

29 January 2020

EXECUTIVE

A meeting of the **Executive** will be held on **Monday, 10th February, 2020** in the **Council Chamber - FH at 10.00 am**

PHIL SHEARS
Managing Director

Membership:

Councillors G Hook (Leader), Dewhirst (Deputy Leader), Connett, Jeffries, MacGregor, J Hook, Taylor and Wrigley

Please Note: Filming is permitted during Committee meeting with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public. By entering the Council Chamber you are consenting to being filmed.

AGENDA

Part I

1. **Minutes** (Pages 3 - 6)
To approve and sign the minutes of the meetings held on 7 January 2020.
2. **Declarations of Interest**
3. **Matters of urgency/matters of report brought forward with the permission of the Leader**
4. **Public Questions (if any)**
Members of the Public may ask questions of the Leader or a Portfolio Holder. A maximum period of 15 minutes will be allowed with a maximum of period of three minutes per questioner.

The deadline for questions is no later than 12 noon two working days before the date of the meeting.

5. **Executive Forward Plan**

To note forthcoming decisions anticipated to be made by the Executive over the next 12 months. The Executive Forward plan can be found [here](#).

6. **Notice of Motion Fireworks** (Pages 7 - 10)

To consider how the Council can support the campaign by the RSPCA regarding fireworks and firework displays in response to the Notice of Motion at Council on 19 November, 2019.

7. **Final Budget Proposals 2020/21** (Pages 11 - 92)

To consider the final financial plan proposals 2020/21 to 2022/23 for recommendation to Council on 24 February. These proposals include recommended revenue and capital budgets for 2020/21 and planned in outline for 2021/22 and 2022/23.

8. **Provision of Household Waste Containers** (Pages 93 - 98)

To consider charges for the provision of waste and recycling containers at new-build household properties in the district.

9. **Public Toilet and Building Cleaning Service Contract** (Pages 99 - 102)

To consider extending the existing contract for 2 years.

10. **Grounds Maintenance Service Contract** (Pages 103 - 108)

To consider directly awarding the Grounds Maintenance Contract to the existing incumbent for 4 years.

Part II: Items suggested for discussion with the press and public excluded

11. **Local Government (Access to Information) Act 1985 - Exclusion of Press and Public**

RECOMMENDED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of agenda item 12 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph 3 of Part 1 of Schedule 12A of the Act.

12. **Non-residential tenanted premises lease management and compliance** (Pages 109 - 132)

If you would like this information in another format, please telephone 01626 361101 or e-mail info@teignbridge.gov.uk

EXECUTIVE

7 JANUARY 2020

Present:

Councillors Dewhirst (Deputy Leader), J Hook, Connett, Jeffries, Taylor and Wrigley

Members in Attendance:

Councillors Bradford, Bullivant, Clarence, Daws, Mullone, Nutley, Purser and Russell

Apologies:

Councillors G Hook and MacGregor

Officers in Attendance:

Charles Acland, Self Build Project Officer

Donna Best, Estates & Development Manager

Fergus Pate, Principal Delivery Officer

Sarah Selway, Democratic Services Team Leader & Deputy Monitoring Officer

Phil Shears, Managing Director

David Eaton, Environmental Protection Manager

Martin Flitcroft, The Chief Finance Officer & Head of Corporate Services

1. MINUTES

Minutes of the meeting on the 28 November 2019, subject to minute no.95 to include seconded by the Portfolio Holder for Communities and IT, were approved and signed as a correct record.

2. DECLARATIONS OF INTEREST

None.

3. EXECUTIVE FORWARD PLAN

RESOLVED that the Executive Forward Plan be noted.

4. PUBLIC QUESTIONS

The public questions and members responses are attached to the minutes.

In response to the supplementary questions the Portfolio Holder for Corporate Services commented that it was the desire of the Council to ensure that the Bowling Clubs continued to operate and thrive. He would ensure that there was consultation with the Bowling Clubs on the emerging Leisure Strategy.

5. INITIAL BUDGET PROPOSALS 2020/21

The Portfolio Holder for Corporate Services presented the report to consider the initial financial plan proposals 2020/21 to 2022/23 to be published for comments over the next six weeks and recommend to Council the council tax base for 2020/21. He brought Members' attention to the main issues that had been taken into account when drafting these initial plans. It was proposed to increase the level of council tax by £5, the maximum allowed without having to hold a referendum. The Council currently kept 9% per week of the total council tax collected for its services, 4% went to parish and town councils for their local precepts. A council tax base of 49,714 was recommended to Council.

Members were advised of the budget pressures that the Council would face in the medium term, the savings that had been identified, and the significant drop in government funding and cost changes that currently and in future years would affect the Council.

Non-Executive Members raised concerns regarding the proposals to abolish the rural aid funding and reduce the councillor community grant funding as this would have a greater impact on the rural communities in the district who already had fewer resources available to them. Members should look at a meaningful sacrifice scheme in respect of the allowances they receive.

The Portfolio Holder for Corporate Services commented that the financial plan proposals were currently out for consultation and that Overview and Scrutiny Committee would have the opportunity to bring forward their suggestions for Council to consider. Members have the option to forgo part or all of their allowance.

The recommendation was proposed by the Portfolio Holder for Corporate Services and seconded by the Portfolio Holder for Waste Management & Environmental Health.

RECOMMENDED to Council that it approves the council tax base of 49,714 for 2020/21 at appendix 2.

6. ELECTRIC VEHICLES POLICY

The Portfolio Holder for Waste Management & Environmental Health presented the report to consider the recommendations of the Overview and Scrutiny Committee on the Electric Vehicles (EV) Policy.

The Portfolio Holder for Climate Change Emergency & Housing advised that following on from their original consultation response Devon County Council had raised a suggestion that new public car parks, commercial car parks and redevelopments\expansions of existing employment sites should include provision for EV charging. Therefore an amendment was proposed to the policy section that currently reads 'requiring all future residential development proposals (with off street parking) to be "electric ready" to accommodate EV

charging' to *'requiring all future residential development proposals (with off street parking) and non-residential developments of 10 or more off-highway vehicle parking spaces should be "electric ready" to accommodate EV charging in accordance with the local plan policies.'*

Non-Executive Members commented on the need to ensure that there were adequate charging points by taking advantage of under used areas council owned car parks and how future advances in electric vehicles could affect the requirements and need of charging points.

The recommendation with the amendment was proposed by the Portfolio Holder for Climate Change Emergency & Housing and seconded by Portfolio Holder for Waste Management & Environmental Health.

RESOLVED the Electric Vehicles, Infrastructure and Ultra Low Emission Vehicle Policy be approved subject to the following amendment to the policy section of *'requiring all future residential development proposals (with off street parking) and non-residential developments of 10 or more off-highway vehicle parking spaces should be "electric ready" to accommodate EV charging in accordance with the local plan policies.'*

7. TOWN AND PARISH COUNCIL SERVICE DEVOLUTION AND ASSET TRANSFER POLICY

The Portfolio Holder for Corporate Resources presented the report to provide an update on progress to deliver the outcomes required by the Council's Asset Management Strategy.

The recommendation was proposed by Portfolio Holder for Corporate Resources and seconded by Portfolio Holder for Waste Management & Environmental Health.

RESOLVED that the:-

- (1) 'Town and Parish Council Service Devolution & Asset Transfer Policy' be adopted; and
- (2) application process be made available on-line as well as in paper format.

8. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC

The Portfolio Holder for Waste Management & Environmental Health proposed, seconded by Portfolio Holder for Planning that because of the financial sensitivity the meeting go into Part II session and exclude the press and public.

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the Press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

9. BOWLING CLUB PREMISES ON COUNCIL OWNED LAND

The Portfolio Holder for Corporate Resources presented the report to establish the level of subsidy to be provided to Bowling Club tenants beyond 2021.

Non-Executive Members raised concerns regarding support for the Bowling Clubs to ensure that they remained viable and could continue.

The Portfolio Holder for Corporate Resources clarified that full consultation would take place with the clubs involved.

The recommendation with an amendment was proposed by Portfolio Holder for Corporate Resources and seconded Portfolio Holder for Waste Management & Environmental Health.

RESOLVED that the course of action set out in the conclusion of the circulated report, subject to the amendment, be approved.

10. HOWTON FIELD CUSTOM BUILD - CONTRACT AWARD

The Portfolio Holder for Planning presented the report to approve that the Business Manager for Spatial Planning and Delivery had delegated authority to appoint a Development Partner for Howton Field following a European Union (EU) compliant tender process. This development would be a high quality energy efficient custom built housing scheme.

The recommendation was proposed by Portfolio Holder for Planning and seconded by Portfolio Holder for Climate Change Emergency & Housing.

RESOLVED the Business Manager for Spatial Planning and Delivery in consultation with the other members of the Evaluation Panel be granted delegated authority to appoint a development partner in accordance with the tender process addressed in this report and to complete the associated agreements.

The meeting started at 10.00 am and finished at 11.42 am.

Chairman

TEIGNBRIDGE DISTRICT COUNCIL

EXECUTIVE

10TH FEBRUARY 2020

PART I

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| Report Title | Fireworks Notice of Motion |
| Purpose of Report | To set out how the Council can support the campaign by the RSPCA regarding fireworks and firework displays |
| Recommendation(s) | The Committee RESOLVES to: (1) Endorse the recommended actions set out in section 4 of this report |
| Financial Implications | No direct financial implications of the recommendations set out in the report. Martin Flitcroft, Chief Finance Officer Email: martin.flitcroft@teignbridge.gov.uk |
| Legal Implications | No direct legal implications. Paul Woodhead, Legal Services Team Leader and Deputy Monitoring Officer Email: paul.woodhead@teignbridge.gov.uk |
| Risk Assessment | The risk of adopting the recommendations is considered minimal. Email: david.eaton@teignbridge.gov.uk |
| Environmental/Climate Change Implications | There are no direct environmental or Climate Change implications. Email: david.eaton@teignbridge.gov.uk |
| Report Author | David Eaton, Environmental Protection Manager Email: david.eaton@teignbridge.gov.uk |
| Portfolio Holder | Portfolio Holder for Waste Management & Environmental Health, Cllr Alistair Dewhirst |
| Appendices | Fireworks Notice of Motion, Full Council, Tuesday 19 th November 2019 |

1. BACKGROUND

At Full Council on the 19th November 2019 a notice of motion was discussed which asked the Council to support the RSPCA campaign regarding fireworks and Firework Displays.

The notice of motion stated;

- Teignbridge Council understands the anxiety and stress caused to vulnerable people and family pets by the random use of fireworks in the days before and after November 5th each year, or outside of properly organised firework events.

- Council agrees to write to the Government encouraging new legislation on the sale and use of fireworks so that those available to the public for private displays are limited to 90dB.

- Council also calls on the Government to work with firework manufacturers, leading retailers and, for example, the RSPCA, to introduce a national Code of Good Practice for organisers of public firework displays, to include good standards of advance advertising for events.

- Teignbridge to amend its own Booking Forms to highlight the RSPCA campaign and good practice for firework displays, which will be shared with Town and Parish Councils. Working together we can encourage all public firework displays on council owned land to be well advertised in advance of the event, and individual notices delivered to the homes closest to the display.

- Utilising the council's own media and social media channels, Teignbridge will promote the RSPCA public awareness campaign about the impact of fireworks on animal welfare and vulnerable people - including the precautions that can be taken to help mitigate risks.

It was resolved that the Notice of Motion be referred to Executive for further detail on what the Council could put in place to support the Notice of Motion.

2. REPORT DETAIL

The current legislation covers a number of concerns that the notice of motion raises. The Fireworks Regulations 2004 prohibits:

- Anyone under 18 years from possessing fireworks in a public place
- Anyone except professionals from possessing display fireworks
- Any fireworks that detonate at a higher level than 120 decibels
- The use of fireworks at night (11pm - 7am) in England and Wales.
- Air bombs are banned and there are new strict controls on mini-rockets.

There are, however, extensions for the use of fireworks at night for the following festivals:

- Chinese New Year - until 1:00am on the night
- Diwali - until 1:00am on the night
- New Year's Eve - until 1:00am on the night
- Bonfire Night - until midnight

If local residents are affected by fireworks being let off in the street or outside the permitted times they should contact the police. If there are concerns that fireworks being sold are not legal, residents should contact Trading Standards. Officers can deal with noise nuisance pre-emptively if we are satisfied that it is likely to occur, for example a planned large illegal rave close to residential properties. Noise nuisance is assessed as the impact on human health and unfortunately not animals. However, in the case of fireworks the restrictions that are in place already would mean that if an individual complied with them it is not going to be a noise nuisance.

In a recent report the House of Commons Petitions Committee in its First Report of Session 2019 'Fireworks' published on 5 November 2019 has made a number of recommendations to the Government concerning the sale and use of fireworks and their detrimental effects on human and animal health. The report included a recommendation for the Government to fund and coordinate a major, national awareness campaign on the responsible use of fireworks to get the message across to the public from October 2020 and annually thereafter.

Generally public firework displays are well advertised as these are invariably run for fundraising purposes, but small private displays could be problematic. The Council does have powers as a landowner to control any displays that take place on our land through our event booking procedure.

3. IMPLICATIONS, RISK MANAGEMENT & CLIMATE CHANGE IMPACT

3.1 Financial

No direct legal implications.

3.2 Legal

No direct legal implications.

3.3 Risks

No direct legal implications.

3.4 Environmental/Climate Change Impact

There are no direct environmental or Climate Change implications.

4. CONCLUSION

The legislation that currently controls the sale and use of fireworks provides an appropriate legal framework. However, the maximum level for an individual firework could be reduced to the level suggested by the RSPCA.

Therefore it is recommended that;

- The Portfolio Holder for Waste Management & Environmental Health writes to Government seeking new legislation on the sale and use of fireworks so that those available to the public for private displays are limited to 90dB.
- Officers amend the Booking Forms to highlight the RSPCA campaign and good practice for firework displays, which will then be shared with Town and Parish Councils.
- The Council joins with the national campaign in October 2020 to highlight the impacts of fireworks to animals.

TEIGNBRIDGE DISTRICT COUNCIL

EXECUTIVE

10 FEBRUARY 2020

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| Report Title | FINAL FINANCIAL PLAN PROPOSALS 2020/21 TO 2022/23 |
| Purpose of Report | To consider the final financial plan proposals 2020/21 to 2022/23 for recommendation to Council on 24 February. These proposals include recommended revenue and capital budgets for 2020/21 and planned in outline for 2021/22 and 2022/23. |
| Recommendation(s) | <p>The Executive propose a budget set out as in appendix 4 for revenue and appendix 7 for capital and</p> <p>Resolve</p> <p>That these proposals be considered together with any subsequent consultation comments for approval by Council as the final budget for 2020/21 and the outline plan for the subsequent years 2021/22 and 2022/23.</p> <p>That Council approve the Commercial Strategy in appendix 8 and delegate authority to the Chief Finance Officer to approve the purchase of assets meeting the prescribed criteria in section 6 of the Strategy subject to prior consultation with the Commercial Property Investment Board.</p> <p>The proposed budget includes:</p> <ul style="list-style-type: none"> • An increase in council tax of £5 or 2.94% to £175.17 • Funding for a climate change officer and enhanced planning enforcement • The continuing reduction in new homes bonus • Other central funding reductions – in particular provisional assumptions for business rates for future years and reset of the baseline • Reserves at 12.3 % of the net revenue budget or just under £2.0 million • Continuing support for housing whilst backing business and bringing people and organisations together for local neighbourhood planning • Infrastructure delivery plan investment funded by community infrastructure levy and external sources where available |

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| | <ul style="list-style-type: none">• Town centre investment in infrastructure and employment• Use of long term borrowing where appropriate• Assumptions of a 2% pay deal with higher increases for those on lower grades• Reducing rural aid to £26,000 and reducing councillors community fund to £1,000 each• £1 million payment to reduce the pension deficit and ongoing contributions |
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| Financial Implications | The financial implications are contained throughout the report. The main purpose being to approve the final budget proposals for both revenue and capital budgets and medium term financial plan covering the years 2019/20 to 2022/23 and the Commercial strategy. Martin Flitcroft – Chief Finance Officer Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk |
| Legal Implications | The Executive is required under the budget and policy framework procedure rules in the constitution (part 2, article 4, section 4.4b) to agree and recommend a budget to Council each year. See section 9 of the report. Karen Trickey – Solicitor to the Council Tel: 01626 215119 Email: Karen.trickey@teignbridge.gov.uk |
| Risk Assessment | The risks involved in not setting a balanced budget are highlighted throughout the report. The major risks are in 3.9, 4.14, 4.16 and 4.27 with reference to uncertainties as to future funding – particularly business rates retention and New Homes Bonus and an alternative funding stream to replace New Homes Bonus if this is scrapped. A programme of identifying savings or increased income is required to meet the budget gap in 2022/23 and future years thereafter. Martin Flitcroft – Chief Finance Officer Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk |
| Environmental/ Climate Change Implications | The revenue budget supports the funding of a Climate Change Officer and associated budget and capital projects are highlighted which contribute towards our climate change objectives in appendix 7 – capital programme. David Eaton – Environmental Protection Manager Tel: 01626 215064 Email: david.eaton@teignbridge.gov.uk |
| Report Author | Martin Flitcroft – Chief Finance Officer Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk |
| Portfolio Holder | Councillor Alan Connett – Portfolio holder for Corporate Resources |
| Appendices | App 1 – Budget timetable 2020/21 App 2 – Recommended council tax base 2020/21 App 3 – Council tax calculator 2020/21 App 4 – Summary revenue plan 2019/20 onwards App 5 – Revenue budget detail App 6 – Fees and charges summary App 7 – Capital programme App 8 – Commercial Strategy |
| Part I or II | Part I |

1. PURPOSE

- 1.1 To consider the final financial plan proposals 2020/21 to 2022/23 for recommendation to Council on 24 February.
- 1.2 These proposals include recommended revenue and capital budgets for 2020/21 and planned in outline for 2021/22 and 2022/23.
- 1.3 To approve the Commercial Strategy.

2. SUMMARY

- 2.1 Recent budgets have taken account of reducing government grant over the period of the last comprehensive spending review. We now have the provisional local government finance settlement for 2020/21 which will be a settlement for one year only. The one major change to New Homes Bonus is to provide no legacy payments to the bonus earned for 2020/21 in future years. Council tax thresholds are reduced to the higher of 2% or above £5 (see 4.5 for full explanation). 100% business rates retention was promised in earlier consultations but with the transfer in of some funding obligations. Government is now planning to introduce 75% business rates retention in 2021/22 – a year later than anticipated this time last year. We will continue to work as a Business rates pool with the rest of Devon. Receipt of revenue support grant ended in 2018/19 and new homes bonus legacy payments were reduced. The reduction was from 6 years to 5 years in 2017/18 and then to 4 years from 2018/19. An initial baseline reduction of 0.4% was also set for 2017/18 reducing the Bonus further. No further modifications were made to the baseline in 2018/19, 2019/20 or 2020/21 following budget consultation. Government had indicated its intention to cease New Homes Bonus in future years. This is still subject to consultation. See also 4.15 below.
- 2.2 We have benefitted from previous savings plans and restructuring efficiencies are still producing cost reductions. This budget also benefits from the Strata partnership and the significant ongoing returns from Market Walk. We are in the fifth year of Business Efficiency Service Transition (BEST) 2020 review following Business Challenge in earlier years.
- 2.3 The economy continues to be generally buoyant however uncertainty continues about future demand and the outcome of the European Union negotiations. Teignbridge has seen some minor positive variations to income in the current year including planning applications and leisure memberships however general rental income, car parking and market income are down on the original budget.

- 2.4** General increases in most off street parking charges are proposed to cover inflation and in particular the continuing higher business rates from the revaluation which mainly falls on car parking.
- 2.5** The capital programme to 2022/23 includes infrastructure delivery plan projects funded by CIL and external sources where available. The investment in housing continues including provision of affordable homes and investment in efficient heating systems. The main aim is to create more homes and jobs. Significant provisions have also been included for town centre investment and employment land. Prudential borrowing supports a number of projects where a good return on capital can be demonstrated.

3. BACKGROUND

- 3.1** The budget and policy framework procedure rules in the Constitution set out the process for developing annual budgets and their approval by Council. Thus there is a budget timetable in the Executive forward plan which includes Overview and Scrutiny consideration of the financial plan proposals. The detailed **timetable** is shown at **appendix 1**. The Council is responsible for the adoption of its budget including approving the appropriate level of council tax.
- 3.2** Previous budgets took account of reductions in government grant. An ambitious programme of **savings** was identified reducing costs and increasing income. **Revenue support grant** was cut by £1.0 million in 2015/16, just under an additional £0.9 million in 2016/17 and a further reduction of £0.75 million in 2017/18. In 2018/19 the reduction was just under £0.5 million leaving revenue support grant at just under £0.4 million. We are receiving nothing in 2019/20 and thereafter.
- 3.3** The senior management structure has been finalised and approved and the resultant savings will ultimately amount to in excess of £150,000 per annum. The staff savings arising have been fed into the budget process. Management costs have been significantly reduced over recent years and further significant savings are now being made. These savings which have been incorporated into these budget proposals also include those from the waste savings sharing agreement with County, staff restructure savings, pension deficit savings, reducing rural aid to £26,000, reduction in councillors community fund by £500 per councillor and additional income. Capital schemes providing positive net income have also been reflected within the medium term financial plan. This budget also gains from the Strata partnership and significant returns from Market Walk.
- 3.4** The fifth year of **Business Efficiency Service Transition (BEST) 2020** has built on the Business Challenge process in the last four years. Options for continuing to reduce budgets have been or are being evaluated and also the pressures or investment that might require those savings. Those savings that can be made have been built into the budgetary figures. Teignbridge is also working with partners on the Heart of the South West devolution proposals and more locally re. Innovation Exeter in the Greater Exeter/Greater Devon partnership.

