



# DRAFT REVENUE BUDGET DIGEST

**2017/2018**

Published: Friday, 04 November 2016

|            |  |                   |
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## Introduction

This document 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 efficiencies in order to produce a balanced budget for 2017/2018. For those proposals which have been assessed as having a material impact on service users, draft Equality Impact Assessments have been prepared and are available on the Council's website.

A six week consultation on the budget proposals, both for the public and partner organisations, will be undertaken between 7 November and 16 December 2016 so as much feedback as possible can be gathered. The consultation questionnaire can be found at [www.torbay.gov.uk/consultation](http://www.torbay.gov.uk/consultation). 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.

In addition, the Mayor will be holding two budget events on Thursday 1 December 2016 at the Grand Hotel, Torquay. They will provide an opportunity to hear about the Mayor's proposals, to ask questions and make comments. One event will be held at 2.00 p.m. with a repeated event at 7.00 p.m.

## Proposed Revenue Budget 2017/18 (November 2016)

### Business Unit Summary

| <b>Business Unit/Service</b>                                   | <b>Expenditure<br/>£000's</b> | <b>Income<br/>£000's</b> | <b>Net<br/>£000's</b> |
|--|-------------------------------|--------------------------|-----------------------|
| <b>Joint Commissioning Team (JCT)</b>                          |                               |                          |                       |
| Children's Services  | 78,687                        | (49,323)                 | 29,364                |
| <i>Dedicated Schools Grant included in Children's Services</i> | <i>37,037</i>                 | <i>(37,037)</i>          | <i>0</i>              |
| Adult Social Care  | 41,961                        | (794)                    | 41,167                |
| Public Health and Community Safety                             | 10,935                        | (1,298)                  | 9,637                 |
| <b>Sub Total – Joint Commissioning Team</b>                    | <b>131,583</b>                | <b>(51,415)</b>          | <b>80,168</b>         |
|  |                               |                          |                       |
| <b>Joint Operations Team (JCT)</b>                             |                               |                          |                       |
| <u>Community and Customer Services</u>                         |                               |                          |                       |
| Community Services   | 30,305                        | (6,338)                  | 23,967                |
| Customer Services  | 72,903                        | (69,520)                 | 3,383                 |
| <i>Housing benefit included in Customer Services</i>           | <i>66,144</i>                 | <i>(66,433)</i>          | <i>(289)</i>          |
| <b>Sub Total - Community and Customer Services</b>             | <b>103,208</b>                | <b>(75,858)</b>          | <b>27,350</b>         |
| <u>Corporate and Business Services</u>                         |                               |                          |                       |
| Corporate Services   | 24,123                        | (24,014)                 | 109                   |
| Business Services incl. Regeneration & Assets                  | 12,798                        | (13,481)                 | (683)                 |
| <b>Sub Total - Corporate and Business Services</b>             | <b>36,921</b>                 | <b>(37,495)</b>          | <b>(574)</b>          |
| <b>Sub Total – Joint Operations Team</b>                       | <b>140,129</b>                | <b>(113,353)</b>         | <b>26,776</b>         |
|  |                               |                          |                       |
| <b>TOTAL</b>   | <b>271,712</b>                | <b>(164,768)</b>         | <b>106,944</b>        |
|  |                               |                          |                       |
| <b>Sources of Funding</b>                                      |                               |                          |                       |
| Council Tax  | 0                             | (59,592)                 | (59,592)              |
| Revenue Support Grant  | 0                             | (14,190)                 | (14,190)              |
| Business Rates (NNDR)  | 0                             | (31,118)                 | (31,118)              |
| Collection Fund & Education Grant                              | 0                             | (2,044)                  | (2,044)               |
| <b>TOTAL</b>   | <b>0</b>                      | <b>(106,944)</b>         | <b>(106,944)</b>      |

## Proposed 2017/18 Revenue Budget Build

|   | 2016-17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency for risk of adverse settlement in | 2% ASC Precept for 2017/18 | Identified Service Pressures Note 1 | Childrens Services | Changes in Funding | Inflation    | Proposed Savings | Shortfall to be funded from Reserves | Ring fenced 17/18 Budget reductions transferred | Total          |
|---|---------------------------------|------------------------------------|---------------------|---|----------------------------|-------------------------------------|--------------------|--------------------|--------------|------------------|--------------------------------------|---|----------------|
|   | £000                            | £000                               | £000                | £000  | £000                       | £000                                | £000               | £000               | £000         | £000             | £000                                 | £000  | £000           |
| <b>Joint Commissioning</b>  |                                 |                                    |                     |   |                            |                                     |                    |                    |              |                  |                                      |   |                |
| Children's Services   | 28,955                          |                                    | 28,955              |   |                            |                                     | 1,000              |                    | 340          | -931             |                                      |   | 29,364         |
| Children's Services (Previous reserve funding now funded from Revenue Budget) | -1,100                          |                                    | -1,100              |   |                            | 0                                   | 1,100              |                    |              |                  |                                      |   | 0              |
| Adult Services  | 39,293                          |                                    | 39,293              |   | 1,082                      | 1,000                               |                    |                    | 812          | -1,020           |                                      |   | 41,167         |
| Public Health   | 9,892                           |                                    | 9,892               |   |                            |                                     |                    | -241               | 2            | -412             |                                      | 396   | 9,637          |
| <b>Sub Total</b>  | <b>77,040</b>                   | <b>0</b>                           | <b>77,040</b>       | <b>0</b>                                      | <b>1,082</b>               | <b>1,000</b>                        | <b>2,100</b>       | <b>-241</b>        | <b>1,154</b> | <b>-2,363</b>    | <b>0</b>                             | <b>396</b>                                      | <b>80,168</b>  |
| <b>Joint Operations - Community and Customer Services</b>                     |                                 |                                    |                     |   |                            |                                     |                    |                    |              |                  |                                      |   |                |
| Community Services  | 24,168                          |                                    | 24,168              |   |                            | 295                                 |                    |                    | 347          | -843             |                                      |   | 23,967         |
| Customer Services   | 3,744                           |                                    | 3,744               |   |                            |                                     |                    |                    | 26           | -387             |                                      |   | 3,383          |
| <b>Sub Total</b>  | <b>27,912</b>                   | <b>0</b>                           | <b>27,912</b>       | <b>0</b>                                      | <b>0</b>                   | <b>295</b>                          | <b>0</b>           | <b>0</b>           | <b>373</b>   | <b>-1,230</b>    | <b>0</b>                             | <b>0</b>  | <b>27,350</b>  |
| <b>Joint Operations - Corporate and Business Services</b>                     |                                 |                                    |                     |   |                            |                                     |                    |                    |              |                  |                                      |   |                |
| Corporate Services  | 3,847                           | -2,290                             | 1,557               | 500   |                            | 1,175                               |                    | -383               | 176          | -1,085           | -1,393                               | -438  | 109            |
| Business Services   | 257                             |                                    | 257                 |   |                            | 0                                   |                    |                    | -129         | -853             |                                      | 42  | -683           |
| <b>Sub Total</b>  | <b>4,104</b>                    | <b>-2,290</b>                      | <b>1,814</b>        | <b>500</b>                                    | <b>0</b>                   | <b>1,175</b>                        | <b>0</b>           | <b>-383</b>        | <b>47</b>    | <b>-1,938</b>    | <b>-1,393</b>                        | <b>-396</b>                                     | <b>-574</b>    |
| <b>Total</b>  | <b>109,056</b>                  | <b>-2,290</b>                      | <b>106,766</b>      | <b>500</b>                                    | <b>1,082</b>               | <b>2,470</b>                        | <b>2,100</b>       | <b>-624</b>        | <b>1,574</b> | <b>-5,531</b>    | <b>-1,393</b>                        | <b>0</b>  | <b>106,944</b> |

Note 1:

Adult Services

Torbay's 9% share of residual ICO 16/17 overspend in 17/18 £1,000

Community Services

Homelessness Service Pressure £100

Acorn Centre - reflects previous decision **-£5**

CCTV Rebase Budget £100

Airshow - Council Decision £100

Corporate Services

Insurance Premium Tax change in Tax Rate £5

Pension Triannual Review April 17 £600

Living Wage £10

Treasury Management - interest rates & loan maturity £127

Approved Prudential Borrowing - R& M and IT £67

Implement LGA recommendations £300

Green Travel **-£59**

NNDR Revaluation - Impact on Council owned properties £125

£2,470

## Children's Services

**Executive Lead:** Councillor Parrott

**Responsible Officer:** Andy Dempsey

|   | 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total  |
|---|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|--------|
|   | 28,955                          | 0                                  | 28,955              | 0           | 0                                | 0   | 1,000                                | 0                  | 340       | (931)                       | 0   | 0  | 29,364 |
| Previous reserve funding now funded from Revenue Budget | (1,100)                         | 0                                  | (1,100)             | 0           | 0                                | 0   | 1,100                                | 0                  | 0         | 0                           | 0   | 0  | 0      |

(All figures £000s)

### Children's Safeguarding Service - Disabilities / Quality Assurance

This area of the budget covers services to safeguard children and young people with disabilities and work with families with complex needs. It covers the work associated with placing, supporting and monitoring the children with disabilities who need to be in the care of the local authority as well as the provision of short breaks; holiday playschemes; and other groups for children with complex to profound learning and/or physical disabilities.

This section also includes the Safeguarding Unit, the Torbay Safeguarding Children's Board and PARIS team as well as organisational development for all Children's Services staff.

### **Children's Safeguarding Service – Placement Costs and Allowances**

This section of the budget only includes costs relating to the care of children in need or in care. It includes health income to support packages of care and contributions from Dedicated Schools Grant (DSG) for joint funded placements with an educational element.

### **Children's Safeguarding Service – Specialist Services/Intensive Youth**

Children's Safeguarding team provides fostering and adoption services in Torbay such as recruitment, assessment, supervision and support. It also covers the Looked After Children/ Permanence team in which the Social Workers take the statutory responsibility, in conjunction with colleagues within the Adoption Team, for completing the necessary reports and procedures around the process of placing a child for adoption, from the making of a 'Placement Order'. And also the work of Long-Term Care: In which a large number of the children allocated to this team are placed either in Torbay foster placements, or within 'out of area' fostering and residential provision.

This section also covers the work of the Integrated Youth Support Service that provides an integrated service to children and young people from the age of 10 until 25. The IYSS service will bring together a range of areas such as youth offending, care leavers, attendance improvement and provide targeted interventions to prevent or reduce the numbers of young people entering or remaining within the care system.

### **Children's Safeguarding Service – Senior Management/Initiatives**

This service includes the costs of Business Support including staff travel, subsistence, mobile phone and office expenses across Children's Services. It also includes the costs of the Senior Management Team (excluding the Director of Children's Services). Also included is the two year Department for Education Innovation Programme bid.

### **Children's Safeguarding Service – Children in Need/Single Assessment/Child Protection/MASH**

This section of the budget covers the Children in Need Service which came into effect on 1 June 2014 and is responsible for the following areas of social work: Initial Assessments, Core Assessments, Child Protection investigations (s47) from Initial Assessment where required, Children Looked After, Duty system/rota and Section 7 reports. It also covers The Family Solutions Service is one part of the journey towards the Integrated Services Delivery Model. This has enabled the opportunity to bring together the Family Intervention Project with the Locality Family Support Teams to create a new service of Community Care Workers currently delivering targeted interventions to children, young people and their families at high level 2 of the child's journey.



It is also responsible for child protection service where the teams hold caseloads of children who have been identified as being in need of support and/or protection which is delivered via a Child in Need plan or a Child Protection Plan. Those children most at risk of harm may be 'looked after' and their circumstances considered within the Court arena.

It also covers work by The Arc (Assessment Resource Centre), Intensive Family Support Service (IFSS) and Family Group Conferencing.

### **Commissioning Unit Inc Youth and External Contracts**

This includes Commissioning Unit (including Youth Carers Service), Youth Services an external contracts with Careers South West, Children's Society and Citizens Advice. This also includes the Troubled Families Grant.

### **Schools Services**

This service includes services funded by the Dedicated Schools Grant (DSG) of approx £41m and Council funding. The main services predominately by DSG are: - School Formula Allocations, Alternative Provision / Vulnerable Children, Independent Special School Fees, PVI and Early Years funding.

Services predominately funded by Council funding are:- Special Educational Needs, Home to School Transport / Escorts, other school support services including Educational Psychology and Advisory Teachers, Governing Body Support and Private Finance Initiative.

# Children's Services

## 2017/18 Budget Summary (\*ATL)

| ID  | Service                               | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|---|---------------------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Children's Safeguarding Service - Disabilities / Quality Assurance</b> |                                       |  |                            |                       |                          |
| 709   | Disabilities - Day Care Services      | 2.18                                     | 335                        | -25                   | 310                      |
| 715   | Disabilities - Direct Payments        | 0  | 255                        | -60                   | 195                      |
| 713   | Disabilities - Domiciliary Care       | 0  | 20                         | -4                    | 16                       |
| 714   | Disabilities - Overnight Short Breaks | 0  | 337                        | -90                   | 247                      |
| 712   | Disabilities - Social Work Team       | 7.01                                     | 275                        | 0                     | 275                      |
| 710   | Disabilities- Occupational Therapy    | 0  | 105                        | 0                     | 105                      |
| 760   | PARIS Team                            | 5  | 170                        | 0                     | 170                      |
| 708   | Safeguarding Children Board           | 2.42                                     | 129                        | -49                   | 80                       |
| 707   | Safeguarding Unit / Training          | 11.5                                     | 871                        | -129                  | 742                      |
| <b>Service Total</b>  |                                       | <b>28.11</b>                             | <b>2,497</b>               | <b>-357</b>           | <b>2,140</b>             |

## Children's Safeguarding Service - Placement Costs & Allowances

| ID                   | Service                             | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|-------------------------------------|--|----------------------------|-----------------------|--------------------------|
| 762                  | 16+ Independent Provision           | 0  | 585                        | 0                     | 585                      |
| 743                  | Adoption Allowances                 | 0  | 337                        | 0                     | 337                      |
| 740                  | Child Arrangement Orders            | 0  | 283                        | 0                     | 283                      |
| 736                  | Connected Persons Fostering         | 0  | 414                        | 0                     | 414                      |
| 734                  | In House Fostering                  | 0  | 3,093                      | 0                     | 3,093                    |
| 737                  | Independent Sector Fostering        | 0  | 2,475                      | 0                     | 2,475                    |
| 735                  | Lodgings / Personal Allowances      | 0  | 279                        | 0                     | 279                      |
| 738                  | Parent & Child Placements           | 0  | 683                        | 0                     | 683                      |
| 739                  | Residential Care                    | 0  | 5,580                      | -163                  | 5,417                    |
| 741                  | Section 17 - Assistance to Families | 0  | 144                        | 0                     | 144                      |
| 742                  | Special Guardianship Allowances     | 0  | 505                        | 0                     | 505                      |
| <b>Service Total</b> |                                     | 0  | <b>14,378</b>              | <b>-163</b>           | <b>14,215</b>            |

### Children's Safeguarding Service - Specialist Services / Intensive Youth

|     |  |       |     |     |     |
|-----|--|-------|-----|-----|-----|
| 719 | Adoption Service   | 10.41 | 859 | -40 | 819 |
| 718 | Fostering-Recruitment, Assessment, Supervision & Support | 12.48 | 595 | 0   | 595 |

| <b>ID</b>            | <b>Service</b>                     | <b>Number of full time equivalent employees</b> | <b>Total Expenditure</b><br>£'000 | <b>Total Income</b><br>£'000 | <b>Net Expenditure</b><br>£'000 |
|----------------------|------------------------------------|---|-----------------------------------|------------------------------|---------------------------------|
| 722                  | Intensive Youth Support Service    | 6.62  | 284                               | -27                          | 257                             |
| 716                  | Looked after Children Team         | 18.56   | 793                               | 0                            | 793                             |
| 761                  | Placement with Families & Matching | 7.81  | 297                               | 0                            | 297                             |
| 721                  | Youth Justice                      | 5.21  | 0                                 | -198                         | -198                            |
| 720                  | Youth Offending                    | 8.21  | 567                               | -133                         | 434                             |
| <b>Service Total</b> |                                    | <b>69.3</b>                                     | <b>3,395</b>                      | <b>-398</b>                  | <b>2,997</b>                    |

### **Children's Safeguarding Service -Senior Management / Initiatives**

|                      |                                     |              |              |             |              |
|----------------------|-------------------------------------|--------------|--------------|-------------|--------------|
| 725                  | Business Support                    | 67.77        | 1,595        | -18         | 1,577        |
| 757                  | Innovation Programme - SWIFT        | 4.9          | 550          | -500        | 50           |
| 731                  | Senior Management Team              | 9            | 692          | 0           | 692          |
| 763                  | Vacancy Savings (to be reallocated) | 0            | -520         | 0           | -520         |
| <b>Service Total</b> |                                     | <b>81.67</b> | <b>2,317</b> | <b>-518</b> | <b>1,799</b> |

### **Children's Safeguarding Service-Safeguarding & Supporting Families/Single Assessment/MASH**

| ID                   | Service                              | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|--------------------------------------|--|----------------------------|-----------------------|--------------------------|
| 728                  | Assessment Resource Centre           | 0  | 43                         | 0                     | 43                       |
| 717                  | Early Help Service                   | 14.48                                    | 498                        | -287                  | 211                      |
| 727                  | Family Group Conferencing            | 0  | 108                        | 0                     | 108                      |
| 729                  | Intensive Family Support / CAMHS     | 14.65                                    | 868                        | -167                  | 701                      |
| 726                  | Multi Agency Safeguarding Hub (MASH) | 8.21                                     | 330                        | 0                     | 330                      |
| 732                  | Other Safeguarding Activities        | 0  | 425                        | 0                     | 425                      |
| 730                  | Safeguarding & Supporting Families   | 46.51                                    | 1,644                      | 0                     | 1,644                    |
| 759                  | Single Assessment Team               | 15.62                                    | 714                        | 0                     | 714                      |
| <b>Service Total</b> |                                      | 99.47                                    | <b>4,630</b>               | <b>-454</b>           | <b>4,176</b>             |

### Commissioning, Including Youth & External Contracts

|     |                                  |   |     |      |     |
|-----|----------------------------------|---|-----|------|-----|
| 703 | Careers South West Contract      | 0 | 202 | 0    | 202 |
| 704 | Children's Society Contract      | 0 | 121 | 0    | 121 |
| 754 | Citizens Advice and Information  | 0 | 79  | 0    | 79  |
| 701 | My Place-Parkfield / Youth Trust | 0 | 332 | 0    | 332 |
| 756 | Troubled Families Grant          | 3 | 711 | -711 | 0   |

| ID                   | Service                         | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------------------------------|--|----------------------------|-----------------------|--------------------------|
| 705                  | Young Person's Substance Misuse | 0  | 119                        | -68                   | 51                       |
| <b>Service Total</b> |                                 | <b>3</b>                                 | <b>1,564</b>               | <b>-779</b>           | <b>785</b>               |

