



Fit
for
the
future

creating a prosperous and healthy Torbay

October 2017

Budget Proposals Summary

2018/2019

Foreword



My draft proposals for the Council's revenue and capital budget for 2018/2019 have been published and I now want to hear from you and understand your views.

The Council is committed to creating a prosperous and healthy Torbay and a Council fit to meet the challenges of the future.

It's a huge task; £18 million worth of savings and new income have to be made over the next three years to achieve a balanced budget - £9.6 million of those budget reductions will be made in 2018/19. That's on top of the £69 million already made over the last seven years, which is the equivalent of 63% of this year's £110m net budget.

I remain confident that we are financially viable and that together we will find a way of balancing the budget. Central Government reductions in local government grants and increasing demands on council services means the council needs to be innovative. We need to find alternative ways of working, change the way we operate and work differently with our local communities and partners.

The Transformation Programme will deliver over £6 million of savings next year whilst maintaining services to our communities. In addition, almost £1.5 million of savings have been identified as a result of decisions we have made over the past year or changes that we already know about.

My proposed budget includes a Council Tax increase of 1.99% and that the Council will also use the flexibility, granted by the Government, to raise Council Tax for adult social care by 3%. I have also identified proposals for service change, income generation and efficiencies totalling just over £0.8 million in 2018/2019. Despite this, the Council will still spend approximately £3.5m per week on services in the community (excluding funding for schools and housing benefit payments), and we also plan to spend more than £48m on capital schemes.

These latest draft budget proposals will have an impact on local residents, visitors, our communities and service users; if I had a choice I would not be proposing to make these changes. I'd like to stress that these are draft proposals and haven't been agreed yet. Final decisions won't be taken until consultations have been carried out and the feedback is fully examined. Full Council will approve its budget at a meeting in February 2018.

I welcome everyone's ideas on these proposals and how we can continue to deliver as many valued services as possible, alongside those we have to provide by law. Your views will be listened to and will be taken into consideration. I would also welcome all ideas you have on how the Council can meet the on-going financial challenges in future years.

Gordon Oliver
Elected Mayor of Torbay

Statement from the Head of Finance

The Elected Mayor's budget proposals are presented in the light of both the ongoing "austerity" reductions in local government funding and increased demand for services, in particular for both adults and children's social care. 2018/19 is the ninth year of funding reductions and is the third year of the latest funding settlement that will see the Council's funding (its revenue support grant) reduce from £26 million in 2015/16 to £6 million in 2019/20. There are currently no funding announcements for 2020/21 which makes longer term financial planning more difficult. Currently the Elected Mayor's 2018/19 budget proposals still have a funding gap to resolve before Council approves the final budget in February 2018, however the Elected Mayor, councillors and officers are working on options to enable a balanced budget to be set.

As a response to the financial challenges, the Council is increasingly looking for more commercial, contractual and shared service solutions. In 2016 the Council started an ambitious programme of transformation projects which is now generating savings and increased income to help balance the 2018/19 budget. Inevitably a more commercial approach has risks, however these are being mitigated by due diligence by both councillors and officers.

The Elected Mayor is proposing to increase Council Tax by 1.99% for the Council and proposes to take the option of a further 3% rise to specifically fund adult social care. The Council has an innovative fully integrated health and social care agreement with both the Torbay and South Devon NHS Foundation Trust and the South Devon and Torbay Clinical Commissioning Group. However, further investment in adult social care will help drive service improvements, support service providers and reduce costs to help to ensure the long term stability of the service.

Children's social care is still experiencing a high level for demand for services to support vulnerable children. The service has a clear improvement plan supported by a financial strategy however a high level of volatility continues to exist in this demand led service. The proposed budget reflects both a recognition of current demand (and cost) levels combined with expected cost reductions arising as a result of the improvements in the service. The Council is similar to other councils with its rising demand in this area which has led to the Local Government Association making a "bid" to central government for additional funding for children's social care.

Within schools services there is a new national funding formula being introduced in 2018/19. This formula provides a modest increase in schools funding, however it does not fully address demand and cost pressures within education and schools. In particular it does not fully recognise the increased demand for supporting pupils with "higher needs".

The Council budget has an increasing reliance on the generation of service income. In particular the 2018/19 budget has a target for a surplus on investment properties. It is a risk to the budget that this income will not be generated at the forecast levels.

As a result of the challenges over the past few years in achieving a balanced budget with increased demand for social care, the Council's reserves are lower than anticipated. The Elected Mayor's budget proposals include sensible increases to Council reserves to ensure financial resilience to any future cost variances arising from service demand.

In addition to the revenue budget proposals, the Council also has an ambitious capital programme. The Council is taking advantage of the current low interest rates to borrow in order to invest in assets. These include a number of regeneration projects including within the town centres, capital loans to facilitate service development and the purchase of investment properties to generate income to support the revenue budget.

Introduction

This document provides a summary of the Elected Mayor's proposals for his Revenue and Capital Budgets for 2018/2019. It focuses on those proposals which are likely to have the most impact on the community and service users but also details how the operating costs of the Council are proposed to change.

Alongside this document a number of others will be published and will be available on the Council's website (www.torbay.gov.uk/fit-for-the-future) and are listed below:

- **Torbay Council – Draft Revenue Budget Digest**
This provides a description of what each Council service does and how much it is proposed that they will spend next year including how much income they will receive. It sets out details of all of the draft proposals for service change, income generation and savings in order to produce a balanced budget for 2018/2019.
- **Equality Impact Assessments**
Where a draft proposal has been assessed as having a material impact on service users, a draft Equalities Impact Assessment has been prepared. These will be updated once the consultation process is completed and before any final decision on the proposal is made.
- **Fees and Charges**
The amount that the Council proposes to charge for its services over the next year.
- **Capital Strategy**
This sets out the principles to be used in the allocation of capital investment across all the Council's services and informs decisions on capital spending priorities within the Council's four year Capital Plan.
- **Draft Capital Plan 2018/2019**
This explains which capital schemes the Council plans to fund over the coming year.

Other documents which will be updated and published on the Council's website will include the review of the Council's reserves, the Corporate Asset Management Plan and the Medium Term Resource Plan.

Timetable

An eight week consultation on the budget proposals, both for the public and partner organisations, will be undertaken until 15 December 2017 so as much feedback as possible can be gathered. The consultation questionnaire can be found at www.torbay.gov.uk/consultation from 30 October 2017. Paper copies are available at all Torbay Libraries and the Harbour offices. Focussed consultation will take place on proposals where individual service users or organisations are expected to be significantly affected.