- 3.5** We are in the fourth year of our ten year Strategy 2016-2025. This sets the tone for contributing to civic life and ensuring public services focus on ‘place and person’ while remaining accountable, fair and value for money. At the heart are the Teignbridge Ten overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district. The Strategy has now been updated to cover the future period 2020 to 2030.
- 3.6** The council tax support scheme is proposed to be amended to an income banded scheme due to the existing scheme not being compatible with the roll out of Universal Credit with the aim to simplify administration and supporting the lowest income households. Public consultation took place in the Autumn. A budget survey was put on the website on 19 December 2019 with a response deadline of 31 January 2020 and publicised to encourage feedback. In particular it will be brought to the attention of **businesses**, the residents’ panel and Teignbridge relationship groups.
- 3.7** The current council tax for Teignbridge is £170.17 per year for an average band D property. The 2019/20 **tax base** or effective number of properties for calculating council tax income is 49,219. Thus current year council tax income for the district is estimated at £8.4 million as shown in **appendix 2 - the recommended council tax base 2020/21**. A table of values for various increases in council tax is shown at **appendix 3 - the council tax calculator**.
- 3.8** Of the current total average annual £1,922.94 council tax collected per property, Teignbridge keeps 9% or just over £3.27 per week for its services. 72% goes to County, 11% to the Police, 4% to the Fire Authority and 4% to parishes and towns for their local precepts. The Teignbridge council tax of £170.17 is below the current average of Devon districts of £176.86.
- 3.9** Significant government funding and cost changes affecting us for current and future years are as follows:

A 4.9% increase in the statutory National Living Wage from £7.83 to £8.21 this year and broad proposals for this to continue to increase in future years; Pay increases for current and future years. A two year deal to employees as tabled by the National Employers for Local Government Services for 2018/19 and 2019/20 was agreed. A flat rate increase for the majority of grades of 2% in each year and higher increases on lower pay points of up to 9.2% in 2018/19 and a further 5.9% in 2019/20. A revised pay spine was also introduced in the deal with effect from 1 April 2019. These changes address adjustments to the National Living Wage and pay differentials across grades as a result. This approved deal is built into the current years salary budgets. There is no agreed increase for next year however an assumption of 2% and thereafter together with slightly higher increases for those on lower pay points for next year has been built into the initial financial plan proposals. The actuarial valuation of the Devon pension fund for 31 March 2016 required increased employers contributions to 2019/20. The latest valuation requires

increased contributions from the Employer over the next three years – partially offset by reducing deficit contributions;

The reforms to New Homes Bonus in relation to legacy payments reducing receipts and the proposal to potentially cease New Homes Bonus after 2020/21 and replace with an alternative source of housing funding and what that level of funding will be going forward;

The outcome of consultation on the move to 75% business rates retention but with the transfer in of some funding responsibilities.

A reset of the baselines for the business rates retention scheme in 2021/22 and the impact on the business rates retained for 2021/22 and thereafter.

Additional staffing, leasing and running costs to maintain delivery of the refuse and recycling service and for the additional dwellings being built and in occupation.

Additional budget provision has been created to fund the cost of the Climate Change officer for future years together with a climate change fund to enable the post to operate from appointment.

Additional budget has also been provided to increase staffing resources for planning enforcement work for the next two financial years.

Budget pressures anticipated for ash die back work on the trees held on Council land have been included.

Significant planning inquiry costs anticipated in the current and following financial year will be incurred resulting in an increase in the budget gap requiring further savings to be found.

- 3.10** The Executive has had three **monitoring** reports this financial year on 1 July, 8 October, and 28 November 2019. These have updated current year budgets and also future year forecasts. The Autumn Spending Round Statement 2019 was published on the 4 September. The provisional local government settlement was announced on 20 December and Teignbridge responded on 10 January. The final settlement is still awaited.

4. REVENUE FINANCIAL PLAN

- 4.1** **Appendix 4** to this report is the draft budget scenario for the next three years. The effects of budget variations in 2019/20 already approved by Executive are included. Future increasing savings expected from the Strata partnership have been fed into the plan. The increasing cost reductions from the previous management restructures and recent changes are included. The plan also includes the significant ongoing returns from Market Walk.
- 4.2** Proposed **fees and charges** draft income totals for each service are shown at **appendix 6**. An increase of £239,000 in income is anticipated for next year compared to this years probable. Detailed proposed fees and charges have been available on the website since early January at this [link](#). There are general changes for most charges with some areas being altered to reflect better alignment to cost recovery and/or comparable charges/market rates elsewhere. Some charges at Newton Abbot indoor and outdoor market have been reduced.

- 4.3** Car parking charges are proposed to increase to give extra income of £185,000 from last years base budget which equates to an increase of 5%. This will help towards inflation and in particular the rates increase arising from the revaluation that mostly affects car parks. The main changes have been to increase charges generally across the majority of car parks however most permits have remained unchanged. To support the town centres it is proposed to freeze some of the parking charges in these areas up to half an hour. Some of the charges up to one hour are proposed to be no higher than their 2018/19 charge. A flat nominal charge for Sunday parking of £1 has been included within the fees and charges for the majority of the car parks across the District.
- 4.4** The successful opt in green waste subscription has been maintained at its existing level and no increase is proposed. The fee continues to be below the national average and the average charge within Devon.
- 4.5** The **Localism Act** introduced the power for the Secretary of State to set principles each year under which council tax increases are determined as excessive. This can apply to Teignbridge, County, Fire, Police, or towns and parishes. For the current year limits were set for all but towns and parishes with a referendum being triggered if districts had an increase of 2% and above, AND above £5.
- 4.6** In all such cases Teignbridge has to make the arrangements to hold a **local referendum** for residents. Costs can be recovered from the relevant precepting authority. The Government expects town and parish councils to demonstrate restraint when setting precept increases. They will be looking for clear evidence of how the sector is responding to this challenge, mitigating increases by the use of reserves where they are not earmarked for other purposes or for 'invest to save' projects which will lower ongoing costs. Any controls for town and parish councils are likely to continue to be deferred subject to these conditions being adhered to.
- 4.7** The extra income from any increase in **council tax** is shown at **appendix 3** and this additional amount would be recurring in future years. The proposal is to increase council tax in Teignbridge by 2.94% or £5 to £175.17. This is the annual charge for an average band D property and the increase equates to less than 10p a week. A £5 increase has also been assumed for 2021/22 and 2022/23.
- 4.8** Council tax **freeze grants** have ceased with the last one being received in 2015/16. This was equivalent to a 1% increase in council tax but assumed no council tax support reduction so amounted to £78,000.
- 4.9** Teignbridge is required to estimate the surplus or deficit on the council tax collection fund on 15 January each year for the following budget year. A surplus of £0.5 million was estimated which has to be shared between the major preceptors in 2020/21 per their current precepts. The district share is £62,000 towards next year's budget as shown at line 18 in appendix 4.

4.10 Settlement funding of business rates retention baseline to the Council from Government is £3.3 million for the current year.

4.11 With the **four year funding deal** ending in the current year we have received a one year provisional settlement with published figures for revenue support grant and business rates baseline provided for 2020/21. These have been used in the financial plan and are shown in the table below:

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------------------------------|--------------|--------------|--------------|--------------|
| | £million | £million | £million | £million |
| Revenue support grant | 0.847 | 0.000 | 0.000 | 0.000 |
| Rates baseline funding | 3.169 | 3.685 | 3.339 | 3.394 |
| New homes bonus | 3.436 | 2.917 | 2.614 | 2.244 |
| Main grant | 7.452 | 6.602 | 5.953 | 5.638 |
| Cash reduction in year | | -0.850 | -0.649 | -0.315 |
| Percentage reduction in year | | -11.4% | -9.8% | -5.3% |

The table shows the cash reductions of £0.9 million last year, £0.6 million in 2019/20 and anticipated £0.3 million in 2020/21. Percentage reductions are over 24% in total over the three years. Main grant funding has reduced by one third by 2019/20 when compared to 2013/14 when rates retention and council tax support started. Revenue support grant has also reduced from £4.5 million to zero over the same period to 2019/20. Uncertainty exists for 2021/22 when a proposed reset of the baseline is likely to occur, reducing gains established from growth and altering business rates retention to 75%.

4.12 The **business rates retention 50%** funding system started on 1 April 2013. Rules for charging and rateable values are still set nationally by Government and the Valuation Office respectively. The system includes top ups, tariffs, levies and safety nets. The latter is to protect income to some extent within overall reducing national funding levels. The system is more complicated as Government has introduced small and rural business rates relief. The cost of this through loss of rates retention income to Teignbridge is generally covered by separate specific grant.

4.13 Within Devon it has been beneficial for authorities to form a **rates pool** to avoid any payment of levy from Devon to the Government. With historic assumptions of moderate business growth in the area significant savings have been achieved increasing over the years. The pool also spreads the risk of any business downturn in an authority over all members of the pool and encourages economic prosperity across authority boundaries. The Devon pool became a 100% business rate pilot for 2018/19 following its successful submission and reverting back to a rates pool in 2019/20 as our bid to be a pilot in that year was unsuccessful.

4.14 Teignbridge's position is better than the rates baseline because of estimated growth in business rates. We have also gained from pooling and this has been shown together with growth in the revenue summary as estimated rates retention and pooling gain. 100% rates retention was originally promised by 2020 but with the transfer in of some funding responsibilities and the share of

the total for districts could be reduced. Levies will cease but there may still be some opportunity for pooling of risk. Negotiations to exit the European Union appear to have delayed the roll out of any eventual 100% business rates retention and a reset of baselines in 2021/22 will have a negative impact on funding levels. The provisional settlement suggests that 75% business rates retention will be introduced in 2021/22.

- 4.15 New homes bonus** is also part of core funding and is top sliced from settlement grant. It is based on additional property brought into occupation in the previous year with a higher amount for affordable housing. Teignbridge is receiving £2.6 million this year. Estimates of NHB are based on 620 homes per annum as in the local plan with each new year giving four years of grant. Changes for future years will stop legacy payments earned in the current year.
- 4.16** Government reformed the new homes bonus reducing the length of payments from 6 years to 4 years. Estimates for future years assume 4 years bonus. Government had intimated that it will cease New Homes Bonus after 2020/21 and replace with an alternative source of Housing funding. No details are available to clarify what this will mean in terms of future funding and whether it will provide similar funding levels to that received under New Homes Bonus. Government had allowed it freedom to change the baseline for 2020/21 however as per the **provisional settlement** announced on 20 January this will be left unaltered at 0.4%. The budgeted figures are based upon the provisional settlement with little change anticipated for the final settlement. Immaterial changes will be funded through alterations to the general reserve balance and any major reductions will be funded initially by use of the business rates retention reserve with savings to be found in future years to replenish the reserve to an appropriate level.
- 4.17** Council tax benefit was replaced by **council tax support** from 1 April 2013. As the support reduces the tax base there is less council tax income for county, fire, police, and towns & parishes. The cost was around 90% funded by government grant initially but then transferred into main grant and not identified separately. The 10% shortfall was covered at Teignbridge, in the first year by one minor change to benefit, technical reforms, and use of transitional grant.
- 4.18** For 2014/15 two minor changes to compensate for the loss of transitional grant were consulted on and introduced. The majority of taxpayers adapted well to these changes, collection has been maintained and spend on council tax support itself continues to go down. There were further changes to the scheme applicable from 1 April 2017. No changes were made for 2018/19 or 2019/20. In 2020/21 the proposals are to move to an income banded scheme due to the existing scheme not being compatible with the roll out of Universal Credit and with the aim to simplify administration and support the lowest income households.
- 4.19** Teignbridge currently receives £344,000 for administering **housing benefit** and £135,000 for council tax support. **Universal Credit** started for

Teignbridge from 9 November 2015 for new single job seekers and we went live with the full service in September 2018. There has been specific help from the department for work and pensions in connection with the transition but the current funding agreement ended in 2017. The main grant funding has been assumed to continue in future years.

- 4.20** The statutory minimum **National Living Wage** will increase to £8.72 for those aged 25 and over in April 2020 (targeted to be 60% of median earnings and a 6.2% increase). It increased by 4.9% to £8.21 from 1 April 2019. The impact of the increase in national living wage through the pay award which also addresses differentials in the pay spine has had significant cost implications in 2019/20 and extended into subsequent years of the financial plan. Further exploration of apprenticeships and training will be encouraged to utilise available apprenticeship levy funding.
- 4.21** The **actuarial valuation** of the **Devon pension fund** effective from 1 April 2017 set Teignbridge contributions for future years. These were made up of a basic amount of 14.6% for future service accrual plus an increasing cash sum to reduce the past service deficit. The amended cash sum payment started in 2017/18 at £1,369,000 increasing to £1,436,000 for 2019/20. A £1 million one-off payment has been included in our budgets for 2019/20 to reduce our pension deficit contributions going forward. Estimates from the actuary are that this will save us in the region of £58,000 on average per annum in each and every future year from our existing cash sum payments. The new valuation effective from 1 April 2020 has increased the future service accrual rate from 14.6% to 16.6%. This has created further budget pressures but is offset by a reduction in the past deficit contributions which have reduced in 2020/21 to £1,309,935, then £1,357,692 in 2021/22 and £1,407,190 in 2022/23. Negotiations have also taken place to pay the past deficit contributions up-front to obtain a significant discount of 4.5% and this is built into the final budget proposals together with the savings from the one off contribution.
- 4.22** **Investment income** remains fairly low. While base rate has been steady at 0.75% since August 2018, the November Bank of England (BOE) monetary policy committee saw two of the nine members voting for a rate cut. The BOE are keeping their options open for either a rate cut or rate increase, however continued Brexit uncertainty combined with a failure of global growth to recover could see a cut in 2020. The amount we will have to invest is also forecast to reduce over the next year as the Council makes use of its internal balances to minimise the need for external borrowing. Based on an average daily lending amount of approximately £6 million, anticipated investment income is predicted to be £30,000 for each of the next three years. For the current financial year this is predicted to be £91,470. As part of our review of future treasury management investments we propose to add the property fund and diversified income fund managed by CCLA as presented to Members to increase the options and returns available for future years.
- 4.23** The latest professional guidance on **reserves** issued in November 2008 recommends a working balance to help cushion the impact of uneven cash

flows and avoid unnecessary temporary borrowing and a contingency to cushion the impact of unexpected events or emergencies. Earmarked reserves can also be built up to meet known or predicted requirements. Teignbridge operates with a low level of reserves compared to many districts.

- 4.24** Our main contingent liability was settled six years ago and provision has been made for other smaller potential liabilities. There is some uncertainty around the new major contingent liability which arises from the McCloud pension case and may have implications for our overall pension liability going forward but this is still not clear at present. The McCloud case relates to a judgement in the Court of Appeal relating to possible age discrimination in the arrangements for protecting certain scheme members from the impact of introducing new pension arrangements for judges' and firefighters'. If the ultimate ruling is applied to local authorities there could be an increase in the pension liability and pension deficit. The current funding regime including rates retention, new homes bonus and council tax support carries a risk for us of likely more volatility in resources. This will increase as we move towards likely 75% rates retention. We are more reliant on income generated from our own fees and charges as government funding reduces.
- 4.25** The Audit Commission December 2012 report 'Striking a balance' stated that reserves are an essential part of good financial management. They help councils cope with unpredictable financial pressures and plan for their future spending commitments. The proposed budget recommends general reserves to stay constant at just under £2 million being 12.3% of the net revenue budget in 2019/20 and 2020/21. This equates to 13.1% in later years. General reserves are held to accommodate continuing future uncertainties and increasing reliance on generating our own income.
- 4.26** Historically the **Executive** has **authority** to exceed the approved overall revenue budget by up to £100,000 from general reserves to meet unexpected expenditure within the year. The aim is to replenish the reserves in the same year by making compensating savings as soon as possible. It is recommended to maintain this allowance at £100,000 for future years. All other decisions with regard to budgetary change will be approved by reference to virement rules in the financial instructions.
- 4.27** In conclusion these budget proposals show how Teignbridge can start to prepare for the grant reductions and anticipated funding regime by continuing to make savings and generate income. The revenue budget is partly funded over the medium term by savings found, additional income and use of earmarked reserves built up to cover anticipated future reductions in funding however significant work is still required to identify the significant budget gap in 2022/23 shown in **appendix 4** (line 24) as just under £1.5 million per annum and thereafter together with further savings to be found to meet aspirations to bolster the capital programme in future years with increasing contributions to capital from revenue of around £0.8 million per annum initially. Revenue budget gaps in earlier years are funded from earmarked reserves. This is highlighted in the table below (extracted from appendix 4):

| Year | 2020/21 | 2021/22 | 2022/23 |
|---|-----------|-------------|-------------|
| Line 14 Transfer from (-)/to earmarked reserves | -£354,890 | -£2,135,890 | -£79,500 |
| Line 24 Budget gap (-) to be Found | £0 | £0 | -£1,473,860 |
| Total | -£354,890 | -£2,135,890 | -£1,553,360 |

There may be a bigger budget gap if the alternative housing funding is not forthcoming or lower than the assumptions made. Right to buy receipts cease after 2024 increasing funding pressures on the capital programme.

Exploration of suggestions from the BEST2020 process and service plan reviews have been incorporated into future budgets. Further suggestions will be worked up and costed to deliver savings to move towards balancing future budget years from 2022/23 alongside the ongoing investigation into commercial investment opportunities, alternative service delivery plans and review of our existing assets and their use. These ideas together with any other income generation opportunities (including funding contributions for the rural skip service) should help to identify funds to increase revenue contributions to the capital programme. Investigation of a possible Teignbridge lottery scheme will also be explored to assist local community good causes with grant funding alongside any crowd funding opportunities. At the same time general reserves are maintained at around 12.3% of the budget which is equivalent to just under £2.0 million. However there is much uncertainty over the move to 75% and potentially an eventual 100% business rates retention scheme with the higher risks that Teignbridge will face.

- 4.28** These proposals include a £5 increase in council tax next year and subsequent years and substantial capital investment over the next three years. They will be publicised and comments brought back to the Executive before making the final budget recommendation to Council for 24 February 2020.

5. CAPITAL PROGRAMME

- 5.1** The **capital programme** is shown at **appendix 7** with links to the Teignbridge 10 strategy projects. It continues to include significant provisions for investment in town centres and employment land. Some of these will require prudential borrowing and each will be the subject of separate reports as the business cases are developed. There is also a provision for Future High Street Fund projects. The business cases for these projects are under development – if successful, the grant funding available will make a significant contribution to the infrastructure of Newton Abbot town centre.

- 5.2** The programme is partly funded by sales of assets. Community Infrastructure Levy is anticipated to fund the infrastructure plan. Contributions from revenue are budgeted at £0.2 million in 2019/20, with a further £0.27 million for specific schemes. In addition an aggregate £2.0 million over the next three years are enabled by new homes bonus receipts. The ongoing contributions are set at £0.6 million in 2020/21 increasing to £0.7 million in 2021/22 and 2022/23. A review of suggestions from the BEST2020 process should enable further increased contributions to be delivered as these are worked through and agreed.
- 5.3** Government subsidy for housing disabled facilities grants through better care funding via county is assumed to continue at £1 million per annum. £1.4 million has been received in 2019/20. A further £1.9 million grant has been secured in relation to the Warm Home Funds scheme, for heating improvements for vulnerable clients. Right to buy receipts are estimated at £0.7 million per annum (but ceasing in 2024). Housing investment continues at current levels with the majority going into the provision of, and disabled facilities and energy grants for, private sector housing. There are schemes for the provision of social rented housing at three sites in Newton Abbot. In addition, affordable housing provision is facilitated through identified sites with the majority of the remainder being delivered through the local plan. A shared equity scheme funded from external planning contributions is also included.
- 5.4** The infrastructure delivery plan investment over the next few years contributes to:
- A new railway station at Marsh Barton for South West Exeter and Teignbridge residents access to employment (£1.3 million by March 2021).
 - Provision for improvements to the A382 of £5.1 million by 2022-23.
 - Provision for Education in SW Exeter and the wider Teignbridge area of £5 million over 3 years.
 - Provision for further green spaces of £1.2 million over 3 years.
 - Sports and leisure provision of £5.4 million over 3 years including Decoy and the Den play area refurbishments and improvements to Bakers Park. Work is continuing on advancing projects to improve leisure provision. Provisions are included for refurbishments at Broadmeadow sports centre and Dawlish leisure centre. These will be the subject of separate reports as business cases are developed.
 - Heart of Teignbridge, coastal and other cycle provision (£1.0 million over three years).
- 5.5** Provisions have been made for a project to investigate a major heating improvement for Forde House for 2020/21 and for other carbon reduction projects which will be brought forward by the climate change officer as the carbon reduction plan is developed.

6. COMMERCIAL STRATEGY

- 6.1** The commercial strategy at **appendix 8** provides the Council with a framework to achieve its vision of shaping Teignbridge as a place which is

economically resilient and also addressing the financial challenges brought about by the reduction in central government funding.

- 6.2** The strategy has a broad view of commercialisation including service and charging reviews, process redesigns, financial management, investment and procurement initiatives, housing and regeneration projects, asset management and income generation.
- 6.3** The core aims include increasing the Council's financial sustainability and social benefits, reviewing fees and charges policy, securing external funding and being socially responsible. There is also a desire to invest within the district as the first priority but also to review the benefits of any investment opportunities within the local functional economic area.
- 6.4** The key priorities include regeneration and commercial property investment, asset management and maximising the available benefits of its assets, agile operating practices, financial management and the provision of affordable/social rented accommodation.
- 6.5** There is an underlying requirement to consider affordability and the Council's ability to borrow. In particular the proportional debt limit in relation to the net revenue spend each year. The appropriate proportional debt limit is considered to be in the region of 4 to 5 times the net revenue spend – approximately £70 million from year to year.
- 6.6** The strategy also includes consideration of approvals and delegations and the necessity to act quickly in the commercial environment when opportunities arise which meets the requirements of the Council. There is a proposal to set up a Commercial Investment Board in section 6 of **appendix 8**. This Board would inform the Chief Finance Officer of all pertinent information in relation to each proposed investment and there would be delegated authority to the Chief Finance Officer to approve the purchase of assets which are in line with the principles of the commercial strategy as laid out in 6 (a) and (b) of the strategy. This delegation shall only apply in cases where it would be contrary to the financial interests of the Council to delay making a decision due to timings of the next available Committee.

7. GROUPS CONSULTED

- 7.1** County, Fire and Police and the public are consulted about any changes to the council tax support scheme. The initial budget proposals have been publicised and considered by Overview and Scrutiny on 14 January 2020. They also scrutinised these final plans on the 7 February 2020. Parishes and town councils have been advised of these proposals. There has been a budget presentation to the Teignbridge Association of Local Councils.
- 7.2** A budget survey has been put on the website and publicised to encourage feedback. In particular it has been brought to the attention of businesses, the residents' panel and Teignbridge relationship groups. Responses will be

reported verbally to this Executive and in the final Council budget report on 24 February 2020.

8. TIME-SCALE

The financial plan covers the years 2019/20 to 2022/23. Final consideration of the budget by Council is due on 24 February 2020. At that time the council tax resolution is also approved which covers the total council tax including County, Fire, Police and towns & parishes.

9. LEGAL / JUSTIFICATION

The Executive is required under the budget and policy framework procedure rules in the constitution (part 2, article 4, section 4.4b) to agree and recommend a budget to Council each year.