### Schools Services

|                      |   |              |               |                |              |
|----------------------|---|--------------|---------------|----------------|--------------|
| 744                  | Alternative Provision / Vulnerable Children | 15.56        | 938           | 0              | 938          |
| 748                  | Early Years / Children's Centres Contract   | 8.75         | 1,207         | -12            | 1,195        |
| 751                  | Home to School Transport / Escorts          | 3.1          | 1,638         | -15            | 1,623        |
| 746                  | Independent Special School Fees             | 0            | 2,200         | 0              | 2,200        |
| 752                  | Other School Support Services               | 13.64        | 2,519         | -971           | 1,548        |
| 753                  | Private Finance Initiative                  | 0            | 2,722         | -2,162         | 560          |
| 747                  | PVI Nursery Funding - 2, 3 & 4 year olds    | 0            | 3,927         | 0              | 3,927        |
| 749                  | School Funding / DSG and Other Grants       | 0            | 33,801        | -43,127        | -9,326       |
| 706                  | SEND Reforms                                | 4.28         | 131           | -75            | 56           |
| 745                  | Special Educational Needs                   | 6.4          | 823           | -292           | 531          |
| <b>Service Total</b> |   | <b>51.73</b> | <b>49,906</b> | <b>-46,654</b> | <b>3,252</b> |

| ID Service   | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|--------------|--|----------------------------|-----------------------|--------------------------|
| <b>Total</b> | 333.28                                   | <b>78,687</b>              | <b>-49,323</b>        | <b>29,364</b>            |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Children's Safeguarding Service - Disabilities / Quality Assurance

| ID                   | Service                               | No of Staff (**FTE) | Employee Direct Costs | Premises  | Supplies & Services | Contribut'n to Reserves | Other      | Total Expenditure (*ATL) | Fees, Charges & Sales | Govern't Grant Income | Income from Health | Income Police / Probation | Total Income (*ATL) | Net Expenditure (*ATL) |
|----------------------|---------------------------------------|---------------------|-----------------------|-----------|---------------------|-------------------------|------------|--------------------------|-----------------------|-----------------------|--------------------|---------------------------|---------------------|------------------------|
|                      |                                       |                     | £'000                 | £'000     | £'000               | £'000                   | £'000      | £'000                    | £'000                 | £'000                 | £'000              | £'000                     | £'000               | £'000                  |
| 709                  | Disabilities - Day Care Services      | 2.18                | 66                    | 7         | 111                 | 0                       | 151        | 335                      | 0                     | 0                     | -25                | 0                         | -25                 | 310                    |
| 715                  | Disabilities - Direct Payments        | 0                   | 0                     | 0         | 0                   | 0                       | 255        | 255                      | 0                     | 0                     | -60                | 0                         | -60                 | 195                    |
| 713                  | Disabilities - Domiciliary Care       | 0                   | 0                     | 0         | 20                  | 0                       | 0          | 20                       | 0                     | 0                     | -4                 | 0                         | -4                  | 16                     |
| 714                  | Disabilities - Overnight Short Breaks | 0                   | 0                     | 0         | 0                   | 0                       | 337        | 337                      | 0                     | 0                     | -90                | 0                         | -90                 | 247                    |
| 712                  | Disabilities - Social Work Team       | 7.01                | 267                   | 0         | 8                   | 0                       | 0          | 275                      | 0                     | 0                     | 0                  | 0                         | 0                   | 275                    |
| 760                  | Disabilities- Occupational Therapy    | 0                   | 23                    | 0         | 22                  | 0                       | 60         | 105                      | 0                     | 0                     | 0                  | 0                         | 0                   | 105                    |
| 760                  | PARIS Team                            | 5                   | 170                   | 0         | 0                   | 0                       | 0          | 170                      | 0                     | 0                     | 0                  | 0                         | 0                   | 170                    |
| 708                  | Safeguarding Children Board           | 2.42                | 104                   | 3         | 22                  | 0                       | 0          | 129                      | 0                     | 0                     | -28                | -21                       | -49                 | 80                     |
| 707                  | Safeguarding Unit / Training          | 11.5                | 585                   | 0         | 286                 | 0                       | 0          | 871                      | -129                  | 0                     | 0                  | 0                         | -129                | 742                    |
| <b>Service Total</b> |                                       | <b>28.11</b>        | <b>1,215</b>          | <b>10</b> | <b>469</b>          | <b>0</b>                | <b>803</b> | <b>2,497</b>             | <b>-129</b>           | <b>0</b>              | <b>-207</b>        | <b>-21</b>                | <b>-357</b>         | <b>2,140</b>           |



## Children's Safeguarding Service - Placement Costs & Allowances

| ID                   | Service                             | No of Staff (**FTE) | Employee     | Premises | Supplies & | Payments     | Payment      | Total Expenditure (*ATL) | Fees, Charges & Sales | Govern't Grant Income | Income from Health | Contribs. From DSG | Total Income (*ATL) | Net Expenditure (*ATL) |
|----------------------|-------------------------------------|---------------------|--------------|----------|------------|--------------|--------------|--------------------------|-----------------------|-----------------------|--------------------|--------------------|---------------------|------------------------|
|                      |                                     |                     | Direct Costs |          | Services   | to Carers    | to Provider  |                          |                       |                       |                    |                    |                     |                        |
|                      |                                     |                     | £'000        | £'000    | £'000      | £'000        | £'000        | £'000                    | £'000                 | £'000                 | £'000              | £'000              | £'000               | £'000                  |
| 762                  | 16+ Independent Provision           | 0                   | 0            | 0        | 0          | 0            | 585          | 585                      | 0                     | 0                     | 0                  | 0                  | 0                   | 585                    |
| 743                  | Adoption Allowances                 | 0                   | 0            | 0        | 0          | 337          | 0            | 337                      | 0                     | 0                     | 0                  | 0                  | 0                   | 337                    |
| 740                  | Child Arrangement Orders            | 0                   | 0            | 0        | 0          | 283          | 0            | 283                      | 0                     | 0                     | 0                  | 0                  | 0                   | 283                    |
| 736                  | Connected Persons Fostering         | 0                   | 0            | 0        | 0          | 414          | 0            | 414                      | 0                     | 0                     | 0                  | 0                  | 0                   | 414                    |
| 734                  | In House Fostering                  | 0                   | 0            | 0        | 201        | 2,849        | 43           | 3,093                    | 0                     | 0                     | 0                  | 0                  | 0                   | 3,093                  |
| 737                  | Independent Sector Fostering        | 0                   | 0            | 0        | 0          | 0            | 2,475        | 2,475                    | 0                     | 0                     | 0                  | 0                  | 0                   | 2,475                  |
| 735                  | Lodgings / Personal Allowances      | 0                   | 0            | 0        | 0          | 0            | 279          | 279                      | 0                     | 0                     | 0                  | 0                  | 0                   | 279                    |
| 738                  | Parent & Child Placements           | 0                   | 0            | 0        | 18         | 85           | 580          | 683                      | 0                     | 0                     | 0                  | 0                  | 0                   | 683                    |
| 739                  | Residential Care                    | 0                   | 0            | 0        | 46         | 0            | 5,534        | 5,580                    | 0                     | 0                     | -50                | -113               | -163                | 5,417                  |
| 741                  | Section 17 - Assistance to Families | 0                   | 0            | 0        | 144        | 0            | 0            | 144                      | 0                     | 0                     | 0                  | 0                  | 0                   | 144                    |
| 742                  | Special Guardianship Allowances     | 0                   | 0            | 0        | 0          | 505          | 0            | 505                      | 0                     | 0                     | 0                  | 0                  | 0                   | 505                    |
| <b>Service Total</b> |                                     | <b>0</b>            | <b>0</b>     | <b>0</b> | <b>409</b> | <b>4,473</b> | <b>9,496</b> | <b>14,378</b>            | <b>0</b>              | <b>0</b>              | <b>-50</b>         | <b>-113</b>        | <b>-163</b>         | <b>14,215</b>          |

## Children's Safeguarding Service - Specialist Services / Intensive Youth

| ID                   | Service  | No of Staff<br>(**FTE) | Employee<br>Direct Costs | Premises | Supplies &<br>Services | Contribut'n<br>to Reserves | Other      | Total<br>Expenditure<br>(*ATL) | Contribs.<br>from<br>other LA's | Govern't<br>Grant<br>Income | Income from<br>Health | Other<br>Income | Total<br>Income<br>(*ATL) | Net<br>Expenditure<br>(*ATL) |
|----------------------|--|------------------------|--------------------------|----------|------------------------|----------------------------|------------|--------------------------------|---------------------------------|-----------------------------|-----------------------|-----------------|---------------------------|------------------------------|
|                      |  |                        | £'000                    | £'000    | £'000                  | £'000                      | £'000      | £'000                          | £'000                           | £'000                       | £'000                 | £'000           | £'000                     | £'000                        |
| 719                  | Adoption Service                                   | 10.41                  | 429                      | 0        | 55                     | 0                          | 375        | 859                            | -40                             | 0                           | 0                     | 0               | -40                       | 819                          |
| 718                  | Fostering-Recruitment,<br>Assessment,Supervision & | 12.48                  | 541                      | 0        | 54                     | 0                          | 0          | 595                            | 0                               | 0                           | 0                     | 0               | 0                         | 595                          |
| 722                  | Intensive Youth Support<br>Service                 | 6.62                   | 228                      | 0        | 37                     | 0                          | 19         | 284                            | 0                               | 0                           | 0                     | -27             | -27                       | 257                          |
| 716                  | Looked after Children Team                         | 18.56                  | 760                      | 0        | 33                     | 0                          | 0          | 793                            | 0                               | 0                           | 0                     | 0               | 0                         | 793                          |
| 761                  | Placement with Families &<br>Matching              | 7.81                   | 290                      | 0        | 7                      | 0                          | 0          | 297                            | 0                               | 0                           | 0                     | 0               | 0                         | 297                          |
| 721                  | Youth Justice                                      | 5.21                   | 0                        | 0        | 0                      | 0                          | 0          | 0                              | 0                               | -198                        | 0                     | 0               | -198                      | -198                         |
| 720                  | Youth Offending                                    | 8.21                   | 529                      | 0        | 28                     | 0                          | 10         | 567                            | 0                               | 0                           | -17                   | -116            | -133                      | 434                          |
| <b>Service Total</b> |  | <b>69.3</b>            | <b>2,777</b>             | <b>0</b> | <b>214</b>             | <b>0</b>                   | <b>404</b> | <b>3,395</b>                   | <b>-40</b>                      | <b>-198</b>                 | <b>-17</b>            | <b>-143</b>     | <b>-398</b>               | <b>2,997</b>                 |

## Children's Safeguarding Service -Senior Management / Initiatives

| ID                   | Service                             | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Buyback from Schools<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-------------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|-------------------------------|------------------------------|---------------------------------|
| 725                  | Business Support                    | 67.77               | 1,463                          | 2                 | 130                          | 0                                | 0              | 1,595                             | 0                              | 0                              | 0                                  | -18                           | -18                          | 1,577                           |
| 757                  | Innovation Programme - SWIFT        | 4.9                 | 295                            | 0                 | 167                          | 0                                | 88             | 550                               | 0                              | 0                              | -500                               | 0                             | -500                         | 50                              |
| 731                  | Senior Management Team              | 9                   | 689                            | 0                 | 3                            | 0                                | 0              | 692                               | 0                              | 0                              | 0                                  | 0                             | 0                            | 692                             |
| 763                  | Vacancy Savings (to be reallocated) | 0                   | -520                           | 0                 | 0                            | 0                                | 0              | -520                              | 0                              | 0                              | 0                                  | 0                             | 0                            | -520                            |
| <b>Service Total</b> |                                     | <b>81.67</b>        | <b>1,927</b>                   | <b>2</b>          | <b>300</b>                   | <b>0</b>                         | <b>88</b>      | <b>2,317</b>                      | <b>0</b>                       | <b>0</b>                       | <b>-500</b>                        | <b>-18</b>                    | <b>-518</b>                  | <b>1,799</b>                    |

## Children's Safeguarding Service-Safeguarding & Supporting Families/Single Assessment/MASH

| ID                   | Service                              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Cont from Reserve<br>£'000 | Contribut'n from Grants<br>£'000 | Parents Penalty Notices<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--------------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|----------------------------|----------------------------------|----------------------------------|------------------------------|---------------------------------|
| 728                  | Assessment Resource Centre           | 0                   | 0                              | 36                | 7                            | 0                                | 0              | 43                                | 0                              | 0                          | 0                                | 0                                | 0                            | 43                              |
| 717                  | Early Help Service                   | 14.48               | 480                            | 0                 | 18                           | 0                                | 0              | 498                               | -52                            | 0                          | -235                             | 0                                | -287                         | 211                             |
| 727                  | Family Group Conferencing            | 0                   | 44                             | 0                 | 6                            | 0                                | 58             | 108                               | 0                              | 0                          | 0                                | 0                                | 0                            | 108                             |
| 729                  | Intensive Family Support / CAMHS     | 14.65               | 555                            | 0                 | 15                           | 0                                | 298            | 868                               | 0                              | -167                       | 0                                | 0                                | -167                         | 701                             |
| 726                  | Multi Agency Safeguarding Hub (MASH) | 8.21                | 328                            | 0                 | 2                            | 0                                | 0              | 330                               | 0                              | 0                          | 0                                | 0                                | 0                            | 330                             |
| 722                  | Other Safeguarding Activities        | 0                   | 0                              | 0                 | 41                           | 0                                | 384            | 425                               | 0                              | 0                          | 0                                | 0                                | 0                            | 425                             |
| 730                  | Safeguarding & Supporting Families   | 46.51               | 1,577                          | 0                 | 67                           | 0                                | 0              | 1,644                             | 0                              | 0                          | 0                                | 0                                | 0                            | 1,644                           |
| 759                  | Single Assessment Team               | 15.62               | 707                            | 0                 | 7                            | 0                                | 0              | 714                               | 0                              | 0                          | 0                                | 0                                | 0                            | 714                             |
| <b>Service Total</b> |                                      | <b>99.47</b>        | <b>3,691</b>                   | <b>36</b>         | <b>163</b>                   | <b>0</b>                         | <b>740</b>     | <b>4,630</b>                      | <b>-52</b>                     | <b>-167</b>                | <b>-235</b>                      | <b>0</b>                         | <b>-454</b>                  | <b>4,176</b>                    |

## Commissioning, Including Youth & External Contracts

| ID  | Service                          | No of Staff (**FTE) | Employee Direct Costs | Premises  | Supplies & Services | Contribut'n to Reserves | Other      | Total Expenditure (*ATL) | Fees, Charges & Sales | Govern't Grant Income | Donations | Income from Health | Total Income (*ATL) | Net Expenditure (*ATL) |
|-----|----------------------------------|---------------------|-----------------------|-----------|---------------------|-------------------------|------------|--------------------------|-----------------------|-----------------------|-----------|--------------------|---------------------|------------------------|
|     |                                  |                     | £'000                 | £'000     | £'000               | £'000                   | £'000      | £'000                    | £'000                 | £'000                 | £'000     | £'000              | £'000               | £'000                  |
| 703 | Careers South West Contract      | 0                   | 0                     | 0         | 202                 | 0                       | 0          | 202                      | 0                     | 0                     | 0         | 0                  | 0                   | 202                    |
| 704 | Children's Society Contract      | 0                   | 0                     | 0         | 121                 | 0                       | 0          | 121                      | 0                     | 0                     | 0         | 0                  | 0                   | 121                    |
| 754 | Citizens Advice and Information  | 0                   | 0                     | 0         | 75                  | 0                       | 4          | 79                       | 0                     | 0                     | 0         | 0                  | 0                   | 79                     |
| 701 | My Place-Parkfield / Youth Trust | 0                   | 201                   | 73        | 58                  | 0                       | 0          | 332                      | 0                     | 0                     | 0         | 0                  | 0                   | 332                    |
| 750 | Troubled Families Grant          | 3                   | 122                   | 0         | 354                 | 0                       | 235        | 711                      | 0                     | -711                  | 0         | 0                  | -711                | 0                      |
| 705 | Young Person's Substance Misuse  | 0                   | 0                     | 0         | 119                 | 0                       | 0          | 119                      | 0                     | 0                     | 0         | -68                | -68                 | 51                     |
|     | <b>Service Total</b>             | <b>3</b>            | <b>323</b>            | <b>73</b> | <b>929</b>          | <b>0</b>                | <b>239</b> | <b>1,564</b>             | <b>0</b>              | <b>-711</b>           | <b>0</b>  | <b>-68</b>         | <b>-779</b>         | <b>785</b>             |

## Schools Services

| ID  | Service                                     | No of Staff (**FTE) | Employee Direct Costs | Premises  | Supplies & Services | Contribut'n to Reserves | Other         | Total Expenditure (*ATL) | Fees, Charges & Sales | Govern't Grant Income | Contribut'n from Reserves | Buy-back from Schools | Total Income (*ATL) | Net Expenditure (*ATL) |
|-----|---|---------------------|-----------------------|-----------|---------------------|-------------------------|---------------|--------------------------|-----------------------|-----------------------|---------------------------|-----------------------|---------------------|------------------------|
|     |   |                     | £'000                 | £'000     | £'000               | £'000                   | £'000         | £'000                    | £'000                 | £'000                 | £'000                     | £'000                 | £'000               | £'000                  |
| 744 | Alternative Provision / Vulnerable Children | 15.56               | 732                   | 15        | 191                 | 0                       | 0             | 938                      | 0                     | 0                     | 0                         | 0                     | 0                   | 938                    |
| 748 | Early Years / Children's Centres Contract   | 8.75                | 328                   | 20        | 859                 | 0                       | 0             | 1,207                    | -12                   | 0                     | 0                         | 0                     | -12                 | 1,195                  |
| 751 | Home to School Transport / Escorts          | 3.1                 | 76                    | 0         | 1,266               | 0                       | 296           | 1,638                    | -15                   | 0                     | 0                         | 0                     | -15                 | 1,623                  |
| 746 | Independent Special School Fees             | 0                   | 0                     | 0         | 0                   | 0                       | 2,200         | 2,200                    | 0                     | 0                     | 0                         | 0                     | 0                   | 2,200                  |
| 752 | Other School Support Services               | 13.64               | 664                   | 0         | 182                 | 0                       | 1,673         | 2,519                    | -74                   | -620                  | -40                       | -237                  | -971                | 1,548                  |
| 753 | Private Finance Initiative                  | 0                   | 0                     | 0         | 1,843               | 839                     | 40            | 2,722                    | -641                  | -503                  | -1,018                    | 0                     | -2,162              | 560                    |
| 747 | PVI Nursery Funding - 2, 3 & 4 year olds    | 0                   | 0                     | 0         | 0                   | 0                       | 3,927         | 3,927                    | 0                     | 0                     | 0                         | 0                     | 0                   | 3,927                  |
| 749 | School Funding / DSG and Other Grants       | 0                   | 0                     | 0         | 0                   | 2,099                   | 31,702        | 33,801                   | 0                     | -40,763               | -2,364                    | 0                     | -43,127             | -9,326                 |
| 706 | SEND Reforms                                | 4.28                | 124                   | 0         | 7                   | 0                       | 0             | 131                      | 0                     | -75                   | 0                         | 0                     | -75                 | 56                     |
| 745 | Special Educational Needs                   | 6.4                 | 315                   | 0         | 93                  | 0                       | 415           | 823                      | -292                  | 0                     | 0                         | 0                     | -292                | 531                    |
|     | <b>Service Total</b>                        | <b>51.73</b>        | <b>2,239</b>          | <b>35</b> | <b>4,441</b>        | <b>2,938</b>            | <b>40,253</b> | <b>49,906</b>            | <b>-1,034</b>         | <b>-41,961</b>        | <b>-3,422</b>             | <b>-237</b>           | <b>-46,654</b>      | <b>3,252</b>           |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Children's Services**

**Responsible Officer:** Andy Dempsey

**Executive Lead:** Councillor Parrott

| Ref           | Service Area                            | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|---------------|---|-----------------|-----------------|---|
| 1.1<br>(TP30) | Schools and Education<br>Transformation | 100             |                 | This is a Transformation Project which seeks to reduce the core education service function in recognition of the increase in academy schools.   |
| 1.2<br>(TP23) | Torbay Youth Services                   | 175             | 51              | <p>This is a Transformation Project around the future provision of Youth Services. Initial discussions have commenced with a number of the Trustees around the future of the Torbay Youth Trust as the mechanism for the future delivery of Youth services. These discussions reflect the Council decision on the future use of Parkfield and the need on the part of the Council to significantly reduce its funding in this area.</p> <p>The aim is to reach a base budget of around £250,000 over the next 18 months. The immediate limiting factors are premises costs of around £70,000 to £100,000 associated with the Parkfield site which will come off the budget as the premises transfer to the school.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |

| Ref | Service Area                                      | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|---|-----------------|-----------------|---|
| 1.3 | Information, Advice and Guidance for Young People | 144             |                 | <p>Proposed Budget for 2017/2018: £200,000 Budget Digest Ref: 703 Careers South West Contract</p> <p>Torbay Council has statutory obligations for tracking and providing Information, Advice and Guidance services which will require a residual budget to remain. This service is provided by Careers South West. An initial appraisal suggests this is likely to be in the region of £150 - £200k, further work is needed to scope out a service, meeting our obligations within a reduced funding envelope.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 1.4 | Integrated Youth Support                          | 80              |                 | <p>Proposed Budget for 2017/2018: £119,000 Budget Digest Ref: 704 Children's Society Contract</p> <p>The proposal is to redesign and procure a revised integrated youth support service as a replacement for the existing range of services currently commissioned from the Children's Society. The contract is due for re-procurement in Spring 2017. Elements of this contract can be better procured, with more focus on our statutory duties at a lower cost delivering better outcomes.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p>                   |



| Ref | Service Area                            | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|---|-----------------|-----------------|--|
| 1.5 | Young Person's Substance Misuse Service | 21              |                 | <p>Proposed Budget for 2017/2018: £113,000 Budget Digest Ref: 705 Young Person's Substance Misuse</p> <p>The proposal is to reduce the contribution to young people's substance misuse services. The Young Person's Substance Misuse Service in Torbay is accessible to all 11-18 year olds residents who are experiencing substance related harm. The service is currently under review and it is envisaged that potential cost savings could be achieved through efficiencies in processes and early interventions, increasing the skill mix of staff and the benefits of services being co-located therefore reducing duplication. The alternative option is to put the service out to tender at the end of the current contract period, and to reduce the contract value accordingly.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 1.6 | Home to School Transport                | 136             |                 | <p>Proposed Budget for 2017/2018: £1,622,000 Budget Digest Ref: 751 Home to School Transport/Escorts</p> <p>Home to School Transport is a significant area of spend. However, provision is based on pupil entitlement informed by a complex legislative framework. Detailed work has commenced to achieve the savings through efficiencies.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p>   |
| 1.7 | Staffing                                | 267             |                 | <p>Proposed Budget for 2017/2018: £12,500,000 (allocated across all of Children's Services)</p> <p>This proposal sees the removal from the base budget of decisions already implemented by the Director of Children's Services. The full year effect of deleting posts that have been frozen during 2016/17 is £787,000 against a vacancy management target of £520,000 in that year. Therefore there is a net reduction of £267,000 in the staffing budget in 2017/18.</p>  |
|     | <b>Total</b>                            | <b>923</b>      | <b>51</b>       |  |

## Adult Services

**Executive Lead:** Councillor Parrott

**Responsible Officer:** Caroline Taylor

| 2016/17 Restated Revenue Budget | Reversal of one-off funding | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total  |
|---------------------------------|-----------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|--------|
| 39,293                          | 0                           | 39,293              | 0           | 1,082                            | 1,000   | 0                                    | 0                  | 812       | (1,020)                     | 0   | 0  | 41,167 |

(All figures £000s)

### Adult Social Care

The delegated services delivered directly or purchased are as follows:

#### Residential and Nursing Home Provision

Providing accommodation, care and support to clients unable to live at home. They may have chronic/complex needs which prevent them from being cared for safely at home or within another setting.