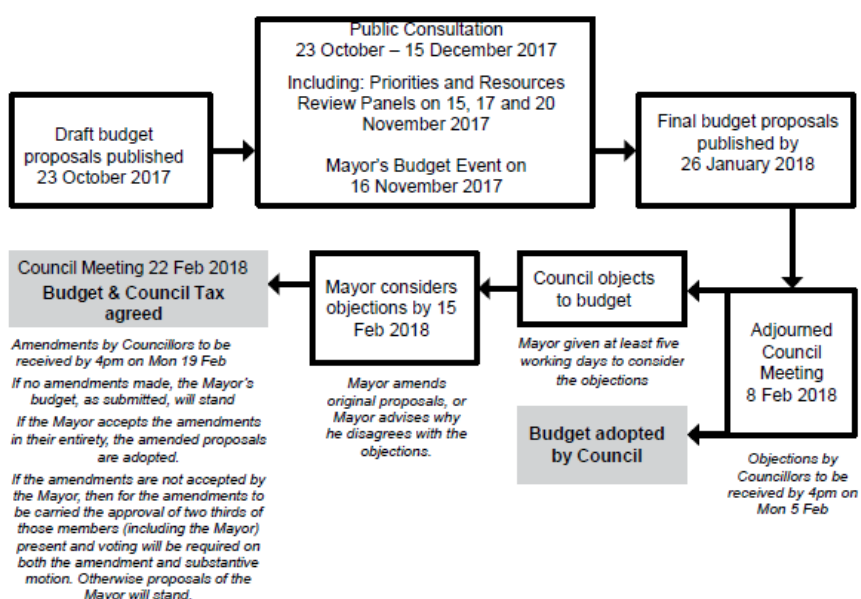
The Elected Mayor will be holding a budget event at 4.00 p.m. on Thursday 16 November 2017 at the Riviera International Conference Centre, Torquay. This will provide an opportunity to hear about the Elected Mayor's proposals, to ask questions and make comments.

The Council's Overview and Scrutiny Board will be holding its Priorities and Resources Review Panels during November 2017 when the Elected Mayor's proposals will be discussed in detail. The Board's formal response to the Elected Mayor's budget will be agreed at its meeting on 13 December 2017.

The Elected Mayor will consider the feedback from the consultation (including from the Overview and Scrutiny Board) at his Policy Development and Decision Group on Wednesday 10 January 2018. This meeting is open to the public and will start at 4.00 p.m. and will be held at the Town Hall, Torquay. The Elected Mayor will publish his final proposals on Friday 26 January 2018.

The Council will meet on 8 February 2018 to discuss the revenue and capital budgets and if the proposed budgets are approved by a majority of members then they will be adopted on the night. If an objection to the budget is proposed and approved by a majority of councillors, the Council will adjourn. Any objections will be considered by the Elected Mayor and he will respond to the meeting of the Council on 22 February 2018 when a final decision will be made by the whole Council. Council Tax levels will be set at the meeting of the Council on 22 February 2018 as the Council has to wait for notifications from the Fire and Rescue Authority, the Police Authority and Brixham Town Council before setting the overall Council Tax for Torbay.

Details of the meetings when the budget proposals will be discussed are available on the Council's website: www.torbay.gov.uk/meetings-and-decisions



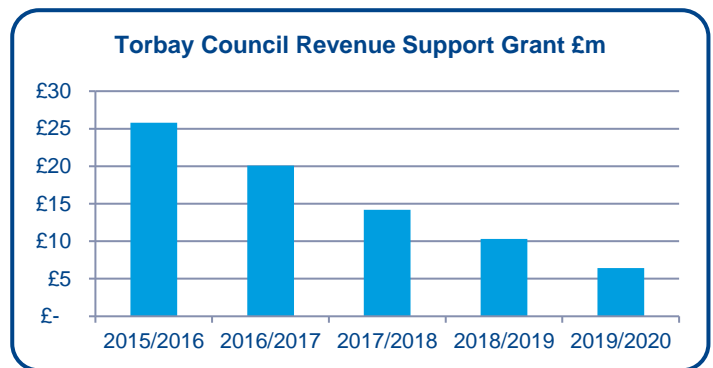
Fit for the Future

Torbay Council's Corporate Plan (www.torbay.gov.uk/corporate-plan) sets out our ambition of creating a prosperous and healthy Torbay.

The Council recognises that we must develop new ways of working and take the opportunity to do things differently. We will base everything we do on three main principles:

- Use reducing resources to best effect
- Reduce demand through prevention and innovation
- Take an integrated and joined up approach

The Council continues to have an immense challenge to prepare and deliver robust budgets year-on-year which provide the statutory services of the Council as well as those discretionary services which are valued by our communities. Demand for children's and adults social care is increasing and the Government is continuing to reduce the amount of Revenue Support Grant it provides to local government (as shown in the chart to the right).



Examples of Transformation Programme Schemes and Savings 2017/2018

We reviewed the amount that we set aside to repay our borrowing costs and saved £790,000.

We received a net discount of £250,000 by paying TOR2 in advance.

The Council purchased Wren Park in Torquay as part of a long term investment strategy – this will generate £450,000 of income each year.

We agreed a fixed contribution to the Integrated Care Organisation meaning that we continue to work in partnership with the health service to provide better health and social care outcomes for our community without the risk of overspending.

The Local Lottery was launched enabling people to buy tickets to support their local good causes.

The Transformation Strategy for Torbay's Town Centres has been agreed and the first business case approved – for the redevelopment of Upton Place in Torquay.

Last year we explained that we had established a Transformation Programme made up of projects which will transform the way the Council delivers services whilst improving outcomes for its communities. Some examples of the projects and the savings we've made during the year are shown in the left hand column.

The Transformation Programme continues and we are projecting that we will make further savings during 2018/2019 and beyond. We will be funding more of this work from our capital receipts meaning that a further £57,000 will be saved on our revenue budget. Further details of some of the Transformation Projects currently underway are set out within this document, as are other decisions which we have taken during the year, all of which (along with prudent financial management) have a positive impact on our budget.

Against this background of severe financial pressure, the Council has committed to deliver improvements to the quality, efficiency and effectiveness of its services, in particular to meet the needs of more vulnerable citizens. It is important to remember that the Council will spend a total of £285 million during the coming year, of which £182 million the Council can influence. This document explains how the Council will provide services against each of its Corporate Plan targeted actions aimed at creating a prosperous and healthy Torbay.