10. DATE OF IMPLEMENTATION (CONFIRMATION OF DECISION SUBJECT TO CALL-IN)

Call in does not apply as the final budget recommendations will be considered for approval by Council on 24 February 2020.

Budget timetable 2020/21

| | September | October | November | December | January | February |
|--|-----------|---------|----------|----------|---------|----------|
| Government (Chancellor) Autumn Spending Round Statement | 4th | | | | | |
| Provisional local government settlement | | | | 20th | | |
| Executive papers sent out - initial budget proposals | | | | 19th | | |
| Start of formal six weeks consultation period | | | | 19th | | |
| Budget survey emailed to businesses | | | | 19th | | |
| Executive 10am - agree initial financial plan proposals including council tax base | | | | | 7th | |
| Overview & Scrutiny 10am - consider Executive's financial plan | | | | | 14th | |
| Council after O & S - approve council tax support and council tax base | | | | | 14th | |
| Teignbridge Association of Local Parishes meeting 7pm TDC Council Chamber | | | | | 23rd | |
| Final settlement expected | | | | | 31st | |
| Deadline for business rates retention estimate to government, county and fire | | | | | 31st | |
| Police and Crime Panel consider precept and approve | | | | | 31st | |
| Overview & Scrutiny 10am - consider Executive's final financial proposals | | | | | | 7th |
| Executive 10am - agree final financial plan proposals, including budget monitoring | | | | | | 10th |
| Fire Authority Resources 10am budget meeting | | | | | | 13th |
| County Cabinet 10.30am budget meeting | | | | | | 14th |
| Devon County Council 2.15pm - set county precept and council tax | | | | | | 20th |
| Fire Authority - set fire precept and council tax | | | | | | 21st |
| Council meeting 10am - consider financial proposals and council tax resolution | | | | | | 24th |
| Reserve county budget meeting 10am if required | | | | | | 25th |
| Close council tax accounts and start bills print unless delayed if council tax not set | | | | | | 25th |
| Reserve Council budget meeting if required | | | | | | 27th |

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Section 1

| Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth | | | | | | |
|---|--|---------------------------|--------------------------|--------------------------------------|------------------------------|----------------------------|
| | Estimated 20/21 Band D Number | 19/20 Council Tax £ | Estimated Income £ | Estimated Collection Rate % | Estimated Net Income £ | Estimated 20/21 Base |
| Full band D at November 2019 | 54,501.2 | 1,922.94 | 104,802,540 | | | |
| less CTS at November 2019 | -4,781.7 | 1,922.94 | -9,194,920 | | | |
| Starting point based on November 2019 | 49,719.5 | | 95,607,620 | | | |
| Anticipated growth at 1% | 496.7 | 1,922.94 | 955,120 | | | |
| Total (rounded) | 50,216.2 | 1,922.94 | 96,562,740 | 99.0% | 95,597,040 | 49,714 |

Section 2

| 2020/21 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2019/20 | | | | |
|---|--------------------------------|------------------------------|-------------------------|--|
| Preceptor | Estimated CT Base Number | 19/20 Council Tax £ | Expected income £ | |
| 2020/21 expected income (rounded) | | | | |
| Towns and parishes | 49,714 | 69.68 | 3,464,070 | |
| District | 49,714 | 170.17 | 8,459,830 | |
| County | 49,714 | 1,384.29 | 68,818,590 | |
| Fire | 49,714 | 86.52 | 4,301,260 | |
| Police | 49,714 | 212.28 | 10,553,290 | |
| Total (rounded) shows a 1.0% increase in expected income | | 1,922.94 | 95,597,040 | |
| 2019/20 expected income (rounded) | | | | |
| Towns and parishes | 49,219 | 69.68 | 3,429,596 | |
| District | 49,219 | 170.17 | 8,375,597 | |
| County | 49,219 | 1,384.29 | 68,133,370 | |
| Fire | 49,219 | 86.52 | 4,258,428 | |
| Police | 49,219 | 212.28 | 10,448,209 | |
| Total (rounded) | | 1,922.94 | 94,645,200 | |

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To show the extra Council Tax in 2020/21 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2019/20 (excluding parish precepts) £170.17
 Approved Council Tax Base 2020/21 (at 99% collection rate) [a] 49,714

| Varying increases in Council Tax for 2020/21 | | | Total Band D Council Tax 2020/21 | Increase in Council Tax income for 2020/21 | [b] Total Council Tax income 2020/21 |
|--|---------------|---------------|----------------------------------|--|--------------------------------------|
| % | Per Year £ | Per Week £ | Per Year £ | Per Year £ | Per Year £ |
| 0.00 | 0.00 | 0.00 | 170.17 | 0 | 8,459,830 |
| | | | | No council tax freeze grant | 0 |
| | | | | Total income | 8,459,830 |
| 0.34 | 0.57 | 0.01 | 170.74 | 28,340 | 8,488,170 |
| 0.59 | 1.00 | 0.02 | 171.17 | 49,720 | 8,509,550 |
| 1.00 | 1.70 | 0.03 | 171.87 | 84,520 | 8,544,350 |
| 1.18 | 2.00 | 0.04 | 172.17 | 99,430 | 8,559,260 |
| 1.57 | 2.68 | 0.05 | 172.85 | 133,230 | 8,593,060 |
| 1.76 | 3.00 | 0.06 | 173.17 | 149,140 | 8,608,970 |
| 1.99 | 3.39 | 0.07 | 173.56 | 168,530 | 8,628,360 |
| 2.35 | 4.00 | 0.08 | 174.17 | 198,860 | 8,658,690 |
| 2.94 | 5.00 | 0.10 | 175.17 | 248,570 | 8,708,400 |

Note:

- [a] Council Tax Base of 49,714 for 2020/21 approved by Council on 14 January 2020
- [b] Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 49,714
- [c] No council tax freeze grant. Referendum limit proposed by government as higher of 2% or above £5 for Band D.

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Revenue Budget Summary

Appendix 4

| Revenue Budget | 2019-20 Budget £ | 2019-20 Latest £ | 2020-21 Forecast £ | 2021-22 Forecast £ | 2022-23 Forecast £ |
|---|------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| EXPENDITURE | | | | | |
| 1 Employees | 20,290,580 | 21,653,450 | 21,090,490 | 21,574,680 | 21,961,650 |
| 2 Property | 4,525,970 | 4,807,410 | 4,655,960 | 4,703,580 | 4,792,390 |
| 3 Services & supplies | 5,376,340 | 6,804,980 | 5,300,780 | 5,276,500 | 5,315,950 |
| 4 Grant payments | 28,864,450 | 26,592,450 | 27,038,450 | 26,080,490 | 25,138,630 |
| 5 Transport | 816,080 | 807,030 | 801,970 | 838,370 | 838,960 |
| 6 Leasing & capital charges | 1,453,840 | 1,426,700 | 1,517,130 | 1,820,910 | 2,205,600 |
| 7 Contributions to capital | 204,820 | 467,070 | 567,010 | 732,010 | 688,510 |
| 8 Total expenditure | 61,532,080 | 62,559,090 | 60,971,790 | 61,026,540 | 60,941,690 |
| INCOME | | | | | |
| 9 Sales | -840,430 | -761,480 | -764,600 | -779,890 | -795,490 |
| 10 Fees & charges | -9,987,330 | -10,058,320 | -10,297,790 | -10,606,720 | -10,924,920 |
| 11 Grants - income | -29,023,730 | -27,109,780 | -27,176,480 | -26,176,480 | -25,176,480 |
| 12 Property income | -3,004,650 | -3,042,690 | -3,282,330 | -3,524,110 | -4,258,330 |
| 13 Other income & recharges | -3,017,600 | -3,743,600 | -2,961,550 | -3,045,780 | -3,106,700 |
| 14 Transfer from (-) / to earmarked reserves | 324,180 | -1,725,060 | -354,890 | -2,135,890 | -79,500 |
| 15 Total income | -45,549,560 | -46,440,930 | -44,837,640 | -46,268,870 | -44,341,420 |
| 16 Total net service cost | 15,982,520 | 16,118,160 | 16,134,150 | 14,757,670 | 16,600,270 |
| Funding | | | | | |
| 17 Council tax | -8,375,600 | -8,375,600 | -8,708,400 | -9,046,520 | -9,390,530 |
| 18 Council tax/community charge surplus | -126,150 | -126,150 | -62,360 | 0 | 0 |
| 19 Revenue support grant | 0 | 0 | 0 | 0 | 0 |
| 20 Rates baseline funding | -3,339,390 | -3,339,390 | -3,393,800 | -3,717,000 | -3,792,000 |
| 21 Estimated rates retention and pooling gain | -1,489,410 | -1,614,610 | -1,677,200 | -50,000 | -100,000 |
| 22 New homes bonus/alternative housing funding | -2,604,640 | -2,614,430 | -2,243,880 | -1,943,880 | -1,843,880 |
| 23 Other grants | -48,200 | -48,200 | -48,200 | 0 | 0 |
| 24 Budget gap (-) to be found | 0 | 0 | 0 | 0 | -1,473,860 |
| 25 Total funding | -15,983,390 | -16,118,380 | -16,133,840 | -14,757,400 | -16,600,270 |
| 26 -Surplus/shortfall | -870 | -220 | 310 | 270 | 0 |
| 27 General reserves at end of year | 1,945,971 | 1,980,509 | 1,980,199 | 1,979,929 | 1,979,929 |
| 28 General reserves as % of net revenue budget | 12.2% | 12.3% | 12.3% | 13.4% | 13.1% |

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All Services

| Managing Director/Head Of Service | | 2018-19 | 2019-20 | 2020-21 |
|--|---|-------------------|-------------------|-------------------|
| | | Actual | Outturn | Budget |
| | | £ | £ | £ |
| Corporate Services | | | | |
| A Pujol | Business Improvement & Development | 466,601 | 556,460 | 572,850 |
| A Pujol | Communications | 177,153 | 157,050 | 206,580 |
| M Flitcroft | Democratic Services | 799,352 | 739,370 | 713,750 |
| P Shears | Electoral Services | 176,984 | 341,500 | 219,710 |
| M Flitcroft | Finance | 565,827 | 612,290 | 646,270 |
| P Shears | Human Resources | 491,582 | 371,560 | 444,060 |
| M Flitcroft | Internal Audit & Information Governance | 179,955 | 201,190 | 201,920 |
| M Flitcroft | Legal | 364,974 | 331,240 | 376,490 |
| M Flitcroft | Procurement | 46,930 | 45,350 | 38,000 |
| P Shears | Strategic Leadership Team | 550,742 | 429,410 | 462,090 |
| | | 3,820,099 | 3,785,420 | 3,881,720 |
| Strategic Place | | | | |
| P Shears | Building Control | (34,211) | 6,680 | 36,390 |
| A Pujol | Customer Services | 361,037 | 559,350 | 692,710 |
| P Shears | Development Management | 545,352 | 378,430 | 656,790 |
| T Watson/N Blaney | Economy & Assets | (106,649) | (219,590) | (360,280) |
| A Pujol | Housing | 1,158,421 | 1,277,070 | 1,534,910 |
| T Watson/N Blaney | Parking | (2,519,364) | (2,508,700) | (2,721,480) |
| A Pujol | Revenues & Benefits | 528,454 | 658,820 | 566,380 |
| P Shears | Spatial Planning | 707,658 | 641,340 | 574,070 |
| | | 640,697 | 793,400 | 979,490 |
| Environment, Health & Wellbeing | | | | |
| A Pujol | Community Safety | 91,105 | 101,270 | 101,550 |
| L Montgomery | Environmental Health | 922,602 | 973,910 | 1,117,720 |
| L Montgomery | Green Spaces & Active Leisure | 1,121,213 | 1,184,940 | 1,229,160 |
| L Montgomery | Leisure | 358,845 | 499,240 | 502,620 |
| L Montgomery | Licensing | (46,017) | (56,380) | (44,540) |
| L Montgomery | Resorts | 95,788 | 101,060 | 89,980 |
| L Montgomery | Waste, Recycling & Cleansing | 4,915,471 | 5,453,610 | 5,830,740 |
| | | 7,459,007 | 8,257,650 | 8,827,230 |
| | Total all services | 11,919,804 | 12,836,470 | 13,688,440 |
| | Financing Items | 2,331,931 | 2,814,620 | 1,878,700 |
| | Totals per actual/budget papers | 14,251,735 | 15,651,090 | 15,567,140 |
| | Contribution to capital | 2,535,211 | 467,070 | 567,010 |
| | Totals per actual/budget papers | 16,786,946 | 16,118,160 | 16,134,150 |

Notes:

There is a glossary of terms at the end of this appendix

| PH: | Gary Taylor | 2018-19 | | 2019-20 | | 2020-21 |
|--|------------------|--------------------|------|--------------------|------|--------------------|
| Manager: | Andrew Carpenter | Actual | | Outturn | | Budget |
| Activity Area: | Building Control | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 22.0 | 910,666 | 21.5 | 879,470 | 20.5 | 928,590 |
| Property | | 42,273 | | 29,400 | | 29,820 |
| Services & Supplies | | 121,323 | | 128,970 | | 119,090 |
| Grant Payments | | - | | - | | - |
| Transport | | 65,257 | | 69,350 | | 65,330 |
| Leasing & capital charges | | - | | - | | - |
| | | 1,139,519 | | 1,107,190 | | 1,142,830 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | - | 991,874 | - | 880,000 | - | 897,000 |
| Property Income | | - | | - | | - |
| Grants - income | | - | | - | | - |
| Other income & recharges | - | 181,856 | - | 185,050 | - | 209,440 |
| Transfers from earmarked reserves | | - | | 35,460 | | - |
| | | (1,173,730) | | (1,100,510) | | (1,106,440) |
| Service Cost | | (34,211) | | 6,680 | | 36,390 |
| Service cost - £'s per head of population | | -0.26 | | 0.05 | | 0.27 |

| PH: | Martin Wrigley | 2018-19 | | 2019-20 | | 2020-21 |
|--|---|------------------|-----|-----------------|-----|----------------|
| Manager: | Kay O'Flaherty | Actual | | Outturn | | Budget |
| Activity Area: | Business Improvement & Development Team | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 7.5 | 252,317 | 7.5 | 271,410 | 7.5 | 272,870 |
| Property | | 17,372 | | 12,680 | | 13,110 |
| Services & Supplies | | 56,708 | | 80,900 | | 109,450 |
| Grant Payments | | 255,708 | | 243,480 | | 177,470 |
| Transport | | 744 | | 620 | | 520 |
| Leasing & capital charges | | - | | - | | - |
| | | 582,849 | | 609,090 | | 573,420 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | | - | | - | | - |
| Property Income | - | 567 | - | 570 | - | 570 |
| Grants - income | - | 103,976 | - | - | - | - |
| Other income & recharges | - | 11,705 | - | 50 | - | - |
| Transfers from earmarked reserves | | - | | 52,010 | | - |
| | | (116,248) | | (52,630) | | (570) |
| Service Cost | | 466,601 | | 556,460 | | 572,850 |
| Service cost - £'s per head of population | | 3.55 | | 4.19 | | 4.27 |

| PH: Manager: Activity Area: | Gordon Hook Amanda Pujol Communications | 2018-19 | | 2019-20 | | 2020-21 | |
|--|---|----------------|-----|----------------|-----|----------------|---|
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 4.0 | 122,192 | 4.0 | 105,160 | 4.0 | 153,150 | |
| Property | | 3,660 | | 3,150 | | 3,440 | |
| Services & Supplies | | 50,884 | | 48,530 | | 49,180 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 416 | | 230 | | 830 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 177,153 | | 157,070 | | 206,600 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | - | | - | | - | |
| Property Income | | - | | - | | - | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | | - | - | 20 | - | 20 | |
| Transfers from earmarked reserves | | - | | - | | - | |
| | | 0 | | (20) | | (20) | |
| Service Cost | | 177,153 | | 157,050 | | 206,580 | |
| Service cost - £'s per head of population | | 1.35 | | 1.18 | | 1.54 | |

| PH: Manager: Activity Area: | Martin Wrigley Rebecca Hewitt Community Safety | 2018-19 | | 2019-20 | | 2020-21 | |
|--|--|-----------------|-----|-----------------|-----|----------------|---|
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 2.0 | 79,341 | 2.0 | 88,110 | 2.0 | 90,180 | |
| Property | | 1,909 | | 3,740 | | 1,820 | |
| Services & Supplies | | 8,973 | | 7,100 | | 7,450 | |
| Grant Payments | | 29,344 | | 42,970 | | - | |
| Transport | | 2,785 | | 2,320 | | 2,100 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 122,353 | | 144,240 | | 101,550 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | - | | - | | - | |
| Property Income | | - | | - | | - | |
| Grants - income | - | 1,704 | | - | | - | |
| Other income & recharges | - | 29,544 | - | 42,970 | | - | |
| Transfers from earmarked reserves | | - | | - | | - | |
| | | (31,248) | | (42,970) | | 0 | |
| Service Cost | | 91,105 | | 101,270 | | 101,550 | |
| Service cost - £'s per head of population | | 0.69 | | 0.76 | | 0.76 | |

| PH: | Martin Wrigley | 2018-19 | | 2019-20 | | 2020-21 |
|--|-------------------|----------------|------|-----------------|------|----------------|
| Manager: | Tracey Hooper | Actual | | Outturn | | Budget |
| Activity Area: | Customer Services | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 13.0 | 264,906 | 12.5 | 461,550 | 22.0 | 565,600 |
| Property | | 19,375 | | 11,650 | | 9,590 |
| Services & Supplies | | 76,757 | | 127,160 | | 117,520 |
| Grant Payments | | - | | - | | - |
| Transport | | - | | - | | - |
| Leasing & capital charges | | - | | - | | - |
| | | 361,037 | | 600,360 | | 692,710 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | | - | | - | | - |
| Property Income | | - | | - | | - |
| Grants - income | | - | | - | | - |
| Other income & recharges | | - | - | 1,460 | | - |
| Transfers from earmarked reserves | | - | - | 39,550 | | - |
| | | 0 | | (41,010) | | 0 |
| Service Cost | | 361,037 | | 559,350 | | 692,710 |
| Service cost - £'s per head of population | | 2.75 | | 4.21 | | 5.16 |

| PH: | Gordon Hook | 2018-19 | | 2019-20 | | 2020-21 |
|--|---------------------|-----------------|-----|-----------------|-----|----------------|
| Manager: | Sarah Selway | Actual | | Outturn | | Budget |
| Activity Area: | Democratic Services | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 4.0 | 555,306 | 3.5 | 542,700 | 3.5 | 553,700 |
| Property | | 12,804 | | 6,750 | | 5,360 |
| Services & Supplies | | 110,862 | | 152,050 | | 106,070 |
| Grant Payments | | 146,547 | | 70,500 | | 47,000 |
| Transport | | 1,447 | | 160 | | 1,620 |
| Leasing & capital charges | | 377 | | - | | - |
| | | 827,344 | | 772,160 | | 713,750 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | - | 10 | | - | | - |
| Property Income | | - | | - | | - |
| Grants - income | - | 27,508 | | - | | - |
| Other income & recharges | - | 474 | - | 300 | | - |
| Transfers from earmarked reserves | | - | - | 32,490 | | - |
| | | (27,992) | | (32,790) | | 0 |
| Service Cost | | 799,352 | | 739,370 | | 713,750 |
| Service cost - £'s per head of population | | 6.08 | | 5.57 | | 5.32 |

| PH: | Gary Taylor | 2018-19 | | 2019-20 | | 2020-21 | |
|--|------------------------|---------|--------------------|---------|--------------------|---------|--------------------|
| Manager: | Ros Eastman | Actual | | Outturn | | Budget | |
| Activity Area: | Development Management | FTE | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 33.0 | 1,190,328 | 33.0 | 1,299,090 | 33.0 | 1,307,070 |
| Property | | | 77,735 | | 69,480 | | 60,260 |
| Services & Supplies | | | 334,316 | | 317,150 | | 371,520 |
| Grant Payments | | | - | | - | | - |
| Transport | | | 26,293 | | 28,400 | | 27,550 |
| Leasing & capital charges | | | - | | - | | - |
| | | | 1,628,673 | | 1,714,120 | | 1,766,400 |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | 15 | - | - | - | - |
| Fees & Charges | | - | 979,642 | - | 1,237,580 | - | 1,098,420 |
| Property Income | | - | - | - | - | - | - |
| Grants - income | | - | - | - | - | - | - |
| Other income & recharges | | - | 103,664 | - | 91,690 | - | 11,190 |
| Transfers from earmarked reserves | | - | - | - | 6,420 | - | - |
| | | | (1,083,321) | | (1,335,690) | | (1,109,610) |
| Service Cost | | | 545,352 | | 378,430 | | 656,790 |
| Service cost - £'s per head of population | | | 4.15 | | 2.85 | | 4.89 |

| PH: | Nina Jeffries/Alan Connett | 2018-19 | | 2019-20 | | 2020-21 | |
|--|----------------------------|---------|--------------------|---------|--------------------|---------|--------------------|
| Manager: | Tony Watson/Neil Blaney | Actual | | Outturn | | Budget | |
| Activity Area: | Economy & Assets | FTE | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 42.0 | 1,203,023 | 42.0 | 1,245,370 | 42.0 | 1,387,750 |
| Property | | | 600,665 | | 559,660 | | 573,420 |
| Services & Supplies | | | 569,816 | | 616,100 | | 432,960 |
| Grant Payments | | | 4,380 | | 4,230 | | 2,230 |
| Transport | | | 10,223 | | 12,370 | | 12,760 |
| Leasing & capital charges | | | - | | - | | - |
| | | | 2,388,107 | | 2,437,730 | | 2,409,120 |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | 16,297 | - | 22,920 | - | 20,580 |
| Fees & Charges | | - | 216,476 | - | 204,840 | - | 204,880 |
| Property Income | | - | 1,979,647 | - | 2,075,960 | - | 2,371,200 |
| Grants - income | | - | - | - | - | - | - |
| Other income & recharges | | - | 282,337 | - | 304,340 | - | 172,740 |
| Transfers from earmarked reserves | | - | - | - | 49,260 | - | - |
| | | | (2,494,757) | | (2,657,320) | | (2,769,400) |
| Service Cost | | | (106,649) | | (219,590) | | (360,280) |
| Service cost - £'s per head of population | | | -0.81 | | -1.65 | | -2.68 |