#### Care and Support (Domiciliary) and Day Care Services

Domiciliary care provides tailored personal care and support within a client's home to meet their individual needs. The person is visited at various times of the day or, in some cases, care is provided over a full 24-hour period. The integrated approach in Torbay continues to develop the range of skills that are available to support people with both personal and non-personal care. Day care is provided outside of the client's home and offers a range of meaningful social activities aimed at sustaining a person's capacity to live independently and enjoyment of life.

#### Learning Disabilities

Organisations within Torbay will work together to ensure that people with a learning disability will be able to enjoy the same basic rights as anyone else. People will be housed and supported to find work that is suited to them. They will also be able to enjoy time with friends and family and take part in the culture and community of Torbay.

**Mental Health Services**

To organise support for people with acute/severe and enduring mental health problems, including dementias, using appropriate residential, nursing, domiciliary and day care services as well as provide specialist advice to other frontline teams. Services for people aged over 65, including those with dementias, are provided by the ICO. Mental health services for people of working age under 65, are provided by Devon Partnership Trust and the ICO plays a lead role in co-ordination of these services.

**Support to Carers**

Information, advice and emotional support to carers is provided which seeks to prevent the breakdown of their own physical or mental health in carrying out their vital role. Flexible breaks and other support is available which is not dependent on accessing statutory services. The service enables an appropriate response to most needs and an effective referral mechanism for more complex cases.

**Voluntary Sector**

A vibrant voluntary and third sector is considered to be an intrinsic element of the care and support system. Commissioning, coordinating and the encouragement of both local and national organisations are undertaken to create a network of provision to support individuals and local communities.

**Joint Equipment Store**

The Community Equipment Service is jointly commissioned by Torbay Council and Southern Devon CCG from an independent service provider to prescribe items of community equipment to promote independent living, palliative care and timely transfers of care.

The service provides complex aids for daily living (including specialist beds, mattresses, hoists and syringe pumps) and minor adaptations (such as grab rails and ramps). It also provides the administration for the Simple Aids for Daily Living (including walking frames, shower stools and bath boards) service which is provided by a range of local retailers.

**Other Adult Services**

This section of the budget covers services to Torbay Council Partnership Commissioning Team who provide a strategic commissioning approach to local adult social care challenges. It works with local partners and other local authorities across the region. It is pursuing the integration agenda by working increasingly closely with Public Health and Children's Services, to design ways of meeting the needs of families and the community. This includes looking at housing and accommodation issues, new ways of contracting with providers such as outcomes based working, seeking to bring in new investment to enable

positive changes to the care system and continuing to find new, innovative ways to provide improved care and wellbeing for the population that the Care Provider can implement.

It ensures that the council remains compliant with legislation such as the Care Act 2014 and is represented at a regional and national level for Adult Social Services. It also oversees the contract with the ICO and the delivery of the delegated tasks.

**Accommodation based and outreach support for vulnerable young people and families**

Mediation for vulnerable young homeless people, supported lodgings with host families and Foyer accommodation to support young homeless people into employment and training.

**Family support**

Accommodation and support for people experiencing domestic abuse, accommodation based support for families with complex needs and local commissioning of services supporting the Government's troubled families programme. Assessment, resettlement and accommodation support for single vulnerable homeless people and rough sleepers.

**Specialist housing**

Extra care housing and accommodation with support for people with learning disabilities and poor mental and physical health.

**Advocacy support and advice**

Advocacy for patients and carers to feedback on health and social care and input to quality assurance of local provision including, care homes and community services.

# Adult Services

## 2017/18 Budget Summary (\*ATL)

| ID                       | Service                   | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|--------------------------|---------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Adult Social Care</b> |                           |  |                            |                       |                          |
| 101                      | Adult Social Care         | 0  | 36,431                     | 0                     | 36,431                   |
| 108                      | Adult Social Care Precept |  | 2,214                      | 0                     | 2,214                    |
| 109                      | Care Act                  |  | 45                         | 0                     | 45                       |
| 100                      | Joint Equipment Store     | 0  | 994                        | -497                  | 497                      |
| 102                      | Other Adult Services      | 11.8                                     | 2,277                      | -297                  | 1,980                    |
| <b>Service Total</b>     |                           | 11.8                                     | <b>41,961</b>              | <b>-794</b>           | <b>41,167</b>            |
| <b>Total</b>             |                           | 11.8                                     | <b>41,961</b>              | <b>-794</b>           | <b>41,167</b>            |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Adult Social Care

| ID  | Service                   | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|---------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 101 | Adult Social Care         | 0                   | 0                              | 0                 | 36,431                       | 0                                | 0              | 36,431                            | 0                              | 0                              | 0                                  | 0              | 0                            | 36,431                          |
| 108 | Adult Social Care Precept |                     | 0                              | 0                 | 2,214                        | 0                                | 0              | 2,214                             | 0                              | 0                              | 0                                  | 0              | 0                            | 2,214                           |
| 109 | Care Act                  |                     | 0                              | 0                 | 45                           | 0                                | 0              | 45                                | 0                              | 0                              | 0                                  | 0              | 0                            | 45                              |
| 100 | Joint Equipment Store     | 0                   | 0                              | 0                 | 994                          | 0                                | 0              | 994                               | -497                           | 0                              | 0                                  | 0              | -497                         | 497                             |
| 102 | Other Adult Services      | 11.8                | 649                            | 0                 | 1,553                        | 0                                | 75             | 2,277                             | 0                              | 0                              | -137                               | -160           | -297                         | 1,980                           |
|     | <b>Service Total</b>      | <b>11.8</b>         | <b>649</b>                     | <b>0</b>          | <b>41,237</b>                | <b>0</b>                         | <b>75</b>      | <b>41,961</b>                     | <b>-497</b>                    | <b>0</b>                       | <b>-137</b>                        | <b>-160</b>    | <b>-794</b>                  | <b>41,167</b>                   |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Adults Services**

**Responsible Officer:** Caroline Taylor  
**Executive Lead:** Councillor Parrott

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| Ref           | Service Area   | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|---------------|--|-----------------|-----------------|---|
| 2.1<br>(TP31) | Integrated Care Organisation<br>(Including Annual Reduction in Funding of 3% 17/18 to 19/20) | 900             | 900             | The Transformation Project for Adult Services focuses on the creation of a new model of care through the provider organisation of the Integrated Care Organisation (ICO). A financial agreement is in place and has created a total pool between two Commissioners (the Clinical Commissioning Group (CCG) and the Council) and one provider (the ICO). As part of the agreement, Torbay Council will provide an income which decreases by 3% each year over the life of the agreement.                     |
| 2.2           | Healthwatch  | 10              | 11              | Proposed Budget for 2017/2018: £125,000 Budget Digest Ref: 102 Other Adult Services<br><br>The proposal is to reduce the level of funding provided by the Council to Healthwatch Torbay. Healthwatch Torbay supports local people in influencing and challenging how health and social care services are provided within their area. They also provide or signpost people to information to help them make choices about health and care services.<br><br><i>Draft Equality Impact Assessment prepared.</i> |
| 2.3           | Youth Homelessness Prevention Fund   | 5               |                 | Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services<br><br>Services commissioned for young people including homelessness mediation service and supported lodgings incorporate homelessness prevention support. Therefore a separate fund is no longer required.   |

| Ref | Service Area           | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|------------------------|-----------------|-----------------|--|
| 2.4 | Tenancy Training       | 5               |                 | Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services<br><br>Services commissioned for young people including homelessness mediation service and supported lodgings incorporate homelessness prevention support. Therefore a separate fund is no longer required.  |
| 2.5 | Community Engagement   | 22              |                 | Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services<br><br>The proposal is to delete the vacant post of Community Engagement Officer. The purpose of the role was to coordinate co-production activity of community based support services commissioned by the Council, working with partners to ensure that the service user is reflected in service development. There is the potential to explore the co-production of this service with other partners.<br><br><i>Draft Equality Impact Assessment prepared.</i> |
| 2.6 | Citizens Advice Bureau | 8               | 6               | Proposed Budget for 2017/2018: £68,000 Budget Digest Ref: 754 Citizens Advice and Information<br><br>The proposal is to reduce the funding given to the Torbay Citizens Advice Bureau (CAB). This would equate to an approximate 10% reduction for each year.<br><br><i>Draft Equality Impact Assessment prepared.</i>   |
| 2.7 | Young Parents          | 33              | 35              | Proposed Budget for 2017/2018: £71,000 Budget Digest Ref: 102 Other Adult Services<br><br>The proposal is to reduce the annual contract budget. This service currently provides 12 units of accommodation and 12 units of outreach support for young parents aged 16-24 years old. The existing contract has been extended via a waiver to run until 31 May 2017 in order to pilot a different service model.<br><br><i>Draft Equality Impact Assessment prepared.</i>   |



| Ref  | Service Area                               | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|--|-----------------|-----------------|---|
| 2.8  | seAp – Support, Empower, Advocate, Promote |                 | 3               | <p>Proposed Budget for 2017/2018: £26,000 Budget Digest Ref: 102 Other Adult Services</p> <p>The proposal is to reduce the funding the Council provides to seAp (support, empower, Advocate, promote) Advocacy. seAp undertake independent Health Complaints Advocacy in Torbay (i.e. help resolve issues and concerns about clients' well being, health or social care services).</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 2.9  | Project Search                             |                 | 38              | <p>Proposed Budget for 2017/2018: £38,000 Budget Digest Ref: 102 Other Adult Services</p> <p>This service provides internships and job coaching for young people aged 16-24 who have a learning disability or autistic spectrum condition so will impact on services to people with autism.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p>  |
| 2.10 | Cumberland Mental Health Support           | 10              |                 | <p>Proposed Budget for 2017/2018: £222,000 Budget Digest Ref: 102 Other Adult Services</p> <p>This service provides 23 units of accommodation based support for people with complex needs including older adults with poor mental health and learning disabilities. The majority of clients are eligible for adult social care services. The service is on sunset clause so Council funding reduces as client numbers reduce.</p>               |
| 2.11 | Homelessness and hospital discharge        | 15              |                 | <p>Proposed Budget for 2017/2018: £15,000 Budget Digest Ref: 102 Other Adult Services</p> <p>A homeless discharge worker has been commissioned and works out of the hospital resulting in the saving to the allocated budget.</p>   |

| Ref  | Service Area                 | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|------------------------------|-----------------|-----------------|---|
| 2.12 | Simple Aids for Daily Living | 20              | 20              | <p>Proposed Budget for 2017/2018: £93,800 Budget Digest ref: 100 Joint Equipment Store</p> <p>This proposal seeks to reduce the current budget for this service and entails a review of those aids which are 'ordinary' aids and do not therefore need to be funded by Social Care. The impacts of this proposal are if people are unable to purchase ordinary aids, which affect their ability to remain independent and any reablement, recovery may be affected. Other potential impacts include falls and isolation. The budget for Simple Aids for Daily Living is one element of the total budget for the Joint Equipment Store.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
|      | <b>Total</b>                 | <b>1,028</b>    | <b>1,013</b>    |   |

## Public Health

**Executive Lead:** Councillor Mills

**Responsible Officer:** Caroline Dimond

| 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total |
|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|-------|
| 9,892                           | 0                                  | 9,892               | 0           | 0                                | 0   | 0                                    | (241)              | 2         | (412)                       | 0   | 396  | 9,637 |

(All figures £000s)

### Public Health – Community Development

Torbay Community Development Trust is a voluntary community sector infrastructure organisation commissioned by Torbay Council to support community development. The membership is made up of a wide range of community groups, voluntary organisations and social enterprises with a renewed focus on neighbourhood community development using asset based community development.

### Public Health – Ring Fenced Grant

Since 1 April 2013, Torbay Council has been responsible for some of the legal duties to improve the health of the local population. Others are the responsibility of Public Health England which is a Government agency that oversees national public health programmes such as national immunisation programmes.

The Public Health Team works closely with different departments within Torbay Council, South Devon and Torbay Clinical Commissioning Group (CCG), representatives of NHS England, statutory and non-statutory service providers and voluntary groups to create as integrated an approach as possible to improve the health of Torbay residents. In all it does, the Public Health Team seeks to ensure the health needs of disadvantaged communities and vulnerable groups within the area are addressed and there is due consideration made to addressing inequalities in health. The aim is to improve the health

of all people, but improving the health of the poorest, fastest.

This includes prescribed functions such as sexual health, public health advice and health checks. Income includes payments from Devon County Council for the sexual health function for the Southern Devon area. Non prescribed functions include substance misuse (drugs and alcohol), stop smoking, obesity and physical activity and also commissioning 0-5 activities (Health Visitors).

# Public Health

## 2017/18 Budget Summary (\*ATL)

| ID   | Service                                     | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|--|---|--|----------------------------|-----------------------|--------------------------|
| <b>Public Health - Community Development</b> |   |  |                            |                       |                          |
| 903  | Community Development                       |  | 77                         | 0                     | 77                       |
| <b>Service Total</b>                         |   |  | <b>77</b>                  | <b>0</b>              | <b>77</b>                |
| <b>Public Health - Ring-Fenced Grant</b>     |   |  |                            |                       |                          |
| 900  | Management & Administration - Public Health | 15.4                                     | 1,678                      | -775                  | 903                      |
| 901  | Non Prescribed Functions - Public Health    | 0  | 3,923                      | 0                     | 3,923                    |
| 902  | Prescribed Functions - Public Health        | 0  | 5,257                      | -523                  | 4,734                    |
| <b>Service Total</b>                         |   |  | <b>15.4</b>                | <b>-1,298</b>         | <b>9,560</b>             |
| <b>Total</b>                                 |   | <b>15.4</b>                              | <b>10,935</b>              | <b>-1,298</b>         | <b>9,637</b>             |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Public Health - Community Development

| ID                   | Service               | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Communi ty Centres<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-----------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|-----------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 903                  | Community Development |                     | 0                              | 0                 | 62                           | 0                                | 15                          | 77                                | 0                              | 0                              | 0                                  | 0              | 0                            | 77                              |
| <b>Service Total</b> |                       |                     | <b>0</b>                       | <b>0</b>          | <b>62</b>                    | <b>0</b>                         | <b>15</b>                   | <b>77</b>                         | <b>0</b>                       | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>0</b>                     | <b>77</b>                       |

## Public Health - Ring-Fenced Grant

| ID                   | Service                                  | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Contributions from other<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|-----------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 900                  | Management & Administration - Public     | 15.4                | 919                            | 1                 | 758                          | 0                                | 0              | 1,678                             | -251                              | 0                              | -524                               | 0              | -775                         | 903                             |
| 901                  | Non Prescribed Functions - Public Health | 0                   | 0                              | 0                 | 3,923                        | 0                                | 0              | 3,923                             | 0                                 | 0                              | 0                                  | 0              | 0                            | 3,923                           |
| 902                  | Prescribed Functions - Public Health     | 0                   | 0                              | 0                 | 5,257                        | 0                                | 0              | 5,257                             | -523                              | 0                              | 0                                  | 0              | -523                         | 4,734                           |
| <b>Service Total</b> |  | <b>15.4</b>         | <b>919</b>                     | <b>1</b>          | <b>9,938</b>                 | <b>0</b>                         | <b>0</b>       | <b>10,858</b>                     | <b>-774</b>                       | <b>0</b>                       | <b>-524</b>                        | <b>0</b>       | <b>-1,298</b>                | <b>9,560</b>                    |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Public Health**

**Responsible Officer:** Caroline Dimond

**Executive Lead:** Councillor Mills

**Please note:** the Council fully recognises its responsibility to spend the Public Health Grant on public health outcomes in Torbay. Savings achieved as a result of the reductions set out below, will be used to meet public health outcomes.

| Ref | Service Area                | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|-----------------------------|-----------------|-----------------|---|
| 3.1 | Community Development Trust | 16              | 60              | Proposed Budget for 2017/2018: £60,000 Budget Digest Ref: 903 Community Development<br>The contract with the Community Development Trust includes a reducing amount of funding. The final reduction is £16,000 in 2017/2018. This leaves a residual amount of funding of £60,000 and it is now proposed that the Community Development Trust becomes self sufficient by 31 March 2019.<br><br><i>Draft Equality Impact Assessment prepared.</i> |



| Ref | Service Area       | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|--------------------|-----------------|-----------------|---|
| 3.2 | Lifestyle Services | 345             |                 | <p>Proposed Budget for 2017/2018: £90,000 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>The proposal is to substantially redesign the Torbay Lifestyles Service from April 2017 which is currently commissioned by Public Health and provided by the Integrated Care Organisation (ICO). Lifestyles services include:</p> <ul style="list-style-type: none"> <li>• Stop smoking service</li> <li>• Adult weight management service</li> <li>• Children’s weight management service</li> <li>• Services to address sedentary behaviours in adults and children</li> <li>• Exercise on referral for cardiac rehabilitation</li> </ul> <p>It is proposed to retain a residual amount of Public Health funding to commission a digital and self-help support service and, potentially retain some specialist provision for those most at risk of a preventable life-limiting disease (e.g. for those who want to stop smoking).</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 3.3 | Health Checks      | 5               | 70              | <p>Proposed Budget for 2017/2018: £85,000 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>The proposal is to partially limit the capacity to provide the mandated NHS Health Checks that are delivered by GPs in 2017/18 and to cease Health Checks in 2018/2019. The NHS Health Check is the chance for adults in England aged 40-74 and without a pre-existing condition to get a ‘free midlife MOT’. Its role is to check circulatory and vascular health.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p>   |

| Ref | Service Area           | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|------------------------|-----------------|-----------------|---|
| 3.4 | Sexual Health Services |                 | 50              | <p>Proposed Budget for 2017/2018: £1,633,900 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>Ongoing budget reductions and redesign of the public health sexual health services commissioned through the Integrated Care Organisation (ICO) to meet the financial challenge required through application of the Public Health Prioritisation Matrix and discussion with the ICO. This is in addition to redesign taking place to meet the reduction in the ring-fenced grant (detailed in 3.5 below).</p> <p><i>Draft Equality Impact Assessment prepared (covering proposal 3.4 and 3.5).</i></p> |
|     | <b>Total</b>           | <b>366</b>      | <b>180</b>      |   |

