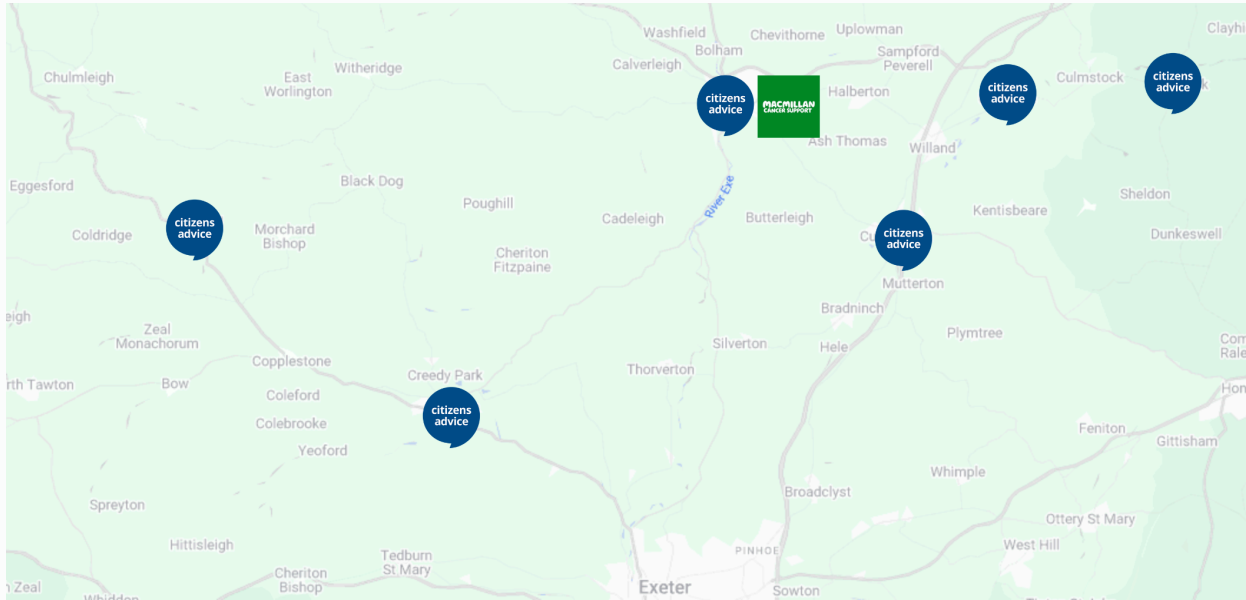
Discussion took place regarding:

- It was suggested that the Licensing Team could be invited to the talk from the Community Alcohol Partnership in September.
- The Vagrancy Act and changes to decriminalise rough sleeping would be separate to the Council's own Homelessness Policy and its Unauthorised Encampment Policy. It was not expected that there would be any conflicts between those policies.

Note: *Work Programme previously circulated.

(The meeting ended at 1.31 pm)

CHAIR



Annual Report 2024-25

**citizens
advice**

**Torridge, North,
Mid & West Devon**

**The People's Champion
Giving
Trusted Advice in
Times of Change**



Message from Vicki Rowe CEO

Our Annual Impact Reports aren't just a review of achievements in the previous financial year, but a springboard for further improvement and development as we enter our next phase and review our strategic priorities (summarised on page 10 of this report).

In 2024-25 we saw just a 1.1% uplift in the number of people we helped and an 8.3% increase in the number of problems they brought to us. However, the increase in household income generated was a staggering 57.1% higher than the previous year at an amazing £18,240,332.

We continue to focus on growing our reach, developing ways of helping people, learning from our experiences to further improve service delivery and our eyes are wide open to the political and economic implications for the future of charitable organisations. We are, however, well placed to rise to those challenges not least because we have high levels of expertise in key areas, enabling us to move forward with positive strides.

We have unwavering commitment to help as many people as possible and reduce unmet demand as increasing numbers of people reach out to us for help. The impact on well-being in our communities as a result of our work cannot be underestimated as indicated by client stories highlighting the very real suffering endured by people in difficulties and feedback from grateful clients. Our fiscal value to society is very real and without our work, the picture in local communities would be grim and potentially unmanageable.

This report is hard hitting, but will hopefully give you a lasting impression of the invaluable work we do and the importance of us being able to perpetuate this ongoing and vital contribution to our society.



Reflections from Jilly Collins Chair of Trustees

I am constantly impressed by this Charity's ability to continue to adapt to change in its efforts to help more people and reduce the levels of unmet demand. Not only do we constantly strive to grow our volunteer numbers, but our recruitment and training techniques have been revised and updated to ensure potential volunteers have a very clear picture of what they are becoming a part of and what is expected of them.

We have opened new outreach offices in some of our most rural areas, we have introduced email and video advice and it is possible for clients to book their own appointments with us online.

Of course, not everyone has the facility or ability to make use of these new facilities, but the fact that some can, means that we get to reach those who can't that bit sooner than we otherwise might.

These results are a testament to the dedication, compassion and commitment of our entire workforce that has worked together tirelessly to help people who, in growing numbers, are reaching out to us as they deal with the challenges of everyday life.

Year on year, CA TNMWD makes a vital contribution to the local community which we serve, and we are poised to carry that forward into the next financial year. This is particularly crucial given the changing political climate. Devolution is going to have a significant impact on local Citizen Advice offices. Whilst this presents challenges, it also offers opportunities for us to extend our reach, explore new funding options and benefit from economies of scale.

The difference we have made to people in Mid Devon



3,121

people helped



10,628

problems solved



£3,616,651

household gain



70% of people say they feel less stressed, depressed and anxious thanks to our help.



47% of people say their health has improved thanks to our help.



86% of people would recommend our service



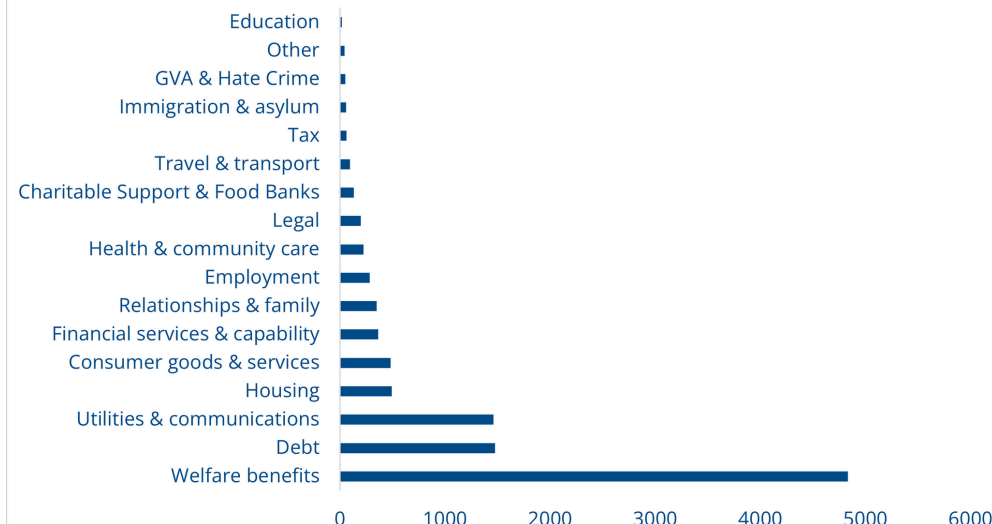
85% of people say our service helped them find a way forward



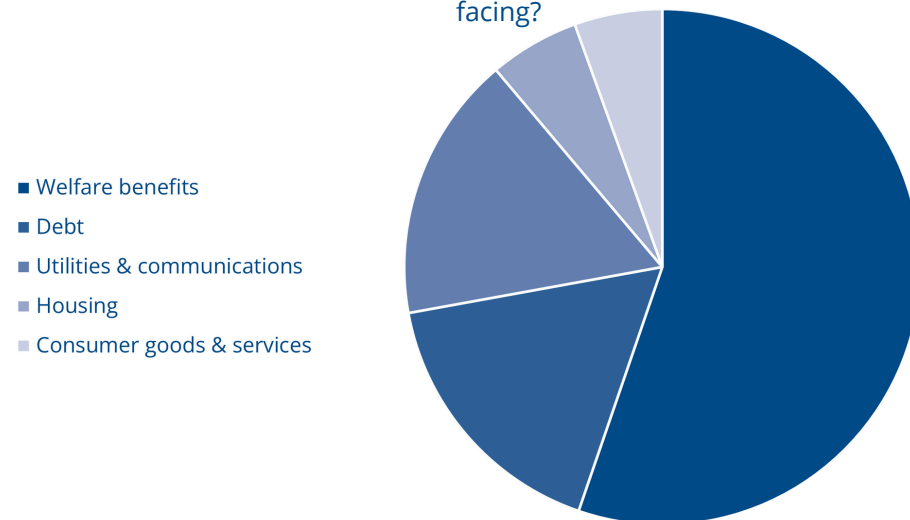
86% of people would not have been able to resolve their problem without our intervention