| PH: | Gordon Hook | 2018-19 | | 2019-20 | | 2020-21 |
|--|--------------------|-----------------|-----|------------------|-----|----------------|
| Manager: | Cathy Ruelens | Actual | | Outturn | | Budget |
| Activity Area: | Electoral Services | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 2.0 | 97,040 | 3.0 | 97,350 | 3.0 | 119,630 |
| Property | | 8,327 | | 55,600 | | 7,340 |
| Services & Supplies | | 114,339 | | 472,460 | | 94,710 |
| Grant Payments | | - | | - | | - |
| Transport | | 578 | | 890 | | 290 |
| Leasing & capital charges | | - | | - | | - |
| | | 220,284 | | 626,300 | | 221,970 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | - | 1,984 | - | 2,160 | - | 2,160 |
| Property Income | | - | | - | | - |
| Grants - income | - | 16,731 | - | 18,400 | - | - |
| Other income & recharges | - | 24,586 | - | 264,240 | - | 100 |
| Transfers from earmarked reserves | | - | | - | | - |
| | | (43,300) | | (284,800) | | (2,260) |
| Service Cost | | 176,984 | | 341,500 | | 219,710 |
| Service cost - £'s per head of population | | 1.35 | | 2.57 | | 1.64 |

| PH: | Alistair Dewhirst | 2018-19 | | 2019-20 | | 2020-21 |
|--|-----------------------------|-----------------|------|------------------|------|------------------|
| Manager: | David Eaton & Paul Nicholls | Actual | | Outturn | | Budget |
| Activity Area: | Environmental Health | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | 23.0 | 721,583 | 22.5 | 770,110 | 22.5 | 854,510 |
| Property | | 43,442 | | 47,740 | | 57,570 |
| Services & Supplies | | 195,510 | | 210,850 | | 229,560 |
| Grant Payments | | - | | - | | - |
| Transport | | 31,708 | | 32,410 | | 32,190 |
| Leasing & capital charges | | 6,588 | | 6,330 | | 6,330 |
| | | 998,831 | | 1,067,440 | | 1,180,160 |
| <u>INCOME</u> | | | | | | |
| Sales | - | 16,456 | - | 6,000 | - | 6,000 |
| Fees & Charges | - | 47,342 | - | 51,540 | - | 45,800 |
| Property Income | | - | | - | | - |
| Grants - income | - | 820 | - | - | - | - |
| Other income & recharges | - | 11,611 | - | 14,750 | - | 10,640 |
| Transfers from earmarked reserves | | - | | 21,240 | | - |
| | | (76,228) | | (93,530) | | (62,440) |
| Service Cost | | 922,602 | | 973,910 | | 1,117,720 |
| Service cost - £'s per head of population | | 7.02 | | 7.33 | | 8.33 |

| PH: | Alan Connett | | | | | | |
|--|------------------|-----------------------|------|-----------------------|------|-----------------------|-----|
| Manager: | Martin Flitcroft | | | | | | |
| Activity Area: | Finance | | | | | | |
| | | 2018-19 | | 2019-20 | | 2020-21 | |
| | | Actual | | Outturn | | Budget | |
| | | £ | £ | £ | £ | £ | £ |
| | | FTE | FTE | FTE | FTE | FTE | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 14.0 | 509,452 | 14.0 | 577,680 | 15.0 | 606,180 | |
| Property | | 22,519 | | 19,990 | | 20,440 | |
| Services & Supplies | | 39,440 | | 46,940 | | 37,370 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 1,024 | | 1,140 | | 870 | |
| Leasing & capital charges | | - | | - | | - | |
| | | <u>572,435</u> | | <u>645,750</u> | | <u>664,860</u> | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | - | | - | | - | |
| Property Income | | - | | - | | - | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | - | 6,608 | - | 20,010 | - | 18,590 | |
| Transfers from earmarked reserves | | - | | 13,450 | | - | |
| | | <u>(6,608)</u> | | <u>(33,460)</u> | | <u>(18,590)</u> | |
| Service Cost | | <u><u>565,827</u></u> | | <u><u>612,290</u></u> | | <u><u>646,270</u></u> | |
| Service cost - £'s per head of population | | 4.30 | | 4.61 | | 4.81 | |

| PH: | Andrew MacGregor | | | | | | |
|--|-------------------------------|-------------------------|------|-------------------------|------|-------------------------|-----|
| Manager: | Lorraine Montgomery | | | | | | |
| Activity Area: | Green Spaces & Active Leisure | | | | | | |
| | | 2018-19 | | 2019-20 | | 2020-21 | |
| | | Actual | | Outturn | | Budget | |
| | | £ | £ | £ | £ | £ | £ |
| | | FTE | FTE | FTE | FTE | FTE | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 14.0 | 407,504 | 13.5 | 435,810 | 13.5 | 478,510 | |
| Property | | 973,939 | | 1,015,510 | | 936,480 | |
| Services & Supplies | | 388,111 | | 246,020 | | 242,700 | |
| Grant Payments | | 6,051 | | 4,510 | | 4,750 | |
| Transport | | 11,927 | | 16,080 | | 12,280 | |
| Leasing & capital charges | | - | | - | | - | |
| | | <u>1,787,531</u> | | <u>1,717,930</u> | | <u>1,674,720</u> | |
| <u>INCOME</u> | | | | | | | |
| Sales | - | 3,963 | - | 5,020 | - | 5,020 | |
| Fees & Charges | - | 242,167 | - | 253,720 | - | 260,360 | |
| Property Income | - | 163,336 | - | 166,090 | - | 157,850 | |
| Grants - income | - | 51,868 | - | 33,470 | - | - | |
| Other income & recharges | - | 204,984 | - | 61,720 | - | 22,330 | |
| Transfers from earmarked reserves | | - | | 12,970 | | - | |
| | | <u>(666,318)</u> | | <u>(532,990)</u> | | <u>(445,560)</u> | |
| Service Cost | | <u><u>1,121,213</u></u> | | <u><u>1,184,940</u></u> | | <u><u>1,229,160</u></u> | |
| Service cost - £'s per head of population | | 8.53 | | 8.92 | | 9.16 | |

| PH: | Martin Wrigley | 2018-19 | | 2019-20 | | 2020-21 |
|--|----------------|---------|--------------------|---------|--------------------|--------------------|
| Manager: | Amanda Pujol | Actual | | Outturn | | Budget |
| Activity Area: | Housing | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 31.0 | 1,299,647 | 30.5 | 1,638,130 | 1,292,230 |
| Property | | | 298,939 | | 325,570 | 302,560 |
| Services & Supplies | | | 581,048 | | 1,160,340 | 568,360 |
| Grant Payments | | | 483,870 | | 497,150 | 412,000 |
| Transport | | | 24,141 | | 44,410 | 22,620 |
| Leasing & capital charges | | | - | | - | - |
| | | | 2,687,645 | | 3,665,600 | 2,597,770 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | 1,825 | - | 1,200 | 1,200 |
| Fees & Charges | | - | 10,315 | - | 5,280 | 3,220 |
| Property Income | | - | 573,987 | - | 553,310 | 524,570 |
| Grants - income | | - | 630,301 | - | 918,820 | 457,020 |
| Other income & recharges | | - | 312,796 | - | 214,900 | 76,850 |
| Transfers from earmarked reserves | | - | - | - | 695,020 | - |
| | | | (1,529,224) | | (2,388,530) | (1,062,860) |
| Service Cost | | | 1,158,421 | | 1,277,070 | 1,534,910 |
| Service cost - £'s per head of population | | | 8.81 | | 9.61 | 11.43 |

| PH: | Gordon Hook | 2018-19 | | 2019-20 | | 2020-21 |
|--|-----------------|---------|----------------|---------|----------------|----------------|
| Manager: | Tim Slater | Actual | | Outturn | | Budget |
| Activity Area: | Human Resources | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 6.5 | 351,817 | 7.0 | 237,930 | 312,510 |
| Property | | | 22,620 | | 21,400 | 15,720 |
| Services & Supplies | | | 120,693 | | 119,740 | 115,310 |
| Grant Payments | | | - | | - | - |
| Transport | | | 902 | | 880 | 530 |
| Leasing & capital charges | | | - | | - | - |
| | | | 496,032 | | 379,950 | 444,070 |
| <u>INCOME</u> | | | | | | |
| Sales | | - | - | - | - | - |
| Fees & Charges | | - | - | - | - | - |
| Property Income | | - | - | - | - | - |
| Grants - income | | - | - | - | - | - |
| Other income & recharges | | - | 4,450 | - | 6,470 | 10 |
| Transfers from earmarked reserves | | - | - | - | 1,920 | - |
| | | | (4,450) | | (8,390) | (10) |
| Service Cost | | | 491,582 | | 371,560 | 444,060 |
| Service cost - £'s per head of population | | | 3.74 | | 2.80 | 3.31 |

| PH: | Alan Connett | | | | | | |
|--|---|----------------|-----|----------------|-----|----------------|-----|
| Manager: | Sue Heath | | | | | | |
| Activity Area: | Internal Audit & Information Governance | | | | | | |
| | | 2018-19 | | 2019-20 | | 2020-21 | |
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 2.5 | 160,288 | 3.5 | 180,340 | 3.5 | 181,040 | |
| Property | | 7,120 | | 7,910 | | 8,000 | |
| Services & Supplies | | 12,421 | | 12,910 | | 12,700 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 126 | | 30 | | 180 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 179,956 | | 201,190 | | 201,920 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | - | | - | | - | |
| Property Income | | - | | - | | - | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | - | 1 | | - | | - | |
| Transfers from earmarked reserves | | - | | - | | - | |
| | | (1) | | 0 | | 0 | |
| Service Cost | | 179,955 | | 201,190 | | 201,920 | |
| Service cost - £'s per head of population | | 1.37 | | 1.51 | | 1.50 | |

| PH: | Alan Connett | | | | | | |
|--|---------------|-----------------|-----|-----------------|-----|-----------------|-----|
| Manager: | Karen Trickey | | | | | | |
| Activity Area: | Legal | | | | | | |
| | | 2018-19 | | 2019-20 | | 2020-21 | |
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 6.0 | 347,696 | 6.0 | 319,840 | 6.0 | 323,580 | |
| Property | | 14,364 | | 15,960 | | 10,630 | |
| Services & Supplies | | 34,013 | | 35,280 | | 63,870 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 103 | | 440 | | 440 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 396,175 | | 371,520 | | 398,520 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | - | 26,894 | | 22,180 | | 20,780 | |
| Property Income | | - | | - | | - | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | - | 4,308 | | 2,100 | | 1,250 | |
| Transfers from earmarked reserves | | - | | 16,000 | | - | |
| | | (31,202) | | (40,280) | | (22,030) | |
| Service Cost | | 364,974 | | 331,240 | | 376,490 | |
| Service cost - £'s per head of population | | 2.78 | | 2.49 | | 2.80 | |

| PH: Manager: Activity Area: | Andrew MacGregor James Teed Leisure | 2018-19 Actual | | 2019-20 Outturn | | 2020-21 Budget | |
|--|---|-------------------|--------------------|--------------------|--------------------|-------------------|--------------------|
| | | FTE | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 69.5 | 1,639,925 | 69.5 | 1,768,590 | 74.0 | 1,908,710 |
| Property | | | 886,519 | | 904,370 | | 896,270 |
| Services & Supplies | | | 309,666 | | 325,660 | | 331,540 |
| Grant Payments | | | 17,500 | | 15,000 | | 15,000 |
| Transport | | | 5,292 | | 4,800 | | 4,510 |
| Leasing & capital charges | | | 1,914 | | 2,010 | | 2,010 |
| | | | 2,860,816 | | 3,020,430 | | 3,158,040 |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | 17,560 | - | 14,130 | - | 10,740 |
| Fees & Charges | | - | 2,312,465 | - | 2,329,180 | - | 2,468,050 |
| Property Income | | - | 92 | - | - | - | - |
| Grants - income | | - | - | - | - | - | - |
| Other income & recharges | | - | 171,855 | - | 177,010 | - | 176,630 |
| Transfers from earmarked reserves | | - | - | - | 870 | - | - |
| | | | (2,501,971) | | (2,521,190) | | (2,655,420) |
| Service Cost | | | 358,845 | | 499,240 | | 502,620 |
| Service cost - £'s per head of population | | | 2.73 | | 3.76 | | 3.74 |

| PH: Manager: Activity Area: | Alistair Dewhirst Andrea Furness Licensing | 2018-19 Actual | | 2019-20 Outturn | | 2020-21 Budget | |
|--|--|-------------------|------------------|--------------------|------------------|-------------------|------------------|
| | | FTE | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 3.0 | 107,358 | 3.0 | 101,400 | 3.0 | 112,540 |
| Property | | | 4,687 | | 6,390 | | 6,350 |
| Services & Supplies | | | 48,332 | | 48,760 | | 50,020 |
| Grant Payments | | | - | | - | | - |
| Transport | | | 237 | | 360 | | 270 |
| Leasing & capital charges | | | - | | - | | - |
| | | | 160,615 | | 156,910 | | 169,180 |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | - | - | - | - | - |
| Fees & Charges | | - | 206,632 | - | 213,290 | - | 213,720 |
| Property Income | | - | - | - | - | - | - |
| Grants - income | | - | - | - | - | - | - |
| Other income & recharges | | - | - | - | - | - | - |
| Transfers from earmarked reserves | | - | - | - | - | - | - |
| | | | (206,632) | | (213,290) | | (213,720) |
| Service Cost | | | (46,017) | | (56,380) | | (44,540) |
| Service cost - £'s per head of population | | | -0.35 | | -0.42 | | -0.33 |

| PH: | Nina Jeffries | 2018-19 | | 2019-20 | | 2020-21 | |
|--|-------------------------|--------------------|-----|--------------------|-----|--------------------|-----|
| Manager: | Tony Watson/Neil Blaney | Actual | | Outturn | | Budget | |
| Activity Area: | Parking | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 9.0 | 235,468 | 9.0 | 240,210 | 9.0 | 252,370 | |
| Property | | 650,848 | | 700,800 | | 702,280 | |
| Services & Supplies | | 238,735 | | 261,790 | | 258,890 | |
| Grant Payments | | 1,538 | | - | | - | |
| Transport | | 2,337 | | 3,650 | | 3,650 | |
| Leasing & capital charges | | 9,164 | | 9,160 | | 9,160 | |
| | | 1,138,089 | | 1,215,610 | | 1,226,350 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | - | 3,544,531 | - | 3,644,250 | - | 3,881,220 | |
| Property Income | - | 40,329 | - | 27,010 | - | 21,210 | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | - | 72,593 | - | 45,400 | - | 45,400 | |
| Transfers from earmarked reserves | | - | | 7,650 | | - | |
| | | (3,657,453) | | (3,724,310) | | (3,947,830) | |
| Service Cost | | (2,519,364) | | (2,508,700) | | (2,721,480) | |
| Service cost - £'s per head of population | | -19.17 | | -18.89 | | -20.27 | |

| PH: | Alan Connett | 2018-19 | | 2019-20 | | 2020-21 | |
|--|-----------------------------|-----------------|-----|-----------------|-----|-----------------|-----|
| Manager: | Rosanna Wilson | Actual | | Outturn | | Budget | |
| Activity Area: | Procurement & Commissioning | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | 1.0 | 82,531 | 1.0 | 64,080 | 1.0 | 54,520 | |
| Property | | - | | 1,360 | | 3,670 | |
| Services & Supplies | | 3,693 | | 4,390 | | 4,000 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 71 | | 340 | | 60 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 86,296 | | 70,170 | | 62,250 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | - | | - | | - | |
| Property Income | | - | | - | | - | |
| Grants - income | | - | | - | | - | |
| Other income & recharges | - | 39,366 | - | 24,820 | - | 24,250 | |
| Transfers from earmarked reserves | | - | | - | | - | |
| | | (39,366) | | (24,820) | | (24,250) | |
| Service Cost | | 46,930 | | 45,350 | | 38,000 | |
| Service cost - £'s per head of population | | 0.36 | | 0.34 | | 0.28 | |

| PH: Manager: Activity Area: | Andrew MacGregor Sarah Holgate Resorts | 2018-19 | | 2019-20 | | 2020-21 | |
|--|--|------------------|-----|------------------|-----|------------------|-----|
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 193,834 | 8.0 | 200,860 | 8.5 | 211,260 | 9.0 |
| Property | | 120,014 | | 226,940 | | 49,870 | |
| Services & Supplies | | 148,621 | | 163,400 | | 71,020 | |
| Grant Payments | | - | | - | | - | |
| Transport | | 2,949 | | 3,880 | | 4,130 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 465,418 | | 595,080 | | 336,280 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | 80 | | 280 | | - | |
| Fees & Charges | | 20,839 | - | 18,580 | - | 19,090 | - |
| Property Income | | 204,758 | - | 206,910 | - | 223,890 | - |
| Grants - income | | - | | - | | - | |
| Other income & recharges | | 144,114 | - | 6,580 | - | 3,320 | - |
| Transfers from earmarked reserves | | - | | 261,670 | | - | |
| | | (369,630) | | (494,020) | | (246,300) | |
| Service Cost | | 95,788 | | 101,060 | | 89,980 | |
| Service cost - £'s per head of population | | 0.73 | | 0.76 | | 0.67 | |

| PH: Manager: Activity Area: | Alan Connett Tracey Hooper Revenues & Benefits | 2018-19 | | 2019-20 | | 2020-21 | |
|--|--|---------------------|------|---------------------|------|---------------------|------|
| | | Actual | | Outturn | | Budget | |
| | | £ | FTE | £ | FTE | £ | FTE |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 1,149,153 | 52.0 | 1,085,980 | 49.0 | 989,190 | 39.0 |
| Property | | 93,299 | | 65,590 | | 92,390 | |
| Services & Supplies | | 610,162 | | 803,260 | | 680,770 | |
| Grant Payments | | 30,981,897 | | 25,700,000 | | 26,380,000 | |
| Transport | | 2,729 | | 6,570 | | 2,020 | |
| Leasing & capital charges | | - | | - | | - | |
| | | 32,837,240 | | 27,661,400 | | 28,144,370 | |
| <u>INCOME</u> | | | | | | | |
| Sales | | - | | - | | - | |
| Fees & Charges | | 186,749 | - | 199,270 | - | 199,000 | - |
| Property Income | | - | | - | | - | |
| Grants - income | | 31,489,024 | - | 26,130,240 | - | 26,711,360 | - |
| Other income & recharges | | 633,013 | - | 620,500 | - | 667,630 | - |
| Transfers from earmarked reserves | | - | | 52,570 | | - | |
| | | (32,308,786) | | (27,002,580) | | (27,577,990) | |
| Service Cost | | 528,454 | | 658,820 | | 566,380 | |
| Service cost - £'s per head of population | | 4.02 | | 4.96 | | 4.22 | |

| PH: Manager: Activity Area: | Gary Taylor Simon Thornley Spatial Planning | 2018-19 | | 2019-20 | | 2020-21 |
|--|---|------------------|-----|------------------|------|-----------------|
| | | Actual | | Outturn | | Budget |
| | | £ | FTE | £ | FTE | £ |
| | <u>EXPENDITURE</u> | | | | | |
| Employees | 10.0 | 522,467 | 9.5 | 555,790 | 10.0 | 459,210 |
| Property | | 25,818 | | 8,730 | | 8,990 |
| Services & Supplies | | 261,722 | | 244,480 | | 111,140 |
| Grant Payments | | 4,975 | | 7,780 | | - |
| Transport | | 6,313 | | 7,220 | | 4,780 |
| Leasing & capital charges | | - | | - | | - |
| | | 821,295 | | 824,000 | | 584,120 |
| | <u>INCOME</u> | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | - | 33 | - | 2,640 | - | 10,050 |
| Property Income | | - | | - | | - |
| Grants - income | - | 23,687 | - | - | - | - |
| Other income & recharges | - | 89,916 | - | 7,200 | - | - |
| Transfers from earmarked reserves | | - | - | 172,820 | | - |
| | | (113,637) | | (182,660) | | (10,050) |
| Service Cost | | 707,658 | | 641,340 | | 574,070 |
| Service cost - £'s per head of population | | 5.38 | | 4.83 | | 4.28 |

| PH: Manager: Activity Area: | Gordon Hook Phil Shears Strategic Leadership Team | 2018-19 | | 2019-20 | | 2020-21 |
|--|---|----------------|-----|----------------|-----|----------------|
| | | Actual | | Outturn | | Budget |
| | | £ | FTE | £ | FTE | £ |
| | <u>EXPENDITURE</u> | | | | | |
| Employees | 6.0 | 500,981 | 5.0 | 396,900 | 5.0 | 428,130 |
| Property | | 26,651 | | 12,940 | | 15,140 |
| Services & Supplies | | 20,293 | | 16,480 | | 14,780 |
| Grant Payments | | - | | - | | - |
| Transport | | 2,917 | | 3,370 | | 4,320 |
| Leasing & capital charges | | - | | - | | - |
| | | 550,842 | | 429,690 | | 462,370 |
| | <u>INCOME</u> | | | | | |
| Sales | | - | | - | | - |
| Fees & Charges | | - | | - | | - |
| Property Income | | - | | - | | - |
| Grants - income | | - | | - | | - |
| Other income & recharges | - | 100 | - | 280 | - | 280 |
| Transfers from earmarked reserves | | - | | - | | - |
| | | (100) | | (280) | | (280) |
| Service Cost | | 550,742 | | 429,410 | | 462,090 |
| Service cost - £'s per head of population | | 4.19 | | 3.23 | | 3.44 |

| PH: Manager: Activity Area: | Alistair Dewhirst Chris Braines Waste, Recycling & Cleansing | 2018-19 Actual | | 2019-20 Outturn | | 2020-21 Budget |
|--|--|-------------------|--------------------|--------------------|--------------------|--------------------|
| | | FTE | £ | FTE | £ | £ |
| | <u>EXPENDITURE</u> | | | | | |
| | Employees | 170.0 | 4,523,396 | 177.0 | 5,196,720 | 5,584,650 |
| | Property | | 573,555 | | 618,080 | 559,980 |
| | Services & Supplies | | 1,134,329 | | 1,031,370 | 957,350 |
| | Grant Payments | | 20,266 | | 6,830 | - |
| | Transport | | 537,246 | | 566,210 | 593,710 |
| | Leasing & capital charges | | 1,270,079 | | 1,284,030 | 1,327,340 |
| | | | 8,058,869 | | 8,703,240 | 9,023,030 |
| | <u>INCOME</u> | | | | | |
| | Sales | - | 803,626 | - | 711,930 | 721,060 |
| | Fees & Charges | - | 887,147 | - | 993,810 | 974,040 |
| | Property Income | - | 11,238 | - | 12,900 | 16,790 |
| | Grants - income | - | 32,231 | - | 750 | - |
| | Other income & recharges | - | 1,409,156 | - | 1,524,160 | 1,480,400 |
| | Transfers from earmarked reserves | | - | | 6,080 | - |
| | | | (3,143,398) | | (3,249,630) | (3,192,290) |
| Service Cost | | | 4,915,471 | | 5,453,610 | 5,830,740 |
| Service cost - £'s per head of population | | | 37.40 | | 41.05 | 43.44 |

