REVENUE BUDGET DIGEST

2019/2020

Agreed: 21 February 2019

Fit for the future
creating a prosperous and healthy Torbay

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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 proposals for service change, income generation and efficiencies in order to produce a balanced budget for 2019/2020. For those proposals which have been assessed as having a material impact on service users, Equality Impact Assessments have been prepared and are available on the Council's website.

Revenue Budget 2019/20

as at 25 January 2019

Directorate/Service	Expenditure £000's	Income £000's	Net £000's
Adult Services and Housing	53,300	-14,093	39,207
Children's Services	88,011	-51,776	36,235
Dedicated Schools Grant included in Children's Services. 2019/20 allocation to be announced	*39,678*	*-39,678*	*0*
Public Health	9,627	-544	9,083
Sub Total – Joint Commissioning Team	**150,938**	**-66,413**	**84,525**
Corporate Services			
Community Services	4,351	-2,502	1,849
Corporate Services	6,153	-1,815	4,338
Customer Services	62,891	-59,206	3,685
Housing benefit included in Customer Services	*55,996*	*-55,996*	*0*
Sub Total - Corporate Services	**73,395**	**-63,523**	**9,872**
Finance	20,866	-21,080	-214
Place			
Business Services and Regeneration and Assets	29,527	-16,009	13,518
Investment Properties	6,369	-10,054	-3,685
Planning and Transport	10,078	-2,727	7,351
Sub Total -Place	**45,974**	**-28,790**	**17,184**
TOTAL	**291,173**	**-179,806**	**111,367**
Sources of Funding			
Council Tax	0	-68,688	-68,688
Collection Fund Surplus	0	-1,716	-1,716
Revenue Support Grant	0	-6,421	-6,421
Business Rates (NNDR)	0	-33,554	-33,554
New Homes Bonus and Other Grants	0	-988	-988
TOTAL	**0**	**-111,367**	**-111,367**

Children's Services

Executive Lead: Councillor Stocks

Responsible Officer: Alison Botham

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, subsidence, 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).

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 Including 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 approximately £32m 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

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees **	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Children's Safeguarding Service - Disabilities / Quality Assurance					
709	Disabilities - Day Care Services	1.57	270	-1	269
715	Disabilities - Direct Payments	0	515	-88	427
714	Disabilities - Overnight Short Breaks	0	352	-2	350
712	Disabilities - Social Work Team	7.4	368	0	368
710	Disabilities- Occupational Therapy	0	141	0	141
760	PARIS Team	4	135	0	135
708	Safeguarding Children Board	2.5	187	-84	103
707	Safeguarding Unit / Independent Reviewing	8.6	503	0	503
764	Workforce Development	3.6	307	0	307
Service Total		27.67	2,778	-175	2,603

ID	Service	Number of full time equivalent employees **	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Children's Safeguarding Service - Placement Costs & Allowances					
762	16+ Independent Provision	0	1,677	0	1,677
735	16+ Non LAC - Lodgings / Personal Allowances	0	899	-63	836
743	Adoption Allowances	0	350	0	350
740	Child Arrangement Orders	0	275	0	275
736	Connected Persons Fostering	0	398	0	398
734	In House Fostering	0	3,998	-99	3,899
737	Independent Sector Fostering	0	4,274	0	4,274
738	Parent & Child Placements	0	500	0	500
739	Residential Care	0	5,010	-275	4,735
741	Section 17 - Assistance to Families	0	275	0	275
742	Special Guardianship Allowances	0	963	0	963
763	Unaccompanied Asylum Seeking Children		91	-70	21
Service Total		0	18,710	-507	18,203

ID	Service	Number of full time equivalent employees **	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Children's Safeguarding Service - Specialist Services / Intensive Youth					
719	Adoption Service		821	0	821
718	Fostering-Recruitment, Assessment,Supervision & Support	13.48	700	0	700
722	Intensive Youth Support Service	7.62	311	0	311
716	Looked after Children Team	19.31	863	0	863
761	Placement with Families & Matching	5	166	0	166
720	Youth Offending	14.31	606	-344	262
Service Total		59.72	3,467	-344	3,123
Children's Safeguarding Service -Senior Management / Support					
725	Business Support - LA Funded	42.75	1,181	0	1,181
731	Senior Management Team	7.6	755	0	755
Service Total		50.35	1,936	0	1,936

ID	Service	Number of full time equivalent employees **	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Children's Safeguarding Service-Safeguarding & Supporting Families/Single Assessment/MASH					
728	Assessment Resource Centre	9.39	333	0	333
717	Early Help Service	12.34	457	-235	222
727	Family Group Conferencing	0	70	0	70
729	Intensive Family Support / CAMHS	12	577	0	577
726	Multi Agency Safeguarding Hub (MASH)	10.2	421	0	421
732	Other Safeguarding Activities/Legal costs	2	1,098	-4	1,094
730	Safeguarding & Supporting Families / Single Assessment	50.99	2,777	0	2,777
Service Total		96.92	5,733	-239	5,494
Commissioning, Including Youth & External Contracts					
703	Careers South West Contract	0	319	0	319
704	Children's Society Contract	0	179	0	179
756	Troubled Families Grant	2.81	761	-762	-1

ID	Service	Number of full time equivalent employees **	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
705	Young Person's Substance Misuse	0	118	-68	50
701	Youth Trust	7.77	338	0	338
Service Total		**10.58**	**1,715**	**-830**	**885**

Schools Services

765	Business Support - DSG Funded	7.35	183	-20	163
748	Early Years / Children's Centres Contract	8.34	1,238	-44	1,194
751	Home to School Transport / Escorts	3.67	2,227	-56	2,171
746	Independent Special School Fees	0	2,620	0	2,620
744	Medical Tuition Service / Virtual School & Other AP	20.62	1,237	0	1,237
752	Other School Support Services	14.27	2,451	-1,060	1,391
753	Private Finance Initiative	0	2,547	-1,843	704
747	PVI Nursery Funding - 2, 3 & 4 year olds	0	5,398	0	5,398
749	School Funding / DSG and Other Grants	1.43	33,801	-45,965	-12,164
706	SEND Reforms	6.6	289	-78	211

ID	Service	Number of full time equivalent employees **	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
745	**Special Educational Needs**	**8**	**1,681**	**-615**	**1,066**
Service Total		**70.28**	**53,672**	**-49,681**	**3,991**
Total		**315.52**	**88,011**	**-51,776**	**36,235**

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services. **= 2018/19 Indicative FTEs

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	1.57	46	0	76	0	148	270	0	0	-1	0	-1	269
715	Disabilities - Direct Payments	0	0	0	0	0	515	515	0	0	-88	0	-88	427
714	Disabilities - Overnight Short Breaks	0	0	0	22	0	330	352	0	0	-2	0	-2	350
712	Disabilities - Social Work Team	7.4	321	0	47	0	0	368	0	0	0	0	0	368
710	Disabilities- Occupational Therapy	0	0	0	10	0	131	141	0	0	0	0	0	141
760	PARIS Team	4	135	0	0	0	0	135	0	0	0	0	0	135
708	Safeguarding Children Board	2.5	128	5	54	0	0	187	-29	0	-37	-18	-84	103
707	Safeguarding Unit / Independent Reviewing	8.6	486	0	17	0	0	503	0	0	0	0	0	503
764	Workforce Development	3.6	157	0	32	0	118	307	0	0	0	0	0	307
Service Total		**27.67**	**1,273**	**5**	**258**	**0**	**1,242**	**2,778**	**-29**	**0**	**-128**	**-18**	**-175**	**2,603**