The table below shows the sources of the Council's funding and the expected income for the coming year. In preparing the draft budget, it has been assumed that Council Tax will increase by 4.99%

Torbay Council Funding Sources

	£ million	£ million
Housing Benefit Grant	65.385	
Dedicated Schools Grant	36.786	
	<u>102.171</u>	<u>102.171</u>
Other Government Grants	24.240	
Fees and Charges	14.650	
Rents and Lettings	12.022	
Funding from other public sector bodies	6.255	
Other income	15.478	
	<u>72.645</u>	<u>174.816</u>
Council Tax	66.779	
National Non Domestic Rates	31.300	
Revenue Support Grant	10.310	
New Homes Bonus and other general grants	1.480	
	<u>109.869</u>	<u>284.685</u>

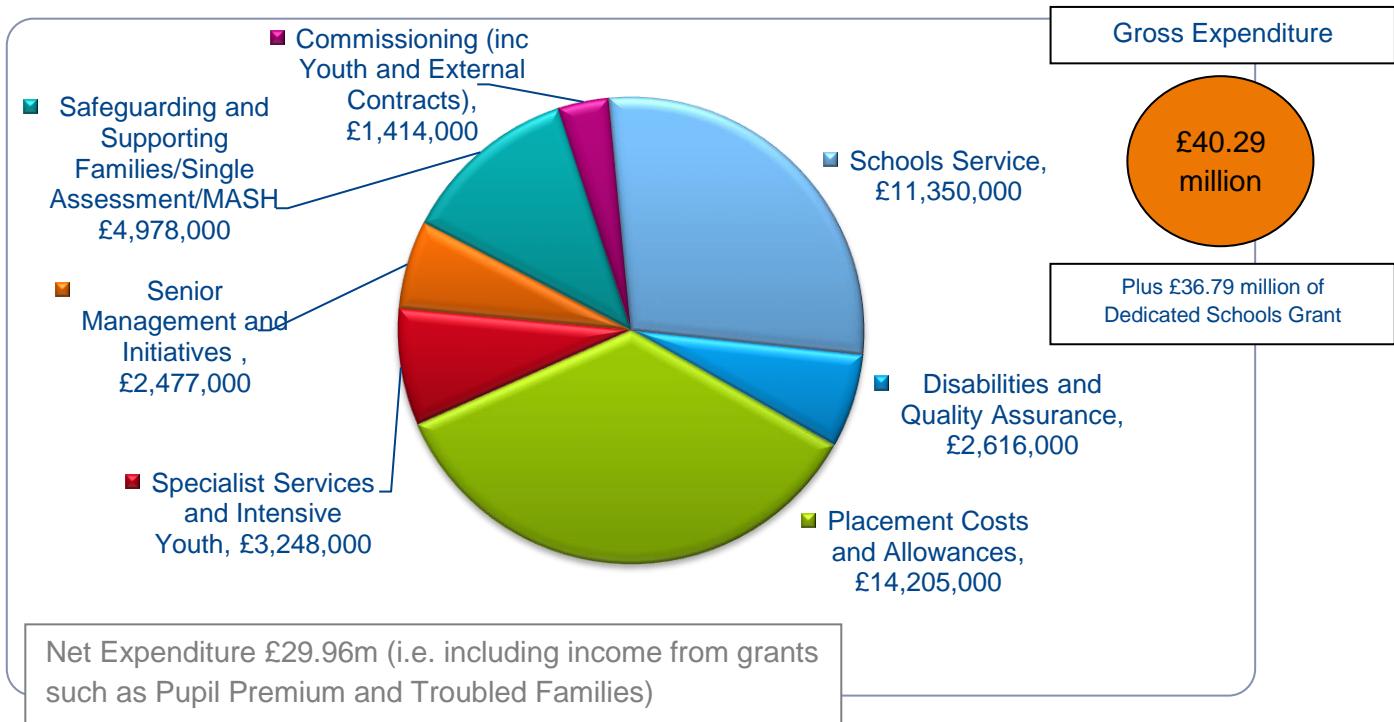
The Council's Medium Term Resource Plan, published in April 2017, set out a 3-year financial framework within which an annual balanced revenue budget would need to be proposed by the Elected Mayor. The Council is required by law to set a budget where the total income for the year equals total expenditure for the year. The "gap" between income and expenditure in 2018/19 was forecast to be £9.6 million.

The table below shows the current level of savings that we expect to make from our Transformation Programme in 2018/19, and from the decisions we've already made. To maintain a balanced budget there will be some changes to services and these are explained together with the anticipated impacts on the public, communities and service users. As part of the consultation on the draft budget, we want to hear from you whether we have correctly identified those impacts.

	£m	£m
Savings needed as identified in MTRP published April 2017		9.653
Savings identified to date:		
Transformation Programme*	(6.133)	
Decisions already made or known changes	(1.424)	
Other Changes	(0.471)	
Proposals for service change, income generation and efficiencies	(0.828)	
Total	(8.856)	0.797

The Elected Mayor's current proposals leave £797,000 still to be identified in order for him to be able to present a proposed balanced budget for the Council to consider in February next year. It is expected that this gap will be reduced once all of the assumptions used to put forward this budget are confirmed, including any announcements within the Government's Budget Statement in November 2017.

Protecting children and giving them the best start in life



Children's Services remains in Government intervention with a statutory direction in place requiring the Council to co-operate with the appointed Department for Education Commissioner. Both Ofsted and the Commissioner have noted the progress being made but this is relatively recent and there remains much improvement work to do.

Torbay Council is committed to improving outcomes for children and families and is consequently committed to a journey to provide “good” quality children’s services. We continue to safeguard children and young people and work with their families and to provide support to children and young people with disabilities and complex needs and to care leavers.

The Children’s Services Medium Term Financial Strategy (which forms part of the Council’s Transformation Programme and was approved in February 2017) is integral to our improvement journey and is beginning to develop a better grip on our placement and staffing costs. However, the service remains under considerable demand pressures around children coming into the social care system, the scarcity and costs of placements and ongoing difficulty with recruitment. Both reflect national trends and will remain key factors within the budget setting process.

As at the start of October 2017, Torbay Council had 279 children looked after (compared with 282 in October 2016) and has 246 children subject to Child Protection Plans (compared with 157 in October 2016). Whilst the actions within the Strategy are providing the savings planned for 2017/2018, the increased demand and the need to retain agency staff has meant that there is likely to be an overspend on the overall Children’s Services budget at the end of the financial year.

Therefore, the Elected Mayor's proposals include an allocation of £2.0 million to support the Council's statutory role and reflect the costs associated with children currently in the care system, which in the greater part are driving the in-year budget pressures. Work is continuing under the Medium Term Financial Strategy with the objective of bringing the Council's costs more in line with those of other similar authorities and it is planned that around £1.5 million will be saved during 2018/2019. It is important to note that, when taken together, the savings and financial support element will result in a base budget broadly in line with that for the past three years.

The Council has accepted the recommendation of its Commissioner that sustained improvement of Children's Services in Torbay will be achieved through a partnership with Plymouth City Council. The partnership will contribute to improved service delivery, better outcomes for children and young people and provide an opportunity to realise efficiencies through shared or merged services. It is expected that the partnership will commence in April 2018.