Our Clients' Problems in Mid Devon

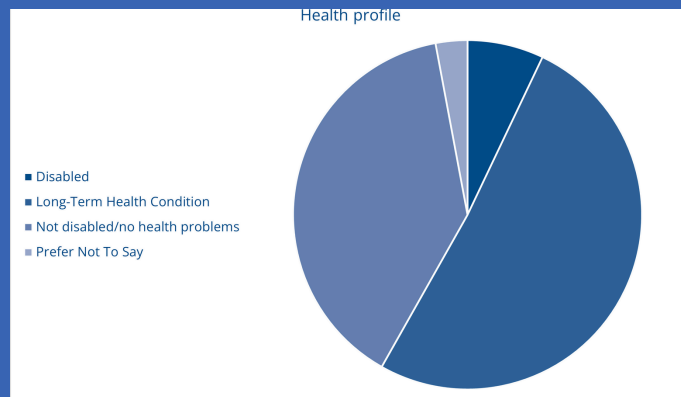
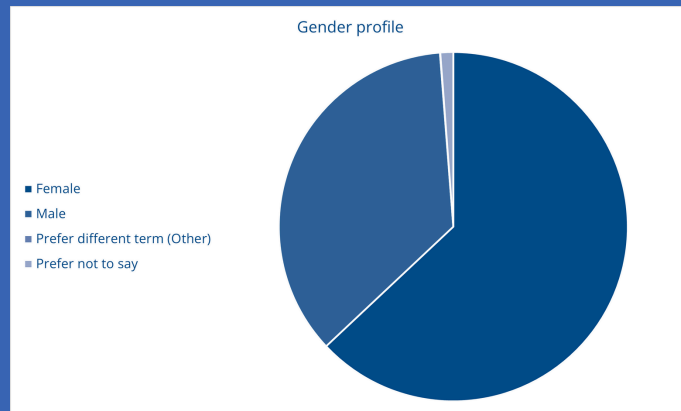
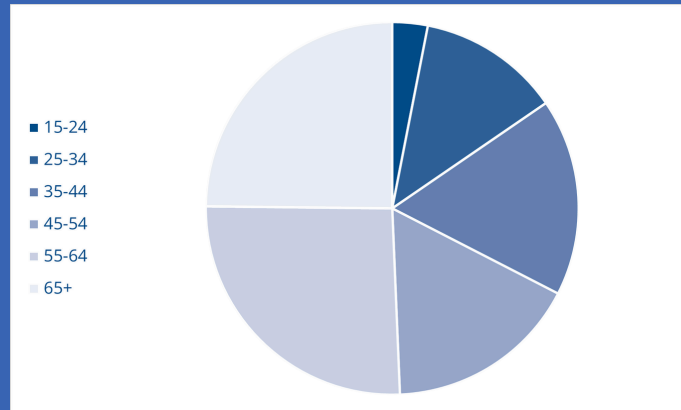
What problems are people in Mid Devon facing?



Top 5 Problems in Mid DevonWhat problems are people in North Devon facing?



Our Clients in Mid Devon

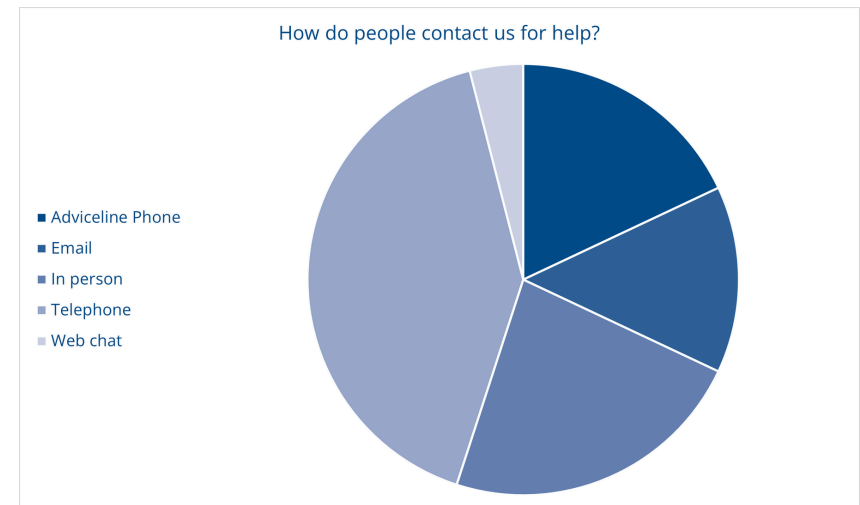


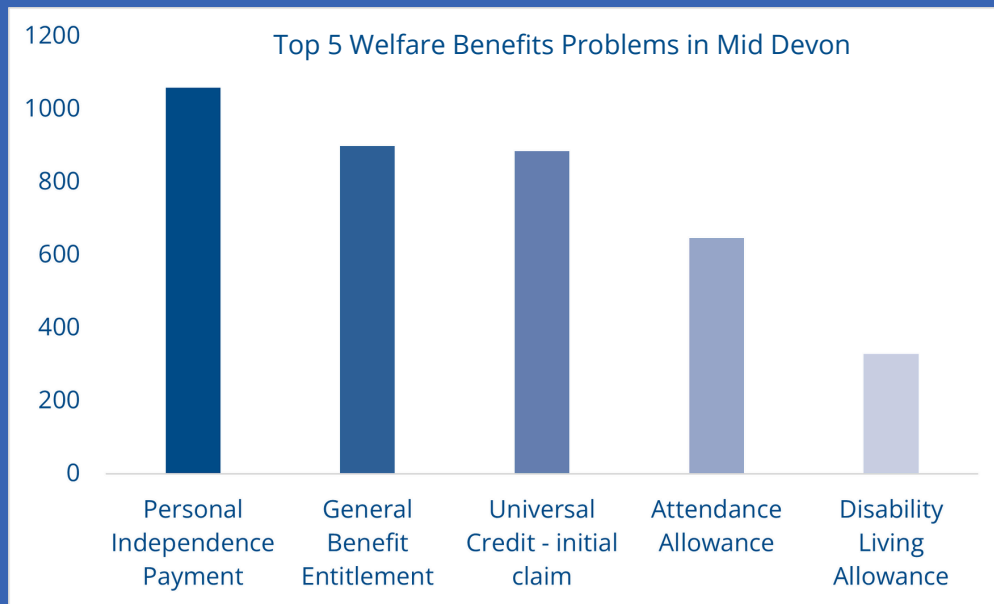
Jane's story

Jane had recently been diagnosed with cancer. She had tried to apply for Attendance Allowance (AA) to help pay for additional costs she was incurring as a result, but had been turned down as she had omitted some information.

One of our specialist Macmillan welfare benefits advisers helped her to reapply. This was subsequently awarded at the higher rate of £108.55 which was a massive relief to Jane. She said that she had been finding it very stressful covering the travel expenses from her rural home to the hospital for treatment three times a week but this award changed all of that.

Jane said "I'm sure that without your expertise in this area, my application would have been rejected. Your help was invaluable."



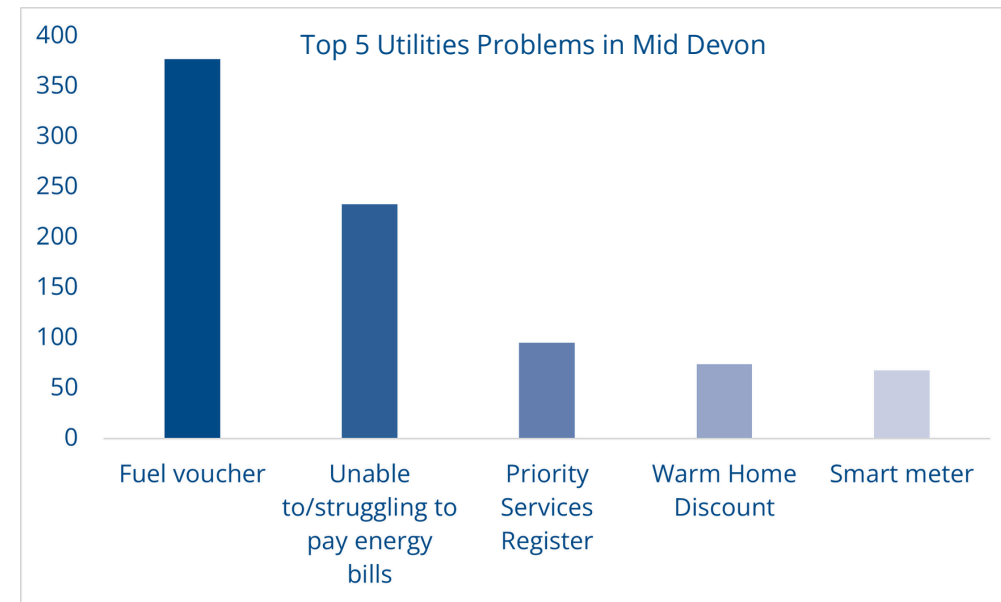


John had been fitted with a stoma following a cancer diagnosis. He had also had a heart valve replacement, ongoing angina and breathing difficulties. His health was deteriorating and he wanted help with Devon Home Choice.

Because of his health issues, he had been given a lifetime Personal Independence Payment award of standard rate for daily living and though he had recently started to receive his State Pension, his worsening health made him question whether he would be able to afford care if and when he needed it.

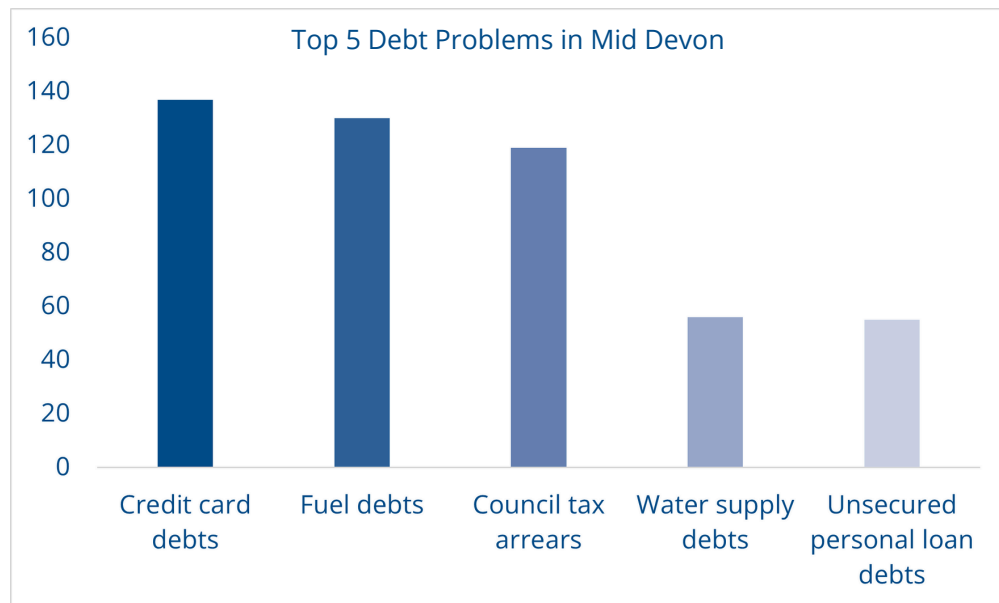
Our benefits check showed that John was entitled to claim £47.30 per week Pension Credit which would give him full Council Tax relief and he would be eligible for Housing Benefits as his rent cost less than the Local Housing Allowance. This all amounted to an extra £7,784 a year.