Children's Safeguarding Service - Placement Costs & Allowances

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Payments to Carers	Payment to Provider	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Income from Health	Other Income	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
762	16+ Independent Provision	0	0	0	12	0	1,665	1,677	0	0	0	0	0	1,677
735	16+ Non LAC - Lodgings / Personal Allowances	0	0	0	75	0	824	899	0	-63	0	0	-63	836
743	Adoption Allowances	0	0	0	0	350	0	350	0	0	0	0	0	350
740	Child Arrangement Orders	0	0	0	0	275	0	275	0	0	0	0	0	275
736	Connected Persons Fostering	0	0	0	0	398	0	398	0	0	0	0	0	398
734	In House Fostering	0	0	0	463	3,235	300	3,998	-65	0	-34	0	-99	3,899
737	Independent Sector Fostering	0	0	0	0	0	4,274	4,274	0	0	0	0	0	4,274
738	Parent & Child Placements	0	0	0	5	0	495	500	0	0	0	0	0	500
739	Residential Care	0	0	0	20	0	4,990	5,010	0	0	-275	0	-275	4,735
741	Section 17 - Assistance to Families	0	0	0	275	0	0	275	0	0	0	0	0	275
742	Special Guardianship Allowances	0	0	0	0	963	0	963	0	0	0	0	0	963
763	Unaccompanied Asylum Seeking Children		0	0	0	6	85	91	0	-70	0	0	-70	21
Service Total		**0**	**0**	**0**	**850**	**5,227**	**12,633**	**18,710**	**-65**	**-133**	**-309**	**0**	**-507**	**18,203**

Children's Safeguarding Service - Specialist Services / Intensive Youth

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other / Contracts	Total Expenditure (*ATL)	Contribs. from other LA's	Govern't Grant Income	Income from Health	Other Income	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
719	Adoption Service		0	0	3	0	818	821	0	0	0	0	0	821
718	Fostering-Recruitment, Assessment,Supervision &	13.48	624	0	76	0	0	700	0	0	0	0	0	700
722	Intensive Youth Support Service	7.62	281	0	30	0	0	311	0	0	0	0	0	311
716	Looked after Children Team	19.31	811	0	52	0	0	863	0	0	0	0	0	863
761	Placement with Families & Matching	5	164	0	2	0	0	166	0	0	0	0	0	166
720	Youth Offending	14.31	580	0	26	0	0	606	0	-189	-16	-139	-344	262
Service Total		**59.72**	**2,460**	**0**	**189**	**0**	**818**	**3,467**	**0**	**-189**	**-16**	**-139**	**-344**	**3,123**

Children's Safeguarding Service -Senior Management / Support

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	Other income	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
725	Business Support - LA Funded	42.75	1,032	3	146	0	0	1,181	0	0	0	0	0	1,181
731	Senior Management Team	7.6	639	0	116	0	0	755	0	0	0	0	0	755
Service Total		**50.35**	**1,671**	**3**	**262**	**0**	**0**	**1,936**	**0**	**0**	**0**	**0**	**0**	**1,936**

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

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other / Contracts	Total Expenditure (*ATL)	Fees, Charges & Sales	Cont from Reserve	Contribut'n from Grants	Other income	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
728	Assessment Resource Centre	9.39	304	24	5	0	0	333	0	0	0	0	0	333
717	Early Help Service	12.34	450	0	7	0	0	457	0	0	-235	0	-235	222
727	Family Group Conferencing	0	0	0	0	0	70	70	0	0	0	0	0	70
729	Intensive Family Support / CAMHS	12	441	0	8	0	128	577	0	0	0	0	0	577
726	Multi Agency Safeguarding Hub (MASH)	10.2	420	0	1	0	0	421	0	0	0	0	0	421
732	Other Safeguarding Activities/Legal costs	2	237	0	697	50	114	1,098	-4	0	0	0	-4	1,094
730	Safeguarding & Supporting Families / Single Assessment	50.99	2,220	0	57	0	500	2,777	0	0	0	0	0	2,777
Service Total		**96.92**	**4,072**	**24**	**775**	**50**	**812**	**5,733**	**-4**	**0**	**-235**	**0**	**-239**	**5,494**

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	Contribut'n from Reserves	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	319	0	0	319	0	0	0	0	0	319
704	Children's Society Contract	0	0	0	179	0	0	179	0	0	0	0	0	179
756	Troubled Families Grant	2.81	118	0	18	0	625	761	0	-412	-350	0	-762	-1
705	Young Person's Substance Misuse	0	0	0	118	0	0	118	0	0	0	-68	-68	50
721	Youth Trust	7.77	252	0	86	0	0	338	0	0	0	0	0	338
Service Total		**10.58**	**370**	**0**	**720**	**0**	**625**	**1,715**	**0**	**-412**	**-350**	**-68**	**-830**	**885**

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
765	Business Support - DSG Funded	7.35	178	0	5	0	0	183	0	0	0	-20	-20	163
748	Early Years / Children's Centres Contract	8.34	361	84	793	0	0	1,238	-44	0	0	0	-44	1,194
751	Home to School Transport / Escorts	3.67	109	0	1,695	0	423	2,227	-20	-36	0	0	-56	2,171
746	Independent Special School Fees	0	0	0	0	0	2,620	2,620	0	0	0	0	0	2,620
744	Medical Tuition Service / Virtual School & Other AP	20.62	979	16	202	0	40	1,237	0	0	0	0	0	1,237
752	Other School Support Services	14.27	757	0	335	0	1,359	2,451	-40	-749	-40	-231	-1,060	1,391
753	Private Finance Initiative	0	0	0	2,090	457	0	2,547	-672	-503	-668	0	-1,843	704
747	PVI Nursery Funding - 2, 3 & 4 year olds	0	0	0	0	0	5,398	5,398	0	0	0	0	0	5,398
749	School Funding / DSG and Other Grants	1.43	33	20	0	1,497	32,251	33,801	-704	-43,014	-2,247	0	-45,965	-12,164
706	SEND Reforms	6.6	268	0	21	0	0	289	0	-78	0	0	-78	211
745	Special Educational Needs	8	353	0	131	0	1,197	1,681	-615	0	0	0	-615	1,066
Service Total		**70.28**	**3,038**	**120**	**5,272**	**1,954**	**43,288**	**53,672**	**-2,095**	**-44,380**	**-2,955**	**-251**	**-49,681**	**3,991**

Proposals for service change, income generation and efficiencies
Children's Services

Responsible Officer: Alison Botham
Executive Lead: Councillor Stocks

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Business Support	1,545	150	A service re-design is currently underway with a new Business Support Service offer going live on 1 January 2019. There are currently 12.5 FTE vacancies within Business Support and these posts will be deleted as part of the re-design.	There is a risk that there is an impact on the delivery of social work. This risk will be managed through the re-design process.
Procurement and Contract Management	17,100 (Third party spend)	550	The identification of net cost savings through reviewing procurement and contract management processes and redesigning those areas of Children's Services which have the least impact on children and young people's outcomes.	There is a risk that no changes can be made to procurement and contract management processes and that the saving cannot be achieved.
Total		**700**		

Adult Services and Housing

Executive Lead: Councillors Parrott

Responsible Officer: Caroline Taylor

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

Mental Health Services
These services organise support for people with acute/severe and enduring mental health problems, using appropriate residential, nursing, domiciliary and day care services as well as providing specialist advice to other frontline teams. Services for people aged over 65 including those with dementias, are provided by the Integrated Care Organisation (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 Clinical Commissioning Group from an independent service provider. It prescribes 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 which provides 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.

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
This service provides 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
The Family Support Service provides 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
This service covers extra care housing and accommodation with support for people with learning disabilities and poor mental and physical health.

Advocacy support and advice
Provides advocacy for patients and carers to feedback on health and social care and has input to the quality assurance of local provision including, care homes and community services.