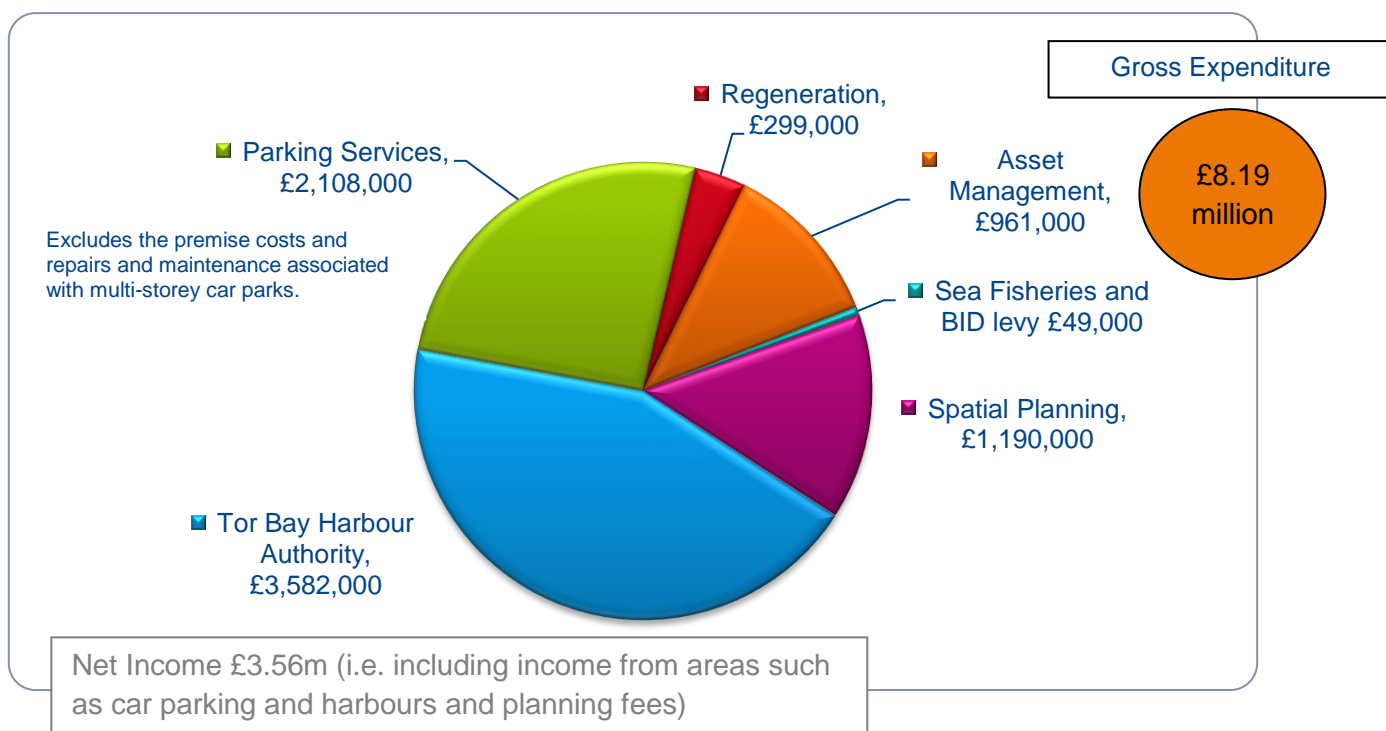
Torbay continues to have a mixed economy of maintained and academy schools. The Council reviews the performance of all schools regardless of their governance arrangements with school development resources allocated through the School to School Board. Working with the Regional Schools Commissioner and local Teaching School Alliances, schools that are causing concern or demonstrating reduced leadership capacity receive bespoke packages of support which includes governing body reviews, scrutiny of teaching and learning, head teacher and senior leadership mentoring and coaching and where necessary direct intervention to broker a sponsor.

In terms of its capital expenditure, Torbay Council is exploring the potential to relocate Torbay School and provide a new primary school in Paignton over the period of the Capital Plan. Capital funding will also be made available for the provision of secondary school places.

We are working towards commissioning a new service for 0-19 year olds in Torbay, starting in 2019/2020, that builds on people's individual and community strengths and gives children and young people in Torbay the best start in life. This will enable the services to be designed around the needs of children, young people and their families and will incorporate a number of services currently funded by Public Health and Children's Services. The estimated budget for this contract will be in the region of £18.45 million in total for the 5 year duration from April 2019. This will be over £800,000 less per annum than the cost of the current services.

It is expected that the Torbay Youth Trust will be established during the coming year as a means to further develop youth provision working with the voluntary, community and commercial sectors. The Trust will have ongoing support of £300,000 per annum. However, it is proposed that the grants that the Council provides to locality based youth providers would be reduced by £30,000 to nil. These providers will be directed to the Torbay Lottery which has been established to enable local groups to raise funds in a different way.

Working towards a more prosperous Torbay



The Council, alongside its development arm TDA and other partners, is continuing to build on investments of recent years. We recognise that regeneration and revitalisation of our Town Centres is a critical part of the continual improvement of Torbay's economy. Our Transformation Strategy for Torbay's Town Centres was agreed in April 2017 and provides clarity and confidence for business, investors and the community.

A planning application has been approved for the Electronics and Photonics Innovation Centre which will support the growth of hi-tech industries and there has been new inward investment such as Graphic Controls at White Rock Business Park.

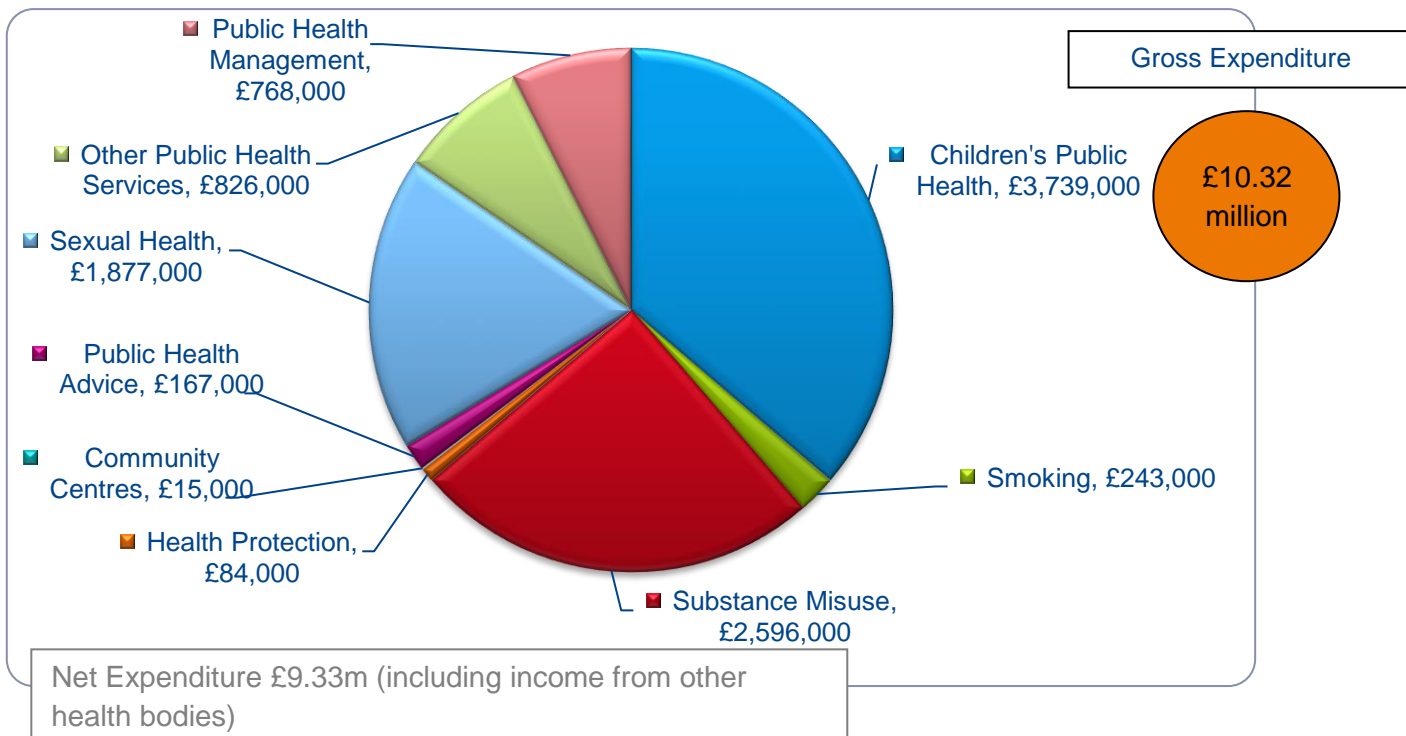
Our revised Economic Strategy sets out our future projects including Phase 1 of the Town Centre Regeneration Programme with developments planned at sites at Lower Union Lane, Torquay, Paignton Harbour and Brixham Town Centre, amongst others. Planning permission has been secured for the development of a new Business Park at Claylands Cross, Paignton. Whilst we have looked to protect the economic regeneration budget as far as possible, it is proposed that it is reduced by £50,000.