This was a huge relief for him and if he was unable to access alternative housing through Devon Home Choice, it allowed him to look at alternative private rental options and home health care.



Rosie contacted us for help with her divorce following an acrimonious separation. She was struggling financially and had a 3 year old child. She was referred to our energy team and they found that she was receiving all the benefits she could get. However, we gave her tips on reducing energy consumption by up to £650 over the year and we issued her with £297 vouchers to top up her pre-payment energy meters. As she had a young child, we told her to contact her energy supplier and ask them to add her to the Priority Services register so she could get extra help if she needed it. We advised her that she was entitled to the Warm Home Discount which would add £150 to her energy meter and we issued a further £594 energy vouchers.

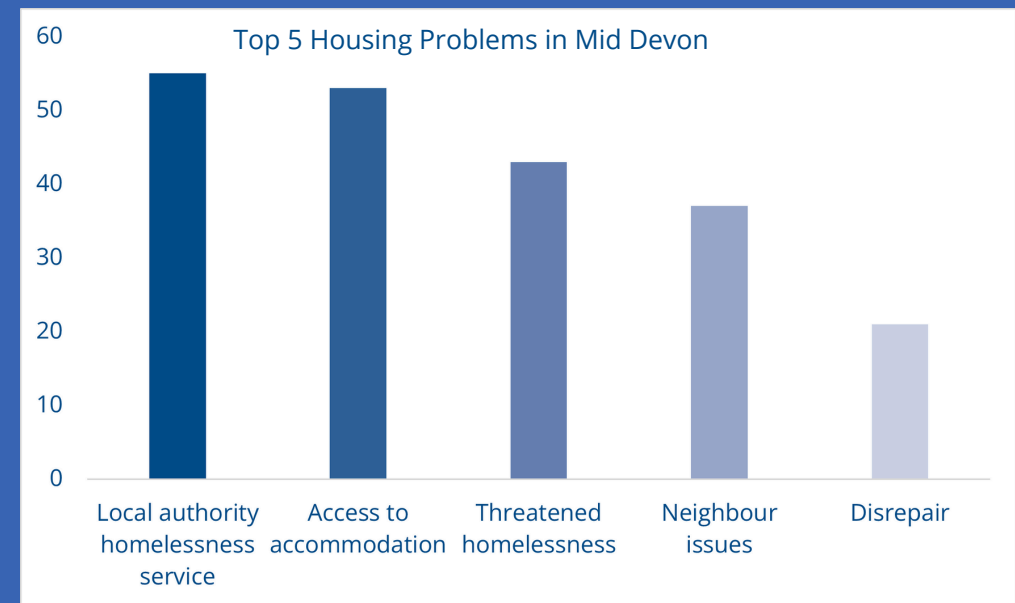
We helped her find ways to pay for her child's school uniform and helped her apply for WaterCare from her water company to reduce her bill. We applied to the Household Support Fund as her son needed bedroom furniture having moved from the family home. We then issued Rosie with foodbank vouchers all of which helped her get back on her feet after leaving a difficult marriage.



Jamie's cancer was no longer responding to treatment so he was in palliative care, his partner's care being supplemented by carers as his condition deteriorated. She had given up work to care for him and they had relied on credit cards and loans to get by but had still built up a certain amount of household debt.

Our specialist debt adviser established that they had a negative budget of £400 per month and there was little they could do to reduce outgoings due to the demands of managing his health problems. Our adviser wrote to Jamie's creditors advising them of the situation, informing them that the situation would only worsen as the stress took its toll. Some agreed and wrote off £1,471. Others said that they were unable to cancel the debts but would stop pursuing payment and if circumstances changed, to let them know so that a payment plan could be agreed.

We advised Jamie's partner to apply for a Debt Relief Order to remove debts in her sole name and this was successful. With just over £38,000 being cancelled, she was able to focus on caring for Jamie.



Becky had left an abusive relationship and was being supported by a domestic abuse charity supporting her with her homelessness. She was finding it difficult to settle into temporary accommodation due to PTSD, a result of the abuse. Though registered as homeless with the Council, they were concerned that if she left the temporary housing, she would be making herself intentionally homeless.

Becky met our adviser at Ilfracombe foodbank. We spoke to the housing officer to reiterate Becky's circumstances and to the domestic abuse charity's housing specialist who said that Becky had been offered a flat but it was in the same block as her abuser.

With our support and that of the domestic abuse charity, Becky felt able to look for private rentals and when she found a flat she wanted to rent we helped her apply to the Council to pay for her first two months rent. Her abuser had taken control of her bank account and was receiving her Universal Credit payments but we helped her apply for a new bank account and update her UC journal. Becky moved into her flat and started rebuilding her life.

Our Work with Social Justice

We not only help people with their every day problems and challenges, we know that some of the tough challenges people face can't be solved by one adviser or local office. We will address complex challenges or deep-rooted issues to advocate for change and help people face fewer problems. We maintain comprehensive documentation to support our efforts. The chart summarises the key areas over the year.

We engage with people across the areas we serve, undertaking surveys to highlight inequalities in our society and maintain data to support our campaigns for policy change to make society fairer. We continue to engage with our MPs and other key influencers.

We recently undertook a survey to review the levels of digital exclusion and in collaboration with our neighbouring Citizens Advice offices across Devon. We have played an active role in the Housing Disrepair Survey highlighting the vulnerability of people in some rented housing. We are also participating in the Coastal Communities Group examining the effect of seasonal work on clients living in coastal areas.

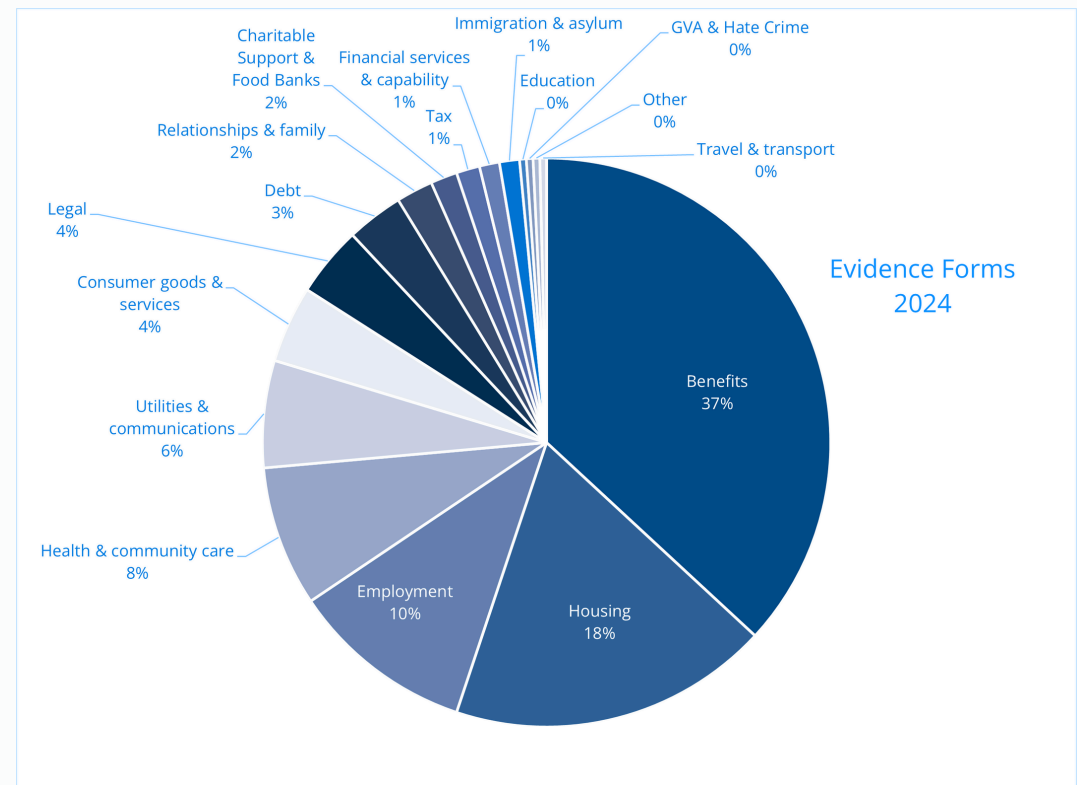
Karen Plum, a dedicated Research & Campaigns volunteer with CA TNMWD was recently awarded an "Unsung Hero" Award at the National Research and Campaigns Conference this year which is a tremendous (and well-deserved) achievement.

Please follow this link to our comprehensive Living Standards Report

<https://citizensadviceetnmwd.org.uk/wp-content/uploads/TNMWD-Living-Standards-Report-2024-final.pdf>

This link will take you to a short video clip which endorses our commitment to essential social reform

<https://youtu.be/cQxKXK7te44>



Our Trusted Partnerships

In Partnership with other organisations sharing our passion and values, we are able to help people with specific problems.

MACMILLAN
CANCER SUPPORT

Click here to see our
video https://youtu.be/nbGq_3FZmg

Our Macmillan Team helped 1,382 people with 7,558 problems generating £7,304,431 extra household income across our whole Devon project including £4,656,799 generated by the CA TNMWD team.

QUIDS FOR KIDS
££££££££££££££££

Our Quids for Kids Adviser helped 198 people with 1,280 problems, increasing household income by £898,283.



Our Mid Devon Lottery funded team have helped 292 people with 1,733 problems generating an increase in household income of £827,702.

Other Partnerships enabling us to provide specialist advice include



This team has helped 219 people with 2,252 problems boosting household income by £883,137



nationalgrid

Thanks to the Energy Advice Programme we have helped 382 people with 3,376 problems, boosting household income by £518,212.

healthwatch

Active and Visible in our Local Communities

We will take every opportunity to join in events that enable us to promote our work, our partnerships and the many benefits of volunteering with us. Here are just a few examples.



Braving the winter chills of Barnstaple Pannier Market promoting our Healthwatch project.