## Proposals to meet the reduction in the ring-fenced Public Health grant

| Ref | Service Area          | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|-----------------------|-----------------|-----------------|---|
| 3.5 | Sexual Health Service | 106             |                 | <p>Proposed Budget for 2017/2018: £1,633,900 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>The proposal is to reduce the sexual health contract by £106,000 in 2017/18. In the first instance, it is proposed that the savings are taken from non-mandated services in Torbay. Treating and testing Sexually Transmitted Infections (STIs) and contraceptive services would be maintained but specialist non-mandated provision would be reduced:</p> <ul style="list-style-type: none"> <li>• Reduction in Chlamydia Screening Programme - 74% of savings required (£78,000) / 34% reduction in Chlamydia Screening Programme budget</li> <li>• Reduction in Outreach services to young people - 26% of saving required (£28,000) / 31% of Young People’s Outreach Team budget</li> </ul> <p>A further reduction is also proposed in 2018/2019 as detailed in 3.4 above.</p> <p><i>Draft Equality Impact Assessment prepared (covering proposal 3.4 and 3.5).</i></p> |

| Ref | Service Area                    | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|---------------------------------|-----------------|-----------------|--|
| 3.6 | Adult Substance Misuse Services | 156             | 77              | <p>Proposed Budget for 2017/2018: £2,596,000 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>The proposal is to reduce the Substance Misuse Service contract by £156,000 for 2017/18 and £77,000 for 2018/19. These savings could result in the following changes in service, as negotiated with the Integrated Care Organisation (ICO):</p> <ul style="list-style-type: none"> <li>• Further streamlining of the management structure</li> <li>• Reduction in medical sessions for prescribing of opiate substitute therapy</li> <li>• Deleting of enhanced pathways, such as for criminal justice referrals into treatment, where service users receive an enhanced level of service and the criminal justice system receives regular attendance at management meetings and specialist reports for sight of the Court</li> <li>• Overall reduction in ‘patient-facing’ time, with impact felt in reduction of front line practitioner roles</li> <li>• Reduction in intensity of support for people, with potentially a reduction in frequency of appointments and specialist sub-services.</li> </ul> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 3.7 | Smoke Free South West           | 10              |                 | <p>Proposed Budget for 2017/2018: £0 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>This service was a regional social marketing programme for smoking and alcohol use that was commissioned by all Public Health teams across the South West, with the regional contract held by Devon County Council. The contract was officially terminated in 2016 as a result of the national cuts to Public Health Ring-Fenced Grants. Therefore there is no impact in 2017/18 as the service is no longer in existence. This was not a person facing service and was based in Bristol with activities taking place in local authority areas (radio and billboard advertising for example).</p>  |

| Ref | Service Area                           | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|-----|--|-----------------|-----------------|---|
| 3.8 | Public Health Nursing                  | 255             | 73              | <p>Proposed Budget for 2017/2018: £973,900 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>It is proposed to reduce elements of the non-mandated public health nursing budget and redesign Health Visiting and School Nursing Services. However the service will continue to prioritise those most in need.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 3.9 | Public Health Staff and Administration | 121             | 93              | <p>Proposed Budget for 2017/2018: £977,200 Budget Digest Ref: 900 Management &amp; Administration – Public Health</p> <p>Reducing public health staff costs and other general costs wherever possible including travel, consumables and IT equipment</p>  |
|     | <b>Total</b>                           | <b>648</b>      | <b>243</b>      |   |

## Community Services

**Executive Leads:** The Mayor and Councillors Amil, Excell, Haddock, King and Manning  
**Responsible Officer:** Fran Hughes

| 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total  |
|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|--------|
| 24,168                          | 0                                  | 24,168              | 0           | 0                                | 295   | 0                                    | 0                  | 347       | (843)                       | 0   | 0  | 23,967 |

(All figures £000s)

### Bereavement Services

This service was externalised in 2008 to Westerleigh Group who now manage the Cemeteries and Crematorium service under a 25 year lease and management agreement.

### Building Control

The Building Control statutory service is a cost recovery fee earning service which sets charges to recover the actual costs for carrying out the main building regulation function. Through a variety of legislation, the service administers and enforces a framework of national technical standards covering the design, construction, extension, adaptation and use of all types of buildings frequented by people. These standards also include provisions for: structural stability, fire protection, means of escape in case of fire, drainage, sound insulation, and ventilation.

Building Control is a statutory service, which regulates the built environment. This includes the health, safety, welfare and convenience of persons in and around buildings, the provision of access and facilities for persons with disabilities and the conservation of fuel and energy.

## **Community Protection and Private Housing Standards**

Community Protection includes core statutory services of Environmental Health, namely Pollution Control and Private Sector Housing Standards and Anti-Social behaviour. Community Protection key services are managed collectively to ensure neighbourhood issues are adequately addressed. The Community Protection Team has a range of mandatory regulatory responsibilities and the way in which it delivers services is governed by a large number of statutes.

The Private Sector Housing Standards Team deploys the statutory duties of the council, intervenes and regulates the private sector housing market in Torbay to ensure the health, safety and welfare of owner occupiers and tenants. The Home Improvement Service which supports vulnerable clients in their Disabled Facilities Grant adaptations is currently contracted out.

## **Concessionary Fares**

Torbay Council operates a concessionary travel scheme under powers given to the Council as a Travel Concession Authority (TCA) that are primarily contained within the Transport Act 1985, the Transport Act 2000, the Travel Concession (Eligibility) Act 2002, and the Concessionary Bus Travel Act 2007. These are national, statutory schemes.

The scheme provides a travel facility for persons of or above a certain age or who have a long term or permanent disability which affects their ability to get around. This facility lets them travel freely on services starting between 9:30 and 23:00 during weekdays, or all day on weekends and public holidays, on participating services. A negotiated cost per trip is paid to the operators by the council each month based on the number of trips taken.

## **Culture, Events and Sport**

This service co-ordinates, supports and develops the cultural sector in Torbay. Work carried by this department makes an economic impact on the Council area including cultural tourism through the facilitation of events on Council land and the direct delivery of some key events such as Torbay Air Show and the Agatha Christie Festival. The department works in an enabling and partnership role with cultural and arts groups, individuals and outside agencies including national bodies. The Music Hub is fully funded by the Art's Council. The Sport section includes the Development of sport and physical activity, Sports Pitches, Bowling Greens and Tennis Courts. It also includes the Management of the Torbay Leisure Centre contract and the RICC. The Velopark is operated directly by Torbay Council through this team.

Torre Abbey is a designated museum and is directly managed and funded by Torbay Council. Annual grant support to Torquay Museum and Brixham Museum. The Council also utilises the Archives Service at the Devon Records Office currently managed by the Devon and Somerset Heritage Trust. Theatres

include the costs associated with the direct management of the Palace Theatre in Paignton. Contractual payments associated with the management agreements for the Princess Theatre are also included here.

The service provides an annual grant to support Admiral Swimming Pool in Brixham and Swim Torquay in Torquay.

### **Food Safety, Licensing, Trading Standards, Health and Safety and Resilience**

These statutory services protect the public's health, safety and welfare across Torbay. They are managed as an integrated team to improve the service to the customer and to improve efficiency. Food hygiene, food standards and health and safety enforcement. Investigation of infectious disease. Trading standards (fair trading, metrology, product safety). Premises Licensing and Hackney Carriage and Private Hire Vehicle Licensing.

Health and Safety and Resilience – This includes corporate health and safety, emergency planning and business continuity which support all other business units of the Council and are an essential part of the Council's resilience and statutory responsibilities under the Health and Safety at Work Act and the Civil Contingencies Act.

### **Highways**

This section of the budget provides statutory duty in discharging the Council's Highway Authority functions in managing and maintaining the highway network, street lighting and public rights of way. This includes road maintenance, restructuring, resurfacing and surface dressing. It is also responsible for the control and movement of vehicles, development and implementation of transport policies and schemes in support of the Local Transport Plan, also improving road safety which includes 27 school crossing patrols.

The lead client role for the TOR2 Joint Venture Company is within Highways and oversees the core cyclical elements relating to highways maintenance, waste collection and disposal and asset management.

### **Housing Services**

The Housing Options Service provides a range of services to prevent homelessness and support individuals and families in crisis, through the provision of emergency and temporary accommodation. Housing Options is the main referral route into any temporary accommodation contracted by the Authority.

There is a statutory duty to produce a Homelessness Strategy and maintain a housing register (Devon Home Choice). This requires the provision of a



Housing Options service for prevention advice and homeless applications. In addition the Council has to provide emergency and temporary accommodation and access to support and supported accommodation to the meet different needs.

The Housing Options Team has a range of statutory duties to deliver emergency and temporary accommodation and prevent homelessness and manage the housing waiting list. The way in which it delivers services is governed by a large number of statutes.

### **Management, Support and Commissioning**

This section of the budget covers management and support across Community Services. It also covers administration, secretarial and finance staff that delivers support to all the teams within Community Services. Included in this team are analytical staff that complete the statutory returns for the department and compile the Strategic Assessment for the Community Safety Partnership. The concessionary fares officer also sits within this team. Budget heading includes funding payments to Riviera International Conference Centre and Torbay Coast and Countryside Trust.

### **Public Toilets (see also Business Services)**

The Council provides, manages and maintains 29 public toilets across Torbay. Of these, 17 are open all year and 12 are open in the summer season. A further four toilets are operated under lease or through the Torbay Coast and Countryside Trust. All premises related budgets including repairs and maintenance, water and electricity are now part of the centralised repairs and maintenance budget.

### **Safer Communities**

The Safer Communities team co-ordinates the Safer Communities Partnership as well as managing the front line service delivery of a number of partnership funded and delivered projects. Its main aim is to reduce the incidence and fear of crime, making Torbay a safe and healthy place to live in and visit. The Council has statutory duties as a Community Safety Partnership and also has duties to meet the requirements of Section 17 of the Crime and Disorder Act. Torbay Council works with other partners including the Police, Fire, Probation Service and NHS, who also contribute to the Safer Communities Partnership.

The Council has a statutory duty to maintain a Crime and Disorder Reduction Partnership. This duty includes a number of specific elements including: Community Safety meetings held, formal multi-agency information exchange protocol, holding public meetings to consult with communities about priorities, rolling strategic assessment of crime and disorder, implementation of a strategy to reduce offending, delivery of the PREVENT agenda and domestic homicide reviews.

CCTV and Security team support many of the Council's other functions, notably Safer Communities work, Licensing and the Night Time Economy; its duties under the Safety at Work Act 1974 with regard to its own staff, safeguarding of young people, prevention of sexual violence and supporting the anti-social behaviour team in delivering its work to reduce the impact of those with dependency problems and to protect those who are vulnerable.

### **Waste, Cleansing and Natural Environment**

The key functions of the area of the business unit are to ensure that Torbay's household waste is collected, transferred and sent for recycling or disposal. Cleansing and waste collection is mainly provided through the Council's contract with TOR2 and includes: street sweeping and Litter Bin Service, Fly tipping and discarded needle collection, Domestic Household Refuse Collection Service. Waste ministration and education, Recycling and food waste collection, Household Waste Recycling Centre and Transfer Station.

The waste disposal service also includes treatment of residual waste via the energy from waste plant in Plymouth, in partnership with Devon County Council and Plymouth City Council.

The department also provides advice to members, the public, local groups and organisations and ensures the Council is compliant with legislation.

This area of the business unit is also responsible for managing the service level agreement with Torbay Coast and Countryside Trust.

This section of the budget covers park management, development and grounds maintenance including verges, arboriculture/woodland management, allotments, children's play areas and dog bins.

# Community Services

## 2017/18 Budget Summary (\*ATL)

| ID  | Service                          | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|---|----------------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Bereavement Services</b>                                 |                                  |  |                            |                       |                          |
| 300   | Bereavement Services             | 0  | 0                          | -711                  | -711                     |
| <b>Service Total</b>  |                                  | 0  | 0                          | -711                  | -711                     |
| <b>Building Control</b>                                     |                                  |  |                            |                       |                          |
| 650   | Building Control                 | 7.72                                     | 360                        | -334                  | 26                       |
| <b>Service Total</b>  |                                  | 7.72                                     | 360                        | -334                  | 26                       |
| <b>Community Protection &amp; Private Housing Standards</b> |                                  |  |                            |                       |                          |
| 302   | Community Protection             | 14.5                                     | 645                        | -133                  | 512                      |
| 306   | Private Sector Housing Standards | 5.82                                     | 326                        | -109                  | 217                      |
| <b>Service Total</b>  |                                  | 20.32                                    | 971                        | -242                  | 729                      |

| ID | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----|---------|--|----------------------------|-----------------------|--------------------------|
|----|---------|--|----------------------------|-----------------------|--------------------------|

### Concessionary Fares

|                      |                     |          |              |          |              |
|----------------------|---------------------|----------|--------------|----------|--------------|
| 651                  | Concessionary Fares | 0        | 4,412        | 0        | 4,412        |
| <b>Service Total</b> |                     | <b>0</b> | <b>4,412</b> | <b>0</b> | <b>4,412</b> |

### Culture, Events and Sport

|                      |                                   |              |              |               |            |
|----------------------|-----------------------------------|--------------|--------------|---------------|------------|
| 550                  | Arts Development                  | 0            | 33           | -11           | 22         |
| 551                  | Events                            | 2.3          | 270          | -125          | 145        |
| 560                  | Museum Services - inc Torre Abbey | 6.6          | 429          | -210          | 219        |
| 577                  | Music Hub                         | 1.4          | 142          | -142          | 0          |
| 565                  | Sport                             | 4.82         | 608          | -337          | 271        |
| 566                  | Theatres & Public Entertainment   | 4            | 256          | -245          | 11         |
| <b>Service Total</b> |                                   | <b>19.12</b> | <b>1,738</b> | <b>-1,070</b> | <b>668</b> |

### Food Safety, Licensing, Trading Standards, Health & Safety and Resilience

|     |  |       |     |      |     |
|-----|--|-------|-----|------|-----|
| 304 | Food Safety, Licensing and Trading Standards | 18.91 | 956 | -586 | 370 |
|-----|--|-------|-----|------|-----|

| ID                   | Service                        | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|--------------------------------|--|----------------------------|-----------------------|--------------------------|
| 310                  | Health & Safety and Resilience | 3.6                                      | 118                        | -18                   | 100                      |
| <b>Service Total</b> |                                | 22.51                                    | <b>1,074</b>               | <b>-604</b>           | <b>470</b>               |

## Highways

|                      |                                       |      |              |               |              |
|----------------------|---------------------------------------|------|--------------|---------------|--------------|
| 556                  | Highways - Cyclical Maintenance       | 7    | 940          | -25           | 915          |
| 553                  | Highways - Network Co-ordination      | 10.5 | 804          | -274          | 530          |
| 555                  | Highways - Rechargeable Works         | 0    | 72           | -264          | -192         |
| 557                  | Highways - Roads                      | 0    | 822          | -347          | 475          |
| 579                  | Highways - Structures                 | 0    | 37           | 0             | 37           |
| 581                  | Highways - Winter Maintenance         | 0    | 142          | 0             | 142          |
| 561                  | Road Safety & School Crossing Patrols | 6    | 136          | -116          | 20           |
| 568                  | Seafront Illuminations                | 0    | 97           | 0             | 97           |
| 576                  | Street Lighting                       | 1.5  | 992          | 0             | 992          |
| 570                  | Transport Co-Ordination               | 0    | 39           | -41           | -2           |
| <b>Service Total</b> |                                       | 25   | <b>4,081</b> | <b>-1,067</b> | <b>3,014</b> |

| ID                      | Service                              | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|-------------------------|--------------------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Housing Services</b> |                                      |  |                            |                       |                          |
| 308                     | Housing Options                      | 13                                       | 381                        | 0                     | 381                      |
| 311                     | Licensed Accommodation               | 0  | 332                        | -279                  | 53                       |
| 314                     | Mediation & Housing Partnership      | 0  | 6                          | 0                     | 6                        |
| 313                     | Prevention Fund                      | 0  | 45                         | 0                     | 45                       |
| 312                     | Rent Deposit Guarantee & Bond Scheme | 0  | 11                         | 0                     | 11                       |
| 309                     | Temporary Accommodation              | 0  | 252                        | 0                     | 252                      |
| <b>Service Total</b>    |                                      | 13                                       | <b>1,027</b>               | <b>-279</b>           | <b>748</b>               |

### Management, Support and Commissioning

|     |                                      |      |     |     |     |
|-----|--------------------------------------|------|-----|-----|-----|
| 571 | Chairman of the Council              | 0    | 21  | 0   | 21  |
| 303 | Operational Support, Admin & Finance | 14.2 | 412 | -18 | 394 |
| 412 | Riviera International Centre         | 0    | 360 | 0   | 360 |
| 564 | Senior Management & Special Events   | 4.1  | 249 | 0   | 249 |
| 580 | Torbay Coast and Countryside Trust   | 0    | 187 | 0   | 187 |

| ID                   | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------|--|----------------------------|-----------------------|--------------------------|
| <b>Service Total</b> |         | 18.3                                     | <b>1,229</b>               | <b>-18</b>            | <b>1,211</b>             |

### Public Toilets (see also Repairs and Maintenance)

|                      |                               |   |            |           |            |
|----------------------|-------------------------------|---|------------|-----------|------------|
| 562                  | Public Toilets (see also R&M) | 0 | 668        | -6        | 662        |
| <b>Service Total</b> |                               | 0 | <b>668</b> | <b>-6</b> | <b>662</b> |

### Safer Communities

|                      |  |       |            |             |            |
|----------------------|--|-------|------------|-------------|------------|
| 552                  | Corporate Security                                   | 8.43  | 495        | -127        | 368        |
| 307                  | Safer Communities (inc Community Safety Partnership) | 2     | 159        | 0           | 159        |
| <b>Service Total</b> |  | 10.43 | <b>654</b> | <b>-127</b> | <b>527</b> |

### Waste, Cleansing and Natural Environment

|     |                          |     |       |      |       |
|-----|--------------------------|-----|-------|------|-------|
| 572 | Cleansing                | 0   | 1,866 | -58  | 1,808 |
| 563 | Recreation and Landscape | 8.5 | 1,949 | -432 | 1,517 |
| 573 | Waste Collection         | 0   | 4,250 | -46  | 4,204 |

| <b>ID</b>            | <b>Service</b> | <b>Number of full time equivalent employees</b> | <b>Total Expenditure</b><br>£'000 | <b>Total Income</b><br>£'000 | <b>Net Expenditure</b><br>£'000 |
|----------------------|----------------|---|-----------------------------------|------------------------------|---------------------------------|
| 574                  | Waste Disposal | 0   | 6,026                             | -1,344                       | 4,682                           |
| <b>Service Total</b> |                | 8.5   | <b>14,091</b>                     | <b>-1,880</b>                | <b>12,211</b>                   |
| <b>Total</b>         |                | 144.9   | <b>30,305</b>                     | <b>-6,338</b>                | <b>23,967</b>                   |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services



## Bereavement Services

| ID  | Service              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other / Grants<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|----------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|-------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 300 | Bereavement Services | 0                   | 0                              | 0                 | 0                            | 0                                | 0                       | 0                                 | -711                           | 0                              | 0                                  | 0              | -711                         | -711                            |
|     | <b>Service Total</b> | <b>0</b>            | <b>0</b>                       | <b>0</b>          | <b>0</b>                     | <b>0</b>                         | <b>0</b>                | <b>0</b>                          | <b>-711</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-711</b>                  | <b>-711</b>                     |

## Building Control

| ID | Service              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----|----------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
|    | 650 Building Control | 7.72                | 306                            | 0                 | 54                           | 0                                | 0              | 360                               | -334                           | 0                              | 0                                  | 0              | -334                         | 26                              |
|    | <b>Service Total</b> | <b>7.72</b>         | <b>306</b>                     | <b>0</b>          | <b>54</b>                    | <b>0</b>                         | <b>0</b>       | <b>360</b>                        | <b>-334</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-334</b>                  | <b>26</b>                       |

## Community Protection & Private Housing Standards

| ID                   | Service                          | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Income frm organisati<br>£'000 | Contribut'n from Reserves<br>£'000 | Other / Health income<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|----------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|--------------------------------|------------------------------|---------------------------------|
| 302                  | Community Protection             | 14.5                | 471                            | 11                | 163                          | 0                                | 0              | 645                               | -37                            | 0                              | -50                                | -46                            | -133                         | 512                             |
| 306                  | Private Sector Housing Standards | 5.82                | 262                            | 0                 | 64                           | 0                                | 0              | 326                               | -12                            | 0                              | -46                                | -51                            | -109                         | 217                             |
| <b>Service Total</b> |                                  | <b>20.32</b>        | <b>733</b>                     | <b>11</b>         | <b>227</b>                   | <b>0</b>                         | <b>0</b>       | <b>971</b>                        | <b>-49</b>                     | <b>0</b>                       | <b>-96</b>                         | <b>-97</b>                     | <b>-242</b>                  | <b>729</b>                      |