The Council continues to review its assets to ensure that commercial opportunities and income are optimised and is on target to generate an additional £50,000 of income during 2018/2019 with £150,000 of additional income guaranteed following decisions already taken in the current year.

The continued implementation of the Council's Parking Strategy will also see a further £50,000 of income generated over and above that which was already expected. Further income of £20,000 is also expected to be generated by the Spatial Planning service.

The Harbour Committee will be asked to make a contribution of £178,000 towards the Council's overall budget.

Promoting healthy lifestyles across Torbay



The Council works to improve the health outcomes of Torbay's population through commissioning services to prevent ill health and encourage people to foster healthy lifestyle choices. We will use our reducing resources to best effect through focussing on areas of inequality across Torbay and on groups where less healthy behaviour is more common.

We will promote healthy behaviour including encouraging walking, cycling and healthy eating. We are making the best use of Torbay's natural assets and environment to promote physical activity and healthy lifestyles.

Torbay Council currently commissions the following public health services:

- Public health nursing
- Sexual health services
- Substance misuse services for adults and young people
- Lifestyles/behaviour change service
- Targeted Health Checks Service

These services are provided by Torbay and South Devon NHS Foundation Trust, GPs, pharmacies and other organisations.

We are currently working with the Healthy Lifestyles service in Torbay to extend the reach of this service and to maximise their impact particularly amongst those who are furthest from making healthy choices. We will continue to investigate the scope for further improvements to be made through the use of innovative approaches in general and digital/online resources in particular.

The Government continues to reduce the level of grant that councils receive for its Public Health functions. A number of services are in the process of being re-procured in order to ensure we can continue to provide the services that are needed within Torbay whilst ensuring that we are using our

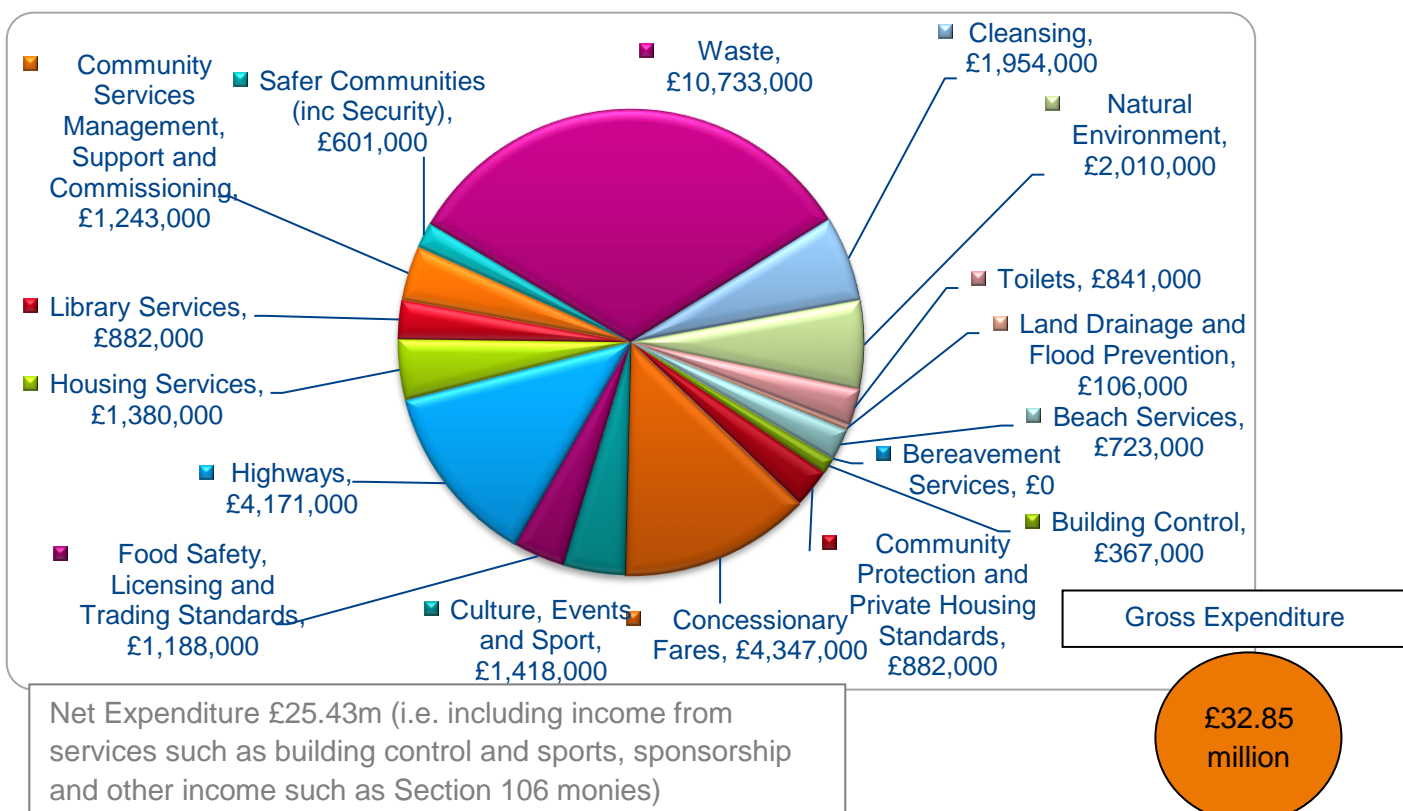
reducing resources to best effect. For example, we are re-procuring our sexual health services alongside Devon County Council which we anticipate will lead to approximately £220,000 of savings on top of savings of £60,000 from a previous re-procurement of an element of the service. Savings of £111,000 will also be made by reducing the costs within the Public Health Team.