Promoting our services at the Bideford Soap Box Derby



Celebrating our Macmillan and Healthwatch partnerships at The Cedars



Getting acquainted with the locals at Agricultural Shows in the summer



Conducting surveys at the North Devon Homes Fayre
Vital to our Advocacy work



In Okehampton Library



Promotion in Bideford Pannier Market



Enjoying summer sun exhibiting at Petroc



Meeting Barnstaple's Lady Mayor whilst promoting the benefits of volunteering with us

Our Value to Society

£ 947,860

At our heart, we're about people helping people and, from our earliest days, this has included volunteers working alongside paid colleagues. A key element of how we'll always operate is by the amazing power of volunteering. We'll continue to develop our volunteering models to maintain this contribution to our service, and the connection this provides to our communities. This is the equivalent monetary value of our volunteers at CA TNMWD.

Overall Public Value of our Service £20,484,672

For every £1 invested in us the fiscal value is £2.37, public value is £15.84 and £9.24 to the people we help



Total savings to NHS
£464,741



Savings to DWP by keeping
people in work
£1,529,112



Savings to housing providers by
preventing evictions
£7,234,032



Public value improving clients'
wellbeing (emotional, family
relationships & positive functioning)
£14,085,089

What people say about us

"Ros was brilliant." (Quids for Kids). "She was knowledgeable and empathetic. Thank you for the work you do!"

"They helped me navigate my way through benefit forms and supported me to get my applications in. I would have given up without them and I can't thank them enough now."

"Very understanding. Took time to listen, gave me the information I needed. A very pleasant experience."

"I think the service and the people within and around the service are invaluable; so helpful and respectful."



**citizens
advice**

**Torridge, North,
Mid & West Devon**

**Here are the ways to contact us
when people need help**

**Or why not follow us on
Social Media**

Page 21



<https://www.linkedin.com/company/87084309/admin/feed/posts/>

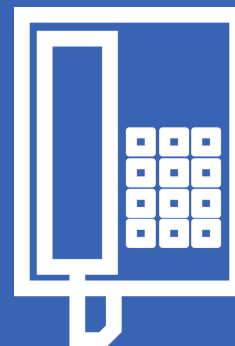


<https://www.facebook.com/TorridgeNorthMidWestCA/>



<https://x.com/CATNMWD>

**We are regulated by the
Financial Conduct Authority
and have
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accreditation**



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**Visit our website
www.citizensadviceetnmwd.org.uk
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or to email your inquiry**



**See details of our local offices on
our website and either make an
appointment to see us or
see when our drop-ins are
available.**

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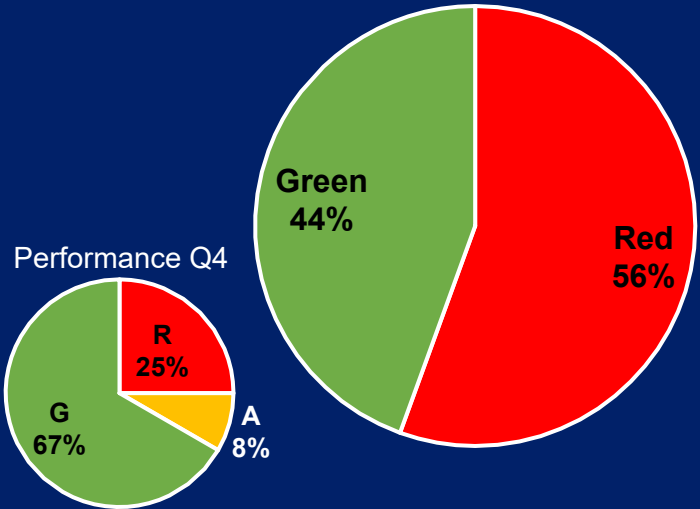
Community, People & Equalities PDG Performance Dashboard – Quarter 1 2025/26

Performance Measures	Performance	Annual Target	RAG
Homes made safe under the Housing Assistance Policy (YTD)	13	60	R
New Subscribers to Let's Talk Mid Devon (YTD)	7	400	R
Support towns and parishes to develop their Community Emergency Plans (YTD)	0	4	R
Support VCSE sector by securing external funding (YTD)	Not available	£200,000	
Licenced vehicle inspections (YTD)	16	40	G
Food Service - Total Inspections completed (Current QTR)	69 %	100 %	R
Private water supply sampling (YTD)	51	120	G
Environmental protection service requests (Average YTD)	97.0 %	95 %	G
Engagement rate on Let's Talk Mid Devon (Current)	5.0 %	16.0 %	R

Finance Measures	Performance	Annual Target	RAG
CP&E PDG – Projected Outturn	£1,324k	£1,324k	G
CP&E PDG – Capital Slippage % of projects (Current)	N/A	0 %	
Council Tax Reduction Scheme (Current)	£4,804,574	N/A	

Corporate Risk	Risk Rating (Trajectory)
Emergency Recovery	8 (Decreasing)

Overall Performance Q1



In Focus

Hotspot Policing: The Council is working with Devon and Cornwall Police and the Office of the Police and Crime Commissioner to provide additional foot patrols in Tiverton as part of a £1.3m crime prevention project.

The town is one of two new areas to be included in the Hotspot policing scheme for Devon & Cornwall, which aims to prevent incidents of antisocial behaviour (ASB) and violent crime.

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**Report for: Communities, People and Equalities
Policy Development Group**

Date of Meeting:	16 September 2025
Subject:	Medium Term Financial Plan
Cabinet Member:	Cllr John Downes – Cabinet Member for Governance, Finance and Risk
Responsible Officer:	Andrew Jarrett – Deputy Chief Executive (S151)
Exempt:	N/a
Wards Affected:	All
Enclosures:	Appendix 1 – GF MTFP Summary Position Appendix 2 – Emerging GF Budget Pressures Appendix 3 – PES PDG GF Savings Options Appendix 4 – All Savings Options

Section 1 – Summary and Recommendation(s)

To present to Member's the updated Medium Term Financial Plan (MTFP) which covers the period 2026/27 to 2028/29 and to discuss initial options for cost pressures/savings or income related to the services covered by this Policy Development Group (PDG).

Recommendation(s):

That Members of the Policy Development Group:

- 1. Note the updated MTFP position for both the General Fund and Housing Revenue Account covering the years 2026/27 to 2028/29;**
- 2. Consider and recommend to Cabinet the Budget Proposals as set out in Appendices 2 and 3, and where further savings should be sought and to what level.**

Section 2 – Report

1.0 Executive Summary

- 1.1 This report briefly summarises the information included within the September 2025 Cabinet Report, outlining the financial uncertainty faced by the council for the period 2026/27 to 2028/29. Specifically, it focuses on aspects relevant to this Policy Development Group (PDG).
- 1.2 The 5-year timeframe usually covered by the MTFP is not applicable due the Government's previous announcement of Local Government Reorganisation (LGR) for authorities within Devon. The current expected date for commencement of the new entity, in whatever form, is April 2028. However, to show a meaningful MTFP period, we have continued financial estimations through to 2028/29.
- 1.3 2026/27 is an exceptional year in terms of funding for the sector. The Government have announced that practically all the various funding mechanisms within the sector will alter. This leads to an unprecedented level of uncertainty and makes it practically impossible to explain let alone forecast and plan for.
- 1.4 It is understood that the Council has been targeted as part of a minority group of around 50 authorities that will be one of the biggest losers based on their initial draft calculations on funding – which would see us targeted for between a 5-7% real terms cut in 2026/27 as opposed to the 0% cash floor applied to the remaining c300 authorities. The funding baseline to which this cut will apply is not clear, but if this is applied the funding shortfall will be in the region of £2m - £3m.
- 1.5 However, there are other new sources of funding expected outside of the settlement that will reduce the impact. The Extended Producer Responsibility (EPR) Grant was introduced late in the budget process for 2025/26. Government have indicated that similar levels of funding should be available in future years, albeit that as producers reduce the volume of packaging, the grant received will fall. Similarly, we assume that all authorities will receive a share of the Weekly Food Collection Grant funding in the future. Currently the Government is not providing any indicative figures and timing of such announcements is likely to be at the same time as the funding settlement.
- 1.6 The above paragraphs demonstrate the high degree of uncertainty that remains on what level of funding might be received from 2026/27 onwards. There is ongoing modelling by the Ministry of Housing, Communities and Local Government (MHCLG) on the new funding formulae and only in late November / early December are we expecting full clarity of our individual position.

2.0 Introduction and purpose of the Medium Term Financial Plan

- 2.1 The main purpose of the MTFP is to show how the Council will strategically manage its finances in order to support the delivery of the priorities detailed in the Corporate Plan 2024 – 2028 and future years beyond that plan.
- 2.2 The MTFP helps strategically plan the budget setting process, but of equal importance, gives Management and Members an overview of future budget gaps so strategic decisions can be made over levels of future spending, Council Tax levels, policies for fees and charges, asset investment or disposal, etc.

3.0 Framework for the Medium Term Financial Plan

- 3.1 The starting base for the MTFP is the 2024/25 approved budget, which is then adjusted for any supplementary estimates approved by the Council or any significant budget variances identified in the monthly budget monitoring report to the Cabinet.
- 3.2 This base then has to be adjusted for unavoidable costs, such as, pay increases, inflation, service pressures associated with new legislation, a growing residential or business property base or improving performance, etc. The MTFP will also consider forecasts for investment receipts and income from fees and charges.
- 3.3 Finally the MTFP considers and makes assumptions regarding future levels of funding, in particular Council Tax including the potential growth in tax base, Business Rates again including any movement in the baseline as well as changes in the reliefs, multipliers and overall retention levels. Forecasts are also made for the likely level of future Central Government funding based on a range of assumptions. As a consequence, **Appendix 1** illustrates possible risks within the plan and the potential financial sensitivity to changes in the assumptions.

4.0 The Underlying Principles – still applicable?

- 4.1 The Council previously adopted the following underlying principles as a base assumption during the life of the MTFP:
 - 4.1.1 Principle 1 – General Fund Reserves
 - Each year the Council will target a balanced revenue budget without the use of General Fund reserve balances. The level of predicted deficits over the period of this plan may ultimately require the application of reserves to a degree to achieve the mandatory balance. However, this option is not

reflected in the numbers presented and must only be considered as a last resort;

- The Council faces considerable financial risks that can have a potentially significant and immediate impact on its finances. The MTFP will attempt to ensure that the General Fund Reserve balance does not fall below the current minimum agreed level (£2m).