Adult Services & Housing

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Adult Social Care					
101	Adult Social Care	0	36,148	-3,534	32,614
108	Adult Social Care Precept		4,673	0	4,673
109	Care Act		50	0	50
110	Improved Better Care Fund		8,578	-8,578	0
100	Joint Equipment Store	0	1,002	-501	501
102	Other Adult Services	13.95	2,849	-1,480	1,369
Service Total		13.95	53,300	-14,093	39,207
Total		13.95	53,300	-14,093	39,207

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services ** = 2018/19 indicative FTEs

Adult Social Care

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
101	Adult Social Care	0	0	0	36,148	0	0	36,148	0	-3,534	0	0	-3,534	32,614
108	Adult Social Care Precept		0	0	4,673	0	0	4,673	0	0	0	0	0	4,673
109	Care Act		0	0	50	0	0	50	0	0	0	0	0	50
110	Improved Better Care Fund		0	0	8,578	0	0	8,578	0	-8,578	0	0	-8,578	0
112	Joint Equipment Store	0	0	0	1,002	0	0	1,002	-501	0	0	0	-501	501
103	Other Adult Services	13.95	681	0	2,096	0	72	2,849	0	0	-518	-162	-1,480	1,369
Service Total		**13.95**	**681**	**0**	**52,547**	**0**	**72**	**53,300**	**-501**	**-12,112**	**-518**	**-162**	**-14,093**	**39,207**

Proposals for service change, income generation and efficiencies
Adult Services and Housing

Responsible Officer: Caroline Taylor
Executive Lead: Councillor Parrott

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Joint Commissioning Team	1,566 (Staffing costs associated with Adult Services and Housing and Public Health)	113	The Council, with its health partners, continues to investigate the principle of a shared commissioning service with health and other local authorities over the longer term. The saving can be achieved through not recruiting to existing vacancies as well as through the merger of the Council's commissioning functions. There will be a reduction of three Full Time Equivalent posts – these posts are currently vacant and the service is in the process of being re-designed.	A reduction in the Council's commissioning function would reduce the capacity of the team. This will impact on the delivery of a number of initiatives across adults' services, housing and public health.
Total		**113**		

Public Health

Executive Lead: Councillor Stockman

Responsible Officer: Caroline Dimond

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

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees **	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Public Health - Ring-Fenced Grant					
903	Community Development		15	0	15
900	Management & Administration - Public Health	15.4	1,646	-541	1,105
901	Non Prescribed Functions - Public Health	0	4,275	-3	4,272
902	Prescribed Functions - Public Health	0	3,691	0	3,691
Service Total		15.4	9,627	-544	9,083
Total		15.4	9,627	-544	9,083

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **= 2018/19 indicative FTEs

Public Health - Ring-Fenced Grant

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Contrib'ns from other	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
903	Community Development		0	0	0	0	15	15	0	0	0	0	0	15
900	Management & Administration - Public	15.4	843	1	802	0	0	1,646	-251	0	-290	0	-541	1,105
901	Non Prescribed Functions - Public Health	0	0	0	4,275	0	0	4,275	0	0	0	-3	-3	4,272
902	Prescribed Functions - Public Health	0	0	0	3,616	75	0	3,691	0	0	0	0	0	3,691
Service Total		**15.4**	**843**	**1**	**8,693**	**75**	**15**	**9,627**	**-251**	**0**	**-290**	**-3**	**-544**	**9,083**

Proposals for service change, income generation and efficiencies
Public Health

Responsible Officer: Caroline Dimond
Executive Lead: Councillor Stockman

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Proposals to meet reduction in ring-fenced Public Health grant				
Adult Substance Misuse – see proposal below as well	2,559	10	The savings are expected to be found solely by the NHS provider (Torbay and South Devon NHS Foundation Trust) through the following changes: • Further streamlining of the management structure • Reduced 'patient-facing' time, which has the potential to impact on practitioner roles • Considering the ability to deliver a further reduction in medical sessions for the prescribing of opiate substitute therapy • Consideration whether certain populations can be offered safe and effective services which do not require regular or frequent contact with the treatment service e.g. implement a low-intensity treatment model.	There will be a potential impact on other services which these service users often use such as GP Practices, Accident and Emergency Departments, Police, emergency accommodation provision, and the community and voluntary sector. The following potential risks have been identified at this stage: • One-to-one support may be replaced by group support and there may be less frequent appointments/reduced specialist clinics and sub-services. • Reduced numbers of people may successfully complete treatment with service users possibly having sustained periods of dependence on services such as housing, Safeguarding (Children's and Adult's), Children's Services, opiate substitute therapy prescribing etc. • Reduced successful recovery rates for those

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
				in treatment, which could lead to poorer outcomes for individuals in terms of employability, independence and economic activity • Increased risk of prolonged criminality for people using drugs • Decreased responsiveness between Substance Misuse Services and other services • Potentially a reduced ability of the service to maintain existing levels of service user monitoring of treatment compliance and capacity to address concerns • Existing health inequalities across Torbay could widen and could lead to early mortality in this vulnerable and complex service user group. While the risks are balanced by the fact that the numbers of people using this specialist service represent a small proportion of people in Torbay, the potential risks and impacts described above could create greater demand and cost pressures for the wider Local Authority services and partner agencies. *Equality Impact Assessment prepared*

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Proposals to meet overall Council targets				
Adult Substance Misuse – see proposal above as well	2,559	90	As above	As above

Community Services

Executive Leads: Councillors Ellery, Excell and Stocks
Responsible Officer: Tara Harris

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.

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.

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. 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.

Trading Standards in Torbay (fair trading, metrology, product safety) is now run by Devon County Council under a shared services arrangement.

Housing Services (Operational)

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.

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.

Community Services

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Bereavement Services					
300	Bereavement Services	0	0	-775	-775
Service Total		0	0	-775	-775
Community Protection & Private Housing Standards					
302	Community Protection	12	616	-170	446
306	Private Sector Housing Standards	9.52	590	-293	297
Service Total		21.52	1,206	-463	743
Food Safety, Licensing, Trading Standards, Health & Safety, and Resilience					
304	Food Safety, Licensing and Trading Standards	15.4	1,008	-614	394
310	Health & Safety and Resilience	4	185	-19	166

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Service Total		**19.4**	**1,193**	**-633**	**560**

Housing Services

308	**Housing Options**	**15.59**	**482**	**-75**	**407**
311	**Licensed Accommodation**	**0**	**332**	**-214**	**118**
314	**Mediation & Housing Partnership**	**0**	**7**	**0**	**7**
313	**Prevention Fund**	**0**	**45**	**0**	**45**
312	**Rent Deposit Guarantee & Bond Scheme**	**0**	**11**	**0**	**11**
309	**Temporary Accommodation**	**0**	**452**	**-268**	**184**
Service Total		**15.59**	**1,329**	**-557**	**772**

Safer Communities

552	**Corporate Security**	**9.15**	**424**	**-39**	**385**
307	**Safer Communities (inc Community Safety Partnership)**	**4**	**199**	**-35**	**164**

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Service Total		**13.15**	**623**	**-74**	**549**
Total		**69.66**	**4,351**	**-2,502**	**1,849**

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services. **= 2018/19 indicative FTE's

Bereavement Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other / Grants	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
300	Bereavement Services	0	0	0	0	0	0	0	-775	0	0	0	-775	-775
Service Total		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-775**	**0**	**0**	**0**	**-775**	**-775**

Community Protection & Private Housing Standards

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Income from organisat'n	Contribut'n from Reserves	Other / Health income	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
302	Community Protection	12	454	11	151	0	0	616	-124	0	0	-46	-170	446
306	Private Sector Housing Standards	9.52	495	0	20	0	75	590	-167	0	0	-126	-293	297
Service Total		**21.52**	**949**	**11**	**171**	**0**	**75**	**1,206**	**-291**	**0**	**0**	**-172**	**-463**	**743**

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

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Income frm othr Org	Contribut'n from Reserves	Buyback from Schools	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
304	Food Safety, Licensing and Trading Standards	15.4	718	0	290	0	0	1,008	-583	-31	0	0	-614	394
310	Health & Safety and Resilience	4	160	0	25	0	0	185	-6	0	0	-13	-19	166
Service Total		**19.4**	**878**	**0**	**315**	**0**	**0**	**1,193**	**-589**	**-31**	**0**	**-13**	**-633**	**560**

Housing Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Housing Benefit Subsidy	Contribut'n from Reserves	Govt. Grant	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
308	Housing Options	15.59	476	0	6	0	0	482	0	0	-75	0	-75	407
311	Licensed Accommodation	0	0	332	0	0	0	332	0	-214	0	0	-214	118
314	Mediation & Housing Partnership	0	0	0	7	0	0	7	0	0	0	0	0	7
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	279	173	0	0	452	0	0	0	-268	-268	184
Service Total		**15.59**	**476**	**667**	**186**	**0**	**0**	**1,329**	**0**	**-214**	**-75**	**-268**	**-557**	**772**