Glossary

Column Headings

2018-19 Actual – the actual cost of the service for last year

2019-20 Outturn – the likely cost of the service for this year

2020-21 Budget – the budget proposed for the service for next year

FTE – the budgeted full time equivalent average staff numbers for the year
The numbers ignore spend on agency staff and Members allowances

Expenditure

Employees – includes staff related costs such as salaries, training, recruitment and employee insurance

Property – all property related costs including rent, rates, utilities, repairs, maintenance, cleaning and property insurance (including central offices and depot costs)

Services and Supplies – covers the purchase of goods and services including items such as printing, stationery, contractors, postage, telephones, specialist fees & Strata

Grant Payments – specific payments for grants and rent subsidies including rent allowances, council tax benefit, councillors' community fund and rural aid

Transport – includes fuel, vehicle repairs and maintenance, travel and subsistence costs

Leasing - includes cost of vehicles and equipment subject to lease and/or rental agreement

Income

Sales – income from the sale of items including recycled materials

Fees & Charges – income generated from services where we charge a fee, including car parks, land charges, leisure, planning and building regulation

Grant Income – this identifies grants mainly toward specific costs such as rent allowances

Property Income – income related to property such as rent, rights and lettings

Other Income – income not covered by any of the above including contributions to costs

**Final Proposed Fees and Charges
Income 2020/21**

Appendix 6

| Service | Actual 2018/19 £ | Probable 2019/20 £ | Proposed 2020/21 £ | Dept total 2020/21 £ Department | |
|-------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|--|-------------------------------|
| Building Control | - 991,874 - | 880,000 - | 897,000 - | 897,000 | Building Control |
| Misc | - 10 | - | - | - | Democratic Services |
| Land Charges | - 201,337 - | 184,850 - | 200,000 | | |
| Planning | - 771,051 - | 1,045,410 - | 887,100 | | |
| Planning Admin | - 721 - | 100 - | 4,100 | | |
| Street Naming | - 6,532 - | 7,220 - | 7,220 - | 1,098,420 | Development Management |
| Livestock Market | - 12,974 - | 8,390 - | 8,390 | | |
| Old Forde house | - 16,256 - | 16,000 - | 16,040 | | |
| | - 187,245 - | 180,450 - | 180,450 - | 204,880 | Economy & Assets |
| Electoral Registration | - 1,984 - | 2,160 - | 2,160 - | 2,160 | Electoral Services |
| Dog Control | - 1,267 - | 3,250 - | 2,790 | | |
| Health & Food Safety | - 6,213 - | 5,830 - | 8,480 | | |
| Health Licence Fees | - 33,053 - | 35,930 - | 27,640 | | |
| Litter Clearance | - 4,873 - | 4,860 - | 4,700 | | |
| Nuisance Parking | - 25 - | 50 - | 50 | | |
| Private Water Supply Sampling | - 1,961 - | 1,620 - | 2,140 - | 45,800 | Environmental Health |
| Amenity & Conservation Sites | - 3,282 - | 3,580 - | 1,840 | | |
| Cemetery Fees | - 156,050 - | 174,220 - | 181,950 | | |
| Shaldon Golf | - 68,058 - | 63,120 - | 63,120 | | |
| Sports Pitches | - 14,777 - | 12,800 - | 13,450 - | 260,360 | Green Spaces & Active Leisure |
| Housing | - 10,315 - | 5,280 - | 3,220 - | 3,220 | Housing |
| Legal Fees | - 26,894 - | 22,180 - | 20,780 - | 20,780 | Legal |
| Broadmeadow Sports Centre | - 91,021 - | 87,920 - | 98,680 | | |
| Dawlish Leisure Centre | - 222,873 - | 201,770 - | 224,660 | | |
| Leisure Childcare | - 92,003 - | 104,000 - | 109,330 | | |
| Leisure Memberships | - 1,399,823 - | 1,454,770 - | 1,521,520 | | |
| Newton Abbot Leisure Centre | - 465,736 - | 441,230 - | 472,730 | | |
| Outdoor Pools | - 41,010 - | 39,490 - | 41,130 - | 2,468,050 | Leisure |
| Gambling Act 2005 | - 25,763 - | 24,470 - | 25,560 | | |
| Hackney Carriage | - 52,416 - | 60,330 - | 60,050 | | |
| Licensing Act 2003 | - 128,453 - | 128,490 - | 128,110 - | 213,720 | Licensing |
| Car Parks | - 3,544,529 - | 3,644,250 - | 3,881,220 - | 3,881,220 | Parking |
| Beach huts | - 10,905 - | 8,260 - | 8,260 | | |
| Boat Storage | - 9,876 - | 10,260 - | 10,770 | | |
| Leisure Events | - 58 - | 60 - | 60 | | |
| Polly Steps | - - | - | - | 19,090 | Resorts |
| Council Tax | - 186,749 - | 199,270 - | 199,000 - | 199,000 | Revenue & Benefits |
| Local Development Framework | - 33 - | 2,640 - | 10,050 - | 10,050 | |
| Abandoned Vehicles | - 2,687 - | 160 - | 760 | | |
| Commercial Waste / Household Refuse | - 871,628 - | 984,610 - | 964,240 | | |
| Composting | - 2,000 - | 920 - | 920 | | |
| Toilets for Disabled | - 123 - | 210 - | 210 | | |
| Vehicle Workshop | - 10,709 - | 7,910 - | 7,910 - | 974,040 | Waste, Recycling & Cleansing |
| Grand Totals | - 9,675,096 - | 10,058,320 - | 10,297,790 - | 10,297,790 | |

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**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2019-20 TO 2022-23**

| | | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |
|---------------|-------------------------------|---|---|---|------------|---------|------------|------------|------------|--------------------------------|
| Code /bid no. | Asset/Service Area | | Description | | ORIGINAL | LATEST | LATEST | LATEST | LATEST | |
| | | | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | |
| | | | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | |
| | | | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | | | | | (Inc Fees) | | (Inc Fees) | (Inc Fees) | (Inc Fees) | |
| KG1 | Bakers Park | | Bakers Park development (S106) | | 489 | 300 | 402 | | | 8. Out and about and active |
| KP1 | Boat Cove, Dawlish | | Feasibility (CR) | | | 10 | | | | 4. Great places to live & work |
| KL1 | Broadband | | Contribution to Superfast Broadband subject to procurement arrangements (RS) (2022/23) subject to satisfactory assurances of funds being spent within Teignbridge area. | | 250 | - | | | 250 | 6. Investing in prosperity |
| Bid 28 | Broadmeadow Sports Centre | | Provision for Broadmeadow Sports Centre Asbestos (RS) (Included in Bid 4) | | 101 | - | | | | 8. Out and about and active |
| Bid 31 | Broadmeadow Sports Centre |  | Provision for Broadmeadow Sports Centre central boiler installation (CR) (Included in Bid 4) | | 45 | - | | | | 8. Out and about and active |
| Bid 4 | Broadmeadow Sports Centre | | Provision for Broadmeadow Sports Centre Improvement Plan (S106/BC). | * | 1,545 | - | 1,765 | | | 8. Out and about and active |
| K1 | Broadmeadow Sports Centre | | Broadmeadow Sports Centre Roof (CR) (Included in Bid 4) | | 68 | - | | | | 8. Out and about and active |
| KM2 | Car parks | | Multi-storey lift (RS) | C | | 48 | | | | 3. Going to town |
| KM3 | Car parks | | Upgrade of card payment facilities (RS) | C | | 12 | | | | 3. Going to town |
| Bid 245 | Churchyards | | Provision for Churchyards (RS) | * | 45 | 12 | | | | 4. Great places to live & work |
| KD4 | Churchyards | | Closed Churchyards (RS) | | | 46 | | | | 4. Great places to live & work |
| KY5 | Climate Change |  | Provision for carbon reduction projects (RS) | | | 100 | 132 | | | 10. Zero heroes |
| Bid 229e | Climate Change |  | Provision for Forde House replacement heating system (CR) | * | 340 | - | 340 | | | 10. Zero heroes |
| KY2 | Climate Change |  | Tunncliffe Building energy efficiency measures (RS) | C | | 20 | | | | 10. Zero heroes |
| KR3 | Coastal Monitoring | | SW Regional Coastal Monitoring Programme. (GG,EC) | | 798 | 1,391 | 724 | | | 9. Strong communities |
| KR5 | Coastal Monitoring | | Coastal asset review: project management support (GG) | | | 126 | | | | 9. Strong communities |
| KR6 | Coastal Monitoring | | Coastal asset review (GG) | | | 259 | | | | 9. Strong communities |
| KP4 | Colley Brook, Kingsteignton | | Gabion Basket Replacement (S106) | C | | 35 | | | | 9. Strong communities |
| KW3 | Cricketfield | | UTC Cricketfield Footpath (CR) | | 45 | - | | | | 3. Going to town |
| KG3 | Cycle paths |  | Wray Valley Trail (CIL) | C | | 100 | | | | 7. Moving up a gear |
| KG8 | Cycle paths |  | East-West Cycle Route (CIL) | C | | 180 | | | | 7. Moving up a gear |
| KG8 | Cycle paths |  | Teign Estuary Trail (CIL) | | | 100 | 100 | | | 7. Moving up a gear |
| Bid 211 | Cycle paths |  | Provision for Other cycling (CIL) | * | 280 | | 280 | | 170 | 7. Moving up a gear |
| Bid 211 | Cycle paths |  | Dawlish/Teignmouth Cycle Schemes (CIL) | * | 180 | | 65 | 340 | | 7. Moving up a gear |
| Bid 211 | Cycle paths |  | Heart of Teignbridge Cycle Provision (CIL) | * | 180 | | 90 | | | 7. Moving up a gear |
| KX7 | Dawlish | | Dawlish link road and bridge (GG) | | | 427 | | 4,473 | | 7. Moving up a gear |
| Bid 2 | Dawlish Leisure Centre | | Provision for Dawlish Leisure Centre Improvement Plan (S106,BC). | * | | | | 1,321 | | 8. Out and about and active |
| Bid 7 | Dawlish Leisure Centre | | Provision for Dawlish Leisure Centre Drainage Overhall & Improve (CR) | | 40 | - | | | | 8. Out and about and active |
| Bid 78 | Dawlish Warren Visitor Centre | | Provision for Dawlish Warren Visitor Centre (HRA/S106/CIL,EA,HLF,EC) | | - | | | | | 4. Great places to live & work |

| | | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |
|---------------|-----------------------------------|---|---|---|------------|------------|------------|------------|------------|--------------------------------|
| Code /bid no. | Asset/Service Area | | Description | | ORIGINAL | LATEST | LATEST | LATEST | LATEST | |
| | | | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | |
| | | | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | |
| | | | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | | | | | (Inc Fees) | |
| KB8 | Dawlish Warren | | Dawlish Warren Boardwalk (S106) | C | | 65 | | | | 4. Great places to live & work |
| KB6 | Dawlish Warren | | Dawlish Warren Boardwalk (S106) | | | - | 107 | | | 4. Great places to live & work |
| KB4 | Dawlish Warren | | Fencing (EC) | | | - | | | | 4. Great places to live & work |
| KL4 | Employment Land | | Purchase of Minerva Building (GG,BC) | C | 1,136 | 1,468 | | | | 6. Investing in prosperity |
| K34 | Energy Company |  | Energy Company (CIL) | | 177 | - | 177 | | | 9. Strong communities |
| KD1 | Forde House | | HR Refurb (CR) | | | 7 | | | | What else we will do |
| KD2 | Forde House | | Corporate Services Refurb feasibility (CR) | | | 3 | | | | What else we will do |
| KT2 | Forde Road Depot | | Forde Road depot concrete repairs (RS) | C | | 12 | | | | 2. Clean scene |
| Bid 297 | Heart of Teignbridge: Employment | | Provision for Heart of Teignbridge Employment Sites (BC: Prudential Borrowing) | * | 5,350 | 425 | 425 | | | 6. Investing in prosperity |
| Bid 297 | Heart of Teignbridge: Employment | | Provision for Heart of Teignbridge Employment Sites (BC: Prudential Borrowing; CR) | | 200 | - | | | | 6. Investing in prosperity |
| Bid | Heart of Teignbridge: Employment | | Provision for other employment land purchase and infrastructure (BC: Prudential Borrowing) | * | 2,000 | | 2,000 | | | 6. Investing in prosperity |
| KL2 | Heart of Teignbridge: Employment | | Newton Abbot employment land feasibility (BC: Prudential Borrowing) | | | 20 | | | | 6. Investing in prosperity |
| KX8 | Heart of Teignbridge | | A382 Improvements (CIL) (£5.1 m by 2022-23) | | | | | | 5,100 | 7. Moving up a gear |
| KW8 | Heart of Teignbridge | | Houghton Barton land (EC) | | 134 | 153 | | | | 4. Great places to live & work |
| JW/JV | Housing | | Discretionary - Disrepair Loans & Grants (GG/CR) | | 50 | 24 | 24 | 24 | 50 | 1. A roof over our heads |
| JW/JV | Housing | | Better Care-funded grants re: Housing loans and grants policy, including Disabled Facilities (GG) | | 1,000 | 1,580 | 1,030 | 1,000 | 1,000 | 1. A roof over our heads |
| JV7 | Housing |  | Warm Homes Fund (GG) | | | 26 | 234 | | | 1. A roof over our heads |
| JV | Housing |  | Warm Homes Fund (GG) | | | | 1,655 | | | 1. A roof over our heads |
| JY7 | Housing | | Broadhempston Community Land Trust (CR,RS) | C | | 10 | | | | 1. A roof over our heads |
| JY3 | Housing | | Exception site Starcross (CR) | | | | 65 | | | 1. A roof over our heads |
| JY3 | Housing | | Exception site Denbury (CR,GG) | C | | 100 | | | | 1. A roof over our heads |
| JY3 | Housing | | Moretonhampstead (Teign Housing) (EC) | C | | 85 | | | | 1. A roof over our heads |
| JY3 | Housing | | Additional Social Housing in Newton Abbot (East St) (CR, RS,GG, BC: Prudential Borrowing,S106) | | 115 | 68 | 890 | | | 1. A roof over our heads |
| JY3 | Housing | | Additional Social Housing in Newton Abbot (Drake Road) (CR,RS,GG,BC: Prudential Borrowing,S106) | | | 32 | 509 | | | 1. A roof over our heads |
| JY3 | Housing | | Longstone Cross Ashburton (CR) | | 100 | 100 | | | | 1. A roof over our heads |
| JY8 | Housing | | Shared Equity Scheme (S106) | | | | 667 | | | 1. A roof over our heads |
| Bid | Housing | | Provision for Shared Equity Scheme (CR) | * | | | 158 | | | 1. A roof over our heads |
| JY3 | Housing | | Affordable Housing unallocated (CR) | | - | 59 | 200 | 200 | | 1. A roof over our heads |
| JY5 | Housing | | Additional plots Haldon (S106,CR) | C | | 21 | | | | 1. A roof over our heads |
| Bid 80 | Habitat Regulations | | Provision for Habitat Regulations infrastructure measures (CIL) | * | 118 | - | 179 | 70 | 88 | 4. Great places to live & work |
| KV5 | IT - Committee | | Replacement IT Equipment/ Committee Mgt (RS) | C | 10 | 26 | | | | What else we will do |
| KV3 | IT - provision for Mobile Working |  | Mobile Working (RS) | | 68 | 10 | 84 | | | What else we will do |
| KV4 | IT - Customer Services | | Customer Portal (RS) | | | 71 | | | | What else we will do |
| KV6 | IT - Convergence | | Strata projects: Convergence Projects (RS) | | | 22 | | | | What else we will do |

| | | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |
|------------------|---------------------------------------|---|---|----|------------|------------|------------|------------|------------|--------------------------------|
| Code /bid no. | Asset/Service Area | | Description | | ORIGINAL | LATEST | LATEST | LATEST | LATEST | |
| | | | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | |
| | | | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | |
| | | | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | | | | | (Inc Fees) | |
| KV6 | IT 17-18 Strata projects | | Cemeteries (RS) | | | 8 | | | | What else we will do |
| KV6 | IT 17-18 Strata projects | | Grounds, Street, Public Realm (RS) | | | 27 | | | | What else we will do |
| KV6 | IT 17-18 Strata projects | | Environmental Health: Idox (RS) | | | 13 | | | | What else we will do |
| KV6 | IT - Car parks | | (Updated) Car Park systems upgrade (RS) | C | | 12 | | | | 3. Going to town |
| KV7 | IT - Planning | | Strata projects: Uniform Implementation (RS) | | | 58 | | | | What else we will do |
| KV8 | IT - Capital contribution | | Ongoing contributions towards Strata (RS) | | 41 | 41 | 41 | 41 | 41 | What else we will do |
| KV9 | IT - HR | | Strata projects: Human Resources (RS) | | | 16 | | | | What else we will do |
| KW1 | IT - Customer Services | | Reception Management (RS) | C | | 20 | | | | What else we will do |
| KW7 | IT - Customer Services | | Open channel/open access (RS) | | | 5 | | | | What else we will do |
| KV2 | IT - Customer Services | | ECM (RS) | | 14 | - | | | | What else we will do |
| KW2 | IT - Legal Services | | Legal Case Management (RS) | | 18 | 22 | | | | What else we will do |
| KV1 | IT - Finance | | Cash and Income Management (RS) | | 22 | - | | | | What else we will do |
| Bid | IT - Finance | | Provision for Finance Convergence (RS) | * | | | 100 | 167 | | What else we will do |
| Bid | IT - Finance/HR | | Provision for Winnix replacement (RS) | * | | | 13 | | | What else we will do |
| Bid | IT - Property and Assets | | Provision for Street Cleansing, Grounds Maintenance and Asset Management (RS) | * | | | 103 | | | What else we will do |
| KJ | Kingsteignton | | Kingsteignton Open Space (S106) | | | 60 | | | | 8. Out and about and active |
| KG2 | Leisure | | Playing Pitch Improvement Plan (S106) | | 300 | 280 | | | | 8. Out and about and active |
| KX9 | Marsh Barton |  | Marsh Barton Station (CIL) | | | | 1,300 | | | 7. Moving up a gear |
| Bid 43 | Michaels Field | | Provision for Michaels Field Phase 2 (S106/grant) | | 136 | - | | | | 8. Out and about and active |
| KG4 | Newton Abbot | | 3G artificial playing pitch, Coach Road, Newton Abbot (S106, CR) | | | 220 | | | | 8. Out and about and active |
| Bid 23 | Newton Abbot Leisure Centre | | Provision for Newton Abbot Leisure Centre fire alarm control panel (RS) | * | | | | 30 | | 8. Out and about and active |
| KF2 | Newton Abbot Leisure Centre | | Gym and tower office air conditioning replacement (CR) | | | 28 | | | | 8. Out and about and active |
| Bid 236a/b & 237 | Newton Abbot Leisure Centre | | Provision for Newton Abbot Leisure Centre AC Unit , Accoustic main sports hall & sports hall cooling system. (CR) | * | | | | 62 | | 8. Out and about and active |
| Bid 3 | Newton Abbot Leisure Centre | | Provision for Newton Abbot Leisure Centre Improvement Plan (S106;RS;CR) | * | | | | 350 | | 8. Out and about and active |
| KF5 | Newton Abbot Leisure Centre | | Newton Abbot Leisure Centre Gym Equipment (RS,S106) | | 40 | 57 | 56 | 40 | 40 | 8. Out and about and active |
| Bid 299 | Newton Abbot Town Centre Regeneration | | Provision for Newton Abbot Town Centre Improvements (GG) | * | 2,100 | - | 400 | | | 3. Going to town |
| KX1 | Newton Abbot Town Centre Regeneration | | Halcyon Rd (BC:Prudential Borrowing) | | | 100 | 3,381 | 3,418 | | 3. Going to town |
| KL6 | Newton Abbot Town Centre Regeneration | | Market Walk improvement works (CR, RS) | C | | 50 | | | | 3. Going to town |
| KL9 | Newton Abbot Town Centre Regeneration | | Cattle Market Enabling Works (CR) | | | 200 | | | | 3. Going to town |
| KL7 | Newton Abbot Town Centre Regeneration | | Bradley Lane Enabling Works (RS,CR) | | | 113 | | | | 3. Going to town |
| KW9 | Newton Abbot Town Centre Regeneration | | Cinema (RS) | | | 21 | | | | 3. Going to town |
| KX2 | Newton Abbot Town Centre Regeneration | | Sherborne House: town centre regeneration/Social Housing (BC: Prudential Borrowing) | | | 3,000 | 2,282 | | | 3. Going to town |
| KW4 | Newton Abbot Town Centre | | Sherborne Rd Planter (RS) | C | | 14 | | | | 3. Going to town |
| Bid | Newton Abbot Town Centre | | Provision for Future High Street Fund projects (GG, CIL, EC, BC: Prudential Borrowing) | * | | 100 | 4,087 | 5,235 | 5,530 | 3. Going to town |
| KW5 | Open Spaces | | Cirl bunting land (S106) | 63 | | - | 250 | 125 | | 4. Great places to live & work |

| | | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |
|---------------|----------------------------|---|--|---|------------|---------|------------|------------|------------|--------------------------------|
| Code /bid no. | Asset/Service Area | | Description | | ORIGINAL | LATEST | LATEST | LATEST | LATEST | |
| | | | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | |
| | | | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | |
| | | | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | | | | | (Inc Fees) | | (Inc Fees) | (Inc Fees) | (Inc Fees) | |
| KB9 | Open Spaces | | Dormouse habitat improvements (S106) | C | | 12 | | | | 4. Great places to live & work |
| KB2 | Open Spaces | | Mill Marsh Park, Bovey Tracey (S106) | C | | 75 | | | | 4. Great places to live & work |
| KS4 | Pavilions Teignmouth | | Pavilions, Teignmouth (CR) | C | | - | | | | 3. Going to town |
| K7 | Penns Mount Park | | Penns Mount Hilltop Park (CIL) | | | | - | | | 4. Great places to live & work |
| Bid 44 | Play area equipment/refurb | | Provision for Dawlish play space flagship provision (S106) | * | 75 | - | 75 | | | 8. Out and about and active |
| Bid 45 | Play area equipment/refurb | | Provision for Powderham Newton Abbot play space equipment (S106) | * | | | 30 | | | 8. Out and about and active |
| Bid 47 | Play area equipment/refurb | | Provision for Newton Abbot Play Area (S106) | * | | | 74 | | | 8. Out and about and active |
| KJ1 | Play area equipment/refurb | | Coombe Valley Play Area (S106) | C | | 26 | | | | 8. Out and about and active |
| Bid 46 | Play area equipment/refurb | | Provision for Decoy refurb (S106/CIL) | * | 150 | - | 300 | | | 8. Out and about and active |
| Bid 49 | Play area equipment/refurb | | Provision for Den, Teignmouth play area overhaul (S106/CIL) | * | 200 | - | | 200 | | 8. Out and about and active |
| KJ3 | Play area equipment/refurb | | Higher Woodway, Teignmouth play area refurb (S106) | | | - | 30 | | | 8. Out and about and active |
| Bid 51 | Play area equipment/refurb | | Provision for Meadow Centre Teignmouth play area major refurb (S106) | * | | - | | 30 | | 8. Out and about and active |
| Bid 58 | Play area equipment/refurb | | Provision for Palace Meadow, Chudleigh play space overhaul (S106) | * | | | 15 | | | 8. Out and about and active |
| KJ6 | Play area equipment/refurb | | Furlong Close, Buckfastleigh (CR) | | | | 28 | | | 8. Out and about and active |
| Bid 67 | Play area equipment/refurb | | Provision for Teignbridge-funded play area refurb/equipment (CR) | * | 114 | - | 86 | | | 8. Out and about and active |
| KB1 | SANGS/Open Spaces | | SANGS land purchase (GG; CIL) | | 475 | 715 | | 385 | | 4. Great places to live & work |
| KB1 | SANGS/Open Spaces | | SANGS instatement (GG; CIL) | | 298 | 298 | | 95 | | 4. Great places to live & work |
| KB7 | SANGS/Open Spaces | | SANGS: Dawlish (CIL;S106) | C | - | - | | | | 4. Great places to live & work |
| Bid 95 | South West Exeter | | Provision for South West Exeter Transport (2023-28) (CIL) | * | | | | | | 7. Moving up a gear |
| K13 | South West Exeter | | (Updated) SW Exeter Education Provision (CIL) | | 1,000 | | | 1,000 | 1,950 | 4. Great places to live & work |
| Bid | South West Exeter |  | Provision for District Heating (CIL) | * | | | 3,000 | | | 9. Strong communities |
| Bid 5 | Sport & Leisure | | Provision for Sports Provision (CIL) | * | 65 | - | 664 | | | 8. Out and about and active |
| Bid 72 | Sport & Leisure | | Provision for Outdoor sport facility to serve Newton Abbot area (S106) | * | 230 | - | 230 | | | 8. Out and about and active |
| K6 | Sport & Leisure | | Sports allocation (CIL) | | 358 | - | | | | 8. Out and about and active |
| Bid 90 | Teignbridge | | Provision for Education (CIL) | * | | | | 350 | 1,700 | 4. Great places to live & work |
| Bid 40 | Teignmouth Lido |  | Provision for Teignmouth Lido boiler replacement (CR) | * | | - | 100 | | | 8. Out and about and active |
| KX3 | Teignmouth Town Centre | | Teignmouth Town Centre Regeneration (includes feasibility budget) (BC: Prudential Borrowing) | | 6,900 | 250 | 3,531 | 3,571 | | 6. Investing in prosperity |
| KL5 | Teignmouth | | Beachcomber café (RS) | | | 147 | | | | 3. Going to town |
| Bid 77 | Teignmouth | | Provision for Teignmouth open space (S106) | * | 50 | - | | 50 | | 4. Great places to live & work |
| KR1 | Teignmouth | | Beach Management Plan (GG) | | | 115 | | | | 9. Strong communities |
| Bid 116 | Waste Management | | Provision for Bulking Station - replace telehandlers (RS) | * | | | 50 | | 50 | 2. Clean scene |
| KS2 | Waste Management | | Bulking Station - replace telehandlers (CR) | | | 50 | | | | 2. Clean scene |
| KS3 | Waste Management | | Bulking Station welfare facilities (RS) | | | 18 | | | | 2. Clean scene |
| Bid 118 | Waste Management | | Provision for Bulking Station - replace Sortline (RS) | * | | | | 75 | 100 | 2. Clean scene |
| Bid 120 | Waste Management | | Provision for Waste vehicles (RS) | * | 200 | - | | | 200 | 2. Clean scene |
| Bid 121 | Waste Management | | Provision for: Replace kerbsider (CR) | | 100 | - | | | | 2. Clean scene |
| Bid | Waste Management | | Provision for replacement card baler (2026) | | | | | | | 2. Clean scene |

| | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |
|---------------|--------------------|---|---|---------------|---------------|---------------|---------------|---------------|----------------|
| Code /bid no. | Asset/Service Area | Description | | ORIGINAL | LATEST | LATEST | LATEST | LATEST | |
| | | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | |
| | | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | |
| | | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | | | | (Inc Fees) | |
| KS0 | Waste Management | Purchase of Wheeled Bins (RS) | | 99 | 99 | 104 | 104 | 104 | 2. Clean scene |
| KT1 | Waste Management | Bulking Station Silo Refurbishment (CR) | C | | 29 | | | | 2. Clean scene |
| KT3 | Waste Management | Vehicle tracking system (RS) | C | | 11 | | | | 2. Clean scene |
| | | | | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 | |

| Code /bid no. | Asset/Service Area | Description | 27,849 | 13,863 | 32,632 | 22,756 | 16,373 |
|---------------|--------------------|-------------|------------|------------|------------|------------|------------|
| | | | ORIGINAL | LATEST | LATEST | LATEST | LATEST |
| | | | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | | | 2019-20 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
| | | | £'000 | £'000 | £'000 | £'000 | £'000 |
| | | | (Inc Fees) |

| FUNDING GENERAL | | | | | | |
|---|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Revenue contributions to reserve towards future expenditure | | | (124) | (44) | (44) | (203) |
| Revenue contributions applied to existing expenditure | | (77) | (77) | (252) | (235) | - |
| Capital Receipts Unapplied - Brought forward | | (2,493) | (3,470) | (3,290) | (3,776) | (3,565) |
| Capital Receipts - Anticipated | | (650) | (246) | (1,700) | - | - |
| Budgeted Revenue Contribution plus additional for specific schemes | | (128) | (109) | (271) | (453) | (485) |
| Use of Revenue Contributions Reserve | | - | (778) | (26) | (75) | (50) |
| Government Grants | | (1,899) | (3,376) | (2,507) | (6,629) | (2,228) |
| S106 | | (1,459) | (1,008) | (1,413) | (346) | (1,250) |
| Other External Contributions | | (134) | (294) | (803) | (1,040) | (101) |
| Community Infrastructure Levy | | (3,461) | (1,393) | (6,115) | (2,618) | (9,109) |
| Internal Borrowing | | (662) | (211) | (235) | - | - |
| Capital Receipts Unapplied - Carried forward | | 2,013 | 3,290 | 3,776 | 3,565 | 3,315 |
| Business cases: Prudential borrowing | | (17,711) | (4,163) | (13,614) | (10,160) | (1,850) |
| HOUSING | | | | | | |
| Capital Receipts Unapplied - Brought forward | | (1,526) | (1,781) | (2,235) | (1,427) | (1,953) |
| Capital Receipts - Anticipated | | (50) | (50) | (50) | (50) | (50) |
| Capital Receipts - Right to Buy | | (700) | (700) | (700) | (700) | (700) |
| Better Care Funding and other government grants. | | (1,000) | (1,606) | (3,374) | (1,000) | (1,000) |
| S106 | | - | (93) | (667) | - | - |
| Other External Contributions | | - | (42) | - | - | - |
| Internal or Prudential Borrowing | | - | - | (801) | - | - |
| Budgeted Revenue Contribution plus additional for specific schemes. | | - | (60) | - | - | - |
| Use of Revenue Contributions Reserve | | - | (8) | (34) | - | - |
| Capital Receipts Unapplied - Carried forward | | 2,011 | 2,235 | 1,427 | 1,953 | 2,653 |
| TOTAL FUNDING | | (27,849) | (13,863) | (32,632) | (22,756) | (16,373) |

| | | | | | |
|---|------|-------|-------|-------|-------|
| Revenue contribution re: previous years' expenditure | (77) | (77) | (252) | (235) | - |
| Revenue contributions to reserve towards future expenditure | | (221) | (44) | (44) | (203) |

| Programme Funding | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| Budgeted and additional Revenue Contribution | (128) | (169) | (271) | (453) | (485) | |
| Revenue Contributions earmarked reserve. | - | (786) | (60) | (75) | (50) | |
| Capital Receipts | (1,395) | (722) | (2,772) | (435) | (300) | |
| Section 106 | (1,459) | (1,101) | (2,080) | (346) | (1,250) | |
| Other External Contribution | (134) | (336) | (803) | (1,040) | (101) | |
| Grant | (2,899) | (4,982) | (5,881) | (7,629) | (3,228) | |
| Community Infrastructure Levy | (3,461) | (1,393) | (6,115) | (2,618) | (9,109) | |
| Internal borrowing | (662) | (211) | (235) | - | - | |
| Business cases: Prudential borrowing | (17,711) | (4,163) | (14,415) | (10,160) | (1,850) | |
| Total | (27,849) | (13,863) | (32,632) | (22,756) | (16,373) | |
| Balance of capital receipts | (4,024) | (5,525) | (5,203) | (5,518) | (5,968) | |

Key:

EC - External Contributions
GG - Government Grant
CR - Capital Receipt
RS - Revenue Savings
BC - Business Case
C - project complete. Where this relates to payment of a contribution, indicates contribution has been paid.
* - Provisional scheme, pending full approval



Climate Change project

Bold

Denotes a change in the programme



Teignbridge District Council

Commercial Strategy

Contents

1. Introduction
2. Overall goal and context
3. Strategic Fit and Core Aims
4. Key Priority Areas
5. Commercial Strategy Principles
6. Decision Making
7. Delivery and Priority Opportunities
8. Benefits

Appendix 1: Legal and Financial considerations

Appendix 2: Risk

Appendix 3: Governance

1. INTRODUCTION

- 1.1** This commercial strategy provides the framework which will allow the Council to achieve its vision of shaping Teignbridge as a place which is economically resilient, delivering good quality services while addressing the funding challenges faced following the overhaul of public sector finances during the era of “austerity”. It sets the tone for Teignbridge as a commercially aware Council which will be essential to allow us to meet our Council vision, *“Making the district a healthy and desirable place where people want to live, work and visit”*.
- 1.2** It takes a broad view of the concept of commercialisation, to include service and charging reviews and process redesigns; financial management, investment and procurement initiatives; housing and regeneration projects, asset management and income generation.
- 1.3** The commercial strategy will be updated annually to include progress reviews and changes to delivery priorities. This will be reported to Full Council in February each year as part of the suite of Budget papers.

2. OVERALL GOAL AND CONTEXT

- 2.1** The goal of the commercial strategy is to enable the Council to become financially self-sufficient. This is essential to providing the stability which will allow it to focus on the provision of good quality services and achieving the key objectives of the Council strategy:
- A carbon neutral district
 - Better quality and affordable housing
 - Wages and jobs growth
 - Active and sustainable travel choices
 - Encouraging our young people to stay
 - A healthier population living in resilient communities
 - A clean, green and safe environment
 - An open council
- 2.2** Nationally, austerity has driven a reduction in local authority funding. For Teignbridge, revenue support grant has been nil for Teignbridge since 2019-20. In addition, the business rates retention “baseline” is forecast to be reset, meaning the loss of significant business rates income associated with positive growth in the district. New Homes Bonus has been reduced and may potentially be scrapped. It is not yet clear whether there will be a replacement funding stream. This has created a forecast revenue budget gap of around £1.5 million from 2022-23. However, the Council also wishes to ensure the continuation of its capital programme with an increase in its revenue contribution to capital of £0.8 million per annum. This means that the overall budget gap is currently approximately £2.3 million. Further loss of Housing Right to Buy receipts after 2023 will increase the gap in our revenue and capital funding. While the Council currently has reserves, they will be depleted unless savings or income can be found.

- 2.3** There is a requirement for the Council to produce a balanced budget each year. By acting commercially, the Council aims to fulfil its vision for Teignbridge and contribute towards the reducing the significant budget gap which has been identified from 2022-23 onwards.
- 2.4** Regionally, the South West is a diverse area, with a mix of coast, countryside and urban areas. Key economic sectors are tourism, farming, advanced manufacturing and renewable energy – all dynamic industries susceptible to both economic opportunity and change. The population is ageing, with more than 1 in 5 people being over state pension age. The population is well educated, with more than a third being educated to degree level or higher (Office for National Statistics, Graduate in the UK labour market: 2017).
- 2.5** Teignbridge itself boasts busy market towns, coastal resorts and rural countryside. It is in close proximity to the major cities of Exeter and Plymouth, with close links to the Torbay area and access to the wilds of Dartmoor. Locally, this picture presents both financial and demographic challenges and opportunities. In order to respond, Teignbridge is looking at the opportunities to develop new ways of generating the income required, as well as more agile and efficient ways of delivering services. An effective and financially sustainable council is at the heart of its vision to make the district a healthy and desirable place where people want to live, work and visit.
- 2.6** The goal of financial self-sufficiency is being sought in the context of meeting the social, economic and environmental needs of the residents and district. This means that the Council needs to be clear about the services it must provide (statutory) and those it opts to provide (discretionary), whether they offer good value for money and whether they are meeting the needs of customers. Defining the role of the Council is key to ensuring that it focuses on services unique to it and does not squander resources on those which are the responsibility of other public sector organisations, or which can be provided by the private sector or open market. The emphasis is on providing services which significantly contribute to the delivery of Council Strategy, or where there is market failure and social and/or economic value of Council intervention has been identified.
- 2.7** There are complex legal and financial considerations, such as tax, procurement and State Aid rules. Appendix 1 provides examples of these for information. However, it is expected that the relevant advice would be sought on a case-by-case basis to ensure the Council enters into any commercial venture in full knowledge of the legal powers which enables it to do so.

3. STRATEGIC FIT AND CORE AIMS

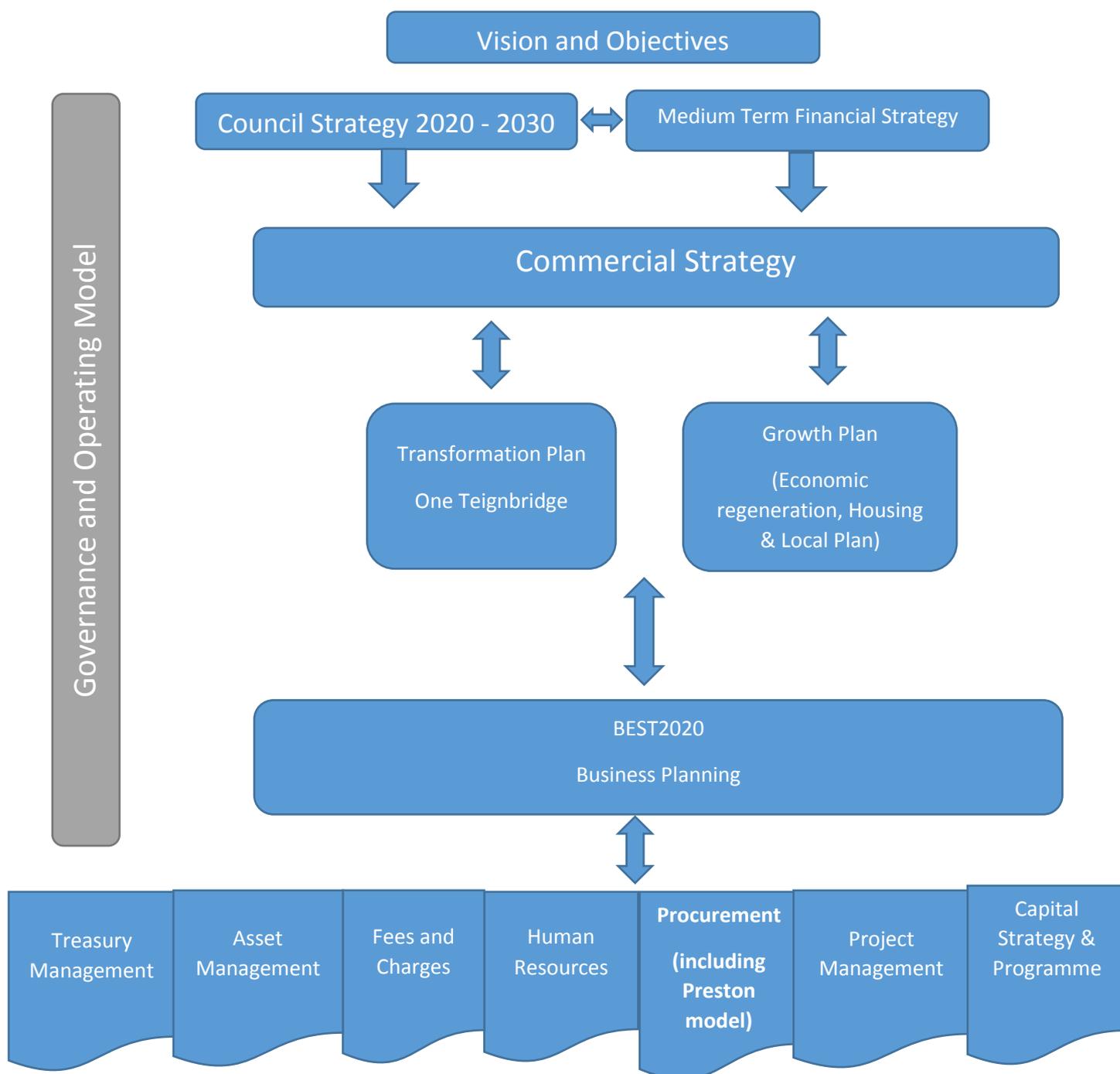
- 3.1** The Teignbridge Council strategy 2020- 2030 sets out the Council's overall vision, objectives and details of the ten programmes the Council will be focusing its efforts on. The programmes are set to ensure managers and members focus on delivering services that ultimately will ensure Teignbridge is fit and sustainable for now and the future ahead.
- 3.2** The commercial strategy is one of the key cross-cutting strategic documents that supports managers and members to ensure there is true understanding of how to shape, plan and deliver services commercially. The transition to a more commercial approach applies across the council. It has links to the capital strategy in terms of

the larger projects within the Key Priorities of Regeneration and Commercial Property, Asset Management and Housing. Delivery of these projects is integral to the Council strategy. They are supported by the Council's approach to investments and the borrowing which is critical to funding them, so must be taken into account within the Council's treasury management strategy. Key Priority 4: Financial Management underpins this, as well as ensuring that project stream implications can be drawn together within the requirement of producing a balanced budget for the Medium Term Financial Strategy.

- 3.3** The commercial strategy is not limited to capital projects and has strong links to both the One Teignbridge digital transformation process, and BEST2020 business planning process, as outlined in Key Priority 3: Commercialisation and strong, agile working processes. These activities align with the goal of creating an operating model for the Council which focuses on fostering a commercial approach, selecting the most efficient delivery models for each service.

Digital and process redesigns achieved under the One Teignbridge project are key to delivering our transformation programme. Shifting access to self-serve where possible (internally and externally) allows resources to be available for face-to-face or phone support for those residents who truly need them.

Use of data generated by systems helps to predict future service needs and demands.



3.4 In order to achieve the overall goal of financial sustainability and contributing to the closure of the identified budget gap, while adhering to council priorities and sound governance, the commercial strategy will focus on the following core aims:

- Increasing financial and social benefits through delivery of regeneration initiatives which stimulate economic growth, and local Housing. This will help ensure local residents find the support they need to thrive and that the right conditions are created for existing and new businesses to grow and be financially independent.
- Increasing the council's financial sustainability, resilience and continuing ability to provide statutory functions. This will be achieved by analysis of appropriate service provision, generating additional income through trading, fees and charges and investment, within the relevant legal framework as outlined in Appendix 1.

- Fees and charges should deliver full cost recovery unless a specific reason has been identified where there is a social or economic benefit in not doing so. Any subsidies must be deliberate. See section 7.3.1 for more information on how the Council will implement this process.
- Being socially responsible – investments and practices which support local prosperity, social and environmental benefits. In line with the Public Services (Social Values) Act 2012 – if business cases have similar returns, look to deliver those initiatives which provide best social or environmental outcome whilst paying due attention to equality, wellbeing and safeguarding.
- Investing within the district is the first priority. However, it is recognised that there are benefits to investing within the local functional economic area. Many residents and businesses commute or trade between Teignbridge and the area of the Greater Exeter Strategic Plan (GESP), or the wider Heart of the South West Local Enterprise Partnership area, comprising Devon, Plymouth, Somerset and Torbay. Therefore, investments within these boundaries will in turn encourage the growth of business rates and Council Tax. Investments outside the area will also be considered, especially where equivalent opportunities are not available within the district.
- Securing external funding and working in partnership

4. KEY PRIORITIES

4.0 The latest BEST2020 process generated a database setting out areas where savings have already been identified and those to be investigated and progressed. This has been added to following advice obtained via the Local Government Association's scheme to assist councils in improving their approach to commercialisation. The Council's capital programme sets out existing projects in relation to the priorities of Housing and regeneration. There are 5 key priority areas:

4.1 Key Priority 1: Regeneration and Commercial Property Investment

- Enabling the district to continue to thrive in evolving economic times. The Council is currently working on town centre regeneration projects which focus on the transformation of our town centres away from places simply to shop and towards being destinations for leisure and focal points for communities. Delivering new hotels in Newton Abbot and Teignmouth as well as working towards broader regeneration of Newton Abbot town centre will positively influence the economic prosperity of the district, helping to provide growth in local jobs, attracting businesses to the area and contributing towards local vibrancy. In turn, this encourages people to both work and spend leisure time locally, which should help reduce carbon emissions.

4.2 Key Priority 2: Asset Management

- To ensure the Council maximises the available benefits of its assets, whether as operational sites, to generate rental income, to re-purpose or sell. Carbon neutrality will be considered in relation to asset management. The recent move of the Department for Work and Pensions to Forde House makes efficient use of

Teignbridge property assets. Officers are currently working on schemes to ensure we are obtaining best use of other assets, such as leisure facilities, with provisions in the capital programme for leisure centre improvements.