Whilst every effort will be made to identify efficiency savings, given the scale of the likely funding reductions it is unlikely that a sufficient level can be identified to fully balance the 2026/27 budget without significant implications on service provision. Also, there is an extremely limited time frame available between finalisation of the funding settlement and setting the budget for 2026/27. Therefore, as a result of this combination of issues, it is highly likely that some level of draw from reserves will be required, and a full review of Earmarked Reserves will be necessary to see what can be realigned, and whether a minimum balance of £2m in General Reserves can be maintained.

4.1.2 Principle 2 – Optimise Income Generation

- Council Tax funds the largest share of the Council's budget. Annual increases will be kept within Government set guidelines. In reality this now gives the Council very little scope to significantly increase Council Tax income as the recent nationally prescribed referendum rate has been limited to a maximum of 2% or £5. This plan assumes that this rate will remain unaltered throughout the five year cycle;

It should be noted that Government expect all councils to maximise the increase in Council Tax in line with the referendum limits. Furthermore, the Government continue to raise additional flexibilities within the Council Tax scheme as possible options to mitigate the impact of the substantial funding reductions.

- The Council will continue to look at opportunities to generate additional sustainable income. This could be through reviews of existing Fees and Charges or through new charges for discretionary services. Such charges should be set at levels that are appropriate and proportionate to the costs of the service they are delivering and the market within which they operate. The Council will continue to explore new commercial opportunities (as a 'business as usual' model is clearly no longer deliverable).

In reality, the current fees are at the higher end of the scale locally, meaning that only inflationary increases are likely to be tolerated by the local marketplace.

4.1.3 Principle 3 – Allocation of Revenue Resources

- Resources will be directed to high priority and statutory services and hence away from low priority services, which will likely result in less investment in discretionary areas. With the exception of spend to save projects on lower priority services that can either cut future costs or increase revenue to enable cross subsidisation of higher priority services;
- It will seek to deliver further efficiency in its service delivery models and secure procurement savings in its new contractual arrangements which will then be factored into future spending plans. Note that opportunities to improve efficiency reduce over time and now only deliver benefits at the margins. Similarly, effective procurement does not always deliver savings as it is dependent upon market conditions at that time.

Following the LGR announcement, opportunities for new service delivery models are not deliverable in the timeframe. Similarly, financial gains from longer term contracts will be limited by the reduced timeframe.

4.1.4 Principle 4 – Allocation of Capital Resources

- The Council will continue to prioritise schemes, for instance to generate income, to meet corporate objectives and to enhance its asset base;
- The Council will continue to ensure it provides Value for Money through the efficient and effective use of its assets. The Council will look to dispose of surplus assets in order to maximise capital receipts and reduce ongoing revenue maintenance costs associated with holding the asset. Careful consideration will also need to be used to ensure the maximum market value is achieved when disposing of assets;
- Prudential borrowing will only be made during the life of the MTFP after the production of a fully costed business case that demonstrates how the investment meets the Council's policy objectives, has exhausted all other external funding routes and delivers measurable improvement within a reasonable payback period;
- The Council will keep its internal borrowing under review and when appropriate will consider the potential to fix rates in the medium to long term to manage the risk and potential financial impact of interest rate increases. Consideration will also be given to whether the most appropriate funding mechanism is to fully utilise cash balances and undertake short-term borrowing to meet cash flow requirements. The Council continues to consult specialist advice to keep this under review.

With LGR on the horizon, the planning of debt finances leads to ongoing commitments for the new entity. At present there is a case to undertake cheaper short term financing solutions, leaving the new entity free to re-finance as it deems appropriate in due course.

- 4.2 These are all underpinned by a culture of Budget Ownership across all services.

5.0 Summary of the likely changes to Local Government Funding relevant to the General Fund

- 5.1 There are significant and wide ranging changes likely for all local authority funding streams. The main areas of change are:

5.2 Core Government Funding

The formulae used to distribute the funding for the last 20+ years is being replaced through a review called the “Fair Funding Review 2.0” (first announced in 2016). The formulae will be simplified and the underlying base data updated, leading to very different outcomes for individual authorities. Furthermore, political decisions to prioritise certain indicators, such as deprivation over sparsity give rise to significant swings in funding from one geographical area to another – something known as resource equalisation.

5.3 Business Rates

The biggest impact for the Council will be the changes announced for Business Rates. Again, many of these changes are the first since the current scheme’s introduction in 2013/14. In summary, the main changes are:

- The revaluation of the local business properties by the Valuation Office – leading to changes in the charge placed on local businesses;
- The introduction of 5 new multipliers (replacing 2 currently);
- The removal / reduction in the application of reliefs, such as that awarded to Retail, Hospitality and Leisure, as the new multipliers will now incorporate that adjustment;
- The reset of the funding baseline from that used within the current funding settlement, which was based upon 2010/11 and 2011/12. This is designed “to move business rates income retained by local authorities to the places which need it most”.

None of these values will be known until the autumn, with the levels of the multipliers and reliefs expected in the Chancellor’s Autumn Budget, the date for which is yet to be announced.

The clear outcomes of these changes are:

1. Places more responsibility on local authorities to administer the more complex scheme and increases their risk of non-collection;
2. Shifts funding from those that have most increased the business rates baseline – whether through council led initiatives, or simply through movements in valuations.

5.4 Council Tax

Perhaps the area with the least change, which remains unchanged from its introduction in 1993. There is no change to the scheme itself, or the prescribed level of the referendum limit. However, the change here is in how councils can chase and enforce outstanding debt. Government proposals include extending the timeframe before a council can enforce, and softens its enforcement capability. The outcome of this is likely to be that less council tax will ultimately be collected, reducing the Council's funding. Also changes to payment periods will have treasury cash flow implications.

5.5 Extended Producer Responsibility (EPR)

The EPR Grant was introduced late in the budget process for 2025/26. The indicative allocation of £927k was fully earmarked in the budget to set it aside to contribute to the remodelling works planned at the waste depot. Subsequently this indicative allocation has increased to £1,438k reflecting the increase in recycling rates secured after the successful implementation of Bin-It 123. Government have indicated that similar levels of funding should be available in future years, albeit that as producers reduce the volume of packaging, the grant received will fall. Therefore a prudent assumption of £1,000k is included within the MTFP.

5.6 Food Waste

Similarly, there is potential funding available to help meet the cost of weekly food collection from 2026/27. It is considered "potential" as this funding has been targeted to those authorities that have not yet moved to weekly collection. We consider this grossly unfair as our local tax payers have funded this move and therefore we assume that all authorities will be treated fairly and all receive a share of this funding in the future, hence the inclusion of £250k per annum in the MTFP.

5.7 Wider reforms are also being considered. It still remains unclear how some of the incentive funding schemes such as New Homes Bonus and Business Rates will be refocused and how some of the new proposed changes will be offset by New Burdens funding. It is further assumed that the number of separate grants available (largely through competitive bidding processes) will reduce.

5.8 It is expected (and hoped) that over and above all of these changes will be a scheme of transitional support. Currently the Government have indicated that the movement from the current formulae will be implemented across the 3-years of the settlement ($\frac{1}{3}, \frac{2}{3}, \frac{3}{3}$). In addition, the cash impact of the change will

also be “smoothed” across the 3 years (100%, 0%, 0%) – meaning there will likely be a “big bang” in 2026/27, and then funding will be frozen for the following 2 years. It is not clear if full transition to the new funding mechanisms will occur within the 3-year settlement.

- 5.9 With any significant changes to funding streams, there would normally be a level of transitional support to smooth the impact over time. Should the Council be one of those c50 authorities targeted for the largest cuts in funding this will be especially relevant, particularly in respect to business rates where we have seen significant growth in our funding.

6.0 Summary of the Medium Term Financial Plan

- 6.1 As outlined above, the MTFP takes into consideration the current financial position against the 2025/26 base budget. The Qtr. 1 forecast indicated an overspend of £232k on the General Fund, indicating that although services generally are managing their budgets well, they are feeling pressure.
- 6.2 This is added to the assumed inflationary pressure, currently forecast to be c£600k plus relatively minor movements in Non-Service budgets.
- 6.3 As there is not clarity on the potential funding, three potential scenarios have been modelled based upon mooted outcomes from the Fair Funding Review 2.0, to give a guide to the potential scale of the funding shortfall.
- 6.4 This indicates the overall forecast shortfall for 2026/27 ranges between c£900k to c£3,300k, as shown in **Appendix 1** and summarised in the table below:

Table 1 – MTFP 2026/27 General Fund Assumptions Summary

		Assumption 1a	Assumption 1b	Assumption 1c
2025/26		2026/27	2026/27	2026/27
£000		£000	£000	£000
15,071	Expenditure	15,602	15,602	15,602
(15,071)	Funding	(14,683)	(14,756)	(12,252)
0	Annual Shortfall	919	846	3,350

Note, if the shortfall is not mitigated by ongoing savings, the shortfall remains in future years; in essence the problem has only been bumped into the future.

- 6.5 This is clearly a challenge built upon a number of assumptions, caveats, decisions based upon external advice and the most up to date information available at this time. Clearly, any major variations in these assumptions would require a fundamental review of the Council’s MTFP and would be reported back to Cabinet and the wider Membership as soon as practical, coupled with proposed courses of action that could be implemented.

- 6.6 The Council has a legal requirement to set a balance budget and needs to ensure its overall costs are affordable i.e. they can be funded through income and planned short-term use of reserves. Members therefore need to take the necessary decisions and actions to manage net spending within affordable limits.

7.0 Approach to closing the Budget Gap

- 7.1 Many of the issues, assumptions and sensitivity of items included within the MTFP are complex, often inter-related and will undoubtedly be subject to variation and ultimately fundamental review depending on the levels of future funding reductions. However, strategic decisions have been ongoing to reduce the current and future operational costs.

- 7.2 In order to reduce the forecast deficit the Council will strive to constantly manage its costs and revenues by:

- Ensure fees/charges are revisited regularly and that the Council are charging appropriately for all items possible;
- A continued reduction of discretionary service and employee costs (via vacancy management) – which may incur short term upfront costs;
- Investigation of spend to save projects;
- Maximise procurement efficiencies;
- Examine different ways of delivering services to reduce costs;
- Continued benchmarking and learning from best practice;
- Consideration of growing the residential and commercial property base to align delivery with Government funding priorities.