Safer Communities

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other / Contribut'n	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
552	Corporate Security	9.15	293	0	131	0	0	424	-39	0	0	0	-39	385
307	Safer Communities (inc Community Safety	4	117	0	9	0	73	199	0	0	-35	0	-35	164
Service Total		**13.15**	**410**	**0**	**140**	**0**	**73**	**623**	**-39**	**0**	**-35**	**0**	**-74**	**549**

Proposals for service change, income generation and efficiencies
Community Safety

Responsible Officer: Tara Harris
Executive Lead: Councillors Ellery, Excell and Stocks

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Home Improvement Agency (bring back in house)	60	60	Management of the works associated with Disabled Facilities Grants to be undertaken in-house following the notice which has been given on the current contract leading to savings.	A business plan is currently being prepared and discussions are underway for the future re-procurement opportunities within the wider health and social care framework.
Environment Health service to Fishing Industry	New income	20	Increase in income from the fishing industry to enable compliance, support the sector and facilitate the port standard being prepared.	The recharge mechanisms through the industry are currently being determined. The income will be dependent on the continued success of the fishing industry.
Charge for "Score on the Doors" revisits	New income	5	Additional income through applying charges for revisits for early food hygiene inspections.	The business community may not be prepared to pay for the service, although the scoring scheme does hold a market value.
Temporary Accommodation	810	10	Reduction in the provision of temporary accommodation through enhanced prevention activity.	The full impact of the Homelessness Reduction Act are still working through. In addition, the introduction of Universal Credit from September 2018 has the potential to impact on the need for temporary accommodation. Some of the risk has been mitigated by central Government.
Licensing	330 (salary costs)	18	Reduction in level of enforcement activity and processing capacity in licensing team as a result of a reduction in the size of the team.	There may be a reduced level of compliance especially in relation to taxis and reduced level of income through a lack of proactive assessment and investigation. Statutory applications with legislative timeframes will be prioritised and therefore there may be delayed processing times in other areas.
Total		**113**		

Corporate Services and Operations

Executive Lead: Elected Mayor Oliver
Responsible Officer: Anne-Marie Bond

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.

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. Member's allowances are also held in the budget.

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 incorporates insurance and the Coroner which is now administrated by Plymouth City Council as the new lead body for the combined Coroners area.

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.

Transformation

The Transformation Programme is made up of projects which will transform the way the council delivers services whilst providing best value for money and improving outcomes for its communities.

Finance

Executive Lead: Elected Mayor Oliver
Responsible Officer: Martin Phillips

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.

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 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.

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 and number of grants.

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 earnt 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, investment properties and bank charges.

Corporate Services

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Corporate Support, Communications & Directors (JOT)					
254	Communications Team	4.6	184	-59	125
258	Corporate Support	8.7	514	-203	311
255	Directors (JOT)	4	538	0	538
Service Total		17.3	1,236	-262	974
Governance Support					
259	Democratic Representation	7.1	264	-26	238
260	Elections	2.6	325	-131	194
261	Members Allowances	0	492	0	492
Service Total		9.7	1,081	-157	924

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Human Resources					
265	Corporate Apprentices		215	0	215
268	Corporate Recruitment	0	11	-1	10
267	Corporate Training	0	61	-15	46
266	Occupational Health	0	82	-45	37
263	Payroll	7	208	-170	38
264	Personnel	9.3	462	-209	253
Service Total		16.3	1,039	-440	599
Legal Services					
250	Coroner	0	337	0	337
252	Insurance	0	941	-220	721
253	Legal Services	21.2	852	-194	658
Service Total		21.2	2,130	-414	1,716

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Registration of Births, Deaths & Marriages					
262	Registrar - Births, Deaths & Marriages	6.3	260	-337	-77
Service Total		6.3	260	-337	-77
Transformation					
850	Transformation	6	407	-205	202
Service Total		6	407	-205	202
Total		76.8	6,153	-1,815	4,338

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **= 2018/19 indicative FTE's

Corporate Support, Communications & Directors (JOT)

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
254	Communications Team	4.6	179	0	5	0	0	184	-59	0	0	0	-59	125
258	Corporate Support	8.7	487	0	27	0	0	514	-133	0	0	-70	-203	311
255	Directors (JOT)	4	520	0	18	0	0	538	0	0	0	0	0	538
Service Total		**17.3**	**1,186**	**0**	**50**	**0**	**0**	**1,236**	**-192**	**0**	**0**	**-70**	**-262**	**974**

Governance Support

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
259	Democratic Representation	7.1	234	5	25	0	0	264	-26	0	0	0	-26	238
260	Elections	2.6	83	2	240	0	0	325	-3	0	-128	0	-131	194
261	Members Allowances	0	475	1	16	0	0	492	0	0	0	0	0	492
Service Total		**9.7**	**792**	**8**	**281**	**0**	**0**	**1,081**	**-29**	**0**	**-128**	**0**	**-157**	**924**

Human Resources

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Apprentice Levy	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
265	Corporate Apprentices		101	0	0	0	114	215	0	0	0	0	0	215
268	Corporate Recruitment	0	0	0	11	0	0	11	-1	0	0	0	-1	10
267	Corporate Training	0	0	0	61	0	0	61	-15	0	0	0	-15	46
266	Occupational Health	0	0	0	82	0	0	82	-45	0	0	0	-45	37
263	Payroll	7	197	0	11	0	0	208	-170	0	0	0	-170	38
264	Personnel	9.3	431	0	31	0	0	462	-209	0	0	0	-209	253
Service Total		**16.3**	**729**	**0**	**196**	**0**	**114**	**1,039**	**-440**	**0**	**0**	**0**	**-440**	**599**

Legal Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Insurance Premium	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
250	Coroner	0	0	0	337	0	0	337	0	0	0	0	0	337
252	Insurance	0	0	0	0	0	941	941	-220	0	0	0	-220	721
253	Legal Services	21.2	805	0	47	0	0	852	-194	0	0	0	-194	658
Service Total		**21.2**	**805**	**0**	**384**	**0**	**941**	**2,130**	**-414**	**0**	**0**	**0**	**-414**	**1,716**

Registration of Births, Deaths & Marriages

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
262	Registrar - Births, Deaths & Marriages	6.3	239	0	21	0	0	260	-337	0	0	0	-337	-77
Service Total		**6.3**	**239**	**0**	**21**	**0**	**0**	**260**	**-337**	**0**	**0**	**0**	**-337**	**-77**

Transformation

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
850	Transformation	6	322	0	85	0	0	407	-130	0	-75	0	-205	202
Service Total		**6**	**322**	**0**	**85**	**0**	**0**	**407**	**-130**	**0**	**-75**	**0**	**-205**	**202**

Finance

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Budgets held Centrally					
401	Corporate Management	0	80	0	80
404	External Audit Fees	0	108	0	108
410	Pension Costs	0	3,240	-62	3,178
Service Total		0	3,428	-62	3,366
Financial Services & Internal Audit					
405	Financial Services	28	1,481	-183	1,298
408	Internal Audit	0	186	-22	164
415	Procurement	6	214	-69	145
Service Total		34	1,881	-274	1,607

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Grant Income and Contingencies					
400	Corporate Issues	0	1,002	-3,125	-2,123
420	NNDR Devonwide Pilot	0	0	-600	-600
421	Public Health Grant		0	-9,068	-9,068
Service Total		0	1,002	-12,793	-11,791
Treasury Management					
402	Debt - (Principal & Interest)	0	14,322	-7,399	6,923
407	Interest & Treasury Charges	0	233	-552	-319
Service Total		0	14,555	-7,951	6,604
Total		34	20,866	-21,080	-214

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **= 2018/19 Indicative FTE's

Budgets held Centrally

ID	Service	No of Staff (**FTE)	Pension Deficit	Pension Enhancements	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
401	Corporate Management	0	0	0	80	0	0	80	0	0	0	0	0	80
404	External Audit Fees	0	0	0	108	0	0	108	0	0	0	0	0	108
410	Pension Costs	0	1,933	1,300	7	0	0	3,240	-45	0	-17	0	-62	3,178
Service Total		**0**	**1,933**	**1,300**	**195**	**0**	**0**	**3,428**	**-45**	**0**	**-17**	**0**	**-62**	**3,366**