4.3 Key Priority 3: Commercialisation and strong, agile operating practices

- Grow those activities which provide income through fees and charges, ensuring cost recovery unless deliberately providing subsidy. New trading services, for example using departmental specialisms to generate income to support service delivery and capital investment. The BEST2020 process enables departments to take a commercially-aware overview of existing services to ensure they are delivering good value for money.
- One Teignbridge is the name of the digital transformation programme which supports the Council to act, think and behave as a digital first organisation, delivering continuous improvement to benefit customers. The One Teignbridge project team includes specialists from across the council and they are led by the Transformation Programme Board made up of senior management staff and a portfolio-holding member of the administration. The team is working with departments to analyse processes, identifying strengths and opportunities for improvement, ensuring optimum efficiency. In many ways, the BEST2020 and One Teignbridge processes have already laid the groundwork. This will continue, with work-streams being taken forward to realise further benefits.
- This area also encompasses human resources, delivery models and systems.

4.4 Key Priority 4: Financial Management

- Financial management: The treasury investment strategy is being reviewed with a view to including an element of commercial investment such as a property fund to provide improved returns. This involves a move away from the traditional “risk averse” strategy towards one which is “risk aware”. This will be approached in a measured way to mitigate against risk, while recognising a shift in balance within the overall priorities of security, liquidity and yield. The council is also taking advice on investment and borrowing strategies against the backdrop of a capital programme which assumes future prudential borrowing.
- Pension deficit reduction is being investigated.
- Procurement and contract management offer opportunities to continuously improve services and control costs, avoiding arrangements which “roll on” to the disadvantage of the council and its residents. Income generation – a local lottery is potentially a route to “crowd-funding” schemes which would otherwise be unlikely to attract funding.

4.5 Key Priority 5: Housing

- The provision of affordable/social rented accommodation (in acceptance that this may not provide optimum return, but fulfils social priorities).
- While keeping an open mind, the council does not currently intend to set up a housing company.
- The Council is currently working on projects to deliver accommodation for social rent in Newton Abbot town centre, both independently and through working with a development partner. It also seeks to enable solutions for those seeking affordable home ownership and to deliver services efficiently through asset management.

5. COMMERCIAL STRATEGY PRINCIPLES

5.1 Team Teignbridge

- Enhancing the council's commercial capability by working together, learning and harnessing the necessary external expertise is essential. The success of the commercial strategy will rely on the all staff and elected Members playing their role. Senior management will encourage a commercial approach, both within the council and in its interactions with partners and outside bodies. The council recognises that the demands of commercial projects require time and resources and a skill-set which may require development. Where specific expertise is required, this will mean seeking external advice where appropriate.

5.2 Due diligence and risk

- Venturing into new areas inevitably carries a degree of risk. While this cannot be eliminated and it must be acknowledged that some ideas may fail, the council is working to develop commercial skills, promoting risk-awareness – a change from the past culture of being risk-averse. Teignbridge's appetite for risk seeks to be proportional to its role as a district council.
- The council seeks to minimise risk by the development of business cases. Due diligence and financial appraisal are key to ensuring there is a sound basis for initiatives and investments.
- Teignbridge will consider each initiative on its own merit, using an appropriate period for whole-life appraisal based on the asset type and regulatory guidance. For example, the following ranges might be used, dependent on the dynamics of particular schemes:
 - Land and property: 25 to 40 years
 - Plant and equipment: 5 to 10 years
 - Intangible: 5 to 10 years
- Business cases must be sound and demonstrate consideration and mitigation of risk factors as per the risk policy at appendix 2. Progression of schemes is dependent on either the Capital Review Group or the Transformation Board being satisfied that business cases meet the investment criteria in the flow chart at Appendix 3.

5.3 Rate of return

- In order to ensure that an initiative will make an appropriate contribution to the council's finances, it will seek a rate of return which provides a margin above costs, including financing costs such as borrowing interest and Minimum Revenue Provision (MRP). The guideline minimum is 1%.
-

5.4 Corporate governance

- Activities will comply with the council's governance arrangements, including the Code of Conduct, Contract Procedure Rules and Financial Instructions including Committee approval requirements and the Capital Review Group and project management process.

5.5 Legal compliance

- Local authorities' freedom to act to generate income is governed by legislation and case law. See Appendix 1 for examples. However, expert advice must be obtained on a case-by-case basis.

5.6 Prudent borrowing

- The council seeks to gain best value through its treasury management practices. This may include a range of borrowing options, including "internal" borrowing. However, external borrowing will be necessary and will be undertaken in line with CIPFA's Prudential Code and with the benefit of external advice where appropriate. The Council will remain flexible in considering the most appropriate sources of borrowing. This might include the Public Works Loans Board (PWLB), other local authorities, bond finance or alternative more specialist sources.

6 DECISION MAKING

Commercial Property Investment Board (CPIB)

The Commercial Property Investment Board consists of:

- Chief Finance Officer or deputy
- Head of Place and Commercial Services
- Solicitor to the Council or deputy
- The Leader of the Council or deputy
- Executive PH for Corporate Resources
- Chair of Overview & Scrutiny Committee
- Chair of Audit Scrutiny

Other service representatives, relevant executive members or expert external assistance will be called upon as required.

Commercial investments bring an imperative to respond quickly in order to maintain a strong negotiating position in a competitive market. Therefore, delegated authority is to be sought from Full Council within the Budget papers 2020-21 as follows:

Subject to prior consultation with all CPIB members (or in their absence their deputies), or a minimum of four Board members including the Chief Finance Officer (or deputy) and Leader of the Council (or deputy), in the event of any Board

member being unavailable, delegated authority be given to the Chief Finance Officer (or deputy)

To:

- (a) Approve the purchase of assets (including feasibility costs if necessary) where the investment is in line with the principles of the commercial strategy and meets the following criteria, as laid out in the flow-chart at Appendix 3:
- The purchase is within the established borrowing cap of £70 million.
 - The business case demonstrates a return of at least 1% after all costs, including financing items
 - There is a sufficient return for the level of risk (as determined by the CFO in consultation with the Board)
 - The asset falls into one of the acceptable asset classes as detailed at 7.1.3

And

- (b) Complete all associated agreements (including but not limited to professional appointments to advise on relevant matters).

PROVIDED THAT this delegation shall only apply in cases where it would be contrary to the financial interests of the Council to delay making a decision on the matters in (a) as a result of Financial Instructions Rules (e.g. due to timing of the next available meeting of a relevant committee / Full Council).

The intention is to allow a quick response to opportunities where appropriate, while adhering to a strict due diligence process.

7 DELIVERY AND PRIORITY OPPORTUNITIES

The following summary includes relevant extracts from the BEST2020 database of actions where appropriate.

7.1 Key Priority 1: Regeneration and Commercial Property Investment).

7.1.1 The Council will continue to monitor opportunities to add value and diversity to its property portfolio within the constraints of the Commercial Strategy Principles and the proportionality and prudential limits as outlined in the capital strategy.

7.1.2 It will prioritise capital investment which focuses on supporting outcomes in the Council strategy 2020 - 2030 and Commercial Strategy Core Aims and which yield optimal rental growth and stable income.

7.1.3 Acceptable investment classes:

- Regeneration and Housing
- Economic Benefit/business rate growth
- Support for local business growth; creating or safeguarding jobs
- Energy/low carbon projects
- Creation or protection of social value in the district or LEP area
- Responding to local market failures

- Ancillary contributions to the financial sustainability of the council, including out of area investments where opportunities are not available within the district.

- 7.1.4** Decisions will be made with reference to the defined framework for risk management and ensure appropriate exit strategies and contingency plans are in place to protect the Council's long-term position.
- 7.1.5** The council will work within the governance arrangements as described within the Commercial Strategy Principles. Developing from the basis already formed by the capital review group process, use of the capital proposal form and financial appraisal has been taken up and will continue to ensure a competitive system for project approval, which considers risk, value for money and resource implications.
- 7.1.6** The focus as projects progress and new opportunities arise will be to develop detailed business cases including whole life costings, financing implications and cost benefit analysis. The minimum appropriate yield which must be demonstrated is 1% after all costs, including financing costs.
- 7.1.7** It is intended that the Cost Benefit Analysis Model will help to identify both financial, environmental and social benefits of projects, taking into account the core aims of social responsibility and investing within the district and LEP area. Where returns on projects are similar, preference will be given to those demonstrating greater social benefits.
- 7.1.8** The proportional debt limit for the council has been assessed as approximately £70 million. See 7.4.2 for more details. Projects must be considered with regard to this limit.
- 7.1.9** Monitoring and review: the capital review group uses the corporate SPAR performance management system to monitor progress and learn from issues arising during the delivery phase. This also acts as the key project management tool for capital projects, identifying areas of concern.
- 7.1.10** Ongoing financial outcomes (actual yields and market values) will be monitored and reported as part of the requirement to identify the contribution of commercial activities to council budgets in the capital strategy. This process will identify any loss of value or revenue consequences of yields not performing as anticipated and contribute to an open learning culture.

7.2 Key Priority 2: Asset management

- 7.2.1** The following priority areas have been identified to ensure that assets are being managed in line with the Teignbridge Corporate Asset Management Overview as outlined within the Capital Strategy.

7.2.2 A long-term review of the current use of existing assets, identifying their contribution, in order to classify as over-performing, performing or under-performing. This information will be used to determine the best future path for each asset:

- Investment to cut costs/improve efficiency/generate additional income
- Review of rents and subsidies, including maintenance responsibilities, in order to achieve market rents and prices for assets
- Identify surplus assets for disposal, being mindful that planning permission can increase the value to potential developers. This maintains a fund of capital receipts to supplement revenue contributions and prudential borrowing in the long term, especially for corporate priorities which cannot demonstrate a business case.
- Transfer to town and parish councils where appropriate
- Do not keep any asset with no income, development value, marriage value or operational need.

7.2.3 Identify land/buildings to purchase to deliver priorities in terms of the economy, environmental and social wellbeing of the area and financial return (refer to 7.1.6), ensuring that a disposal plan or exit strategy is included within proposals for consideration by the Capital Review Group and Commercial Investment Board

7.3 Key Priority 3: Commercialisation and strong, agile operating practices

7.3.1 BEST 2020

- The BEST 2020 process contributes to robust service planning by encouraging services to examine
 - The nature of services provided: are they statutory or discretionary; if discretionary, is there a clear social or economic benefit to the Council providing the service; is the service the responsibility of other public sector organisations or can it be provided by the private sector?
 - The potential for trading and income; assessing whether there is market appetite to sell or share services and considering alternative delivery models such as partnership, outsourcing, contracting or stopping.
- Over the next twelve months, business managers and accountants will analyse non-statutory services to determine the level of cost recovery through fees and charges.
- Alongside this work, a refreshed “inflation plus” pricing strategy, with an approvals process for exceptions, will ensure that any subsidies (for example, where there are notable affordability issues for residents) are conscious and deliberate and their impacts understood.

Projects are progressing to review and expand the range of discretionary, chargeable services, such as:

- Planning – drawing on in-house expertise to market neighbourhood planning support

- Developing training resources to sell training places to external candidates to help cover cost of courses and improve efficiency (leisure/food safety)
- Reviewing the programming of leisure facilities to increase income potential

7.3.2 One Teignbridge

- The One Teignbridge programme continues with investment in staff and structure to analyse processes, performance and productivity, benchmarking where appropriate. Key elements are the use of digital solutions and demand management (use of Firmstep encourages customers to self-serve and the council to get its response right first time – job done).

7.3.3 Human Resources, delivery models and external expertise

- Teignbridge is benefiting from savings from the recent restructuring of its Senior Leadership Team. Over the long term, the One Teignbridge process provides the opportunity to extend this across other functions, taking into account organisational structure, spans of responsibility, etc. In addition, it has been identified as a priority to consider the impact of reviewing terms and conditions of employment relating to the length of the working week, grading structure and increments. This also includes examining alternative delivery models such as local authority trading companies which can reduce pension liabilities by taking employees out of the scope of the local government pension scheme. Role-sharing to reduce costs and improve co-ordination of shared activities eg. habitat regulations/strategic infrastructure/cash processing will be considered where appropriate. The use of “locality teams” rather than dedicated resources for cleansing and other tasks will also be assessed.
- There is continued emphasis on training and development, with a review of current provision underway.
- Teignbridge will continue to make use of peer networks and external expertise. This is vital in the context of the specialised knowledge and capacity required relating to due diligence around commercial property investments.

7.3.4 Systems

- New payroll and finance systems – accessible and up to date, with the emphasis on being 100% digital wherever possible. This will provide new efficiencies such as electronic invoicing and billing, self-service, etc.

7.4 Key Priority 4: Financial Management

7.4.1 Investments

The Treasury Management Investment Strategy is being revised as part of the 2020 Budget papers. This involves a move away from the traditional “risk averse” strategy towards one which is “risk aware”. This will be approached in a measured way to mitigate against risk, while recognising a shift in balance within

the overall priorities of security, liquidity and yield. Key suggestions which will be made for consideration are:

- Inclusion of property and diversified income funds
- Inclusion of renewable energy/social impact investments
- On-lending to key partners/stakeholders in order to make a return and support jointly beneficial projects, for example housing associations, NHS
- Provision to lend in instances where doing so would protect the local economy (eg. in relation to significant supply chains).
- Investigation of peer-to-peer lending

7.4.2 Borrowing

- The strategy will also review the Council's ability to borrow, including the overall limit and relating to existing schemes and likely headroom. The proportional debt limit for the council has been assessed as approximately £70 million. This figure has been arrived at after consideration of benchmarking provided by external expertise, based on overall debt compared to cost of service and the financing liabilities this would place upon the council. This is balanced against the council's stated intention to generate in excess of £2 million in savings and income.
- Assuming the robustness of business cases delivers the stated minimum 1% return, £70 million of investment will provide £700,000 per annum. £70 million is 4.4 times the council's average annual cost of services over the 4-year period covered by the medium term financial plan (2019-20 to 2022-23).
- Assuming the full £70 million were borrowed and loans were secured at 3%, interest costs would represent 13.2% of the current average cost of service.
- Following the rise in PWLB interest rates, Finance will investigate and secure where appropriate, other sources of funding, recognising the time, resource and due diligence required to implement.
- The continuing use of internal versus external borrowing for capital projects will be assessed, to ensure that the Council is making best use of its resources (for example in relation to investments and additional pension payments).

7.4.3 Pensions

- The Council will continue to review its approach to managing its pension liabilities, including one-off contributions, payments in advance, borrowing to reduce the overall liability and investigating the use of local authority trading companies to remove certain functions from the scope of the Local Government Pension Scheme.

7.4.4 Payment methods

- Use of direct debits will be prioritised where possible as the most cost efficient method of taking payments. Back-office procedures will be digital wherever possible. Where appropriate, arrangements with customers might include fixed or minimum terms for contracts e.g. green waste/leisure, to minimise administrative burden.

7.4.5 Insurance

- Excess levels will be reviewed against existing premiums. Consideration will also be given to expanding the existing shared service to other local authorities.

7.4.6 Procurement

- There will be continued focus on reviewing contracts, including those highlighted in BEST2020 to ensure high quality service provision while ensuring value for money and that the council is only paying for the required services. For example, considering frequency of service and specifications.
- Where possible, the option of purchasing with others to obtain economies of scale will be considered.
- Procurement channels may also reveal new opportunities for trading and shared services.
- Contract management to ensure best quality balanced against cost
- Administrative good practice will be reviewed to reduce the use of “cheque” requests (retrospective orders).
- The creation of concession contracts to earn more money for the council.
- Provide more opportunities to local businesses by holding “meet the buyer” events, talking the suppliers through the technical aspects of submitting a tender and gearing the tender towards local suppliers where appropriate whilst adhering to The Public Contracts Regulations 2015.
- Promoting investment in the district by encouraging community wealth-building along the lines of the “Preston model”. This applies not just to the Council but a range of local “anchor” institutions and employers. The award of contracts to local firms where possible leads to the retention of wealth within the local economy, with associated employment and social benefits.

7.4.7 External funding

- Teignbridge intends to utilise the authorised percentage of Community Infrastructure Levy (CIL) towards administrative costs in recognition of the significant burden this task places on the authority. Section 106 agreements will include a contribution towards administration costs where appropriate.
- Grant funding - the council has a good track record of maintaining awareness of funding availability and recent examples include the Housing Infrastructure Fund application to contribute to the purchase, instatement and maintenance of SANGS at South West Exeter. Several heating initiative grants have been sought and delivered, providing significant benefits to vulnerable customers and the overall carbon footprint of the district. The Future High Street fund bid has the potential to deliver almost £8 million in funding for the redevelopment of Newton Abbot town centre. On a smaller scale, grants are available for sports projects and cultural and open space initiatives such as the regeneration of Homeyards botanical gardens.
- The council will continue to pursue opportunities to access external funding. “Horizon-scanning” will be introduced to the BEST2020 process in recognition of the potential value such funding provides and in recognition of

the work already done within departments to identify and secure available funds.

- With all externally funded projects, it is vital to consider the resource and ongoing cost requirements. As such, these projects follow the same governance pathways as others.

7.4.8 Transition Fund

- In recognition of the importance of the commercial agenda, a Transition fund will be introduced. This is to support the development of income generation and commercial activity. Officers will be able to apply for the fund through SLT to support their ideas.

7.4.9 Local lottery

- The introduction of a local lottery will be investigated in recognition that “crowd-funding” may provide a route to local investment where grant-funding can no longer be the full answer to supporting such initiatives.

7.5 Key Priority 5: Housing

- Helping Teignbridge residents to access affordable Housing is a high priority for the Council. Teignbridge are taking multiple approaches to ensure this happens. In addition to independent projects at East Street, Newton Abbot and Drake Road, Newton Abbot to create units for social rent, the Council actively engage with local registered providers to deliver outcomes collaboratively. The approach being taken at Bradley Lane, Newton Abbot is a good example of joint venture working.
- Funding models for social rented housing are challenging as by their very nature, they seek to provide social benefits rather than commercial return. However the Council is using innovative approaches to include Housing within other projects. This can contribute towards the re-balancing and regeneration of town centres.
- The Council is also in a position to leverage the expertise and economies of scale provided by specialists in the area both for the provision of new homes and updating existing stock to tackle warmth and fuel efficiency. Taking advantage of grants allows housing stock to be improved while making positive steps towards the district’s commitment to tackling climate change through the reduction of its carbon footprint.
- As a major partner, discussions are taking place with Teign Housing to understand their projected programme in respect of retrofitting their existing stock.
- The Council has recently approved the innovative use of external funding to set up a shared equity scheme. This provides an alternative route towards residents seeking affordable home ownership.
- The Council also keeps under review opportunities to acquire assets which optimise efficient delivery of its services, for example the provision of temporary accommodation. Significant savings have been made through the use of Albany House for this purpose.

8. Benefits of a commercial culture

- Financial sustainability and future stability
- Benefits to the economy of the district and wider local area
- Generates a financial return which both protects non-statutory services and can also be used to protect services which cannot recover income
- Efficient operating methods raise standards and free up resources to ensure there is still one-to-one help available for the council's most vulnerable residents where needed
- Staff and skills development; an innovative workplace
- Enhancing Teignbridge District Council's reputation as a respected, leading-edge authority

Appendix 1

Legal and financial considerations

Examples of legislation relating to charging, trading and purchasing property and investment and borrowing are set out below. Relevant expert advice should be sought on a case-by-case basis.

Local Authorities (Goods and Services Act 1970):

Gives councils the power to enter into agreements with each other and certain other types of public bodies for the performance of certain services.

Local Government Act 1972

Section 120 provides the power for the acquisition of land by agreement for the purpose of:

- Any of their functions under this or any other enactment, or
- for the benefit, improvement or development of their area

(e.g. business development, job creation in the area or to provide jobs (in neighbouring authorities) for persons living in the district etc.) also importantly “*whether situated inside or outside their area*”.

Acquisition can take place notwithstanding that the land is not immediately required for that purpose.

Local Government Act 2003:

Added further possibilities by giving councils the power to:

1. Charge for services on a cost recovery basis. Charging:

- Only applies to discretionary services (that the council has the power to provide but not a duty)
- Cannot be used where charging is specifically prohibited by other legislation
- Cannot be used where another specific charging regime applies
- Is limited to cost recovery
- The recipient of the discretionary service must have agreed to pay for the provision of such services.

2. Trade in activities related to their functions on a commercial basis. Trading:

- Must be exercised through a company which has a business plan for operation
- Can be delivered by participating in an existing private trading venture providing that this is a company within the relevant definitions (limited partnership and limited liability partnerships are not acceptable structures for local authority trading)
- Can be used with a view to make a profit – in a company wholly owned by a local authority, profits can be returned to the council through a dividend or service charge to hold down council tax or be reinvested

In relation to borrowing, the Local Government Act 2003 introduced the local prudential system – a self-regulation regime which requires local authorities to decide how much they can prudently borrow in line with CIPFA’s Prudential Code. The Prudential Code sets out

the criteria which local authorities must have explicit regard to when making capital investment decisions:

- Option appraisal
- Asset management planning
- Strategic planning for the authority
- Achievability of the forward plan
- Affordability of borrowing

Local Government Act 2003 – key sections

- Section 1: general power to borrow “(a) for any purpose relevant to its functions under any enactment and (b) for the process of the prudent management of its financial affairs”
- Section 12: general power to invest “(a) for any purpose relevant to its functions under any enactment and (b) for the process of the prudent management of its financial affairs”
- Section 13: restricts a local authority’s ability to charge any of its property for borrowing purposes
- Section 15 requires local authorities to have regard to guidance issued or specified by the Secretary of State. This includes MHCLG guidance on local authority investments and Minimum Revenue Provision and the CIPFA Prudential Code and Treasury Management Code.

The Localism Act 2011

Local authorities’ powers and responsibilities have traditionally been defined by legislation - they could do only what the law says. This created a culture of caution with councils abstaining from new, potentially beneficial practices due to uncertainty about whether it was legal and concern over being challenged in the courts.

This changed under the Localism Act. Instead of being able to act only where the law says, local authorities became free to do anything - provided they do not break other laws. The Localism Act includes a ‘general power of competence’ for local authorities in England. The power of competence gives local authorities the legal capacity to do anything that an individual of full legal capacity can do and that is not specifically prohibited. They will not, for example, be able to impose new taxes as an individual has no power to tax. The new general power gives councils more freedom to work together in new ways to drive down costs. It gives increased confidence to do creative, innovative things to meet local peoples’ needs. It is drawn very widely and includes reference to commercial activities and does not have to be in benefit of the local authority’s area

The general power of competence does not remove any duties from local authorities. The Act allows the Secretary of State to remove unnecessary restrictions and limitations where there is a good case to do so, subject to safeguards designed to protect vital services.