## Concessionary Fares

| ID                   | Service             | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 651                  | Concessionary Fares | 0                   | 0                              | 0                 | 4,412                        | 0                                | 0              | 4,412                             | 0                              | 0                              | 0                                  | 0              | 0                            | 4,412                           |
| <b>Service Total</b> |                     | <b>0</b>            | <b>0</b>                       | <b>0</b>          | <b>4,412</b>                 | <b>0</b>                         | <b>0</b>       | <b>4,412</b>                      | <b>0</b>                       | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>0</b>                     | <b>4,412</b>                    |

## Culture, Events and Sport

| ID                   | Service                           | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Torbay Leisure Centre<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-----------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|--------------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 550                  | Arts Development                  | 0                   | 22                             | 0                 | 11                           | 0                                | 0                              | 33                                | -11                            | 0                              | 0                                  | 0              | -11                          | 22                              |
| 551                  | Events                            | 2.3                 | 92                             | 3                 | 175                          | 0                                | 0                              | 270                               | -125                           | 0                              | 0                                  | 0              | -125                         | 145                             |
| 560                  | Museum Services - inc Torre Abbey | 6.6                 | 192                            | 0                 | 237                          | 0                                | 0                              | 429                               | -210                           | 0                              | 0                                  | 0              | -210                         | 219                             |
| 577                  | Music Hub                         | 1.4                 | 56                             | 0                 | 86                           | 0                                | 0                              | 142                               | -142                           | 0                              | 0                                  | 0              | -142                         | 0                               |
| 565                  | Sport                             | 4.82                | 160                            | 23                | 175                          | 2                                | 248                            | 608                               | -297                           | 0                              | -40                                | 0              | -337                         | 271                             |
| 566                  | Theatres & Public Entertainment   | 4                   | 106                            | 0                 | 150                          | 0                                | 0                              | 256                               | -245                           | 0                              | 0                                  | 0              | -245                         | 11                              |
| <b>Service Total</b> |                                   | <b>19.12</b>        | <b>628</b>                     | <b>26</b>         | <b>834</b>                   | <b>2</b>                         | <b>248</b>                     | <b>1,738</b>                      | <b>-1,030</b>                  | <b>0</b>                       | <b>-40</b>                         | <b>0</b>       | <b>-1,070</b>                | <b>668</b>                      |

## Food Safety, Licensing, Trading Standards, Health & Safety and Resilience

| ID                   | Service                                      | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Income frm othr Org<br>£'000 | Contribut'n from Reserves<br>£'000 | Buyback from Schools<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|------------------------------|------------------------------------|-------------------------------|------------------------------|---------------------------------|
| 304                  | Food Safety, Licensing and Trading Standards | 18.91               | 891                            | 0                 | 65                           | 0                                | 0              | 956                               | -509                           | -77                          | 0                                  | 0                             | -586                         | 370                             |
| 310                  | Health & Safety and Resilience               | 3.6                 | 109                            | 0                 | 9                            | 0                                | 0              | 118                               | -5                             | 0                            | 0                                  | -13                           | -18                          | 100                             |
| <b>Service Total</b> |  | <b>22.51</b>        | <b>1,000</b>                   | <b>0</b>          | <b>74</b>                    | <b>0</b>                         | <b>0</b>       | <b>1,074</b>                      | <b>-514</b>                    | <b>-77</b>                   | <b>0</b>                           | <b>-13</b>                    | <b>-604</b>                  | <b>470</b>                      |

## Highways

| ID  | Service                               | No of Staff (**FTE) | Employee Direct Costs | Premises   | Supplies & Services | Contribut'n to Reserves | Other    | Total Expenditure (*ATL) | Fees, Charges & Sales | Govern't Grant Income | Contribut'n from Reserves | Section 38 Income | Total Income (*ATL) | Net Expenditure (*ATL) |
|-----|---------------------------------------|---------------------|-----------------------|------------|---------------------|-------------------------|----------|--------------------------|-----------------------|-----------------------|---------------------------|-------------------|---------------------|------------------------|
|     |                                       |                     | £'000                 | £'000      | £'000               | £'000                   | £'000    | £'000                    | £'000                 | £'000                 | £'000                     | £'000             | £'000               | £'000                  |
| 556 | Highways - Cyclical Maintenance       | 7                   | 17                    | 84         | 839                 | 0                       | 0        | 940                      | 0                     | -25                   | 0                         | 0                 | -25                 | 915                    |
| 553 | Highways - Network Co-ordination      | 10.5                | 640                   | 0          | 164                 | 0                       | 0        | 804                      | -274                  | 0                     | 0                         | 0                 | -274                | 530                    |
| 555 | Highways - Rechargeable Works         | 0                   | 0                     | 72         | 0                   | 0                       | 0        | 72                       | -123                  | 0                     | 0                         | -141              | -264                | -192                   |
| 557 | Highways - Roads                      | 0                   | 0                     | 41         | 781                 | 0                       | 0        | 822                      | -276                  | 0                     | -71                       | 0                 | -347                | 475                    |
| 579 | Highways - Structures                 | 0                   | 0                     | 2          | 35                  | 0                       | 0        | 37                       | 0                     | 0                     | 0                         | 0                 | 0                   | 37                     |
| 581 | Highways - Winter Maintenance         | 0                   | 0                     | 0          | 142                 | 0                       | 0        | 142                      | 0                     | 0                     | 0                         | 0                 | 0                   | 142                    |
| 561 | Road Safety & School Crossing Patrols | 6                   | 126                   | 0          | 10                  | 0                       | 0        | 136                      | -116                  | 0                     | 0                         | 0                 | -116                | 20                     |
| 568 | Seafront Illuminations                | 0                   | 0                     | 52         | 45                  | 0                       | 0        | 97                       | 0                     | 0                     | 0                         | 0                 | 0                   | 97                     |
| 576 | Street Lighting                       | 1.5                 | 0                     | 478        | 514                 | 0                       | 0        | 992                      | 0                     | 0                     | 0                         | 0                 | 0                   | 992                    |
| 570 | Transport Co-Ordination               | 0                   | 28                    | 0          | 11                  | 0                       | 0        | 39                       | -17                   | -24                   | 0                         | 0                 | -41                 | -2                     |
|     | <b>Service Total</b>                  | <b>25</b>           | <b>811</b>            | <b>729</b> | <b>2,541</b>        | <b>0</b>                | <b>0</b> | <b>4,081</b>             | <b>-806</b>           | <b>-49</b>            | <b>-71</b>                | <b>-141</b>       | <b>-1,067</b>       | <b>3,014</b>           |

## Housing Services

| ID  | Service                              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Housing Benefit Subsidy<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|--------------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|----------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 308 | Housing Options                      | 13                  | 376                            | 0                 | 5                            | 0                                | 0              | 381                               | 0                              | 0                                | 0                                  | 0              | 0                            | 381                             |
| 311 | Licensed Accommodation               | 0                   | 0                              | 332               | 0                            | 0                                | 0              | 332                               | 0                              | -279                             | 0                                  | 0              | -279                         | 53                              |
| 314 | Mediation & Housing Partnership      | 0                   | 0                              | 0                 | 6                            | 0                                | 0              | 6                                 | 0                              | 0                                | 0                                  | 0              | 0                            | 6                               |
| 313 | Prevention Fund                      | 0                   | 0                              | 45                | 0                            | 0                                | 0              | 45                                | 0                              | 0                                | 0                                  | 0              | 0                            | 45                              |
| 312 | Rent Deposit Guarantee & Bond Scheme | 0                   | 0                              | 11                | 0                            | 0                                | 0              | 11                                | 0                              | 0                                | 0                                  | 0              | 0                            | 11                              |
| 309 | Temporary Accommodation              | 0                   | 0                              | 252               | 0                            | 0                                | 0              | 252                               | 0                              | 0                                | 0                                  | 0              | 0                            | 252                             |
|     | <b>Service Total</b>                 | <b>13</b>           | <b>376</b>                     | <b>640</b>        | <b>11</b>                    | <b>0</b>                         | <b>0</b>       | <b>1,027</b>                      | <b>0</b>                       | <b>-279</b>                      | <b>0</b>                           | <b>0</b>       | <b>-279</b>                  | <b>748</b>                      |



## Management, Support and Commissioning

| ID  | Service                              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|--------------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 571 | Chairman of the Council              | 0                   | 5                              | 0                 | 16                           | 0                                | 0              | 21                                | 0                              | 0                              | 0                                  | 0              | 0                            | 21                              |
| 303 | Operational Support, Admin & Finance | 14.2                | 375                            | 0                 | 37                           | 0                                | 0              | 412                               | 0                              | 0                              | -18                                | 0              | -18                          | 394                             |
| 412 | Riviera International Centre         | 0                   | 0                              | 0                 | 360                          | 0                                | 0              | 360                               | 0                              | 0                              | 0                                  | 0              | 0                            | 360                             |
| 564 | Senior Management & Special Events   | 4.1                 | 216                            | 0                 | 33                           | 0                                | 0              | 249                               | 0                              | 0                              | 0                                  | 0              | 0                            | 249                             |
| 580 | Torbay Coast and Countryside Trust   | 0                   | 0                              | 0                 | 187                          | 0                                | 0              | 187                               | 0                              | 0                              | 0                                  | 0              | 0                            | 187                             |
|     | <b>Service Total</b>                 | <b>18.3</b>         | <b>596</b>                     | <b>0</b>          | <b>633</b>                   | <b>0</b>                         | <b>0</b>       | <b>1,229</b>                      | <b>0</b>                       | <b>0</b>                       | <b>-18</b>                         | <b>0</b>       | <b>-18</b>                   | <b>1,211</b>                    |

**Public Toilets (see also Repairs and Maintenance)**

| ID                   | Service                       | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 562                  | Public Toilets (see also R&M) | 0                   | 0                              | 0                 | 668                          | 0                                | 0              | 668                               | -6                             | 0                              | 0                                  | 0              | -6                           | 662                             |
| <b>Service Total</b> |                               | <b>0</b>            | <b>0</b>                       | <b>0</b>          | <b>668</b>                   | <b>0</b>                         | <b>0</b>       | <b>668</b>                        | <b>-6</b>                      | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-6</b>                    | <b>662</b>                      |

## Safer Communities

| ID  | Service                                  | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other / Contributions<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|--|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|--------------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 552 | Corporate Security                       | 8.43                | 242                            | 1                 | 252                          | 0                                | 0                              | 495                               | -75                            | -27                            | -25                                | 0              | -127                         | 368                             |
| 307 | Safer Communities (inc Community Safety) | 2                   | 75                             | 0                 | 11                           | 0                                | 73                             | 159                               | 0                              | 0                              | 0                                  | 0              | 0                            | 159                             |
|     | <b>Service Total</b>                     | <b>10.43</b>        | <b>317</b>                     | <b>1</b>          | <b>263</b>                   | <b>0</b>                         | <b>73</b>                      | <b>654</b>                        | <b>-75</b>                     | <b>-27</b>                     | <b>-25</b>                         | <b>0</b>       | <b>-127</b>                  | <b>527</b>                      |

## Waste, Cleansing and Natural Environment

| ID                   | Service                  | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | PFI<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | PFI Credits<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|--------------|-----------------------------------|--------------------------------|----------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 572                  | Cleansing                | 0                   | 0                              | 0                 | 1,866                        | 0                                | 0            | 1,866                             | -58                            | 0                    | 0                                  | 0              | -58                          | 1,808                           |
| 563                  | Recreation and Landscape | 8.5                 | 257                            | 856               | 836                          | 0                                | 0            | 1,949                             | -432                           | 0                    | 0                                  | 0              | -432                         | 1,517                           |
| 573                  | Waste Collection         | 0                   | 51                             | 0                 | 4,199                        | 0                                | 0            | 4,250                             | -46                            | 0                    | 0                                  | 0              | -46                          | 4,204                           |
| 574                  | Waste Disposal           | 0                   | 3                              | 9                 | 4,560                        | 137                              | 1,317        | 6,026                             | -6                             | -1,201               | 0                                  | -137           | -1,344                       | 4,682                           |
| <b>Service Total</b> |                          | <b>8.5</b>          | <b>311</b>                     | <b>865</b>        | <b>11,461</b>                | <b>137</b>                       | <b>1,317</b> | <b>14,091</b>                     | <b>-542</b>                    | <b>-1,201</b>        | <b>0</b>                           | <b>-137</b>    | <b>-1,880</b>                | <b>12,211</b>                   |

## Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible) Community Services

**Responsible Officer:** Fran Hughes

**Executive Leads:** The Mayor and Councillors Amil, Excell, Haddock, King and Manning

| Ref           | Service Area  | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|---------------|---|-----------------|-----------------|--|
| 4.1<br>(TP17) | Events and Culture Review<br>(including Theatres and Torre Abbey) | 20              | 20              | This part of a Transformation Project whereby it is proposed to tender the operation of the Palace Theatre. If a suitable operator cannot be found at nil subsidy by the Council, then a decision on the future of the Theatre will need to be made which may result in its closure.<br><br>Operating a theatre is not a Statutory Service of the Council - currently the Palace Theatre does not operate at cost recovery, with a budget pressure of approximately £40,000 per annum. There are also ongoing repairs and maintenance costs. |
| 4.2<br>(TP18) | Sports and Leisure  | 45              |                 | The Management Fee paid to the Riviera International Conference Centre (RICC) will be reduced from the 2016/17 budget of £395,000. A competitive process in relation to the Riviera International Conference Centre, Torbay Leisure Centre and Velopark is being progressed through the Transformation Programme before the current arrangements with the Leisure Centre and the RICC cease in 2019.   |
| 4.3<br>(TP16) | Enforcement Pilot   | 25              |                 | The proposal is to explore alternative delivery models for the enforcement service by seeking a new contract opportunity with or without another local authority partner before the end of December 2016, to deliver the new contract from April 2017.   |
| 4.4<br>(TP13) | Public toilets  |                 | 250             | Anticipated savings to be achieved through the successful procurement of an alternative solution for the provision of public toilets in Torbay.  |

| Ref           | Service Area                              | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|---------------|---|-----------------|-----------------|---|
| 4.5<br>(TP14) | Flower Beds/Grounds<br>Maintenance Review |                 | 50              | This transformation project focuses on providing a more sustainable approach to how we manage our green environment and spaces in the Bay. To enable this, a number of options are proposed including the following - moving towards plants that cope well with changing condition or that require lower maintenance, introduction of a single seasonable flowerbed display where appropriate, or reducing funding for flowerbeds and grounds maintenance that are not in 'high profile' areas but working with community groups to encourage maintenance in their own Wards. |
| 4.6           | Events Development                        | 15              | 15              | Proposed Budget for 2017/2018: £25,000 Budget Digest Ref: 551 Events<br><br>The proposal is to reduce the Mayor's Event budget year on year. After 2019 there will be £15,000 remaining in the Mayor's events budget. This funding has been used to pump prime new events in Torbay and part fund the Air Show, Armed Forces Day, Tall Ships, Hockey and Bowls festivals etc.   |
| 4.7           | Income from Observation<br>Wheel          | 10              |                 | Proposed Budget for 2017/2018: £25,000 Budget Digest Ref: 551 Events<br><br>An additional £10,000 of income has been achieved and guaranteed for the next five years.   |

| Ref  | Service Area         | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|------|----------------------|-----------------|-----------------|--|
| 4.8  | Food Safety          | 46              |                 | <p>Proposed Budget for 2017/2018: £431,000 Budget Digest Ref: 304 Food safety and Licensing</p> <p>This proposal will see a reduction in food safety interventions (as a result in reduced funding from Public Health). This is a statutory service that is audited by the Food Standards Agency. The proposal will see a reduction in food safety inspections undertaken as well as a reduction in the frequency of some inspections. This will mean that there will be an overall reduced ability to respond to food safety matters. Consequently there are risks associated with this proposal, namely;</p> <ul style="list-style-type: none"> <li>• intervention by the Food Standards Agency,</li> <li>• reputational damage to the Council if as a result of an outbreak of food borne infection which could have been prevented by an intervention from the council.</li> </ul> <p>It should be recognised that there will be an overall lack of resilience in this service going forward.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 4.9  | Street Lighting      | 82              |                 | <p>Proposed Budget for 2017/2018: £992,000 Budget Digest Ref: 576 Street Lighting</p> <p>This is the uplift from a budgetary effect of a decision already made in respect of LED Investment Phase 2</p>  |
| 4.10 | Highways Maintenance | 250             |                 | <p>Proposed Budget for 2017/2018: £1,399,000 Budget Digest Ref: 556 and 557 Highways</p> <p>This proposal is to temporarily reduce the overall highways spend, reducing highways pooled maintenance for condition surveys and offsetting spend using other income (e.g. appropriate Section 106 monies, capital fees etc).</p>   |
| 4.11 | Highways Inspections | 60              |                 | <p>Proposed Budget for 2017/2018: £530,000 Budget Digest Ref: 553 Highways</p> <p>This is an overall reduction in highways inspection and street works capacity. It will involve the deletion of two vacant posts.</p>   |

| Ref  | Service Area                 | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|------------------------------|-----------------|-----------------|---|
| 4.12 | Road Safety services         | 68              |                 | <p>Proposed Budget for 2017/2018: £20,000 Budget Digest Ref: 561 Road Safety</p> <p>There is no statutory duty to provide Road Safety officers and schools already pay for school crossing patrols. It is proposed to seek funding for road safety education and prevention. If new income cannot be generated then it will result in the loss of posts within in Road Safety.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p> |
| 4.13 | Geopark support              |                 | 20              | <p>Proposed Budget for 2017/2018: £53,000 Budget Digest Ref: 564 Senior Management &amp; Special events.</p> <p>It is proposed that the Council reduces its core funding and seeks funding from Geopark Partners, other stakeholder and external grants.</p>  |
| 4.14 | Recycling support            | 35              |                 | <p>Proposed Budget for 2017/2018: £4,026,000 Budget Digest Ref: 573 Waste Collection</p> <p>There is no statutory requirement to retain a recycling officer post, although the level of recycling undertaken directly impacts on the amount of residual waste which the Council has to dispose of. The proposal will delete the recycling officer post within the Council.</p>  |
| 4.15 | Natural Environment services | 61              |                 | <p>Proposed Budget for 2017/2018: £1,517,000 Budget Digest Ref: 563 Recreation &amp; Landscape</p> <p>This is largely additional income from a sponsorship contract, which can be used to fund existing levels of service within the arboriculture service, dog bins and children's playgrounds. However, there will be reductions in overall grounds maintenance, in particular winter works, as a result of this proposal.</p>            |



| Ref  | Service Area                      | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|-----------------------------------|-----------------|-----------------|---|
| 4.16 | Energy from Waste                 | 125             |                 | <p>Proposed Budget for 2017/2018: £1,277,000 Budget Digest Ref: 574 Waste Disposal</p> <p>This is a budget reduction based on improved efficiency from the Energy from Waste Plant. This was circa £300,000 at the start of the year. However, current modelling shows that the residual waste tonnages going to the plant have increased by 4.4% in the year to date. Whilst it is too early to be specific, it is likely that the additional costs incurred by Torbay will be £175,000 and therefore the net spend has been commensurately reduced.</p> |
| 4.17 | Street Wardens                    | 22              |                 | <p>Proposed Budget for 2017/2018: £36,000 Budget Digest Ref: 302 Community Protection</p> <p>The service has become unsustainable in its current format. The proposal is to cut one of the two posts funded through the base budget and amalgamate the remaining post into the Community Safety operation team to assist in demand management. Therefore there would not be a dedicated street warden service.</p> <p><i>Draft Equality Impact Assessment prepared.</i></p>   |
| 4.18 | Reduce concessionary fares budget | tbc             |                 | <p>Proposed Budget for 2017/2018: £4,412,000 (tbc) Budget Digest Ref: 651 Concessionary Fares</p> <p>An early review of the concessionary fares calculations has been undertaken which suggests that the councils can reduce the amount spent on concessionary fares. A specialist piece of work is being undertaken to verify this, together with any likely impacts, to be completed in December 2016.</p>  |
| 4.19 | Dog Warden Service                | 25              |                 | <p>Proposed Budget for 2017/2018: £46,000 Budget Digest Ref: 302 Community Protection</p> <p>The number of Dog Wardens will reduce from two to one from 1 April 2017, with alternative options available through partnership working for stray dogs to be implemented. This will be the first phase of development of alternative delivery model for place based response services, which will improve efficiencies going forward.</p>  |
|      | <b>Total</b>                      | <b>889</b>      | <b>355</b>      |   |

## Customer Services

**Executive Lead:** Councillors King and Haddock

**Responsible Officer:** Bob Clark

| 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total |
|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|-------|
| 3,744                           | 0                                  | 3,744               | 0           | 0                                | 0   | 0                                    | 0                  | 26        | (387)                       | 0   | 0  | 3,383 |

(All figures £000s)

## Information Technology (ICT)

Information Communication Technology (ICT) is a central support service providing Information communications technology (ICT) business systems and software support and development to the Council, Council Members, integrated Care Organisation and other Joint Working agencies.