Financial Services & Internal Audit

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
405	Financial Services	28	1,350	0	131	0	0	1,481	-183	0	0	0	-183	1,298
408	Internal Audit	0	0	0	186	0	0	186	-22	0	0	0	-22	164
415	Procurement	6	209	0	5	0	0	214	-69	0	0	0	-69	145
Service Total		**34**	**1,559**	**0**	**322**	**0**	**0**	**1,881**	**-274**	**0**	**0**	**0**	**-274**	**1,607**

Grant Income and Contingencies

ID	Service	No of Staff (**FTE)	Service Pressures & Pay	Social Care	Other	Other	General Fund Contrbn	Total Expenditure (*ATL)	Other	Govern't Grant Income	NNDR Pool	Marine, Printing & Public Health	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
400	Corporate Issues	0	696	0	306	0	0	1,002	0	-1,527	0	-1,598	-3,125	-2,123
420	NNDR Devonwide Pilot	0	0	0	0	0	0	0	0	0	-600	0	-600	-600
421	Public Health Grant		0	0	0	0	0	0	0	-9,068	0	0	-9,068	-9,068
Service Total		**0**	**696**	**0**	**306**	**0**	**0**	**1,002**	**0**	**-10,595**	**-600**	**-1,598**	**-12,793**	**-11,791**

Treasury Management

ID	Service	No of Staff (**FTE)	Interest Paid	MRP	Supplies & Services	Contribut'n to Reserves	Harbour Subsidy	Total Expenditure (*ATL)	Interest Received	Govern't Grant Income	Contribut'n from Reserves	Capital from Services	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
402	Debt - (Principal & Interest)	0	9,464	4,848	0	10	0	14,322	0	-922	0	-6,477	-7,399	6,923
407	Interest & Treasury Charges	0	0	0	233	0	0	233	-550	0	0	-2	-552	-319
Service Total		**0**	**9,464**	**4,848**	**233**	**10**	**0**	**14,555**	**-550**	**-922**	**0**	**-6,479**	**-7,951**	**6,604**

Sources of Funding

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Sources of Funding					
600	**Sources of Finance**	**0**	**0**	**-111,367**	**-111,367**
Service Total		**0**	**0**	**-111,367**	**-111,367**
Total		**0**	**0**	**-111,367**	**-111,367**

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **= 2018/19 indicative FTEs

Sources of Funding

ID	Service	No of Staff (**FTE)			NNDR Deficit			Total Expenditure (*ATL)	Council Tax	Revenue Support Grant	NNDR	NHB & other grants	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
600	Sources of Finance	0	0	0	0	0	0	0	-70,404	-6,421	-33,554	-988	-111,367	-111,367
Service Total		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-70,404**	**-6,421**	**-33,554**	**-988**	**-111,367**	**-111,367**

Proposals for service change, income generation and efficiencies
Corporate Services and Finance

Responsible Officer: Anne-Marie Bond
Executive Lead: The Elected Mayor

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Members Allowances	409	50	With the move to the Leader and Cabinet model, it is expected that there would be a reduction in the number and level of Special Responsibility Allowances (SRAs) paid.	Council determines the level of SRAs and in 2019 the Leader will determine the number of Executive positions. Whilst there is some uncertainty about the level of saving, the proposal should be achievable.
Internal Audit	202	20	Reduction in amount of internal audit work undertaken as a result of reducing the contract fee paid to Devon Audit Partnership.	There will be less coverage of the Council by internal audit and less support for the Council in investigating any reported irregularities.
Insurance Premiums and Fees	1,018	80	Reduction in the contribution to the Insurance Reserve.	Should the claims position worsen, there is the potential that this may need to be increased in future years.
Registration of Births, Deaths and Marriages	20	~~45~~ 0	**The proposal to relocate the administrative base for the Registrars service from Cockington Court and Paignton Library and Information Centre (PLAIC) to the Town Hall, Torquay to meet service requirements and achieve service efficiencies has been removed from the Elected Mayor's proposals.**	*Equality Impact Assessment prepared*

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Apprenticeships	424	212	Reduce the number of new corporately funded apprenticeships, although the Council will seek to maintain apprenticeships within its core establishment.	Reduced leadership by the Council in this area and reduced opportunities being provided to our Looked After Children. Reducing resources in departments will have an impact upon outputs.
Union Duties Allowance	10	10	Removal of Union duties allowance which provides backfill for a Unison officer for their substantive provision.	Potential damage to Employees Relations - removing the dedicated officer time could be viewed negatively by the Trade Unions in respect of Employee Relations going forward. Risk of lack of consistency when dealing with Employee Relation issues - by having a dedicated resource the Council is able to build a positive working relationship and thus allowing Employee Relation issues to be resolved quickly and with consistency. If there were a number of different representatives involved this may impact on timescales to resolve issues and also consistency of approach. Removal of dedicated support could result in delays of being able to move forward with cases that require Trade Union attendance, that can be costly to the organisation.
Oldway Mansion-Insurance Costs	25	25	Charge insurance costs associated with Oldway Mansion to the Oldway Mansion Reserve.	If a long term solution for the future of Oldway Mansion is not found, the Reserve will need to be reviewed.

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Corporate Support	378	20	Reprioritisation and redistribution of statutory work.	Such a re-distribution of activity will impact upon the quantity of performance information and consultation exercises that are able to be undertaken.
Senior Leadership Team	554	~~100~~ 0	**The proposal to restructure the Senior Leadership Team has been removed from the Elected Mayor's budget proposals.**	
Total		**~~562~~** **417**		

Customer Services

Executive Lead: Councillor Haddock
Responsible Officer: Bob Clark

Library Services

As of 1 April 2018, Libraries Unlimited was commissioned by Torbay Council to run Torbay libraries on its behalf. Libraries Unlimited will be responsible for delivering the service, with Torbay Council retaining the statutory responsibility for the library service and oversight of the performance of the contract with Libraries Unlimited. The Council has a statutory duty to "provide an efficient and comprehensive Library Service" as per the Public Libraries and Museums Act 1964.

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.

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 (Data/telephone Networks; Desktop PC's, Computer suite Server farm; Laptops, iPads 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.

Customer Services

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Libraries					
558	Library Services - Operational	0	802	0	802
Service Total		0	802	0	802
Information Technology (ICT)					
502	Information Technology	27.2	2,507	-253	2,254
504	Voice Network	0	80	-2	78
Service Total		27.2	2,587	-255	2,332
Customer Services, Revenue and Benefits					
500	Customer Services	25.5	636	-32	604
403	Exchequer & Benefits	43.4	1,441	-793	648
406	Housing Benefits	0	55,996	-56,471	-475

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
409	Local Tax Collection	0	196	-516	-320
413	Social Fund	0	100	-100	0
Service Total		68.9	58,369	-57,912	457

Post Room and Printing

501	Post Room	5	168	-74	94
503	Printing Services	6.3	965	-965	0
Service Total		11.3	1,133	-1,039	94
Total		107.4	62,891	-59,206	3,685

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services. **= 2018/19 indicative FTE's

Libraries

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
558	Library Services - Operational	0	0	0	802	0	0	802	0	0	0	0	0	802
Service Total		**0**	**0**	**0**	**802**	**0**	**0**	**802**	**0**	**0**	**0**	**0**	**0**	**802**

Information Technology (ICT)

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	IT Licence	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
502	Information Technology	27.2	1,122	0	596	0	789	2,507	-253	0	0	0	-253	2,254
504	Voice Network	0	0	0	80	0	0	80	-2	0	0	0	-2	78
Service Total		**27.2**	**1,122**	**0**	**676**	**0**	**789**	**2,587**	**-255**	**0**	**0**	**0**	**-255**	**2,332**