The contract figure for the Adult Substance Misuse Service will be reduced with the Council requiring our provider (Torbay and South Devon Foundation NHS Trust) to find efficiencies within the contract and develop new ways of working. To reduce harm to individuals and communities there will be an increase in the budget for pharmacy-based services in 2018/2019 to reflect an anticipated increased demand. In total there will be a reduction in the budget of £62,000 in 2018/2019 and a further £100,000 reduction in 2019/2020.

Our work on the Healthy Torbay Framework continues with a number of initiatives seeking to promote healthy weight and increase physical activity levels across the population. We are looking for opportunities to extend work on promoting workplace wellbeing amongst local organisations. In addition, we will be looking to roll out a programme of work to promote mental wellbeing across Torbay.

In his proposals for last year's budget, the Elected Mayor set out his expectation that the Community Development Trust should be self-financing after 2019 as was planned when the Trust was created. This expectation remains and will see the Council cease to provide funding to the Trust. Last year, 77% of respondents to our questionnaire supported this proposal.

Ensuring Torbay remains an attractive and safe place to live and visit



Note: The Council's Bereavement Services are provided via a contract with Westerleigh Group. This service is provided at no cost to the Council but will provide an income of £732,000 in 2018/2019.

Many of the services within Community Services are widely used by all our communities in their daily lives and include waste and recycling collection from more than 65,000 households and the management and maintenance of:

- 340 miles of highways
- 15,000 streetlights
- 87 signalled crossings
- 22 miles of coastline including 20 beaches and coves
- 1200 acres of woodlands
- 924 acres of open space and sports fields
- 81 play facilities including playgrounds, multi-use games areas and skate parks
- 12,500 lamps which make up Torbay's illuminations.

Torbay Council has statutory duties as the Library Authority, Licensing Authority, the Highways Authority, the Harbour Authority and the Planning Authority. It is the responsible authority and regulator for Food Safety, Health and Safety, Trading Standards, Petroleum, Environmental Protection and Environmental Health. As a regulator, the Council provides a wide range of support to businesses to enable them to develop and compete locally, nationally and internationally. It is a Category One responder for civil emergencies and is the Community Safety Authority and lead agency for the Community Safety Partnership.

The Council will use our reducing resources to best effect through continuing to work with partners to identify efficiencies and more sustainable ways of managing services. We will invest in the transport

network across all modes of transport. The Council will reduce demand for its more costly services such as waste disposal through increasing recycling rates.

During the course of the year, the Council has successfully negotiated a new lease with Parkwood Leisure for it to provide Torbay Leisure Centre and the Velopark until 2031. This Transformation Project will provide a saving to the Council of up to £285,000 in 2018/2019 whilst improving and maintaining these two important facilities.

The provision of library services has also been reviewed through the Transformation Programme and the Council is in the process of concluding a new arrangement for libraries which will reduce costs by £100,000 but retain existing services.

Other assets have been reviewed as part of the Council's Transformation Programme including the Riviera International Conference Centre, Palace Theatre and public toilets. For each there is now a clear strategy for the future which includes offering the facilities through a competitive process to the marketplace to drive further savings whilst still maintaining services.

Following the huge success of second Torbay Air Show, the Council has amended its previous commitment to ensure that the Air Show will continue to run for each of the next five years. Ensuring that the event is annual generates the potential for a significant boost to Torbay's economy by attracting new and repeat visitors and inward investment. However, as outlined last year, the Elected Mayor's Events budget will be reduced by £30,000 over the next two years.

We have launched the Torbay Lottery to enable local good causes to generate new income from this community-wide initiative. Good causes receive 50p in every £1 spent and so this is a real opportunity for many of our community and voluntary sector organisations to benefit.

An alternative means of providing financial support to Swim Torquay and Admiral Swimming Pool in Brixham is proposed. This will mean that a reserve fund will be provided which both pools can draw on if necessary. Over recent years, both pools have not needed the entire grant that was available to them and this proposal will provide a safety net whilst reducing the cost to the Council by £47,000.

The Council has also been working with both Torquay and Brixham Museums over a number of years to enable them to be self-financing. Given the huge pressures on the Council's budget, with regret, the Elected Mayor is proposing that the Council can no longer afford to provide grants to the museums and, that by April 2019, a total of £55,000 will be saved.

We are proposing to seek funding from our partners and external grants to continue to support the UNESCO Geopark which will lead to a saving of £20,000.

The Council's Capital Plan will enable £5 million to be spent on Torbay's roads – schemes to improve transport links such as the Western Corridor and to repair our existing roads. However, some of that capital funding will be used for funding reactive, larger patching works saving £50,000 from the Council's revenue budget.

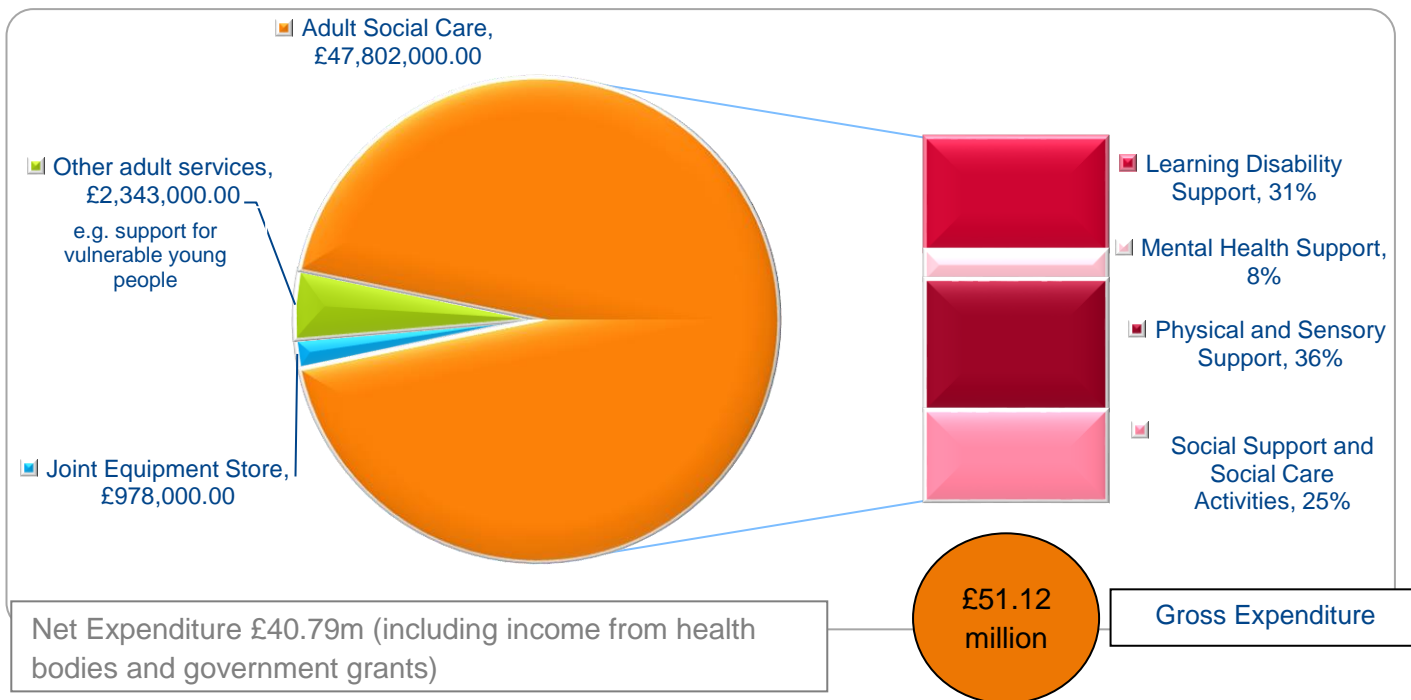
An additional income target of £51,000 has been set for our Beaches Team. In order to meet this target we will explore the level of beach hut fees and additional sites for beach huts. Last year the Council agreed not to seek to participate in the Seaside and Blue Flag Beach Awards and to explore private sector support. We have worked in partnership with Paignton Zoo and Living Coasts who sponsor Torbay's participation and we achieved three Blue Flags and 10 Seaside Awards in 2017.