Some of the savings strategy shown above are now less likely to be pursued due to the current and ongoing focus on LGR.

- 7.3 Part of that saving could come from increasing income from Service Fees and Charges. Following a full review last year, many services now have delegated authority to increase fees in line with inflation. The working assumption is that this will be done.

- 7.4 During the summer, Leadership Team and services have been reviewing a range of budget options that could be considered in order to help mitigate that remaining budget shortfall across this MTFP, with a particular focus on 2026/27. In putting forward the options, officers have applied a risk level to them based upon Red, Amber, Green as follows:

Red – indicates the saving could be taken, but there are higher risks/implications associated with it and therefore officers would not recommend it;

Amber – indicates the saving could be taken, but there are risks and implications associated that members need to be aware of / accept;

Green – indicates a saving that is recommended by officers.

- 7.5 **Appendix 2** provides a list of the budget pressures emerging. These are not currently included within the MTFP forecast. Clearly officers will look to mitigate these as far as possible, but inevitably the majority of these will need to be included within the 2026/27 Budget, adding further pressure to identify deliverable savings.
- 7.6 **Appendix 3** provides a list of the potential savings that have been identified relating to this PDG. Members are asked to consider these and recommend to cabinet those they believe should be progressed. A full list of all savings identified is also included with Appendix 4 for context.
- 7.6.1 There are a number of savings proposals that have options depending on the scale of the change agreed. These options are largely mutually exclusive, i.e. is it one or the other, not both. Therefore the appendix assumes Option 1 (generally green) will be considered and options 2 (and 3 where relevant) are included separately should members wish to agree to stretch the proposal.
- 7.6.2 Potential savings could be made in certain areas linked to de-scoping or downsizing activity, should turnover allow for a natural wastage approach in these identified areas. Organisation-wide turnover should allow for a realisation of some of these savings over the coming months and years. However, they are categorised as amber/red to denote that these are not immediately realisable (amber) or would not be recommended due to the severe negative impact on service delivery (red). This aligns with the early steer from the administration around prioritising and protecting service delivery to customers alongside a desire to ensure no redundancies are required given the opportunities to manage workforce resource effectively through targeted vacancy and turnover management. The combined value of such options indicates the level of Vacancy Target that could be included within the budget.
- 7.7 Given the scale of the forecast shortfall, all possible options to increase income or reduce costs must be considered. Members will appreciate that all budget options will require political support and therefore if some suggestions are deemed to be unacceptable then other savings will need to be proposed. Members should indicate where these alternatives should be sought.

8.0 Balances and Reserves

- 8.1 The Council should look to match on-going spending plans to available in-year resources. Any use of reserves to support ongoing expenditure only delays the requirement for the identification and implementation of a sustainable saving.
- 8.2 Therefore this plan does not include any utilisation of these reserves. However, with the scale of the deficit, it is conceivable that some utilisation may be necessary. If so, this would normally be on the basis that the reserve is

replenished by the end of the MTFP period. Due to LGR, this is not likely to be possible and therefore will remain below the recommended level for the remainder of the Council's existence.

- 8.3 The overall level of balances transferring to the new entity will be reduced and would therefore clearly have financial consequences for the inheriting organisation.

9.0 Conclusion

- 9.1 The MTFP will continue to be updated to ensure it is a live document. It is subject to amendment and review by Leadership Team and Members and will provide a clear guide prior to commencing the annual budget setting process in future years.
- 9.2 2026/27 onwards is the most uncertain time from a government funding perspective coupled with the implementation and delivery of LGR is resulting in the most challenging budget planning process. These facts will result in many councils, including our own, having to rely on the temporary use of reserves until some urgently needed government clarity is forthcoming.
- 9.3 Any finalised clarity regarding our government funding will not be provided until late November / early December which will result in urgent update papers from the S151 Officer indicating our final position for 2026/27 and the subsequent two financial years.

Financial Implications

By undertaking regular reviews of the MTFP the Council can ensure that its Corporate Plan priorities are affordable. The implications of the budget gap are set out within the paper. Many areas require greater clarity, particularly around national funding and possible changes to Government Policy. Therefore a number of key assumptions underpin the reported position, which will be refined as greater clarity is received through the budget setting process.

Legal Implications

None directly arising from this report, although there is a legal obligation to balance the budget. There are legal implications arising from any future consequential decisions to change service provision, but these would be assessed at the time.

Risk Assessment

The MTFP makes a number of financial assumptions based on a sensible/prudent approach, taking account of the most up to date professional advice that is available. However, many of these assumptions are open to challenge.

Impact on Climate Change

The allocation of resources will impact upon the Council's ability to implement/fund new activities linked to climate change, as the MTFP sets the broad budgetary framework for the Council over the coming years. However, some provision has already been included in the base budget and further evaluation/consideration will be made as the draft budget passes through the PDGs over the next few months. Significant investment is currently forecast within the Capital Programme, however this will be dependent upon full options appraisals and levels of Grant funding available.

Equalities Impact Assessment

No implications arising from this report.

Relationship to Corporate Plan

The Medium Term Financial Plan (MTFP) sets out the financial resources available to deliver the Council's ongoing Corporate Plan priorities.

Section 3 – Statutory Officer sign-off/mandatory checks

Statutory Officer: Andrew Jarrett

Agreed by or on behalf of the Section 151 Officer

Date: 22 August 2025

Statutory Officer: Maria De Leburne

Agreed on behalf of the Monitoring Officer

Date: 22 August 2025

Chief Officer: Andrew Jarrett

Agreed by or on behalf of the Chief Executive/Corporate Director

Date: 2 September 2025

Performance and risk: Dr Stephen Carr

Agreed on behalf of the Corporate Performance & Improvement Manager

Date: 22 August 2025

Cabinet member notified: Yes

Section 4 - Contact Details and Background Papers

Contact: Andrew Jarrett – Deputy Chief Executive (S151)

Email: ajarrett@middevon.gov.uk

Telephone: 01884 234242

Background papers:

- 2025/26 Budget
- 2025/26 Qtr. 1 Budget Monitor
- 2025 MTFP (September Cabinet)

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Appendix 1

The Table below gives an overall summary of the Council's General Fund MTFP position (which includes a wide range of assumptions).

MTFP General Fund Summary – assumed worst position

2025/26 £'000		Notes	2026/27 £'000	2027/28 £'000	2028/29 £'000
16,284	Net Direct Cost of Services	1, 2	16,973	17,692	18,441
(2,050)	Net recharge to HRA		(2,112)	(2,175)	(2,240)
857	Provision for Repayment of Borrowing	3	1,021	1,249	1,294
15,091	Net Service Costs		15,882	16,766	17,495
(481)	Net Interest Costs/(Receipts)	4	(280)	(100)	(50)
462	Net Transfers to/(from) Earmarked Reserves	5	0	0	0
15,071	Total Budget Requirement		15,602	16,666	17,445
	Funded By:				
(5,079)	Retained Business Rates		0	0	0
(7,472)	Council Tax		0	0	0
(140)	Revenue Support Grant		0	0	0
(35)	Domestic Abuse Safe Accommodation Grant		0	0	0
(57)	Recovery Grant		0	0	0
(27)	Employer National Insurance Contributions Grant		0	0	0
(740)	Funding Floor		0	0	0
(498)	New Homes Bonus		0	0	0
0	New Core Funding Assumption	6	(11,002)	(10,702)	(10,402)
(927)	Extended Producer Responsibility Grant	1, 7	(1,000)	(1,000)	(1,000)
0	New Weekly Food Waste Collection Grant 5	8	(250)	(250)	(250)
(15,071)	Total Funding		(12,252)	(11,952)	(11,652)
0	Annual Gap – Increase/(Decrease) In-year		3,350	4,714	5,793
0	Cumulative Gap		3,350	7,764	13,257

The above figures are based on business as usual with no remedial management intervention. So is very much the most prudent worst case scenario, prior to any offsetting action.

Notes:

1. The Extended Producer Responsibility (EPR) Grant is currently assumed to be a direct grant. For illustration purposes, this has been stripped out of the Direct Service cost and shown separately under funding.
2. This includes the assumed inflationary pressure.
3. The Provision for repayment of borrowing incorporates the financial implications of the current Capital Programme.
4. The reduction in Net Interest Costs/(Receipts) reflects a prudent assumption of the interest earned on balances held. The annual falls as balances held are reducing to fund the capital programme, plus interest rates are falling.
5. Net Transfers to/(from) Earmarked Reserves reflects assumed contributions to, or drawdowns from reserves. At the outset, it is prudent that the working assumption is that reserves are not required.
6. For illustration purposes, all core funding has been included within a single line – see Table 1c within the covering report. In reality, Council Tax will reflect our locally calculated figure, not that assumed by Government. It is assumed that this will also be relevant for Business Rates. A prudent assumption

of a reduction in core funding of £300k occurs in years 2027/28 and 2028/29 – although this could be protected by transitional grant.

7. The new Extended Producer Responsibility Grant sits outside of the Settlement. The indicative allocation for 2025/26 was £927k, however recently the Government have increased this to £1,438k. A prudent assumption of £1,000k has been made for future years. Note, as producers decrease the volume of packaging, the value of this grant will also fall.
8. This is a broad assumption that MDDC will qualify for this grant funding, and a high level assumption of the funding we might receive. Note the costs of delivering weekly food collect far exceed this assumed level of funding.