Customer Services, Revenue and Benefits

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Social Fund	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
500	Customer Services	25.5	608	0	28	0	0	636	-22	0	0	-10	-32	604
403	Exchequer & Benefits	43.4	1,339	0	102	0	0	1,441	-14	-779	0	0	-793	648
406	Housing Benefits	0	0	0	55,996	0	0	55,996	0	-55,552	0	-919	-56,471	-475
409	Local Tax Collection	0	0	0	196	0	0	196	-308	-208	0	0	-516	-320
413	Social Fund	0	0	0	0	0	100	100	0	0	-100	0	-100	0
Service Total		**68.9**	**1,947**	**0**	**56,322**	**0**	**100**	**58,369**	**-344**	**-56,539**	**-100**	**-929**	**-57,912**	**457**

Post Room and Printing

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
501	Post Room	5	138	0	30	0	0	168	-74	0	0	0	-74	94
503	Printing Services	6.3	243	21	701	0	0	965	-965	0	0	0	-965	0
Service Total		**11.3**	**381**	**21**	**731**	**0**	**0**	**1,133**	**-1,039**	**0**	**0**	**0**	**-1,039**	**94**

Proposals for service change, income generation and efficiencies
Customer Services

Responsible Officer: Bob Clark
Executive Lead: Councillor Haddock

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Pensions	1,400 (salary costs)	43	There are number of staff within Customer Services who have opted-out of the Local Government Pension Scheme and therefore the budget allocated for pension contributions can be removed from the base budget.	Those staff who do not contribute to the Council's pension scheme may leave and be replaced by a member of staff who may wish to join the scheme. This would cause a budget pressure.
Vacancy Management		60	Customer Services usually has a high turnover of staff. This proposal would increase the vacancy management from 2% to 3%.	The service has undergone a series of re-structures over the last two years which has caused some staff to leave of their own accord. In the main their posts have not been filled and the service structure has been modified accordingly. There is a risk however that the current staff compliment may be more stable now than in the past two years, so vacancy "staff churn" may actually reduce in 2019. In addition, there are a number of staff reaching retirement age who may decide to leave and their posts may need to be filled.
Debt Recovery		26	Minor restructure within the Debt recovery team	The outcome of the restructure may have a detrimental effect on the debt recovery process.
Total		**129**		

Business Services, Regeneration and Assets

Executive Leads: Elected Mayor Oliver, Councillors Amil, Excell, Ellery and Mills

Responsible Officer: Kevin Mowat

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, it provides a 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
- 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.

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 delivery of some key events such as Torbay Air Show. 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 Arts Council England. The Sport section includes the Development of sport and physical activity as well as sporting infrastructure and facilities. The Torbay Velopark and Torbay Leisure Centre is directly operated by Parkwood Leisure.

Torre Abbey is a designated museum and is directly managed and funded by Torbay Council. Any annual grant support to Torquay Museum and Brixham Museum is included. The Council also utilises the Archives Service at the Devon Records Office currently managed by the Devon and Somerset Heritage Trust. Contractual payments associated with the management agreements for the Princess Theatre are also included here.

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.

Management Support and Commissioning

This section of the budget covers management and support across a number of front line services. Included in this team are analytical staff that complete the statutory returns for the department. The concessionary fares officer also sits within this team.

This section also covers administration of Chairman of the Council, and contract management of Riviera International Conference Centre and Torbay Coast and Countryside Trust.

Parking Services

Parking services facilitates the provision of 39 car parks that are managed across Torbay containing 7,580 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

The Council provides, manages and maintains almost 30 public toilets across Torbay. Some of these are open all year, while others are only 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.

Regeneration and Asset Management

The budget includes the payment by the Council to Torbay Development Agency Limited as a "core fee" for a number of services, in particular Asset Management. The payment includes 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 economic outcomes relate to:

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

TDA delivers a range of professional services including:

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

Strategic Commissioning Role

- Regeneration and Asset Management
- Bid Levy Payable on Council Properties
- 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.

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

Business Services, Regeneration and Assets

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Council Assets					
350	Centralised Repair & Maintenance	0	1,497	-36	1,461
355	Leased Properties	0	184	-772	-588
356	Office Accommodation	0	1,831	-385	1,446
Service Total		0	3,512	-1,193	2,319
Culture, Events and Sport					
550	Arts Development	0	6	-12	-6
551	Events	4.8	205	-83	122
577	Music Hub		190	-182	8
565	Sport	2.71	248	-268	-20
566	Theatres & Public Entertainment	0	80	-11	69
560	Torre Abbey inc Museums	9.31	540	-268	272

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Service Total		**16.82**	**1,269**	**-824**	**445**
Land Drainage & Flood Prevention					
352	**Land Drainage**	**0**	**107**	**0**	**107**
Service Total		**0**	**107**	**0**	**107**
Management, Support and Commissioning					
571	**Chairman of the Council**	**0**	**22**	**0**	**22**
564	**Management (JOT) & Adminstration**	**4**	**263**	**-20**	**243**
303	**Operational Support & Admin**	**13.74**	**376**	**0**	**376**
412	**Riviera International Centre**	**0**	**350**	**0**	**350**
580	**Torbay Coast and Countryside Trust**	**0**	**173**	**-23**	**150**
Service Total		**17.74**	**1,184**	**-43**	**1,141**

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Parking Services					
802	Car Parking - Enforcement	24.2	915	-967	-52
804	Car Parking - Off Street Parking	6.55	1,033	-4,606	-3,573
803	Car Parking - On Street Parking	0	227	-1,659	-1,432
Service Total		30.75	2,175	-7,232	-5,057
Public Toilets					
562	Public Toilets (Operations)	0	546	-111	435
358	Public Toilets (Repairs and Maintenance)	0	20	0	20
Service Total		0	566	-111	455
Regeneration & Asset Management					
351	Regeneration & Asset Management	0	1,542	-576	966

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Service Total		**0**	**1,542**	**-576**	**966**
Strategic Commissioning Role					
569	**Bid Levy payable on Council Properties**		**25**	**0**	**25**
Service Total			**25**	**0**	**25**
Tor Bay Harbour Authority					
801	**Beach Services**	**3**	**707**	**-905**	**-198**
805	**General Fund Contributions to Harbour Authority**		**17**	**0**	**17**
800	**Tor Bay Harbour Authority**	**20.5**	**3,212**	**-3,212**	**0**
Service Total		**23.5**	**3,936**	**-4,117**	**-181**
Waste, Cleansing and Natural Environment					
563	**Recreation and Landscape**	**9.6**	**2,019**	**-559**	**1,460**

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
572	**Street Cleansing**	**0**	**1,983**	**0**	**1,983**
573	**Waste Collection**		**4,785**	**-23**	**4,762**
574	**Waste Disposal**	**0**	**6,424**	**-1,331**	**5,093**
Service Total		**9.6**	**15,211**	**-1,913**	**13,298**
Total		**98.41**	**29,527**	**-16,009**	**13,518**

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **=2018/19 indicative FTE's

Council Assets

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Reserves / Capital	Other	Total Expenditure (*ATL)	Rental Income	Other	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
350	Centralised Repair & Maintenance	0	0	1,380	117	0	0	1,497	-31	-5	0	0	-36	1,461
355	Leased Properties	0	0	130	44	10	0	184	-728	0	0	0	-772	-588
356	Office Accommodation	0	27	1,004	727	73	0	1,831	-217	-17	-151	0	-385	1,446
Service Total		**0**	**27**	**2,514**	**888**	**83**	**0**	**3,512**	**-976**	**-22**	**-151**	**0**	**-1,193**	**2,319**

Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Torbay Leisure Centre	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
550	Arts Development	0	0	0	6	0	0	6	-12	0	0	0	-12	-6
551	Events	4.8	179	3	23	0	0	205	-83	0	0	0	-83	122
577	Music Hub		72	0	118	0	0	190	-182	0	0	0	-182	8
565	Sport	2.71	99	45	104	0	0	248	-203	-25	-40	0	-268	-20
566	Theatres & Public Entertainment	0	0	0	80	0	0	80	-11	0	0	0	-11	69
560	Torre Abbey inc Museums	9.31	297	3	240	0	0	540	-268	0	0	0	-268	272
Service Total		**16.82**	**647**	**51**	**571**	**0**	**0**	**1,269**	**-759**	**-25**	**-40**	**0**	**-824**	**445**