The service provides:

- technical support for the Councils ICT Infrastructure which includes: Data and telephone Networks; Desktop PC's, Computer suite Server farm; Laptops, I pads and Printers;
- ICT network Security and Information Data security;
- Data backup and Disaster recovery.
- ICT Training
- ICT Service Desk function
- ICT application development and support of 200+ applications

## Customer Services, Revenues & Benefits

The Call Centre manages telephone contact for a wide range of council services. The central face to face service for the public (Connections) is located in Paignton Library and Information Service. This team also manages the main Reception at Torquay Town Hall which includes the switchboard service. Connections also respond to over half the enquiries received via the website.

The Public Access Channel and Systems Team (PACS) support and develop multiple back office systems for various service areas including Customer Services. The team are also responsible for the development and maintenance of the Intranet, Corporate website and a range of other departmental and partnership websites some of which generate income for the Authority.

The PACS also set up and oversee all social media accounts used for business purposes by service areas and run the main corporate accounts sending out updates and dealing with enquiries through the accounts.

The back office elements of the team consists of a number of teams to undertake the following:

- Administration and payment of Housing Benefit and Council Tax Support.
- Transactional activity relating to Council Tax and Business Rates (National Non Domestic Rates).
- Administration of the Discretionary Awards and Crisis Support Scheme.
- Appeals for all schemes processed by the department.
- Recovery of Council Tax, Business Rates and other debts.
- Preparation of the Housing Benefit Subsidy claim and completion of all Government returns for the department

## Post Room and Printing

Printing operates as a trading unit with all work charged on a job basis to clients both internal and external. The majority of work is required by Torbay Council with a diverse range of output from posters and outdoor banners through to offset/digital printing and regular complex mailing jobs obtaining the maximum postal discounts available.

The Post Team manage the receipt and despatch of all internal and external mail generated by and for Torbay Council, the daily general courier and the education courier services are run from within the Post Team and they also operate the Council's corporate scanning service which includes daily payments

and benefit scanning.

The services share the role of Goods Inwards for the majority of parcel and large deliveries for the council. These services are not statutory although it supports all other departments across the authority as well as external customers.

### **Library Services**

The library service currently provides a wide range of services and resources to support local people in their work, study and leisure pursuits. This includes four branch libraries, lending services such as books and audio –visual materials, reference information and local studies and also young people’s services and Inclusion services for disadvantaged people. The library service also provides events and festivals for all age groups including Agatha Christie, Summer Reading Challenge, author talks, musical and theatrical events, meeting rooms for hire, grant funded opportunities – job clubs, basis and IT training with ICT Volunteers to support.

The Council has a statutory duty to “provide an efficient and comprehensive Library Service” as per the Public Libraries and Museums Act 1964.

# Customer Services

## 2017/18 Budget Summary (\*ATL)

| ID   | Service                | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|--|------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Information Technology (ICT)</b>            |                        |  |                            |                       |                          |
| 502  | Information Technology | 35                                       | 2,125                      | -435                  | 1,690                    |
| 504  | Voice Network          | 0  | 79                         | -2                    | 77                       |
| <b>Service Total</b>                           |                        | 35                                       | <b>2,204</b>               | <b>-437</b>           | <b>1,767</b>             |
| <b>Customer Services, Revenue and Benefits</b> |                        |  |                            |                       |                          |
| 500  | Customer Services      | 26.13                                    | 662                        | -31                   | 631                      |
| 403  | Exchequer & Benefits   | 56.64                                    | 1,556                      | -993                  | 563                      |
| 406  | Housing Benefits       | 0  | 66,144                     | -66,433               | -289                     |
| 409  | Local Tax Collection   | 0  | 220                        | -507                  | -287                     |
| 413  | Social Fund            | 0  | 300                        | -300                  | 0                        |
| <b>Service Total</b>                           |                        | 82.77                                    | <b>68,882</b>              | <b>-68,264</b>        | <b>618</b>               |

| ID                            | Service                           | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|-------------------------------|-----------------------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Post Room and Printing</b> |                                   |  |                            |                       |                          |
| 501                           | Post Room                         | 5  | 157                        | -74                   | 83                       |
| 503                           | Printing Services                 | 8.5                                      | 667                        | -667                  | 0                        |
| <b>Service Total</b>          |                                   | 13.5                                     | <b>824</b>                 | <b>-741</b>           | <b>83</b>                |
| <b>Library Services</b>       |                                   |  |                            |                       |                          |
| 558                           | Library Services - Operational    | 31                                       | 897                        | -78                   | 819                      |
| 559                           | Library Services - Resources Fund | 0  | 96                         | 0                     | 96                       |
| <b>Service Total</b>          |                                   | 31                                       | <b>993</b>                 | <b>-78</b>            | <b>915</b>               |
| <b>Total</b>                  |                                   | 162.27                                   | <b>72,903</b>              | <b>-69,520</b>        | <b>3,383</b>             |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Information Technology (ICT)

| ID                   | Service                | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | IT Licence<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|---------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 502                  | Information Technology | 35                  | 1,025                          | 0                 | 436                          | 0                                | 664                 | 2,125                             | -205                           | 0                              | -230                               | 0              | -435                         | 1,690                           |
| 504                  | Voice Network          | 0                   | 0                              | 0                 | 79                           | 0                                | 0                   | 79                                | -2                             | 0                              | 0                                  | 0              | -2                           | 77                              |
| <b>Service Total</b> |                        | <b>35</b>           | <b>1,025</b>                   | <b>0</b>          | <b>515</b>                   | <b>0</b>                         | <b>664</b>          | <b>2,204</b>                      | <b>-207</b>                    | <b>0</b>                       | <b>-230</b>                        | <b>0</b>       | <b>-437</b>                  | <b>1,767</b>                    |

## Customer Services, Revenue and Benefits

| ID  | Service              | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Social Fund<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|-----|----------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 500 | Customer Services    | 26.13               | 635                            | 0                 | 27                           | 0                                | 0                    | 662                               | -21                            | 0                              | 0                                  | -10            | -31                          | 631                             |
| 403 | Exchequer & Benefits | 56.64               | 1,430                          | 0                 | 126                          | 0                                | 0                    | 1,556                             | 0                              | -993                           | 0                                  | 0              | -993                         | 563                             |
| 406 | Housing Benefits     | 0                   | 0                              | 0                 | 66,144                       | 0                                | 0                    | 66,144                            | 0                              | -65,642                        | 0                                  | -791           | -66,433                      | -289                            |
| 409 | Local Tax Collection | 0                   | 0                              | 0                 | 220                          | 0                                | 0                    | 220                               | -299                           | -208                           | 0                                  | 0              | -507                         | -287                            |
| 413 | Social Fund          | 0                   | 0                              | 0                 | 0                            | 0                                | 300                  | 300                               | 0                              | 0                              | -300                               | 0              | -300                         | 0                               |
|     | <b>Service Total</b> | <b>82.77</b>        | <b>2,065</b>                   | <b>0</b>          | <b>66,517</b>                | <b>0</b>                         | <b>300</b>           | <b>68,882</b>                     | <b>-320</b>                    | <b>-66,843</b>                 | <b>-300</b>                        | <b>-801</b>    | <b>-68,264</b>               | <b>618</b>                      |



## Post Room and Printing

| ID                   | Service           | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 501                  | Post Room         | 5                   | 128                            | 0                 | 29                           | 0                                | 0              | 157                               | -74                            | 0                              | 0                                  | 0              | -74                          | 83                              |
| 503                  | Printing Services | 8.5                 | 229                            | 21                | 417                          | 0                                | 0              | 667                               | -667                           | 0                              | 0                                  | 0              | -667                         | 0                               |
| <b>Service Total</b> |                   | <b>13.5</b>         | <b>357</b>                     | <b>21</b>         | <b>446</b>                   | <b>0</b>                         | <b>0</b>       | <b>824</b>                        | <b>-741</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-741</b>                  | <b>83</b>                       |

## Library Services

| ID                   | Service                           | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-----------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 558                  | Library Services - Operational    | 31                  | 766                            | 1                 | 130                          | 0                                | 0              | 897                               | -78                            | 0                              | 0                                  | 0              | -78                          | 819                             |
| 559                  | Library Services - Resources Fund | 0                   | 0                              | 0                 | 96                           | 0                                | 0              | 96                                | 0                              | 0                              | 0                                  | 0              | 0                            | 96                              |
| <b>Service Total</b> |                                   | <b>31</b>           | <b>766</b>                     | <b>1</b>          | <b>226</b>                   | <b>0</b>                         | <b>0</b>       | <b>993</b>                        | <b>-78</b>                     | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-78</b>                   | <b>915</b>                      |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Customer Services**

**Responsible Officer:** Bob Clark

**Executive Lead:** Councillors King and Haddock

| Ref           | Service Area   | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|---------------|--|-----------------|-----------------|--|
| 5.1<br>(TP24) | Library Services                                       | 70              | 200             | This is a Transformation Project, which firstly reviews the staffing structure within the libraries, and then seeks to procure delivery of the service by an external provider. Market testing indicates that a 20% (£200,000) saving is possible through such a procurement exercise.   |
| 5.2           | IT Services (including Network and Central Telephones) | 145             | 10              | Proposed Budget for 2017/2018: £1,767,000 Budget Digest ref: 502 Information Technology; 504 Voice Network<br><br>Savings to be achieved through a combination of efficiencies and structure. The implications will include a reduction in cover for absence across specific skill sets, increased risk of lengthy system downtime and a reduction in capacity to fulfill ICT client development work.   |
| 5.3           | Benefit Operations and Customer Services               | 47              | 52              | Proposed Budget for 2017/2018: £1,191,000 Budget Digest ref: 500 Customer Services; 403 Exchequer and Benefits<br><br>Savings to be achieved through a combination of efficiencies and structure with benefits achieved through vacancy management, the introduction of Risk Based Verification in April 2017 and the introduction of an appointment only Connections service at Paignton Library and Information Centre following the Council's previous decision in this regard. |
| 5.4           | Housing Benefit  | 100             |                 | Proposed Budget for 2017/2018: (£765,000) Budget Digest ref: 406 Housing Benefits<br><br>This proposal seeks to increase the efficiency of collecting overpaid benefits, thus resulting in savings.  |

| Ref | Service Area | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|--------------|-----------------|-----------------|--|
| 5.5 | Printing     | 25              | 25              | Proposed Budget for 2017/2018: £0 Budget Digest ref: 503 Printing Services<br><br>This proposal is an increase in income through the offer of 'Hubmail' to external clients as well as greater external print contracts. |
|     | <b>Total</b> | <b>387</b>      | <b>287</b>      |  |

## Corporate Services

**Executive Lead:** Councillor Mills  
**Responsible Officer:** Anne-Marie Bond

| 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total |
|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|-------|
| 3,847                           | (2,290)                            | 1,557               | 500         | 0                                | 1,175   | 0                                    | (383)              | 176       | (1,085)                     | (1,393)   | (438)  | 109   |

(All figures £000s)

### Budgets held Centrally

There are a number of budgets which are held centrally these include:

- Pension deficit which is the annual cash payment Council is required to make to the Local Government Pension Scheme pension fund in relation to past employees, and
- Pension enhancements which are the ongoing costs of historic awards of discretionary pensions including the Council's contribution to Devon County Council's pre 1998 awards

Corporate Management includes subscriptions such as the Local Government Association.

### Corporate Support, Communications and Directors (JOT)

Corporate support combines a range of services which support the operation of the Council's services and includes support to the Overview and Scrutiny function within the Council. Policy, Performance and Review Team sets a framework for consultation and equalities and they also support the development of Corporate Policy and complete statutory data returns along with analysing of a wide range of data. The Information Governance, Data Protection and Records Management services also forms part of this service, dealing with customer feedback and Freedom of Information Act requests.

## **Financial Services and Internal Audit**

Financial Services is responsible for the co-ordination and planning of the Council's budget, financial statements, financial advice, creditor payments and cashiers. Services include – Closure of Accounts including production of statement of accounts; Budget and Resource Planning and Preparation; Budget Monitoring for Services; Treasury Management; Capital Planning- resourcing and monitoring; Technical Advice and Major Project work; submission of Statutory Returns and Grant Claims; Provision of brought back service to Schools and Academies and Financial Systems. The Council's internal audit function is provided by the Devon Audit Partnership, a joint service with Devon County and Plymouth City Councils.

## **Governance Support**

This section of the budget reflects the expenditure incurred in relation to supporting the Council's decision making process and the political processes. It is a multi-skilled team who also undertake Election work including registration of electors. Members allowances are also held in the budget.

## **Grant Income and Contingencies**

This area of the budget contains a number of cross cutting Council budgets including contingencies for service pressures and social care, a number of grants including New Homes Bonus Grant and any gain from the Devon-wide National Non Domestic Rates pool.

## **Human Resources**

Human Resources provide a service to the Council, schools and external organisations such as Torbay Development Agency and Academies. The service provides professional advice on a wide range of employment related issues, disciplinary and grievance and a range of services such as Payroll, Pensions, Occupational Health, Learning and Development, Counselling, Coaching, Mediation, Policy Development and Recruitment Services. This budget also includes the cost of the Council wide apprentice scheme now funded corporately and (from April 2017) the apprentice levy.

## **Legal Services**

Legal Services are provided to the Council, its Officers, Members and Committees. The division consist of the following Legal teams:- Property & Environment, Adult and Children's safeguarding, Litigation and Legal support including Records.

Legal Services also incorporate the following services to the Council:- Insurance, Land Charges and Coroner.

## **Registration of Births, Death and Marriages**

This service is responsible for the registration of birth and deaths and the officiation of marriages in accordance with the statutory requirements.

## **Treasury Management**

This area of the budget reflects the costs of borrowing to support capital expenditure, both interest paid and repayment of principal (Minimum Revenue Provision), interest earned on cash balances, principal and interest costs of PFI projects offset by PFI Credits from government, treasury charges including bank charges and other income from services for supported borrowing, depreciation and bank charges.

# Corporate Services

## 2017/18 Budget Summary (\*ATL)

| ID   | Service              | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|--|----------------------|--|----------------------------|-----------------------|--------------------------|
| <b>Budgets held Centrally</b>                                  |                      |  |                            |                       |                          |
| 401  | Corporate Management | 0  | 81                         | 0                     | 81                       |
| 404  | External Audit Fees  | 0  | 127                        | 0                     | 127                      |
| 410  | Pension Costs        | 0  | 3,793                      | -57                   | 3,736                    |
| <b>Service Total</b>   |                      | 0  | <b>4,001</b>               | <b>-57</b>            | <b>3,944</b>             |
| <b>Corporate Support, Communications &amp; Directors (JOT)</b> |                      |  |                            |                       |                          |
| 254  | Communications Team  | 4.6                                      | 166                        | -40                   | 126                      |
| 258  | Corporate Support    | 7.7                                      | 909                        | -57                   | 852                      |
| 255  | Directors ( JOT )    | 4  | 465                        | 0                     | 465                      |
| <b>Service Total</b>   |                      | 16.3                                     | <b>1,540</b>               | <b>-97</b>            | <b>1,443</b>             |

## Financial Services & Internal Audit



| <b>ID</b>            | <b>Service</b>     | <b>Number of full time equivalent employees</b> | <b>Total Expenditure</b><br>£'000 | <b>Total Income</b><br>£'000 | <b>Net Expenditure</b><br>£'000 |
|----------------------|--------------------|---|-----------------------------------|------------------------------|---------------------------------|
| 405                  | Financial Services | 32  | 1,326                             | -193                         | 1,133                           |
| 408                  | Internal Audit     | 0   | 214                               | -22                          | 192                             |
| <b>Service Total</b> |                    | <b>32</b>                                       | <b>1,540</b>                      | <b>-215</b>                  | <b>1,325</b>                    |

### **Governance Support**

|                      |                           |            |            |            |            |
|----------------------|---------------------------|------------|------------|------------|------------|
| 259                  | Democratic Representation | 7.1        | 249        | -25        | 224        |
| 260                  | Elections                 | 2.6        | 172        | -3         | 169        |
| 261                  | Members Allowances        | 0          | 524        | 0          | 524        |
| <b>Service Total</b> |                           | <b>9.7</b> | <b>945</b> | <b>-28</b> | <b>917</b> |

### **Grant Income and Contingencies**

|     |                       |   |       |        |        |
|-----|-----------------------|---|-------|--------|--------|
| 400 | Corporate Issues      | 0 | 2,132 | -5,382 | -3,250 |
| 418 | New Homes Bonus Grant | 0 | 0     | -3,098 | -3,098 |
| 420 | NNDR Devonwide Pool   | 0 | 0     | -522   | -522   |
| 419 | Public Health Grant   |   | 0     | -9,561 | -9,561 |

| ID                   | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------|--|----------------------------|-----------------------|--------------------------|
| <b>Service Total</b> |         | 0  | <b>2,132</b>               | <b>-18,563</b>        | <b>-16,431</b>           |

### Human Resources

|                      |                       |      |              |             |            |
|----------------------|-----------------------|------|--------------|-------------|------------|
| 265                  | Corporate Apprentices | 30   | 415          | 0           | 415        |
| 268                  | Corporate Recruitment | 0    | 10           | -1          | 9          |
| 267                  | Corporate Training    | 0    | 58           | -15         | 43         |
| 266                  | Occupational Health   | 0    | 78           | -43         | 35         |
| 263                  | Payroll               | 7    | 201          | -164        | 37         |
| 264                  | Personnel             | 9.3  | 443          | -252        | 191        |
| <b>Service Total</b> |                       | 46.3 | <b>1,205</b> | <b>-475</b> | <b>730</b> |

### Legal Services

|     |                        |      |       |      |      |
|-----|------------------------|------|-------|------|------|
| 250 | Coroner                | 1.6  | 224   | 0    | 224  |
| 251 | Information Compliance | 3.1  | 171   | -331 | -160 |
| 252 | Insurance              | 0    | 1,056 | -278 | 778  |
| 253 | Legal Services         | 25.2 | 938   | -167 | 771  |

| ID                   | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------|--|----------------------------|-----------------------|--------------------------|
| <b>Service Total</b> |         | 29.9                                     | <b>2,389</b>               | <b>-776</b>           | <b>1,613</b>             |

### Registration of Births, Deaths & Marriages

|                      |  |     |            |             |            |
|----------------------|--|-----|------------|-------------|------------|
| 262                  | Registrar - Births, Deaths & Marriages | 6.3 | 247        | -297        | -50        |
| <b>Service Total</b> |  | 6.3 | <b>247</b> | <b>-297</b> | <b>-50</b> |

### Treasury Management

|                      |                               |   |               |               |              |
|----------------------|-------------------------------|---|---------------|---------------|--------------|
| 402                  | Debt - (Principal & Interest) | 0 | 9,944         | -2,829        | 7,115        |
| 407                  | Interest & Treasury Charges   | 0 | 180           | -677          | -497         |
| <b>Service Total</b> |                               | 0 | <b>10,124</b> | <b>-3,506</b> | <b>6,618</b> |

|              |  |       |               |                |            |
|--------------|--|-------|---------------|----------------|------------|
| <b>Total</b> |  | 140.5 | <b>24,123</b> | <b>-24,014</b> | <b>109</b> |
|--------------|--|-------|---------------|----------------|------------|

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Budgets held Centrally

| ID                   | Service              | No of Staff (**FTE) | Pension Deficit<br>£'000 | Pension Enhancements<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|----------------------|---------------------|--------------------------|-------------------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 401                  | Corporate Management | 0                   | 0                        | 0                             | 81                           | 0                                | 0              | 81                                | 0                              | 0                              | 0                                  | 0              | 0                            | 81                              |
| 404                  | External Audit Fees  | 0                   | 0                        | 0                             | 127                          | 0                                | 0              | 127                               | 0                              | 0                              | 0                                  | 0              | 0                            | 127                             |
| 410                  | Pension Costs        | 0                   | 2,303                    | 1,479                         | 11                           | 0                                | 0              | 3,793                             | 0                              | 0                              | -17                                | -40            | -57                          | 3,736                           |
| <b>Service Total</b> |                      | <b>0</b>            | <b>2,303</b>             | <b>1,479</b>                  | <b>219</b>                   | <b>0</b>                         | <b>0</b>       | <b>4,001</b>                      | <b>0</b>                       | <b>0</b>                       | <b>-17</b>                         | <b>-40</b>     | <b>-57</b>                   | <b>3,944</b>                    |