In some areas of Council business we recognise that previous budget decisions have reduced our resilience and ability to respond appropriately. Across Community Services there will be a reinvestment of approximately £130,000 to ensure that we can continue to protect the public and meet our legal obligations.

Work on improving the effectiveness of TOR2 as a joint venture company has progressed. We recognise that the collection of waste fell below the standards we would normally expect during the first half of the year, but recovery plans were implemented and normal service has now resumed. We will be exploring whether further changes are necessary throughout 2018/19.

In last year's budget we reinvested into services to support victims of domestic abuse, which would have otherwise ceased. Work is ongoing to drive further changes to reduce the number of victims of domestic abuse and sexual violence in conjunction with partner organisations.

Protecting and supporting vulnerable adults



Torbay Council commissions Torbay and South Devon NHS Foundation Trust to deliver its adult social care responsibilities as part of the Integrated Care Organisation. Through this arrangement, the Trust is able to deliver community and acute healthcare as well as adult social care leading to better outcomes with a joined up approach for patients and service users.

The Trust gave notice to the Council in December 2016 that it wished to withdraw from the financial agreement that it had with the Council. This is the Risk Share Agreement which saw the Council responsible for 9% of any overall deficit of the Trust. Given the pressures on the health service, both in Torbay and nationally, this Agreement meant that Council Tax payers in Torbay faced increasing costs due to increasing demand for health services. The Council also recognised that the Agreement needed to change to limit the risk of variance on the Council’s budget.

During the course of the year, the Trust and the Council (and the third partner to the Agreement – the Clinical Commissioning Group (CCG)) have worked to develop a revised Risk Share Agreement. This sees the Council’s risk “capped” meaning that a fixed additional amount is paid into the health and social care pot in Torbay. This revised Agreement also means that the Council will gain from efficiencies arising from a fully integrated health and social care system by £900,000 in 2018/2019. The Council will use current government rules to apply a 3% precept on Council Tax to reinvest in adult social care.

We are committed to continuing to deliver, with the Integrated Care Organisation, the care model which focuses on the wellbeing of our community with the ambition that people with complex conditions and care needs are supported to remain independent at home for as long as possible.

We will continue to transform how we support people with learning disabilities and autism through our joint plan with partners to increase independence through new contracts for supported living. We will work across Devon in delivering the Sustainability and Transformation Plan and will use the learning from our peer review of learning disability.

We will work with our mental health provider –Devon Partnership Trust – on improving outcomes for adults with poor mental health. We are committed to supporting quality for those who need personal care at home as well as in nursing or residential homes.

Our statutory duties for safeguarding remain and we will work with our partners and independent chair of the Adults Safeguarding Board to tackle a number of challenging issues set out in our Safeguarding Plan.

The Government has focused on ensuring Delayed Transfers of Care are minimal. Torbay is a strong performer against national benchmarks, and it is intended to maintain that position through a variety of investments of our Better Care Fund (BCF). Much of the commissioning work we undertake is with the CCG and we intend to increase the integration between our teams and work flexibility across the whole of Devon to get the best outcomes for our communities. We will be reviewing our carers' services and our eligibility processes as part of a continuous journey of service change and commissioning.

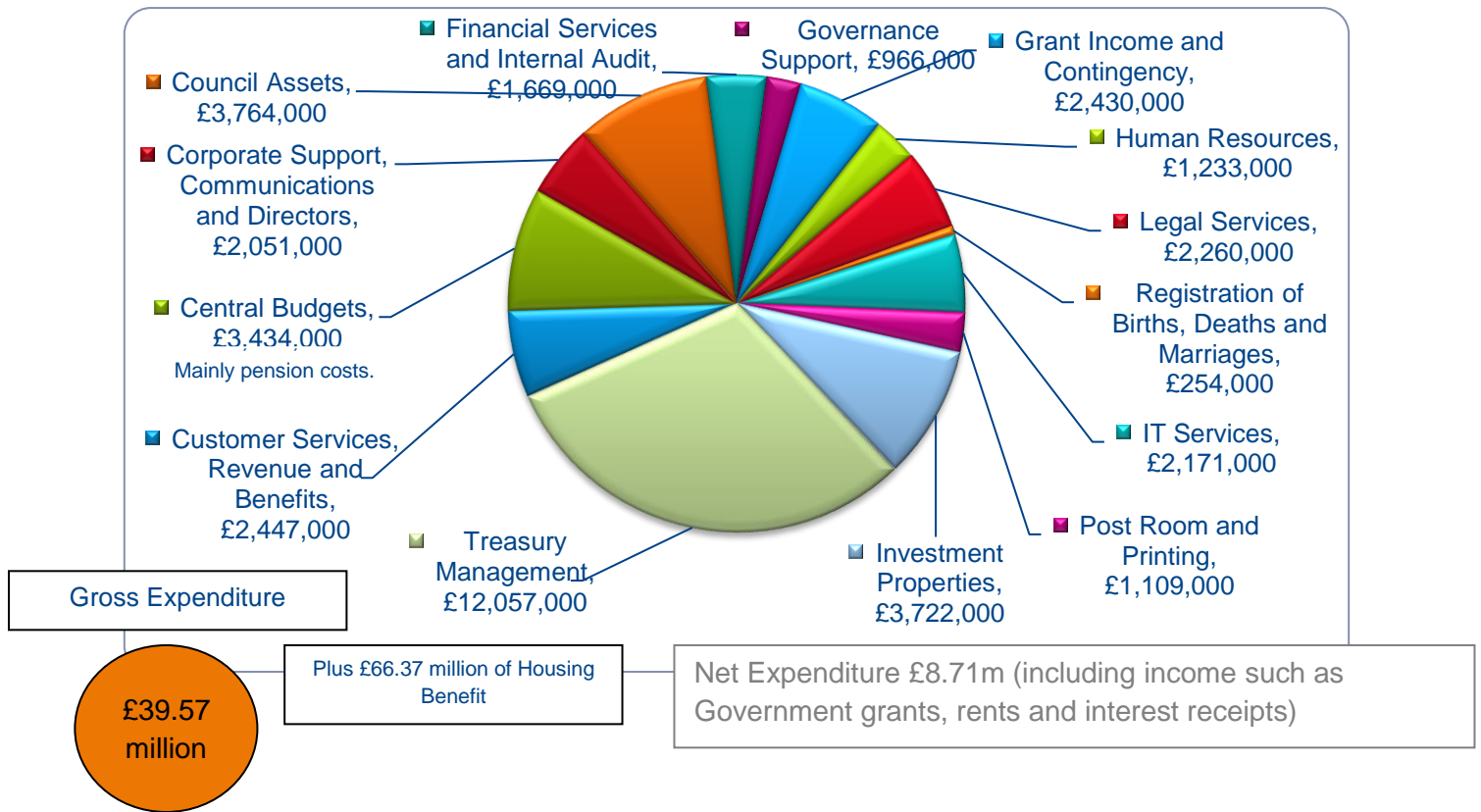
The Council also provides, jointly with the CCG, a community equipment service which provides items such as specialist beds, hoists and grab rails to promote independent living and palliative care. It is intended to commission this service in a more joined up way with other assisted technology in 2019/20 to enable people with complex conditions to be supported at home. The Council will continue to fund Disability Facilities Grants via its Capital Plan which enable both children and adults with complex needs to adapt their homes to support their independence.