Land Drainage & Flood Prevention

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Env Agency Precept	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
352	Land Drainage	0	0	26	0	0	81	107	0	0	0	0	0	107
Service Total		**0**	**0**	**26**	**0**	**0**	**81**	**107**	**0**	**0**	**0**	**0**	**0**	**107**

Management, Support and Commissioning

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
571	Chairman of the Council	0	5	0	17	0	0	22	0	0	0	0	0	22
564	Management (JOT) & Adminstration	4	233	0	30	0	0	263	0	0	-10	-10	-20	243
303	Operational Support & Admin	13.74	338	0	38	0	0	376	0	0	0	0	0	376
412	Riviera International Centre	0	0	0	350	0	0	350	0	0	0	0	0	350
580	Torbay Coast and Countryside Trust	0	0	0	173	0	0	173	0	0	-23	0	-23	150
Service Total		**17.74**	**576**	**0**	**608**	**0**	**0**	**1,184**	**0**	**0**	**-33**	**-10**	**-43**	**1,141**

Parking 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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
802	Car Parking - Enforcement	24.2	640	20	244	11	0	915	-967	0	0	0	-967	-52
804	Car Parking - Off Street Parking	6.55	198	281	554	0	0	1,033	-4,606	0	0	0	-4,606	-3,573
803	Car Parking - On Street Parking	0	0	9	218	0	0	227	-1,659	0	0	0	-1,659	-1,432
Service Total		**30.75**	**838**	**310**	**1,016**	**11**	**0**	**2,175**	**-7,232**	**0**	**0**	**0**	**-7,232**	**-5,057**

Public Toilets

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
562	Public Toilets (Operations)	0	0	1	507	38	0	546	-107	0	0	-4	-111	435
358	Public Toilets (Repairs and Maintenance)	0	0	20	0	0	0	20	0	0	0	0	0	20
Service Total		**0**	**0**	**21**	**507**	**38**	**0**	**566**	**-107**	**0**	**0**	**-4**	**-111**	**455**

Regeneration & Asset Management

ID	Service	No of Staff (**FTE)	Contribut'n to Reserves	Capital Costs	Growth Fund	Asset Managemt Fee	RDA Grant	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Rental	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
351	Regeneration & Asset Management	0	0	392	21	822	307	1,542	-555	0	-21	0	-576	966
Service Total		**0**	**0**	**392**	**21**	**822**	**307**	**1,542**	**-555**	**0**	**-21**	**0**	**-576**	**966**

Strategic Commissioning Role

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
569	Bid Levy payable on Council Properties		0	24	0	0	1	25	0	0	0	0	0	25
Service Total			**0**	**24**	**0**	**0**	**1**	**25**	**0**	**0**	**0**	**0**	**0**	**25**

Tor Bay Harbour Authority

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
801	Beach Services	3	115	158	434	0	0	707	-905	0	0	0	-905	-198
805	General Fund Contributions to Harbour Authority		0	0	17	0	0	17	0	0	0	0	0	17
800	Tor Bay Harbour Authority	20.5	629	639	1,944	0	0	3,212	-3,205	0	-7	0	-3,212	0
Service Total		**23.5**	**744**	**797**	**2,395**	**0**	**0**	**3,936**	**-4,110**	**0**	**-7**	**0**	**-4,117**	**-181**

Waste, Cleansing and Natural Environment

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	PFI Contract	Total Expenditure (*ATL)	Fees, Charges & Sales	PFI Credits	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
563	Recreation and Landscape	9.6	286	818	894	21	0	2,019	-509	0	-50	0	-559	1,460
572	Street Cleansing	0	0	0	1,983	0	0	1,983	0	0	0	0	0	1,983
573	Waste Collection		0	0	4,785	0	0	4,785	-23	0	0	0	-23	4,762
574	Waste Disposal	0	4	9	5,140	137	1,134	6,424	-3	-1,191	0	-137	-1,331	5,093
Service Total		**9.6**	**290**	**827**	**12,802**	**158**	**1,134**	**15,211**	**-535**	**-1,191**	**-50**	**-137**	**-1,913**	**13,298**

Investment Properties

Executive Lead: Elected Mayor Oliver

Responsible Officer: Kevin Mowat

Investment Properties

This refers to properties purchased for investments returns. Includes Wren Park in Torquay, Gadeon House in Exeter, Fugro House in Wallingford, Tesco in Ferndown, Woodwater House in Exeter, Twyver House in Gloucester and The Range at Babbacombe. Also this heading includes historic investment properties such as Torquay Golf Course, Waterside caravan park and Unit 3 Riviera Way.

Business Services, Regeneration Investment Properties

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Investment Properties					
851	**Investment Properties**		**6,369**	**-10,054**	**-3,685**
Service Total			**6,369**	**-10,054**	**-3,685**
Total			**6,369**	**-10,054**	**-3,685**

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

Investment Properties

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Capital Costs	Contribut'n to Reserves	Total Expenditure (*ATL)	Rental Income	Other	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
851	Investment Properties		0	0	77	5,912	380	6,369	-9,571	0	-483	0	-10,054	-3,685
Service Total			**0**	**0**	**77**	**5,912**	**380**	**6,369**	**-9,571**	**0**	**-483**	**0**	**-10,054**	**-3,685**

Planning and Transport

Executive Lead: Councillors Mills, and Excell
Responsible Officer: Andrew England

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.

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.

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, planning services and also incorporates Land Charges. 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.

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 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.

Planning and Transport

2019/20 Budget Summary (*ATL)

ID	Service	Number of full time equivalent employees**	Total Expenditure £`000	Total Income £`000	Net Expenditure £`000
Building Control					
650	Building Control	7.12	350	-310	40
Service Total		7.12	350	-310	40
Concessionary Fares					
651	Concessionary Fares	0	4,178	-7	4,171
Service Total		0	4,178	-7	4,171
Spatial Planning					
652	Strategic Planning	6.9	483	-161	322
653	Development & Planning Services	23.8	904	-896	8
Service Total		30.7	1,387	-1,057	330

ID	Service	Number of full time equivalent employees**	Total Expenditure	Total Income	Net Expenditure
			£`000	£`000	£`000
Highways					
581	Highways - Winter Maintenance	0	140	0	140
576	Street Lighting		992	0	992
568	Seafront Illuminations	0	99	-30	69
579	Highways - Structures	0	37	0	37
561	Road Safety & School Crossing Patrols	4.6	81	-79	2
557	Highways - Roads	0	841	-632	209
556	Highways - Cyclical Maintenance	7.75	1,256	0	1,256
555	Highways - Rechargeable Works	0	72	-286	-214
553	Highways - Network Co-ordination	11.35	605	-285	320
570	Transport Co-Ordination		40	-41	-1
Service Total		23.7	4,163	-1,353	2,810
Total		61.52	10,078	-2,727	7,351

Note: *ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services **- 2018/19 Indicative FTE's

Building Control

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
650	Building Control	7.12	311	0	39	0	0	350	-310	0	0	0	-310	40
Service Total		**7.12**	**311**	**0**	**39**	**0**	**0**	**350**	**-310**	**0**	**0**	**0**	**-310**	**40**

Concessionary Fares

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	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
651	Concessionary Fares	0	0	0	4,178	0	0	4,178	-7	0	0	0	-7	4,171
Service Total		**0**	**0**	**0**	**4,178**	**0**	**0**	**4,178**	**-7**	**0**	**0**	**0**	**-7**	**4,171**

Spatial Planning

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Local Plan	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000	£`000
653	Development & Planning Services	23.8	834	0	70	0	0	904	-896	0	0	0	-896	8
652	Strategic Planning	6.9	319	0	24	0	140	483	-21	0	-140	0	-161	322
Service Total		**30.7**	**1,153**	**0**	**94**	**0**	**140**	**1,387**	**-917**	**0**	**-140**	**0**	**-1,057**	**330**