## Corporate Support, Communications & Directors (JOT)

| ID                   | Service             | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Transformation Agenda<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|--------------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 254                  | Communications Team | 4.6                 | 154                            | 0                 | 12                           | 0                                | 0                              | 166                               | -40                            | 0                              | 0                                  | 0              | -40                          | 126                             |
| 258                  | Corporate Support   | 7.7                 | 281                            | 0                 | 22                           | 0                                | 606                            | 909                               | -57                            | 0                              | 0                                  | 0              | -57                          | 852                             |
| 255                  | Directors ( JOT )   | 4                   | 447                            | 0                 | 18                           | 0                                | 0                              | 465                               | 0                              | 0                              | 0                                  | 0              | 0                            | 465                             |
| <b>Service Total</b> |                     | <b>16.3</b>         | <b>882</b>                     | <b>0</b>          | <b>52</b>                    | <b>0</b>                         | <b>606</b>                     | <b>1,540</b>                      | <b>-97</b>                     | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-97</b>                   | <b>1,443</b>                    |

## Financial Services & Internal Audit

| ID                   | Service            | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 405                  | Financial Services | 32                  | 1,186                          | 0                 | 140                          | 0                                | 0              | 1,326                             | -193                           | 0                              | 0                                  | 0              | -193                         | 1,133                           |
| 408                  | Internal Audit     | 0                   | 0                              | 0                 | 214                          | 0                                | 0              | 214                               | -22                            | 0                              | 0                                  | 0              | -22                          | 192                             |
| <b>Service Total</b> |                    | <b>32</b>           | <b>1,186</b>                   | <b>0</b>          | <b>354</b>                   | <b>0</b>                         | <b>0</b>       | <b>1,540</b>                      | <b>-215</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-215</b>                  | <b>1,325</b>                    |

## Governance Support

| ID                   | Service                   | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 259                  | Democratic Representation | 7.1                 | 233                            | 5                 | 11                           | 0                                | 0              | 249                               | -4                             | 0                              | 0                                  | -21            | -25                          | 224                             |
| 260                  | Elections                 | 2.6                 | 76                             | 2                 | 51                           | 43                               | 0              | 172                               | -3                             | 0                              | 0                                  | 0              | -3                           | 169                             |
| 261                  | Members Allowances        | 0                   | 479                            | 1                 | 17                           | 0                                | 27             | 524                               | 0                              | 0                              | 0                                  | 0              | 0                            | 524                             |
| <b>Service Total</b> |                           | <b>9.7</b>          | <b>788</b>                     | <b>8</b>          | <b>79</b>                    | <b>43</b>                        | <b>27</b>      | <b>945</b>                        | <b>-7</b>                      | <b>0</b>                       | <b>0</b>                           | <b>-21</b>     | <b>-28</b>                   | <b>917</b>                      |

## Grant Income and Contingencies

| ID                   | Service               | No of Staff (**FTE) | Service Pressures & Pay<br>£'000 | Adults Social Care<br>£'000 | Children's Social Care<br>£'000 | T-Bid support<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Better Care Fund<br>£'000 | Govern't Grant Income<br>£'000 | Cont from Reserves<br>£'000 | Marine, Printing & Public Health<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-----------------------|---------------------|----------------------------------|-----------------------------|---------------------------------|------------------------|----------------|-----------------------------------|---------------------------|--------------------------------|-----------------------------|---|------------------------------|---------------------------------|
| 400                  | Corporate Issues      | 0                   | 869                              | 1,218                       | 36                              | 0                      | 9              | 2,132                             | -2,683                    | -209                           | -1,394                      | -1,096                                    | -5,382                       | -3,250                          |
| 418                  | New Homes Bonus Grant | 0                   | 0                                | 0                           | 0                               | 0                      | 0              | 0                                 | 0                         | -3,098                         | 0                           | 0   | -3,098                       | -3,098                          |
| 420                  | NNDR Devonwide Pool   | 0                   | 0                                | 0                           | 0                               | 0                      | 0              | 0                                 | 0                         | -522                           | 0                           | 0   | -522                         | -522                            |
| 419                  | Public Health Grant   |                     | 0                                | 0                           | 0                               | 0                      | 0              | 0                                 | 0                         | -9,561                         | 0                           | 0   | -9,561                       | -9,561                          |
| <b>Service Total</b> |                       | <b>0</b>            | <b>869</b>                       | <b>1,218</b>                | <b>36</b>                       | <b>0</b>               | <b>9</b>       | <b>2,132</b>                      | <b>-2,683</b>             | <b>-13,390</b>                 | <b>-1,394</b>               | <b>-1,096</b>                             | <b>-18,563</b>               | <b>-16,431</b>                  |



## Human Resources

| ID                   | Service               | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Apprentice Levy<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-----------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|--------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 265                  | Corporate Apprentices | 30                  | 295                            | 0                 | 0                            | 0                                | 120                      | 415                               | 0                              | 0                              | 0                                  | 0              | 0                            | 415                             |
| 268                  | Corporate Recruitment | 0                   | 0                              | 0                 | 10                           | 0                                | 0                        | 10                                | -1                             | 0                              | 0                                  | 0              | -1                           | 9                               |
| 267                  | Corporate Training    | 0                   | 0                              | 0                 | 58                           | 0                                | 0                        | 58                                | -15                            | 0                              | 0                                  | 0              | -15                          | 43                              |
| 266                  | Occupational Health   | 0                   | 0                              | 0                 | 78                           | 0                                | 0                        | 78                                | -43                            | 0                              | 0                                  | 0              | -43                          | 35                              |
| 263                  | Payroll               | 7                   | 180                            | 0                 | 21                           | 0                                | 0                        | 201                               | -164                           | 0                              | 0                                  | 0              | -164                         | 37                              |
| 264                  | Personnel             | 9.3                 | 409                            | 0                 | 34                           | 0                                | 0                        | 443                               | -252                           | 0                              | 0                                  | 0              | -252                         | 191                             |
| <b>Service Total</b> |                       | <b>46.3</b>         | <b>884</b>                     | <b>0</b>          | <b>201</b>                   | <b>0</b>                         | <b>120</b>               | <b>1,205</b>                      | <b>-475</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-475</b>                  | <b>730</b>                      |

## Legal Services

| ID                   | Service                | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Insurance Premium<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 250                  | Coroner                | 1.6                 | 0                              | 0                 | 224                          | 0                                | 0                          | 224                               | 0                              | 0                              | 0                                  | 0              | 0                            | 224                             |
| 251                  | Information Compliance | 3.1                 | 158                            | 0                 | 11                           | 2                                | 0                          | 171                               | -331                           | 0                              | 0                                  | 0              | -331                         | -160                            |
| 252                  | Insurance              | 0                   | 0                              | 0                 | 5                            | 0                                | 1,051                      | 1,056                             | -278                           | 0                              | 0                                  | 0              | -278                         | 778                             |
| 253                  | Legal Services         | 25.2                | 768                            | 0                 | 170                          | 0                                | 0                          | 938                               | -167                           | 0                              | 0                                  | 0              | -167                         | 771                             |
| <b>Service Total</b> |                        | <b>29.9</b>         | <b>926</b>                     | <b>0</b>          | <b>410</b>                   | <b>2</b>                         | <b>1,051</b>               | <b>2,389</b>                      | <b>-776</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-776</b>                  | <b>1,613</b>                    |

## Registration of Births, Deaths & Marriages

| ID                   | Service                                | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|--|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 262                  | Registrar - Births, Deaths & Marriages | 6.3                 | 226                            | 0                 | 21                           | 0                                | 0              | 247                               | -297                           | 0                              | 0                                  | 0              | -297                         | -50                             |
| <b>Service Total</b> |  | <b>6.3</b>          | <b>226</b>                     | <b>0</b>          | <b>21</b>                    | <b>0</b>                         | <b>0</b>       | <b>247</b>                        | <b>-297</b>                    | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-297</b>                  | <b>-50</b>                      |

## Treasury Management

| ID                   | Service                       | No of Staff (**FTE) | Interest Paid<br>£'000 | MRP<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Harbour Subsidy<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Interest Received<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|-------------------------------|---------------------|------------------------|--------------|------------------------------|----------------------------------|--------------------------|-----------------------------------|----------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 402                  | Debt - (Principal & Interest) | 0                   | 6,445                  | 3,489        | 0                            | 10                               | 0                        | 9,944                             | 0                          | -922                           | 0                                  | -1,907         | -2,829                       | 7,115                           |
| 407                  | Interest & Treasury Charges   | 0                   | 0                      | 0            | 180                          | 0                                | 0                        | 180                               | -665                       | 0                              | 0                                  | -12            | -677                         | -497                            |
| <b>Service Total</b> |                               | <b>0</b>            | <b>6,445</b>           | <b>3,489</b> | <b>180</b>                   | <b>10</b>                        | <b>0</b>                 | <b>10,124</b>                     | <b>-665</b>                | <b>-922</b>                    | <b>0</b>                           | <b>-1,919</b>  | <b>-3,506</b>                | <b>6,618</b>                    |

# Sources of Funding

## 2017/18 Budget Summary (\*ATL)

| ID                        | Service            | Theme   | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|---------------------------|--------------------|---------|--|----------------------------|-----------------------|--------------------------|
| <b>Sources of Funding</b> |                    |         |  |                            |                       |                          |
| 600                       | Sources of Finance | Funding | 0  | 375                        | -107,319              | -106,944                 |
| <b>Service Total</b>      |                    |         | 0  | <b>375</b>                 | <b>-107,319</b>       | <b>-106,944</b>          |
| <b>Total</b>              |                    |         | 0  | <b>375</b>                 | <b>-107,319</b>       | <b>-106,944</b>          |

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Sources of Funding

| ID                   | Service            | No of Staff (**FTE) | NDR      |          |            |          |          | Total Expenditure (*ATL) | Council Tax    | Revenue Support Grant | NDR            | Other         | Total Income (*ATL) | Net Expenditure (*ATL) |
|----------------------|--------------------|---------------------|----------|----------|------------|----------|----------|--------------------------|----------------|-----------------------|----------------|---------------|---------------------|------------------------|
|                      |                    |                     | £'000    | £'000    | £'000      | £'000    | £'000    |                          |                |                       |                |               |                     |                        |
| 600                  | Sources of Finance | 0                   | 0        | 0        | 375        | 0        | 0        | 375                      | -59,592        | -14,190               | -31,118        | -2,419        | -107,319            | -106,944               |
| <b>Service Total</b> |                    | <b>0</b>            | <b>0</b> | <b>0</b> | <b>375</b> | <b>0</b> | <b>0</b> | <b>375</b>               | <b>-59,592</b> | <b>-14,190</b>        | <b>-31,118</b> | <b>-2,419</b> | <b>-107,319</b>     | <b>-106,944</b>        |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Corporate Services**

**Responsible Officer:** Anne-Marie Bond

**Executive Lead:** Councillor Mills

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| Ref           | Service Area                        | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|---------------|-------------------------------------|-----------------|-----------------|---|
| 6.1<br>(TP10) | Revenue Income Optimisation         |                 | 250             | This is a transformation project which is reviewing all of the income/charges made by the Council, with a view to increasing the income received by the Council. All areas will be looked into in order to raise income/charges. Any new or changed fees/charges will be formally approved as per the Constitution.   |
| 6.2<br>(TP4)  | Review of Minimum Revenue Provision | 790             |                 | Change of Minimum Revenue Provision Policy agreed by the Council on 22 September 2016.  |
| 6.3           | External Audit Fees                 | 30              |                 | Proposed Budget for 2017/2018: £127,000 Budget Digest Ref: 404 External Audit Fees<br><br>The external audit fee for 2017/2018 is expected to be at a similar level to 2016/2017, which is lower than previously budgeted. The Council is required to use External Audit, and the value of the contract is not negotiable.  |
| 6.4           | Pension Enhancements                | 50              | 50              | Proposed Budget for 2017/2018: £1,473,000 Budget Digest Ref: 410 Pension Costs<br><br>The Council's costs of discretionary pension awards, based on previous decisions made by both Torbay Council and, pre-1998, by Devon County Council, are linked to the number of pensioners receiving the discretionary pension award. The number of people in receipt of these awards is reducing, resulting in these savings for 2017/18 and 2018/19. It is expected that a further £50,000 will be saved in 2019/2020. |

| Ref | Service Area                | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|-----------------------------|-----------------|-----------------|--|
| 6.5 | Policy and Business Support | 10              | 45              | Proposed Budget for 2017/2018: £194,000 Budget Digest Ref: 258 Corporate Support<br><br>Savings to be achieved initially through a combination of efficiencies and income generation. If this is not possible, staffing reductions would be necessary to meet this reduction. If reductions in staffing are necessary, this will result in reduced capacity within the team to deliver their work. |
| 6.6 | Communications              |                 | 8               | Proposed Budget for 2017/2018: £126,000 Budget Digest Ref: 254 Communications Team<br><br>This is an income generation proposal, which is capable of delivery through the selling of design services to external partners. A total increase of £15,000 is expected by 31 March 2020.   |
| 6.7 | Internal Audit              | 20              | 20              | Proposed Budget for 2017/2018: £192,000 Budget Digest Ref: 408 Internal Audit<br><br>The current contracted cost reductions are coming to an end. Going forward the contract specification will need to be negotiated to take account of these savings.  |
| 6.8 | Finance                     | 25              | 50              | Proposed Budget for 2017/2018: £459,000 Budget Digest Ref: 405 Financial Services<br><br>Savings to be achieved through a combination of efficiencies and structure reductions, anticipated to be by natural turnover.   |
| 6.9 | Members Allowances          | 7               | 7               | Proposed Budget for 2017/2018: £431,000 Budget Digest Ref: 261 Members Allowances<br><br>Achieved as a result of combined posts not requiring additional Special Responsibility Allowances (SRAs). This would result in a cost pressure should additional positions attracting SRAs be given.  |



| Ref  | Service Area                      | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|-----------------------------------|-----------------|-----------------|---|
| 6.10 | Governance Support                | 20              | 18              | <p>Proposed Budget for 2017/2018: £170,000 Budget Digest Ref: 259 Democratic Representation</p> <p>Savings to be achieved through a combination of efficiencies, income generation and natural turnover. In 2017/18 there will be minimal impact of the proposals, on the basis of the corporately provided apprenticeships in the team. Savings in 2018/19 will require a review of the structure of the services with reductions in support to the non-statutory elements of the Council's decision-making process.</p> |
| 6.11 | Human Resources                   |                 | 44              | <p>Proposed Budget for 2017/2018: £287,000 Budget Digest Ref: 263 Payroll; 264 Personnel</p> <p>Savings to be achieved initially through a combination of efficiencies and income generation. If this is not possible, staffing reductions would be necessary to meet this reduction. If reductions in staffing are necessary, this will result in reduced capacity within the team to deliver their work.</p>  |
| 6.12 | Corporate Recruitment Advertising | 7               |                 | <p>Proposed Budget for 2017/2018: £9,000 Budget Digest Ref: 268 Corporate Recruitment</p> <p>This will be achieved as a result of an efficiency saving. As a result of the final stages of implementation of My View, the Council will be able to undertake its own recruitment advertising, rather than paying Devon County Council to undertake the same on our behalf.</p>   |
| 6.13 | Legal Services                    | 5               | 5               | <p>Proposed Budget for 2017/2018: £655,000 Budget Digest Ref: 253 Legal Services</p> <p>Savings to be achieved through efficiencies and further reductions in non pay budgets.</p>  |

| Ref           | Service Area  | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|---------------|---|-----------------|-----------------|--|
| 6.14          | Insurance Premiums and Fees   | 50              |                 | Proposed Budget for 2017/2018: £778,000 Budget Digest Ref: 252 Insurance<br><br>Reduced amount of contribution to the insurance reserve. This proposal is in line with 2015/2016 Actuarial Review  |
| 6.15          | Bank Charges and Treasury Management Fees   | 5               |                 | Proposed Budget for 2017/2018: £169,000 Budget Digest Ref: 407 Interest and Treasury Charges<br><br>This is an efficiency saving in the level of bank charges and treasury management fees paid.   |
| 6.16          | Interest Payable  |                 | 70              | Proposed Budget for 2017/2018: £6,445,000 Budget Digest Ref: 407 Interest and Treasury Charges<br><br>Use of capital receipts to fund previously approved prudential borrowing resulting in interest savings.  |
| 6.17<br>(TP5) | Review of Collection and Enforcement of Council Tax and National Non-Domestic Rates | 250             | 250             | This is a Transformation Project seeking to ensure that the Council is maximising its income through Council Tax and National Non-Domestic Rates (NNDR), including a review of; <ul style="list-style-type: none"> <li>• All Exemptions, reliefs and discounts</li> <li>• Accuracy of NNDR valuation list</li> <li>• Operation of Council Tax Support Scheme</li> <li>• Discretionary and Mandatory relief</li> <li>• Collection rates, debt recovery and use of enforcement.</li> </ul> |
| 6.18          | Retained National Non-Domestic Rate Share   |                 | 25              | Proposed Budget for 2017/2018: Part of NNDR income in sources of funding.<br><br>This proposal relates to a reduction in discretionary reliefs provided to Torbay Development Agency properties instead moving tenants to Small Business Rate Relief. A one year notice of change is required.   |

| Ref  | Service Area                        | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|-------------------------------------|-----------------|-----------------|---|
| 6.19 | Council Tax Support Scheme          | tbc             |                 | Proposed Budget for 2017/2018: Part of Council tax income in sources of funding. Should the Council make changes to the Council Tax Support Scheme at its meeting in December, this will result in a saving.  |
| 6.20 | Pension arrangements for new staff. | 66              | 105             | Proposed Budget for 2017/2018: (£66,000) Budget Digest Ref: 400 Corporate Issues Charges<br><br>This proposal would see the creation of a Service Delivery Company with the new company operating a pension scheme (other than the Local Government Pension Scheme (LGPS)) for new staff, thus resulting in savings in pension contributions for new members of staff. It is envisaged that there would be continued and cumulatively significant savings over a long period as staff turnover sees increasing staff on non LGPS pensions. The LGPS will be maintained for existing members of staff. |
|      | <b>Total</b>                        | <b>1335</b>     | <b>947</b>      |   |

## Business Services

**Executive Leads:** Councillors Amil, Excell, Haddock and King

**Responsible Officer:** Kevin Mowat

| 2016/17 Restated Revenue Budget | One-off funding no longer required | 2017/18 Base Budget | Contingency | 2% precept for Adult Social Care | Identified Service Pressures (e.g. NI Increase) | Children's Services Funding Strategy | Changes in Funding | Inflation | Proposed Savings and Income | Shortfall funded by reserves pending settlement | Ring-fenced 2017/18 Budget Reductions transferred to Finance | Total |
|---------------------------------|------------------------------------|---------------------|-------------|----------------------------------|---|--------------------------------------|--------------------|-----------|-----------------------------|---|--|-------|
| 257                             | 0                                  | 257                 | 0           | 0                                | 0   | 0                                    | 0                  | (129)     | (853)                       | 0   | 42   | (683) |

(All figures £000s)

## Council Assets

This area of the budget covers the centralised repairs and maintenance of the Council assets. Working alongside the Council the Torbay Development Agency's Property Services team provides corporate/strategic overview and on-going estate management to ensure that all assets are identified, fit for purpose, in good condition, used efficiently, held at lowest cost and, where appropriate, that they provide a good return on investment.

The key outcomes include:

- Asset Management Planning
- Property Development (including Housing)
- Repairs and Maintenance Co-ordination - Annual provision to support, on a prioritised basis, the repair and maintenance of the Council's assets.
- Compulsory Purchase Orders and Disposals
- Energy Management, Estate and Data Management
- Landlord & Tenant Act compliance
- Leased Properties - Reflects properties held for rental income (investment properties) and other properties managed by the TDA but not linked to a service activity of the Council. Includes Torquay Golf Club, Waterside Caravan park, Victoria Square, Unit 3 Riviera Way

- Office Accommodation - This service reflects the expenditure on the provision of office accommodation for the Council, including all direct running costs and the hiring of Public Rooms. Office accommodation includes Torquay Town Hall, Tor Hill House and Paignton Library Hub.