Appendix 2

2025/26 - 2027/28 Headline Pressures

Service	Cabinet / Policy Development Group	Budget Holder	Cost Centre	BRIEF Saving Description (including risks of delivery)	2026/27			2027/28			2028/29		
					Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)
Finance Leasing costs	Cabinet	Paul Deal	CR210?	Likely increase in financing lease charges due to increase in numbers of vehicles leased	£50								
Property	Cabinet	Paul Deal	PS950	Option 1 Increase budget within Climate Change - originally planned for consultancy, funding bid completion, grant schemes or increased officer time			£100						
Finance	Cabinet	Paul Deal	FP100	Revise Budget to reflect employee joining the pension scheme	£11								
Finance	Cabinet	Paul Deal	IE290	Reduced investment returns as rates and cash balances reduce	£300			£100					
Property	Economy & Assets	Paul Deal	PS810	Increase budget for contract cleaning in line with current costs	£10								
Property	Economy & Assets	Paul Deal	PS991	Amend Lease income to reflect current tenant leases	£20								
Property	Economy & Assets	Paul Deal	PS991	Amend Cemetery income to reflect current levels	£10								
Property	Economy & Assets	Paul Deal	PS810	Amend Lease income to reflect current tenant leases	£15								
Property	Economy & Assets	Paul Deal	PS880	Amend Bus Station income to reflect current income levels	£10								
Property	Economy & Assets	Paul Deal	OS460	Failure to achieve full assumed financial contribution or transfer of assets is secured with some of all of the major town and parish councils		£50							
Public Health & Licensing	Community, People & Equalities / Homes	Simon Newcombe	PH733 / PH740	Additional staffing required within Public Health & Licensing (x2 FTE's) to deal with minimum statutory service levels	£91								
GF Housing Options	Homes	Simon Newcombe	PH320	Anticipated reduction in HPG income received in 2026/27 due to a change to formula calculation - Not expected to be known until Dec 25/Jan 26	£25								
People Services	Cabinet	James Hamblin	HR100	Payroll & HR System Ongoing annual costs	£11								
Development Management	Planning, Environment & Sustainability	John Hammond	PR200	Reduced S106 Monitoring fees - Budget currently at £51k	£25								
Development Management	Planning, Environment & Sustainability	John Hammond	PR225	Waiting on Govt decision on J28. assume 50% of costs	£40								
Forward Planning	Planning, Environment & Sustainability	Tristan Peat	PR600	Additional agency costs if unable to recruit to perm posts	£70								
Forward Planning	Planning, Environment & Sustainability	Tristan Peat	PR200	Increased planning appeals due to local plan		£100							
Communications	Cabinet	Lisa Lewis	CS200	Increase hours previously agreed	£10								
Revenues and Benefits	Cabinet	Fiona Keyes	RB100	Granicus additional software	£14								
Revenues and Benefits	Cabinet	Fiona Keyes	RB100	Council Tax disregard. S13A and Ukraine	£80								
Revenues and Benefits	Cabinet	Fiona Keyes	RB200	Band G business rates specialist Possible use of EMR (EQ787) to offset	£48								
Revenues and Benefits	Cabinet	Fiona Keyes	RB100 / 200 / 300	MOU change required for NEC to go on the Cloud (encryption)	£10								
Revenues and Benefits	Cabinet	Fiona Keyes	Collection Fund	Possible reduction in Council Tax collection due to softening of enforcement / increase in staffing required to drive up collection rate	??								
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	DCC Shared Savings funding (Budget for 2025-26 £450k) - Shared Savings cease to be paid after 2025/26.	£450								
Street Scene - Recycling	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS725	Dry recycling material income (2025-26 £636.5k). Actual for 2024-25 £600k - Very volatile in terms of income per tonne. Assumed possible 10% reduction in income			£60						
Street Scene - Recycling	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS725	Recycling Credit funding (Budget 2025-26 £566k) - For 2026-27 this has been reduced by £1 per tonne from £72.72 to £71.83 inline with pEPR, therefore a reduction £7k projected. Actual 2024-25 £474k.	£7								
Street Scene	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	Street Scene Services 3404/3405	Option 3: Projection on fuel spending. Budgeted 2025-26 £471.5k @ £1.25 per litre, currently £1.08 per litre. Projection of pressure is budgeted at £1.35. Prices can fluctuate dependent on external factors. (This only includes Street Scene services)		£38							
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Impact of the Emission Trading Scheme - 11500 tonnes of waste 2024-25 at current government estimate of £49 per tonne.									£500
					£1,307	£188	£160	£100	£0	£0	£0	£0	£500

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2025/26 - 2027/28 Headline Savings Options

Savings including Option 1

					2026/27			2027/28			2028/29		
Property	Community, People & Equalities	Paul Deal	PS200	CCTV Saving achieved through contract extension - subject to continued agreement with Town Council		(£10)							
Licensing	Community, People & Equalities	Simon Newcombe	PH740	Uplift in licensing fee income for 2026/27	(£10)								
GF Housing Options & Public Health	Community, People & Equalities / Homes	Simon Newcombe	CR380 / PH320 / PH733	Contribution from the Homes for Ukraine pot towards staffing costs within Public Health & GF Housing	(£60)								
Growth and Economic Development	Community, People & Equalities	Adrian Welsh	CD200 4701	Cease Communiity Development grants.			(£120)						
					(£70)	(£10)	(£120)	£0	£0	£0	£0	£0	£0

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Appendix 4

2025/26 - 2027/28 Headline Savings Options

Savings including Option 1

Service	Cabinet / Policy Development Group	Budget Holder	Cost Centre	BRIEF Saving Description (including risks of delivery)	2026/27			2027/28			2028/29		
					Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)
All Services	Cabinet	Paul Deal	Account codes 2301 / 2304	Saving estimation on Utilities spend		(£100)							
All Services	Cabinet	Paul Deal	Account codes 2501	Saving estimation on Business Rates on MDDC Property - subject to revaluation and changes to overall scheme			(£50)						
All Services	Cabinet	Paul Deal	All	Potential to free up minor Earmarked Reserves through reprioritisation of funds		(£100)							
All Services	Cabinet	Paul Deal	All	Potential further increase in Council Tax income above current assumptions (e.g. a combination of further increase Band D charge, additional growth in Taxbase and improvement in collection rate)		(£150)							
All Services	Cabinet	Paul Deal	All	Likely reduction in capital financing charge due to level of slippage in 2024/25 Capital Programme	(£50)								
Property	Economy & Assets	Paul Deal	RS140 / RS150	Inclusion of new income budget for Renewable Heat Initiative (RHI) following end of previous contract	(£30)								
Property	Economy & Assets	Paul Deal	PS810	Lease more space commercially within Phoenix House (include recharges). Clarity required on requirements for PH, flexibility in changing accommodation, hybrid working etc			(£50)						
Property	Community, People & Equalities	Paul Deal	PS200	CCTV Saving achieved through contract extension - subject to continued agreement with Town Council		(£10)							
Property	Economy & Assets	Paul Deal	PS992	Refresh out of date leases - dependent upon market conditions at the time, income might reduce, might push some tenants out			(£10)						
Property	Economy & Assets	Paul Deal	PS160	Potential reduction in maintenance spend - high risk as dependent upon condition survey results and requirements			(£100)						
GF Housing Options	Homes	Simon Newcombe	PH320	Reduction in TA hotel and B&B budget costs due to uplift in GF owned accommodation	(£25)								
Licensing	Community, People & Equalities	Simon Newcombe	PH740	Uplift in licensing fee income for 2026/27	(£10)								
GF Housing Options	Homes	Simon Newcombe	PH320	Further reduction in TA hotel and B&B costs due to better 16-18yr homelessness support (potential Young Devon contract)	(£10)								
GF Housing Options	Homes	Simon Newcombe	PH320	Increase in licence fee income from TA rents - reflects 2024/25 outturn and trend	(£30)								
GF Housing Options & Public Health	Community, People & Equalities / Homes	Simon Newcombe	CR380 / PH320 / PH733	Contribution from the Homes for Ukraine pot towards staffing costs within Public Health & GF Housing	(£60)								
People Services	Cabinet	James Hamblin	HR100	Mgt of Staff Survey in-house instead of outsourced (alternate years)				(£10)					
Development Management	Planning, Environment & Sustainability	John Hammond	PR200 7254	Planning Performance Agreements - increase income from £20,000 - £40,000 for 2025/26. Note the use of PPA's should reflect the service looking to acquire additional capacity resource to deal with increased demands. As such, an increase in PPA income should also reflect an increase in consultants commissioned to act on new applications. Note use of PPA likely to increase because of (i) HLS and (ii) Familiarity with process	(£20)			(£10)			(£10)		
Development Management	Planning, Environment & Sustainability	John Hammond	PR200 7201	Fees & Charges - Increase in national fees for particular application types. The target of £835,000 for 2024/25 was not achieved by reason of national trends resulting in the submission of fewer applications. MHCLG introduced new fees for a number of application types which result in high volume submissions, which, based upon the 2024/25 submissions would increase actual (rather than target) income by @ £100,000		(£50)							
Development Management	Planning, Environment & Sustainability	John Hammond	PR200 7201	7201 - Fees & Charges Likely increase if applications for housing. The target of £835,000 for 2024/25 was not achieved by reason of national trends resulting in the submission of fewer applications. As MDDC no longer has a sufficient housing supply it is likely that we will receive speculative applications for housing development until a new Local Plan is put in place. Combined with line 8 above fees should increase compared to recent levels.		(£50)							
Growth and Economic Development	Community, People & Equalities	Adrian Welsh	CD200 4701	Cease Community Development grants.			(£120)						
Growth and Economic Development	Economy & Assets	Adrian Welsh	PR400 4701	Cease Grants		(£30)							
Growth and Economic Development	Economy & Assets	Adrian Welsh	PR400 4442	Reduce Local projects initiatives by 50%		(£25)							
Forward Planning	Planning, Environment & Sustainability	Tristan Peat	PR600 4701	Grants £10k SLA with the Devon Community Housing Hub to undertake parish based housing needs surveys for planning purposes and to support Community Land Trusts wishing to bring forward local housing schemes. The Council is presently unable to undertake local housing needs surveys in house and is not aware of a suitable alternative provider. There may be potential to use funds from S106 agreements for the provision of affordable housing instead to pay for part / all of the SLA with the Devon Community Housing Hub subject to this being CIL regulation 122 compliant.			(£10)						
ICT	Cabinet	Brian Trebilcock	IT700-4106	Reduction in cost of Veeam Licences, as licenced differently RISK: * none	(£5)								