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	7.75	292	87	877	0	0	1,256	0	0	0	0	0	1,256
553	Highways - Network Co-ordination	11.35	439	0	166	0	0	605	-285	0	0	0	-285	320
555	Highways - Rechargeable Works	0	0	72	0	0	0	72	-136	0	0	-150	-286	-214
557	Highways - Roads	0	0	0	841	0	0	841	-182	0	-450	0	-632	209
558	Highways - Structures	0	0	2	35	0	0	37	0	0	0	0	0	37
559	Highways - Winter Maintenance	0	0	0	140	0	0	140	0	0	0	0	0	140
561	Road Safety & School Crossing Patrols	4.6	78	0	3	0	0	81	-79	0	0	0	-79	2
568	Seafront Illuminations	0	0	52	47	0	0	99	-20	0	-10	0	-30	69
576	Street Lighting		0	386	474	132	0	992	0	0	0	0	0	992
570	Transport Co-Ordination		29	0	11	0	0	40	-17	-24	0	0	-41	-1
Service Total		**23.7**	**838**	**599**	**2,594**	**132**	**0**	**4,163**	**-719**	**-24**	**-460**	**-150**	**-1,353**	**2,810**

Proposals for service change, income generation and efficiencies
Place

Responsible Officer: Kevin Mowat/Andrew England
Executive Leads: The Elected Mayor and Councillors Amil, Ellery, Excell and Mills

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Resort Services	892 (income)	20	Increase in income arising from 40 new Beach Hut sites at Preston on an annual ground rental basis.	Although the waiting list for the area is extensive there is a chance that these new sites may not be desirable to those already waiting. If the new beach hut sites are under-occupied, they will be offered out to those on other waiting lists across Torbay. There will be a cost of the ground work in getting the site ready for customers and planning consent might be required.
Tor Bay Harbour	N/A	50	Contribution from Harbour Account to General Fund	With this cost pressure the forecast 2019/20 harbour revenue account will be in deficit, requiring the Harbour reserve to be drawn down to achieve a break-even position. If the income from fish tolls exceeds the forecast budget then a deficit could be avoided. The Harbour Committee would not normally set a deficit budget.
UNESCO Geopark	35	10	Income sought from external sources to cover the support provided for the UNESCO Geopark.	There are limited opportunities for income but options are being explored with TDA and others. There are a number of commitments to the UNESCO Global Geopark organisation that need to be met in order to ensure the area's UNESCO International Geopark status remains intact.

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Highways	2,100 (Repairs and maintenance)	~~320~~ 450	Reduce the available highways budget which is not currently subject to fixed expenditure. The reduction in the Highways budget be increased from £320,000 (as originally proposed) to £450,000. This will be offset in 2019/2020 by utilising the expected underspend on the 2018/2019 budget. The underspend on the 2018/2019 budget will be mitigated by the use of the one-off transport funding from Government. **This is a change to the Elected Mayor's original proposal.**	The Highways maintenance budget is only sufficient to cover reactive repairs and, due to the reduction in investment into planned maintenance over previous years, these reactive costs are increasing year-on-year. A reduction to the highways budget of this size will potentially leave insufficient revenue funding to carry out the level of reactive repairs expected as the condition of the highway network continues to deteriorate. In addition, there is a potential impact on future grant funding.
Oldway premises costs	118	118	The costs of the security, premises and grounds maintenance associated with Oldway Mansion to be met from the Oldway Reserve Fund.	If a long term solution for the future of Oldway Mansion is not found, the Reserve will need to be reviewed.
School Crossing Patrols	28	28	Achieve full cost recovery (including the Council's management of those crossing patrols) for school crossing patrols from schools.	The full cost recovery has completed its first year of operation, however it is anticipated that the average yearly running costs will not be known until the end of year 3. The first year did show that costs were fully recovered, however this will continue to be reviewed.
Asset rationalisation	36	36	The disposal of 21 Old Mill Road and 87 Abbey Road will lead to a reduction in building maintenance costs, including a reduction in the NNDR paid.	These sites are currently being marketed for disposal at full market value.

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Illuminations	100	~~30~~ 20	Seek sponsorship for the costs of providing illuminations and/or an alternative approach to the management and delivery of illuminations which would include removing this item from the existing street lighting contract. It is proposed that the reduction be implemented from 1 October 2018 enabling time for sponsorship and/or an alternative approach to be agreed, communicated and introduced. Therefore the proposal will have a part year effect. **This is a change to the Elected Mayor's original proposal.**	This is not a statutory function. If the illuminations were turned off and the asset remained in place the saving might be around £60k as the asset will continue to require ongoing maintenance. Opportunities to look for sponsorship will need to take account of the increased expectation should the apparatus become defective or damaged.
Playgrounds	74	~~7~~ 0	**The proposal to seek a reduction in reactive maintenance linked to routine inspections of playgrounds has been removed from the Elected Mayor's proposals.**	
Asset Management	882	76	A reduction in the contract fee paid to TDA with the existing service being maintained with efficiency savings achieved through improvements in processes and technology.	If the efficiency savings are not achieved, then there would be a reduction in the services provided to the Council.
	662	150	Reduction in reactive and/or planned maintenance of the Council's assets with the associated reduction in the contract fee paid to TDA.	It is possible that some of the Council's assets may deteriorate to such an extent that they need to be closed.
Parking	n/a	5	Introduce new pay and display parking and review/introduce new on-street parking areas across Torbay. Options will include keeping Eastern Esplanade open for parking.	Community resistance when parking charges are introduced in areas where parking is currently free.

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Regeneration	59	59	Cessation of the regeneration funding provided to TDA through the Contract Fee (leaving the Regional Development Agency Strategic Grant of £299k (in 2018/19) to support the revenue costs of regeneration).	This is likely to result in a loss in capacity. If the TDA's surplus is not adequate to replace the funding, regeneration activity will decrease. The current TDA business plan assumes the continuation of the current funding plus a challenging level of additional income.
Natural Environment	1,574	~~125~~ 75	Savings from a range of contracts associated with natural environment services and deletion of vacant Natural Environment Officer post. It is proposed that the contract savings be implemented from 1 October 2018 enabling changes in contracts to be made and time to engage with communities as to alternative arrangements, with the final plans effectively communicated. Hence, there will only be a part year saving on this element of the proposal. **This is a change to the Elected Mayor's original proposal.**	Grass might only be cut three times per year and seasonal bedding plants might be impacted in certain areas.
Events	271	164	Seek sponsorship for the 2019 Airshow as well as increasing income and reviewing overall costs to ensure that it does not require Council funding. Deletion of a vacant post and reduction in hours of staff member and removal of the Mayor's Events Budget as the post of Elected Mayor will cease in May 2019.	The number of events which the Council can manage each year will be reduced, in particular those run by others on the Council's land. From May 2019, it will be for the Leader of the Council to identify in future budgets whether a separate fund is required for events.

	2018/2019 Budget £000	2019/2020 Proposed Reduction £000	Anticipated Outcomes	Associated Risks
Torbay Coast and Countryside Trust	191	~~45~~ 22	Seek a reduction in the level of management fee currently paid to the Torbay Coast and Countryside Trust. This will be through market testing of the level of management fee and further negotiations with TCCT to inform future arrangements. It is proposed that the saving will be implement from 1 October 2018, so part year effect only. **This is a change to the Elected Mayor's original proposal.**	The proposed market testing has yet to be scoped. There is a risk that, following market testing, the current management fee is shown to represent best value and further negotiations with TCCT do not achieve the budget reduction.
Sea Fisheries	25	25	Explore withdrawing from the Devon and Severn Inshore Fisheries and Conservation Authority	The payment of the fee may be a legal requirement, in which case the Council (as the Harbour Authority) will need to meet this cost.
Archives	101	10	Review the entirety of the current Archives contract to determine if savings can be achieved.	The current contract could provide best value and therefore no saving is achieved. Work is currently progressing with this review.
Joint Operations Team	610	50	Review the functions within the Joint Operations Team to seek further efficiencies.	A fundamental review will be undertaken to identify all possible efficiencies to achieve this level of saving.
Street Lighting	1,000	25	Seek to reduce the spend on street lighting.	Any increases to the wholesale cost of electricity may result in additional energy costs to the expected budget. The proposed reduction is subject to acceptance of a revised inventory of the street lighting asset by the wholesale energy provider.
Total		**~~1,353~~** **1,393**		