The Council has statutory responsibilities in relation to housing and the prevention of homelessness. It has a small number of other social care contracts which provide accommodation based and outreach support for vulnerable young people and families, those experiencing domestic abuse, people with complex needs, single vulnerable homeless people and rough sleepers. The Council will also maximise external funding opportunities to meet the needs of its population – this will include a bid to the Department for Communities and Local Government to pilot new initiatives to tackle homelessness. We will continue our “End Street Homeless” campaign and work with central government on reducing the vulnerability of those individuals who live chaotic lives in our community.

The Council agreed to establish its own housing company and we will work with partners to maximise the benefit of this company through more pro-active intervention in the housing market to improve outcomes for local people. Similarly we will work with partners in the independent sector to ensure we have the right quality of care homes and specialist provision to support the variety of needs individuals have.

As outlined in last year's proposals, the contracts with Healthwatch and Citizen's Advice Bureau will be reduced by £11,000 and £6,000 respectively. The Council will work with partners to support, in a more joined up way, the key role the voluntary sector play in supporting people in our community.

Corporate Support



The Council needs a network of corporate services which operate to support the delivery of front line services to the community. We have worked continuously for many years in ensuring that these support services are as efficient as possible, freeing up resources for front-line services. We will continue to maximise efficiencies and explore all opportunities to generate income and reduce our costs.

As part of the Transformation Programme, we are reviewing how we can generate additional income through initiatives such as making rooms within Council buildings available to hire, developing a 'film friendly' offer by providing support and assistance for filming requests within Torbay and providing Amazon Lockers which are a self-service parcel delivery service. In total this Transformation Project will achieve £197,000 of income in 2018/2019.

We will maximise other sources of income through ensuring that all exemptions, reliefs and discounts are correctly applied to all Council Tax and National Non-Domestic Rate (NNDR) accounts as well as maintaining the accuracy of the NNDR valuation list and improving the rate of collection. In total, additional income to the Council of £550,000 will be achieved next year. Savings of £197,000 are also being made as we move to more electronic means of communication and change working practices across all services including Council Tax and Housing Benefit.

The costs of the Council's discretionary pension awards continue to reduce as the number of people in receipt of those awards falls. We are also looking to extend the repayment period of the Council's pension scheme deficit. This will lead to savings totalling £300,000 with no impact on service delivery.

Previous decisions taken by the Council on how we account for repaying our debt, the Council Tax Support Scheme and external loans will generate £400,000 of savings and income.

The Council has continued to create an investment portfolio which has been built up of investments both within Torbay and beyond which provide a low risk income stream. It is expected that an additional £2.465 million of income will be generated in 2018/2019 – income which enables us to continue to provide the services which are important to our communities. As well as using our capital and borrowing abilities in this way, we remain committed to investing in schemes within Torbay which do not provide income but which do enhance the quality of Torbay’s natural and built environment thereby creating an attractive place to live, work and do business.

Table of all proposals

(by Corporate Plan Targeted Action)

Service Area	2018/2019 £000	2019/2020 £000
Protecting children and giving them the best start in life Youth Grants	30	
Working towards a more prosperous Torbay Spatial Planning Tor Bay Harbour Economic Regeneration and Asset Management	20 178 50	95 250
Promoting healthy lifestyles across Torbay Community Development Trust <i>Adult Substance Misuse Services</i> <i>Public Health Staff and Administration</i>	60 62 111	100
Ensuring Torbay remains an attractive and safe place to live and visit UNESCO Geopark Support Events Development Museums Grants to Swim Torquay and Admiral Swimming Pool Highways Maintenance Beach Team	20 15 28 47 50 31	10 15 27 20
Protecting and supporting vulnerable adults Healthwatch Citizens' Advice Bureau	11 6	
Corporate Support Benefit Operations and Customer Services NNDR, Council Tax and Housing Benefit Administration Communications Internal Audit Transformation Agenda and Commercial Team	177 20 8 20 57	7 20

Note: The proposals shown in *italics* are to meet the reduction in the Public Health ring fenced grant.



Conclusion

I hope that this document provides you with details of my proposed budget for next year, in particular those proposals on which I am seeking your views. It also sets out our successes and achievements over the past year alongside our priorities and future objectives.

The proposals for service change, income generation and efficiencies that are outlined on page 20 are described in this document and are now subject to consultation. Further details of the proposals are available on the Council's website at www.torbay.gov.uk/fit-for-the-future and the consultation questionnaire is available at www.torbay.gov.uk/consultation from 30 October 2017. Paper versions can be collected and returned at each of the Libraries and the Harbour Offices.

I will be holding a budget event on 16 November 2017 at the Riviera International Conference Centre, Torquay. I encourage you to attend at 4.00 p.m. to hear about my proposals and to share your views.

It is important for local residents and organisations to give me their views on the draft proposals for the next financial year – I will listen to you and take your views into account in formulating my final proposals which will be put before the Council in February 2018.

Gordon Oliver
Elected Mayor of Torbay