Service	Cabinet / Policy Development Group	Budget Holder	Cost Centre	BRIEF Saving Description (including risks of delivery)	2026/27			2027/28			2028/29		
ICT	Cabinet	Brian Trebilcock	IT400-4103	Reduce budget for Computer Hardware (Operational) RISK: * insufficient funds to replace computer equipment in-year. * Extending the use-life of End Users Devices * Possible security risk if firmware and software updates are not available		(£15)			£0			£0	
ICT	Cabinet	Brian Trebilcock	IT400-4110	Reduction in Budget for Equipment Maintenance RISK: * Unsupported hardware, increased risk of failure due to age, * Security, if patches and updates not available.		(£10)			£0			£0	
ICT	Cabinet	Brian Trebilcock	IT200-4103 (EMR755)	Reduce budget for Computer Hardware Currently £100k per year (£120k for 26-27) - reduce this request over next three years by £40K to £60 per year. RISK: * insufficient funds to replace computer equipment in-year. * Extending the use-life of End Users Devices - 4 years to 5 years * Possible security risk if firmware and software updates are not available		(£60)							
Revenues and Benefits	Cabinet	Fiona Keyes	RB100	Encouraging take-up of council tax e-billing to save on printing and postage costs Work in progress hard line approach required whilst it is the right thing to do members may not like it		(£25)							
Revenues and Benefits	Cabinet	Fiona Keyes	RB340	LHA assistance scheme. Budget not fully used since 2018	(£7)								
Leisure Income	Service Delivery & Continuous Improvement	Andy Mackie	RS140	Tennis courts conversion to include Padel courts increase income circa £50k		(£50)							
Leisure Income	Service Delivery & Continuous Improvement	Andy Mackie	RS150	Tennis court upgrade and convert 1-2 for padel, increase income circa £10k		(£10)							
Leisure income	Service Delivery & Continuous Improvement	Andy Mackie	RS140	Pool inflatable fun sessions circa £10k uplift in income pa	(£10)								
Leisure income	Service Delivery & Continuous Improvement	Andy Mackie	RS140	Stock resale potential	(£5)								
Leisure income	Service Delivery & Continuous Improvement	Andy Mackie	RS140	New Softplay and Café income with upfront investment required (potential of £60k - £100k)						(£60)			
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 1: Projection on Garden Waste income from residents (Budget 2025-26 £850k) - Currently customers are charged £72/£61, 12150 subscribed and has plateaued in 2024-25. Freeze prices	£0								
Street Scene - Trade Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS710	Option 1: Projection on Trade Waste income from customers (Budget for 2025-26 £1056k). Increase of 3%	(£32)								
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 1: Projection on Bulky Waste income from residents (Budget for 2025-26 £58.5k) - Adding 3% for each additional item	(£2)								
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/540	Option 1: Projection on Parking Income from customers (Budget for 2025-26 £855k) - Increase in 5% advised	(£44)								
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/541	Option 1: Projection on Parking Permits from customers (Budget 2025-26 £219k) Actual for 2024-25 £30k under budget. Increases of 5%	(£11)								
Street Scene - Recycling	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS725	pEPR funding (Provisional 2025-26 £1380k. Guaranteed £927k) - Projection dependant on recycling figures at 85%, 95% and 105%. This will be impacted in 2027-28 when DRS is introduced along with soft plastic recycling. £200k reflects a potential increase in grant over and above current assumption.		(£200)							
Street Scene	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	Street Scene Services 3404/3405	Option 1: Projection on fuel spending. Budgeted 2025-26 £471.5k @ £1.25 per litre, currently £1.08 per litre. Prices can fluctuate dependent on external factors. (This only includes Street Scene services)	£0								
All Services	Cabinet	Stephen Walford	All	Within the base budget there is already £282k Vacancy Target included. This assumption assumes we can increase Vacancy Savings Target from amalgamation of specific service proposals impacting upon staffing levels. Option 1 - 10% of Green / Amber / Red of the total service proposals affecting staffing levels.	(£91)			(£11)			(£1)		

(£441)	(£885)	(£340)	(£31)	£0	(£60)	(£11)	£0	£0
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Options 2 and 3 - to stretch Option 1 further.

Service	Cabinet / Policy Development Group	Budget Holder	Cost Centre	BRIEF Saving Description (including risks of delivery)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)
Property	Planning, Environment & Sustainability	Paul Deal	PS950	Option 2 Reduce budget within Climate Change - originally planned for consultancy, funding bid completion, grant schemes or increased officer time. Note Option 1 is a proposal to further increase this budget.			(£100)						
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 2: Projection on Garden Waste income from residents (Budget 2025-26 £850k) - Currently customers are charged £72/£61, 12150 subscribed and has plateaued in 2024-25, Increase of 3% (£2)		(£25)							
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 3: Projection on Garden Waste income from residents (Budget 2025-26 £850k) - Currently customers are charged £72/£61, 12150 subscribed and has plateaued in 2024-25. Increase of 5% (£3.50)			(£43)						
Street Scene - Trade Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS710	Option 2: Projection on Trade Waste income from customers (Budget for 2025-26 £1056k). Increase of 5%		(£54)							
Street Scene - Trade Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS710	Option 3: Projection on Trade Waste income from customers (Budget for 2025-26 £1056k). Increase of 8%			(£84)						
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 2: Projection in Bulky Waste income from residents (Budget for 2025-26 £58.5k) - Adding 5% for each additional item		(£3)							
Street Scene - Waste	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	WS700	Option 3: Projection in Bulky Waste income from residents (Budget for 2025-26 £58.5k) - Adding 8% for each additional item.			(£5)						
Street Scene	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	Street Scene Services 3404/3405	Option 2: Projection on fuel spending. Budgeted 2025-26 £471.5k @ £1.25 per litre, currently £1.08 per litre. Projection of saving if reduced to £1.15. Prices can fluctuate dependent on external factors. (This only includes Street Scene services)		(£38)							
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/540	Option 2: Projection on Parking Income from customers (Budget for 2025-26 £855k) - Increase in 8%		(£69)							
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/540	Option 3: Projection on Parking Income from customers (Budget for 2025-26 £855k) - Increase in 10%			(£86)						
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/541	Option 2: Projection on Parking Permits from customers (Budget 2025-26 £219k) Actual for 2024-25 £30k under budget. Increases of 8%		(£18)							
Street Scene - Car Parks	Service Delivery & Continuous Improvement	Darren Beer / Matthew Page	CP520/541	Option 3: Projection on Parking Permits from customers (Budget 2025-26 £219k) Actual for 2024-25 £30k under budget. Increases of 10%			(£22)						
All Services	Cabinet	Stephen Walford	All	Within the base budget there is already £282k Vacancy Target included. This assumption assumes we can increase Vacancy Savings Target from amalgamation of specific service proposals impacting upon staffing levels. Option 2 - 20% of Green / Amber / Red of the total service proposals affecting staffing levels.		(£181)			(£22)			(£2)	
All Services	Cabinet	Stephen Walford	All	Within the base budget there is already £282k Vacancy Target included. This assumption assumes we can increase Vacancy Savings Target from amalgamation of specific service proposals impacting upon staffing levels. Option 3 - 30% of Green / Amber / Red of the total service proposals affecting staffing levels.			(£272)			(£33)			(£3)

£0	(£387)	(£611)	£0	(£22)	(£33)	£0	(£2)	(£3)
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Amalgomated Staffing Savings

Service	Cabinet / Policy Development Group	Budget Holder	Cost Centre	BRIEF Saving Description (including risks of delivery)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)	Low Risk (£k)	Medium Risk (£k)	High Risk (£k)
All Services	Cabinet	Stephen Walford	All	Within the base budget there is already £282k Vacancy Target included. This assumption assumes we can increase Vacancy Savings Target from amalgamation of specific service proposals impacting upon staffing levels. Option 1 - 10% of Green / Amber / Red of the total service proposals affecting staffing levels. Option 2 - 20% of Green / Amber / Red of the total service proposals affecting staffing levels. Option 3 - 30% of Green / Amber / Red of the total service proposals affecting staffing levels.	(£51)	(£441)	(£413)	£0	(£48)	(£63)	£0	£0	(£10)

(£51)	(£441)	(£413)	£0	(£48)	(£63)	£0	£0	(£10)
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COMMUNITY, PEOPLE & EQUALITIES PDG WORK PLAN 2025 - 2026

16 September 2025

	Community Alcohol Partnership Presentation from Regional Adviser for SW England (Annie Ashford-Barnden)			
	Citizens Advice – Torridge, North, Mid & West Devon Presentation from the Chief Executive Officer (Vicki Rowe)			
Page 49	Performance Dashboard - Quarter 1 To consider the Dashboard		Director of Legal, People and Governance (Monitoring Officer) Steve Carr	
To Cabinet	Medium Term Financial Plan (MTFP) for 2026/27		Deputy Chief Executive (S151) Paul Deal	
	Meet the Funders Event Report back from Working Group formed to discuss practicalities of holding such an event.		Director of Place and Economy David Parker	
	Work Programme - 2025/2026			

Meeting Date	Agenda Item	Theme	Officer Responsible	Comments
11 November 2025				
	Performance Dashboard - Quarter 2 To consider the Dashboard		Director of Legal, People and Governance (Monitoring Officer) Steve Carr	
	Regulation of Investigatory Powers Act Annual Report To consider the report.		Director of Legal, People and Governance (Monitoring Officer) Maria De Leburne	
Page 50	Corporate Anti-Social Behaviour Policy To consider the report.		Director of Place and Economy Simon Newcombe	Should this go to March 26?
	Resilience Strategy Update.		Director of Place and Economy Simon Newcombe Lewis Dyson	
To Cabinet	Unauthorised Encampment Policy To consider the report		Deputy Chief Executive (S151) Paul Deal	
	Strategic Grants Review 2025 To consider requests from external organisations for grants.		Director of Place and Economy Zoë Lentell	

Meeting Date	Agenda Item	Theme	Officer Responsible	Comments
24 March 2026				
	Performance Dashboard - Quarter 3 To consider the Dashboard		Director of Legal, People and Governance (Monitoring Officer) Steve Carr	
	Single Equalities Policy and Equality Objective To consider the report.		Director of Legal, People and Governance (Monitoring Officer) Matthew Page Steve Carr	
Page 51	Community Safety Partnership Policy To consider a report on the Community Safety Partnership and the planned activities for the coming year.		Deputy Chief Executive (S151) Simon Newcombe Tanya Wenham	
	Air Quality Action Plan		Deputy Chief Executive (S151) Simon Newcombe	
	Chair of Community, People and Equalities PDG Annual Report To receive the Annual report from the Chair		Director of Legal, People and Governance (Monitoring Officer) David Parker	

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