## Land Drainage and Flood Prevention

Key functions of the Engineering Services & Land Drainage Team include:

- Land drainage and flood prevention
- Urban design
- Structural design
- Cliffs and defences
- Development control support
- Building control support
- Civil engineering design and consultancy for revenue and capital schemes. This includes both internal and external clients
- Management of the Councils coastal and inland cliffs, sea defences and abandoned landfill sites

Torbay Council has a statutory responsibility under the Flood and Water Management Act 2010 for preparing and putting in place strategies for managing flood risk from groundwater, surface water and ordinary watercourses.

The Engineering Services team also supports a wide range of projects across Torbay, for example:

- Production of local flood risk management strategies (in line with national guidance)
- Undertaking the Flood Study for Torquay including the flood alleviation scheme for the town centre
- Identifying flood alleviation works in Torbay and undertaking project appraisal reports for these schemes in order to secure flood defence grant in aid funding from the Environment Agency in order to undertake these schemes.
- Statutory consultee for surface water issues on planning applications.

## **Parking Services**

Parking services facilitates the provision of 38 car parks that are managed across Torbay containing 7,850 car parking spaces and 830 spaces on the highway serviced by parking meters, management and securing of car parks and lifts in multi storey car parks, cash collection is undertaken daily from pay and display parking machines and on street meters. Traffic regulation orders, abandoned vehicles, enforcement of parking restrictions for on and off street parking, appeal services as per Traffic Management Act 2008 and car park permits.

## **Public Toilets (see also Community Services)**

This area of the budget covers the premises costs of public toilets such as electricity, gas, Business Rates (NNDR) and water costs.

## **Regeneration and Asset Management**

Torbay Economic Development Company Limited (TEDC) was created by Torbay Council in 2011 as a Public Private Partnership to promote the physical and economic development of Torbay for the benefit of the whole community. The company offers a number of fee earning professional services to a variety of clients (in addition to Torbay Council) including property services, asset management and economic development.

The budget includes the payment by the Council to Torbay Development Agency Limited as a “core fee” for a number of services. The payment includes a £200,000 (plus inflation) contribution to progress regeneration projects and an annual grant of £285,000 (plus inflation) from the (former) Regional Development Agency also for strategic economic regeneration. TDA directly manages the Council’s business centres. The TDA are responsible for any shortfall or surplus on these centres.

The TEDC’s primary economic outcomes relate to:

- Creating jobs
- Raising Gross Value Added
- Attracting investment
- Generating growth
- Asset management

The TEDC delivers a range of professional services including:

- Asset, Estates & Facilities Management
- Economic Development
- Property Services including engineering, project management, mechanical and electrical engineering

The Company is Limited by Share and wholly owned by Torbay Council.

The TEDC is structured into 3 operational teams, these are:

- Assets (assets, estate and facilities management)
- Economy & Enterprise
- Property Services

## **Spatial Planning**

Spatial Planning is responsible for regulating the construction of the built environment whilst promoting sustainable development. The service is also responsible for dealing with planning applications, appeals and enforcement. Strategic Planning covers the statutory and advisory role of Strategic and Local Planning, Transportation and Environmental Policy / Sustainability. This includes preparation of input into the South West Regional Spatial Strategy, the Council's Local Development Framework, Local Transport Plan, Transport delivery reports, Climate Change, Sustainable Energy and other strategic plans and policies plus associated policy implementation and research, monitoring and project management.

## Strategic Commissioning Role

- Economic Development Company (Torbay Development Agency)
- Tor2
- Sea Fisheries

## Tor Bay Harbour Authority

This service provides the Council's obligations as a statutory and competent harbour authority. It aims to maintain the harbour fabric within the available resources in order to protect and enhance, where appropriate, the natural and built environment of the Bay. It provides mooring facilities and other marine services to the local community and manages the harbour estate efficiently and acts as a responsible landlord.

This area of the business unit also includes beach management and resort services including services such as beach huts.



# Business Services

## 2017/18 Budget Summary (\*ATL)

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| ID | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----|---------|--|----------------------------|-----------------------|--------------------------|
|----|---------|--|----------------------------|-----------------------|--------------------------|

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### Council Assets

|                      |                                  |          |              |               |              |
|----------------------|----------------------------------|----------|--------------|---------------|--------------|
| 350                  | Centralised Repair & Maintenance | 0        | 1,399        | 0             | 1,399        |
| 355                  | Leased Properties                | 0        | 435          | -984          | -549         |
| 356                  | Office Accommodation             | 0        | 1,705        | -356          | 1,349        |
| <b>Service Total</b> |                                  | <b>0</b> | <b>3,539</b> | <b>-1,340</b> | <b>2,199</b> |

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### Land Drainage & Flood Prevention

|                      |               |          |           |          |           |
|----------------------|---------------|----------|-----------|----------|-----------|
| 352                  | Land Drainage | 0        | 90        | 0        | 90        |
| <b>Service Total</b> |               | <b>0</b> | <b>90</b> | <b>0</b> | <b>90</b> |

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### Parking Services

|     |                                  |      |     |        |        |
|-----|----------------------------------|------|-----|--------|--------|
| 802 | Car Parking - Enforcement        | 30.8 | 999 | -963   | 36     |
| 804 | Car Parking - Off Street Parking | 2.3  | 907 | -4,330 | -3,423 |

| ID                   | Service                         | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------------------------------|--|----------------------------|-----------------------|--------------------------|
| 803                  | Car Parking - On Street Parking | 0  | 191                        | -1,514                | -1,323                   |
| <b>Service Total</b> |                                 | 33.1                                     | <b>2,097</b>               | <b>-6,807</b>         | <b>-4,710</b>            |

### Public Toilets (see also Community Services)

|                      |  |   |            |          |            |
|----------------------|--|---|------------|----------|------------|
| 358                  | Public Toilets (see also Community Services) | 0 | 198        | 0        | 198        |
| <b>Service Total</b> |  | 0 | <b>198</b> | <b>0</b> | <b>198</b> |

### Regeneration & Asset Management

|                      |                                 |   |              |             |              |
|----------------------|---------------------------------|---|--------------|-------------|--------------|
| 351                  | Regeneration & Asset Management | 0 | 1,388        | -250        | 1,138        |
| <b>Service Total</b> |                                 | 0 | <b>1,388</b> | <b>-250</b> | <b>1,138</b> |

### Spatial Planning

|     |                                 |      |     |      |     |
|-----|---------------------------------|------|-----|------|-----|
| 653 | Development & Planning Services | 20.7 | 762 | -691 | 71  |
| 652 | Strategic Planning              | 8.6  | 542 | -156 | 386 |

| ID                   | Service | Number of full time equivalent employees | Total Expenditure<br>£'000 | Total Income<br>£'000 | Net Expenditure<br>£'000 |
|----------------------|---------|--|----------------------------|-----------------------|--------------------------|
| <b>Service Total</b> |         | 29.3                                     | <b>1,304</b>               | <b>-847</b>           | <b>457</b>               |

### Strategic Commissioning Role

|                      |               |  |           |          |           |
|----------------------|---------------|--|-----------|----------|-----------|
| 806                  | Sea Fisheries |  | 25        | 0        | 25        |
| 569                  | Tourism       |  | 43        | 0        | 43        |
| <b>Service Total</b> |               |  | <b>68</b> | <b>0</b> | <b>68</b> |

### Tor Bay Harbour Authority

|                      |   |      |              |               |             |
|----------------------|---|------|--------------|---------------|-------------|
| 801                  | Beach Services                                  | 3.2  | 713          | -853          | -140        |
| 805                  | General Fund Contributions to Harbour Authority |      | 17           | 0             | 17          |
| 800                  | Tor Bay Harbour Authority                       | 21.8 | 3,384        | -3,384        | 0           |
| <b>Service Total</b> |   | 25   | <b>4,114</b> | <b>-4,237</b> | <b>-123</b> |

|              |  |      |               |                |             |
|--------------|--|------|---------------|----------------|-------------|
| <b>Total</b> |  | 87.4 | <b>12,798</b> | <b>-13,481</b> | <b>-683</b> |
|--------------|--|------|---------------|----------------|-------------|

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Council Assets

| ID                   | Service                          | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|----------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 350                  | Centralised Repair & Maintenance | 0                   | 0                              | 1,346             | 53                           | 0                                | 0              | 1,399                             | 0                              | 0                              | 0                                  | 0              | 0                            | 1,399                           |
| 355                  | Leased Properties                | 0                   | 0                              | 162               | 263                          | 10                               | 0              | 435                               | -964                           | 0                              | -20                                | 0              | -984                         | -549                            |
| 356                  | Office Accommodation             | 0                   | 37                             | 975               | 624                          | 69                               | 0              | 1,705                             | -356                           | 0                              | 0                                  | 0              | -356                         | 1,349                           |
| <b>Service Total</b> |                                  | <b>0</b>            | <b>37</b>                      | <b>2,483</b>      | <b>940</b>                   | <b>79</b>                        | <b>0</b>       | <b>3,539</b>                      | <b>-1,320</b>                  | <b>0</b>                       | <b>-20</b>                         | <b>0</b>       | <b>-1,340</b>                | <b>2,199</b>                    |

## Land Drainage & Flood Prevention

| ID                   | Service       | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Env Agency Precept<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|-----------------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 352                  | Land Drainage | 0                   | 0                              | 25                | 0                            | 0                                | 65                          | 90                                | 0                              | 0                              | 0                                  | 0              | 0                            | 90                              |
| <b>Service Total</b> |               | <b>0</b>            | <b>0</b>                       | <b>25</b>         | <b>0</b>                     | <b>0</b>                         | <b>65</b>                   | <b>90</b>                         | <b>0</b>                       | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>0</b>                     | <b>90</b>                       |

## Parking Services

| ID                   | Service                          | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|----------------------------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 802                  | Car Parking - Enforcement        | 30.8                | 742                            | 0                 | 246                          | 11                               | 0              | 999                               | -963                           | 0                              | 0                                  | 0              | -963                         | 36                              |
| 804                  | Car Parking - Off Street Parking | 2.3                 | 82                             | 277               | 548                          | 0                                | 0              | 907                               | -4,330                         | 0                              | 0                                  | 0              | -4,330                       | -3,423                          |
| 803                  | Car Parking - On Street Parking  | 0                   | 0                              | 33                | 158                          | 0                                | 0              | 191                               | -1,514                         | 0                              | 0                                  | 0              | -1,514                       | -1,323                          |
| <b>Service Total</b> |                                  | <b>33.1</b>         | <b>824</b>                     | <b>310</b>        | <b>952</b>                   | <b>11</b>                        | <b>0</b>       | <b>2,097</b>                      | <b>-6,807</b>                  | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>-6,807</b>                | <b>-4,710</b>                   |

**Public Toilets (see also Community Services)**

| ID | Service  | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----|--|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
|    | 358 Public Toilets (see also Community Services) | 0                   | 0                              | 198               | 0                            | 0                                | 0              | 198                               | 0                              | 0                              | 0                                  | 0              | 0                            | 198                             |
|    | <b>Service Total</b>                             | <b>0</b>            | <b>0</b>                       | <b>198</b>        | <b>0</b>                     | <b>0</b>                         | <b>0</b>       | <b>198</b>                        | <b>0</b>                       | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>0</b>                     | <b>198</b>                      |

## Regeneration & Asset Management

| ID                   | Service                         | No of Staff (**FTE) | Contribut'n to Reserves<br>£'000 | Premises<br>£'000 | Growth Fund<br>£'000 | TDA Core Fee<br>£'000 | RDA Grant<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------------------------|---------------------|----------------------------------|-------------------|----------------------|-----------------------|--------------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 351                  | Regeneration & Asset Management | 0                   | 0                                | 0                 | 250                  | 846                   | 292                | 1,388                             | 0                              | 0                              | -250                               | 0              | -250                         | 1,138                           |
| <b>Service Total</b> |                                 | <b>0</b>            | <b>0</b>                         | <b>0</b>          | <b>250</b>           | <b>846</b>            | <b>292</b>         | <b>1,388</b>                      | <b>0</b>                       | <b>0</b>                       | <b>-250</b>                        | <b>0</b>       | <b>-250</b>                  | <b>1,138</b>                    |



## Spatial Planning

| ID                   | Service                         | No of Staff (**FTE) |              |          |            |          |            | Total Expenditure (*ATL) |             |          |             |          | Total Income (*ATL) | Net Expenditure (*ATL) |
|----------------------|---------------------------------|---------------------|--------------|----------|------------|----------|------------|--------------------------|-------------|----------|-------------|----------|---------------------|------------------------|
|                      |                                 |                     | £'000        | £'000    | £'000      | £'000    | £'000      | £'000                    | £'000       | £'000    | £'000       | £'000    | £'000               | £'000                  |
| 653                  | Development & Planning Services | 20.7                | 683          | 0        | 79         | 0        | 0          | 762                      | -691        | 0        | 0           | 0        | -691                | 71                     |
| 652                  | Strategic Planning              | 8.6                 | 393          | 0        | 49         | 0        | 100        | 542                      | -56         | 0        | -100        | 0        | -156                | 386                    |
| <b>Service Total</b> |                                 | <b>29.3</b>         | <b>1,076</b> | <b>0</b> | <b>128</b> | <b>0</b> | <b>100</b> | <b>1,304</b>             | <b>-747</b> | <b>0</b> | <b>-100</b> | <b>0</b> | <b>-847</b>         | <b>457</b>             |

## Strategic Commissioning Role

| ID                   | Service       | No of Staff (**FTE) | Employee Direct Costs<br>£'000 | Premises<br>£'000 | Supplies & Services<br>£'000 | Contribut'n to Reserves<br>£'000 | Other<br>£'000 | Total Expenditure (*ATL)<br>£'000 | Fees, Charges & Sales<br>£'000 | Govern't Grant Income<br>£'000 | Contribut'n from Reserves<br>£'000 | Other<br>£'000 | Total Income (*ATL)<br>£'000 | Net Expenditure (*ATL)<br>£'000 |
|----------------------|---------------|---------------------|--------------------------------|-------------------|------------------------------|----------------------------------|----------------|-----------------------------------|--------------------------------|--------------------------------|------------------------------------|----------------|------------------------------|---------------------------------|
| 806                  | Sea Fisheries |                     | 0                              | 0                 | 0                            | 0                                | 25             | 25                                | 0                              | 0                              | 0                                  | 0              | 0                            | 25                              |
| 569                  | Tourism       |                     | 0                              | 43                | 0                            | 0                                | 0              | 43                                | 0                              | 0                              | 0                                  | 0              | 0                            | 43                              |
| <b>Service Total</b> |               |                     | <b>0</b>                       | <b>43</b>         | <b>0</b>                     | <b>0</b>                         | <b>25</b>      | <b>68</b>                         | <b>0</b>                       | <b>0</b>                       | <b>0</b>                           | <b>0</b>       | <b>0</b>                     | <b>68</b>                       |

## Tor Bay Harbour Authority

| ID                   | Service   | No of Staff (**FTE) |            |            |              |          |          | Total Expenditure (*ATL) |               |          |          |          | Total Income (*ATL) | Net Expenditure (*ATL) |
|----------------------|---|---------------------|------------|------------|--------------|----------|----------|--------------------------|---------------|----------|----------|----------|---------------------|------------------------|
|                      |   |                     | £'000      | £'000      | £'000        | £'000    | £'000    | £'000                    | £'000         | £'000    | £'000    | £'000    | £'000               | £'000                  |
| 801                  | Beach Services                                  | 3.2                 | 155        | 139        | 414          | 5        | 0        | 713                      | -853          | 0        | 0        | 0        | -853                | -140                   |
| 805                  | General Fund Contributions to Harbour Authority |                     | 0          | 0          | 17           | 0        | 0        | 17                       | 0             | 0        | 0        | 0        | 0                   | 17                     |
| 800                  | Tor Bay Harbour Authority                       | 21.8                | 592        | 545        | 2,247        | 0        | 0        | 3,384                    | -3,384        | 0        | 0        | 0        | -3,384              | 0                      |
| <b>Service Total</b> |   | <b>25</b>           | <b>747</b> | <b>684</b> | <b>2,678</b> | <b>5</b> | <b>0</b> | <b>4,114</b>             | <b>-4,237</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>-4,237</b>       | <b>-123</b>            |

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Business Services**

**Responsible Officer:** Kevin Mowat

**Executive Lead:** Councillors Amil, Excell, Haddock and King

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| Ref           | Service Area                                      | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|---------------|---|-----------------|-----------------|--|
| 7.1<br>(TP26) | Implementation of the Parking Review and Strategy | 50              | 50              | This is a Transformation Project which seeks to increase income/deliver savings following the review of parking services and development of the Parking Strategy. The Parking Strategy has been prepared in response to the Parking Review and with the future of parking in Torbay in mind. Income in respect of Parking Services already has a 3% annual growth assumption in addition to this proposal. Any changes to fees and charges will be made in accordance with the requirements of the constitution.   |
| 7.2<br>(TP12) | Review of Assets                                  | 50              | 50              | This is a Transformation Project which seeks to generate income by focussing on the following four main areas: <ul style="list-style-type: none"> <li>• Revenue income optimisation and commercialisation, including increasing income through consolidated beach assets and growth</li> <li>• To consider all assets (not covered by other Transformation Projects) in respect of opportunities for future revenue generation</li> <li>• To consider all assets (not covered by other Transformation Projects) in respect of disposal</li> <li>• To consider opportunities to drive revenue benefits for the Council linked to a new Tourism Strategy</li> </ul> Any specific decisions on assets will be made in accordance with the requirements of the constitution. |
| 7.3<br>(TP43) | Creation of Investment Portfolio                  | 150             | 225             | This is a Transformation Project which was agreed at the Council meeting on 22 September 2016. These figures relate to the expected return on the Capital Investment Fund.   |

| Ref | Service Area                                     | 2017/18<br>£000 | 2018/19<br>£000 | Description  |
|-----|--|-----------------|-----------------|--|
| 7.4 | Beach Services                                   | 26              | 20              | <p>Proposed Budget for 2017/2018: (£140,000) Budget Digest Ref: 801 Beach Services</p> <p>This will be achieved through a combination of efficiencies, reductions and income generation. Following the success of the Mini-Resorts and new concessions, further cost saving opportunities are limited, so the focus will be on income generation. It is proposed that the Council will not seek to participate in the Seaside and Blue Flag Beach Awards. Options for secondary savings and/or private sector support will also be explored.</p> |
| 7.5 | Tor Bay Harbour                                  | 42              | 78              | <p>Proposed Budget for 2017/2018: £0 Budget Digest Ref: 800 Tor bay Harbour Authority</p> <p>This will be achieved by a combination of savings and income generation (including the raising of mooring charges). This proposal has been considered informally by the Harbour Committee but is due to be considered at its meeting in December, so is indicative until that time. It is envisaged that a further £95,000 will be achieved in 2019/20.</p>   |
| 7.6 | Spatial Planning                                 | 44              | 20              | <p>Proposed Budget for 2017/2018: £457,200 Budget Digest Ref: 652 Strategic Planning; 653 Development and Planning Services</p> <p>Savings will need to be achieved through a combination of efficiencies, structure and anticipated income generation.</p>  |
| 7.7 | Economic Development Agency                      | 300             | 300             | <p>Proposed Budget for 2017/2018: £1,137,800 Budget Digest Ref: 351 Regeneration and Asset Management</p> <p>Savings will need to be achieved through a combination of efficiencies, structure and anticipated income generation.</p>  |
| 7.8 | Administrative Estate and Programmed Maintenance | 150             |                 | <p>Proposed Budget for 2017/2018: £2,439,800 Budget Digest Ref: 350 Centralised Repair &amp; Maintenance; 355 Leased Properties; 356 Office Accommodation; 358 Public Toilets</p> <p>It is proposed to reduce the overall spend on repairs and maintenance and centralised premises costs combined with additional income on rented estate.</p>  |

| Ref  | Service Area                       | 2017/18<br>£000 | 2018/19<br>£000 | Description   |
|------|------------------------------------|-----------------|-----------------|---|
| 7.9  | Land Drainage and Flood Prevention | 25              |                 | Proposed Budget for 2017/2018: £89,500 Budget Digest Ref: 352 Land Drainage<br><br>This budget allocation can be removed as it is in addition to funding for schemes that are identified through the Flood Steering Group and resourced via various funding agencies (such as the Environment Agency, South West Water and the Department for Environment, Food and Rural Affairs). |
| 7.10 | Asset Disposal Costs               | 16              |                 | Proposed Budget for 2017/2018: (£42,200) Budget Digest Ref: 355 Leased Properties<br><br>This budget allocation can be removed as an alternative resource can be found by diverting a small percentage from each asset disposal receipt towards the costs of that disposal.   |
|      | <b>Total</b>                       | <b>853</b>      | <b>743</b>      |   |