The Localism Act 2011 (Section 4) effectively extended the new power of competency to enable trading of services etc. which were not of a statutory function of the council

Other considerations

As well as this statutory framework council decision-making is also limited by certain well known principles including obligations to act rationally and fairly (the Wednesbury principle) and to exercise powers for their proper purpose. This means that the council cannot use a power given to it for one purpose in order simply to generate income. It also

means that in charging for discretionary services it will have to have due regard to the rationality of imposing the charge and its impact on individuals as well as its ability to generate income.

The following matters will need to be taken into account:

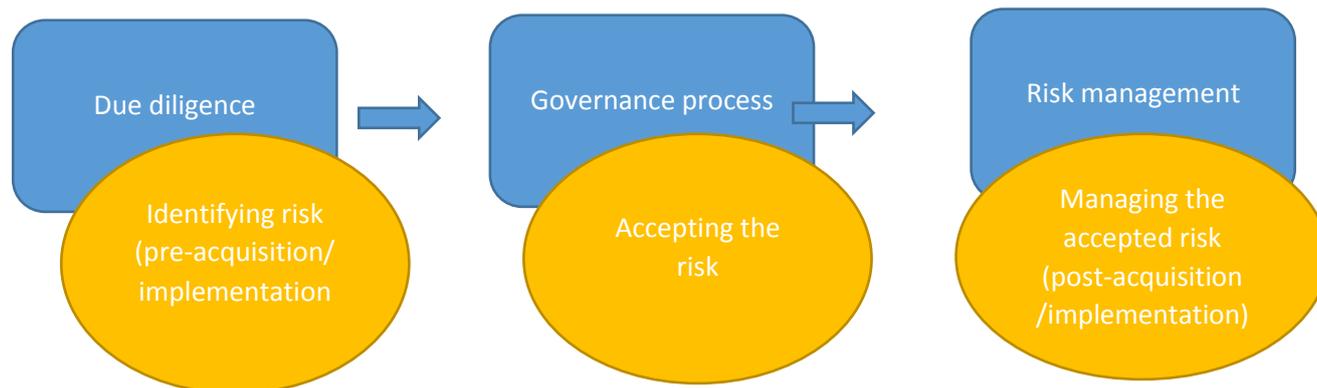
1. Company law issues
2. Tax liability (corporation tax and VAT)
3. EU procurement law
4. Employment law (specifically TUPE and pensions)
5. The costs associated with bidding for contracts
6. State aid rules
7. Insurance requirements
8. State Aid

<https://www.gov.uk/guidance/state-aid>

Appendix 2 - Risk

Risk Timeline

There are 3 broad phases of risk:



Due diligence is the process of factual and legal investigation, research, analysis and discovery into the relevant borrower, asset, sponsor and other principal parties typically undertaken by a prospective buyer, lender or investor prior to entering a transaction.

The following, though by no means exhaustive, is intended to suggest areas for consideration. The perceived risk will need to be considered on a project-by-project basis, for each risk phase.

| Risk Area | Details | Perceived risk (low, medium, high) | Suggested mitigation measures |
|-----------------------|---|------------------------------------|--|
| Council reputation | Are there any businesses/investments running contradictory to council corporate values? Environmental, Health & Safety, climate, ethics, supply chain terms and conditions. Does it fit with the council "brand"? Risk of over-promising or under delivering. | | Continuous monitoring by business managers. Completion of business impact assessments. |
| Financial regulations | MRP | | Awareness of Prudential Code requirements, Treasury Management Code, MHCLG guidance on local authority investments and MRP |
| Timescales | Grant deadlines, planning requirements, | | Governance and processes in place to facilitate. |

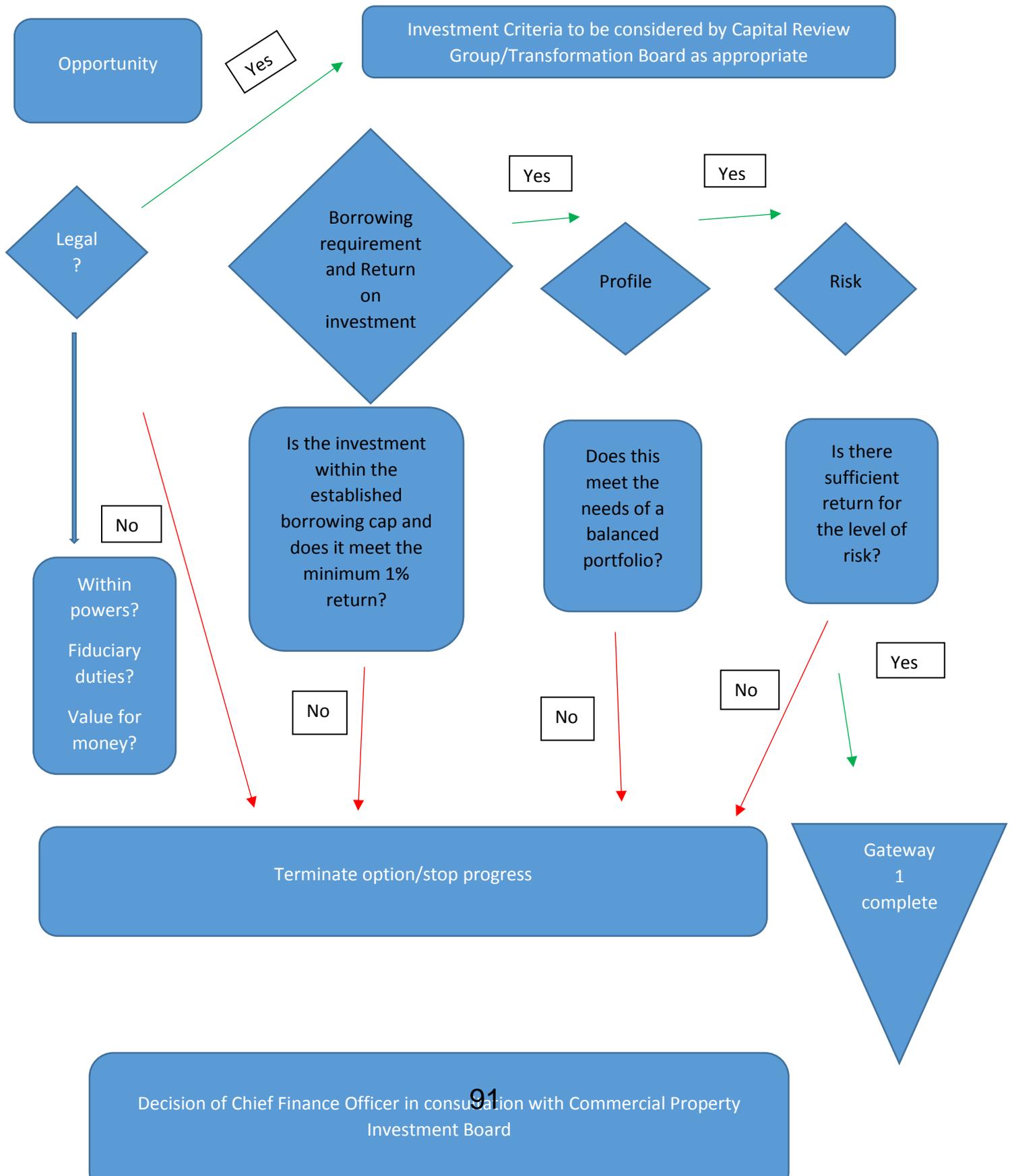
| | | | |
|--|---|--|--|
| | reporting/Committee requirements | | |
| Legal barriers | Do we know which legal pathways we are relying on? | | Legal advice, Legal representative on Commercial Investment Board |
| Weak governance | | | Adequate arrangements and project management |
| Abortive costs | | | Sinking fund? |
| Tax matters eg. VAT, corporation tax, SDLT | Have we opted to tax or not? | | Purchase of timely advice from specialists. |
| Stakeholder buy-in | Sufficient detail supplied for decision-making | | Timely, detailed reports |
| Valuation | | | External expertise/2 nd /3 rd opinion |
| Missed opportunity | Identification of land/property available to buy | | Asset Management; Commercial Investment Board |
| Additional costs | Both capital and revenue. borrowing costs, rent, R&M, utilities, voids (lost income/NDR cost), management time to deal with leases/issues | | Appraisal sheet, expert internal and external advice, surveys, sufficient contingency allowance |
| Fraud | Property fraud, money laundering | | Procurement, Financial Rules, dual control for internet banking, check your vendor. |
| Poor communications | Ensuring all project team members receive all relevant information | | Working groups, shared information and filing structures |
| Environment | | | |
| Tenant performance | Ability to pay, likelihood of moving on, void periods, rising irrecoverable expenditure. | | Credit rating agency reports, accounts, (at acquisition but also throughout lease) “know your tenant” ie. what is the sector, who do they buy/sell from, what are their aspirations. Monitor rent payments, intervene early |
| Asset performance | Review of returns/service delivery | | Frequent valuations, portfolio management. Capture of and reporting of financial data |
| Market changes | Brexit, trade wars, cost of borrowing, tax changes. | | Diversify, monitor sector proportions within portfolio. Eg. retail, offices, residential, warehouses, storage, hotels, gyms. Take independent advice, regular revaluations, continually monitor and manage performance. Exit strategy/Plan B |
| Economy | Market downturn – harder to sell assets and realise funds. Affects liquidity. | | Diversify, keep taking independent economic advice, limit exposure to investment |

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| | | | types. Maintenance of reserves. |
| Legislation | Brexit, trade rules | | Monitor political and economic events; regular updates |
| Lack of staff resources | | | Prioritise staff resources; actively seek external funding opportunities and identify partnership, joint venture opportunities |
| Team skills | Necessary skills to acquire, manage and know when to sell? What would happen if people change eg. MD, CFO, Head of Commercial Services, political control? | | Training, succession planning, procedures |
| Asset condition | Environmental performance, repairs and refurbishment, ability to re-let, physical obsolescence. | | Strict criteria on acquisitions, keep abreast of the market (expert advice), tenant repairing covenants, meet contractual repairing obligations, sinking fund for periodic investment. Keep existing assets under review. |
| Budgets | Costings, projections. Insufficient funding to deliver projects. | | Use of contingencies, review and monitor throughout life of investment. Active asset management to “recycle” funds from sale of assets. Receive Grant Finder notifications. Regular monitoring of revenue and capital budgets checking for variations. Use of SPAR project monitoring. |
| Policy | Risk of missing key changes in Government policy/initiatives – wasted time, missed opportunities, failing to meet Government expectations and standards | | Information shared via work groups such as CABIG |
| Ongoing revenue and management costs | What will it really cost to manage and will it be recovered? Eg. borrowing costs, rent, R&M, utilities, voids (lost income/NDR cost), management time to deal with leases/issues). Failure to recognise will affect yield. | | Sound/proficient costings and whole life project cost analysis. Council governance process ensures decisions are made with reference to Finance staff. Regular monitoring. |
| Insurance | Insurance cover invalid, inadequate, insufficient or not there | | Insurance officer post with responsibility to ensure insurance is sufficient. |

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| | | | Insurance flagged on proposal form. |
| Change in local or national political administration – changed priorities | | | Monitoring of manifestos, issues, government websites |
| Managing change/controlling costs when moving to different methods of accessing services | | | Business case/appraisal and business impact assessments; regular monitoring. |
| HR – failure to follow legislation, policies and good practice; failure to protect Council’s image as a good employer | | | Training/regular updates eg. professional publications; keeping policies up to date use of specialist advisors/legal advice; senior management review; |

Appendix 3

Governance flow chart for commercial investments.



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TEIGNBRIDGE DISTRICT COUNCIL

EXECUTIVE COMMITTEE

MEETING DATE 10TH FEBRUARY 2020

PART I

| | |
|--------------------------|---|
| Report Title | The Provision of Waste & Recycling Containers at New-Build Dwellings. |
| Purpose of Report | To consider charges for the provision of waste and recycling containers at new-build household properties in the district. |
| Recommendation(s) | <p>The Overview & Scrutiny Committee RECOMMENDS that the Executive resolve that;</p> <ul style="list-style-type: none"> (1) The Standard Charge as described in the report is introduced from April 1st 2020 and the cost is reviewed annually. (2) Consideration is given to a concessionary rate for those eligible for the Council Tax Reduction Scheme (CTRS). (3) A mechanism to transfer the charge from the occupier to the developer be investigated. (4) The Council make representations to the Secretary of State for legislation to be reviewed to enable the cost of the initial provision of waste and recycling containers to be levied on housing developers. |

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| Financial Implications | <p>There are significant costs incurred by the Council to provide the necessary waste and recycling receptacles at new properties. The introduction of charges seeks to offset these costs.</p> <p>Please see Section 2.1</p> <p>Chief Finance Officer Email: Martin.Flitcroft@teignbridge.gov.uk</p> |
| Legal Implications | <p>Statutory provisions contained within the Environmental Protection Act 1990 enable the Council to charge occupiers for waste and recycling containers. However, this is subject to the occupier's consent. There is no power to impose such a charge.</p> <p>Please see Section 2.2</p> <p>Paul Woodhead Legal Services Team Leader and Deputy Monitoring Officer Paul.Woodhead@teignbridge.gov.uk</p> |
| Risk Assessment | <p>Please see Section 2.3.</p> <p>Waste & Cleansing Manager Chris.Braines@teignbridge.gov.uk</p> |
| Environmental/ Climate Change Implications | <p>Please see Section 2.4.</p> <p>Waste & Cleansing Manager Chris.Braines@teignbridge.gov.uk</p> |
| Report Author | <p>Chris Braines Waste & Cleansing Manager Chris.Braines@teignbridge.gov.uk</p> |
| Portfolio Holder | <p>Cllr Alistair Dewhirst</p> |
| Appendices / Background Papers | <p>None</p> |

1. INTRODUCTION / BACKGROUND

Growth in housing within the district is increasing the demand on waste and recycling collection services.

One of the main costs is for the initial provision of waste and recycling containers to enable service participation. These costs are currently covered by the Council at approximately £50,000 per year (based on a rate of 620 new properties per year).

The Environmental Protection Act 1990 affords the Council a conditional power to charge occupiers for receptacles for household waste. If the occupiers decline to pay, the Council cannot impose a charge. However, it can require the occupier to provide their own receptacles which conform to the Council's specification(s).

The proposal is to charge the occupiers of new household properties for waste and recycling containers to cover the costs incurred by the Council.

A suite of containers will only be delivered once payment is received. The containers will remain the property of the Council.

On the 14th January 2020 the proposal was considered by the Overview & Scrutiny Committee where the following recommendations to the Executive Committee were made

- a) The charges as set out in the report be introduced from 1 April, 2020, and reviewed annually.
- b) Consideration is given to a concessionary rate for those eligible for the Council Tax Reduction Scheme (CTRS).
- c) A mechanism to transfer the charge from the occupier to the developer be investigated.
- d) The Council make representations to the Secretary of State for the legislation to be reviewed in line with (b) above.

As a result the following charges should be considered.

The proposed 'Standard Charge' for 2020/21, including VAT is as follows;

- **£80 per property for a full set of containers** (1 x 180 litre residual waste bin, 2 x 55 litre recycling boxes, 1 x food waste container, 1 x indoor food caddy and 1 x reusable paper sack). The charge does not include garden waste bins which would be provided separately as part of the subscribed service.

A concessionary rate for those eligible for the Council Tax Reduction Scheme (CTRS) as follows;

- **£40 per property for a full set of containers for those eligible for the Council Tax Reduction Scheme (CTRS)** (1 x 180 litre residual waste bin, 2 x 55 litre recycling boxes, 1 x food waste container, 1 x indoor food caddy and 1 x reusable paper sack). The charge does not include garden waste bins which would be provided separately as part of the subscribed service.

2. IMPLICATIONS, RISK MANAGEMENT & CLIMATE CHANGE IMPACT

2.1 Financial

The proposed charges will help cover the costs of providing waste and recycling receptacles to new households occupied from 1st April 2020. There is the potential to generate up to £41,000 per year of additional income dependent on the numbers of new households arising and charges introduced. This figure would be reduced for any concessionary rates charged.

The loss of income from the concessionary rate described in Section 1 is estimated at £4,133 per year. This is based on the assumption that 20% of 620 new builds would be occupied by those eligible for the CTRS concession.

This approach was identified as part of the Council's BEST 2020 review program to help offset service costs.

Where communal bin stores are provided using alternative container combinations each property using that bin store would also be charged at the applicable rate for a set of containers (dependent on their status in relation to the Council Tax Reduction Scheme (CTRS) if the concessionary charge is approved).

Continuing to provide the initial receptacles to all new dwellings free of charge would result in an ongoing avoidable financial burden.

It is not proposed that any new charges are introduced for replacement containers at existing dwellings or at new properties once the initial containers are provided.

2.2 Legal

Section 46 of the Environmental Protection Act 1990 enables the Council, as a Waste Collection Authority, to make charges for receptacles required for the collection of household waste and recycling subject to the occupier consenting.

The containers provided will remain the property of the Council and be linked to the property they were provided to. This ensures that following initial provision occupiers who have paid the 'set-up' charge (and any subsequent occupiers) will go on to benefit from free replacements of damaged, broken and missing containers (with restrictions) at that property in line with existing practises.

2.3 Risks

The existing online/digital replacement waste container process will be developed to confirm consent and take payment at initial point of contact, thereby minimising associated administration costs and ensuring swift delivery of containers.

This will require resource and technical input from the waste, BID and STRATA teams. Whilst it is anticipated that this will be completed prior to April 1st 2020 it will be dependent on availability of those involved.

There is a risk of challenge if a charge is imposed and there may be some negative publicity resulting from the proposed charge. This will be managed by the communications and waste team as required.

2.4 Environmental/Climate Change Impact

Successful participation in the waste and recycling service provided to households by the Council positively contributes to reducing our environmental and climate change impacts.

Sensible financial management of the service ensures it remains efficient and effective and stimulates higher levels of participation from residents.

3. ALTERNATIVE OPTIONS

Consideration was given to charging developers of new properties for waste and recycling containers. There is no legal provision contained within the Environmental Protection Act 1990 to support this approach however.

The option to levy the charge on developers through the planning process will be investigated further as a potential alternative to the fee imposed on residents.

Representations will be made to the Secretary of State to review any relevant legislation should the option to recover costs through the planning process be untenable.

A degree of flexibility will be available to the Head of Operations or their nominated deputy to reduce or waive the charge in extenuating circumstances.

4. CONCLUSION

The Council is under increasing financial pressure to reduce spending and generate income. Introducing these charges will help to offset the significant costs of providing waste and recycling containers to new properties as identified in the BEST 2020 program.

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TEIGNBRIDGE DISTRICT COUNCIL

EXECUTIVE COMMITTEE

FEBRUARY 2020

PART I

| | |
|---|--|
| Report Title | Public Toilet & Building Cleaning Service Contract |
| Purpose of Report | To consider extending the existing contract for 2 years |
| Recommendation(s) | <p>The Committee RESOLVES to:</p> <p>(1) Confirm the optional 2 year extension to the existing contract.</p> <p>(2) Approve a review of the current level of public toilet provision across the district and consider alternative service delivery options.</p> |
| Financial Implications | <p>Please see Section 2.1. Budget has been allocated to cover the 2 year extension pending negotiations.</p> <p>Chief Finance Officer martin.flitcroft@teignbridge.gov.uk</p> |
| Legal Implications | <p>Please see Section 2.2 as inserted by Paul Woodhead - Legal Services Team Leader & Deputy Monitoring Officer Email: paul.woodhead@teignbridge.gov.uk</p> |
| Risk Assessment | <p>Please see Section 2.3 Waste & Cleansing Manager chris.braines@teignbridge.gov.uk</p> |
| Environmental/ Climate Change Implications | <p>Please see Section 2.4 Waste & Cleansing Manager chris.braines@teignbridge.gov.uk</p> |
| Report Author | <p>Chris Braines Waste & Cleansing Manager chris.braines@teignbridge.gov.uk</p> |
| Portfolio Holder | <p>Cllr Alistair Dewhirst</p> |
| Appendices / Background Papers | <p>None</p> |

1. INTRODUCTION / BACKGROUND

The Council's existing contract for a 'Public Toilet & Building Cleaning Service' began on the 1st October 2012 for an initial term of 5 years.

Options were included in the original contract to extend for two further periods of 3 and then 2 years. The first 3 year extension commenced on 1st October 2017. The Council are contractually obliged to inform the incumbent supplier of the final extension or proposed contract termination by 31st March 2020.

The contract is split into 2 lots as follows;

Lot 1 – Buildings & Window Cleaning – for the cleaning of council run buildings.

Lot 2 – Public Toilets Cleaning – for the cleaning of all council run public toilets, including basic maintenance and the supply of all consumables and materials. The specification includes the daily locking/unlocking of sites where required.

The current contractor for both lots (Specialist Hygiene Service - SHS) has performed very well over the life of the contract, providing a flexible service to a high standard at agreed costs.

Future Service Options

In the current financial climate alternative options for the future provision of public toilets across Teignbridge need to be considered by the Council.

The current approach to this non-statutory service has a significant cost implication and the Council will need to balance the political and economic positions with wider issues such as tourism, the needs of local communities and economic development.

Any significant changes to provision, such as charging for use, transferring or closing public toilets would not be agreed prior to the end of the existing contract extension notification deadline of March 2020.

Approving the short term extension to the existing cleansing contract with SHS to Sept 2022 will give sufficient time for a full review of the service and allow for appropriate procurement in line with the agreed future service direction.

2. IMPLICATIONS, RISK MANAGEMENT & CLIMATE CHANGE IMPACT

2.1 Financial

In 2018/19 the cleansing contract costs totalled ~ £400k split as follows

Lot 1 £150k

Lot 2 £250k

Triggering the extension to the current cleansing contract would allow sufficient time to consider alternative options for the wider issue of public toilet provision in the district.

The current contract budget would be the starting point for the extension period, with negotiations undertaken to consider increases such as the Living Wage before extending. There is a transparent 'change mechanism' in place to manage work coming in or out of the contract, providing a degree of flexibility during the 2 year extension period.

2.2 Legal/ Procurement/ Audit

As the OJEU Notice included the two extension periods in addition to the Contract Term and as the contract specifically provides for the extension periods it is likely that the Council can extend the existing contract for a further two years without risk of challenge.

2.3 Risks

| Risk | Proposed action to manage |
|---------------------------------------|--|
| Budget | Fixed Contract Value, agreed change mechanism |
| Further Living Wage increases | To be allowed for in Council budgets pending negotiation prior to extension. |
| Potential changes to work in contract | Flexible, proactive known Contractor, intelligent client, change mechanism, open book |
| Contract extension length | 2 year extension allows for consideration to be given to future alternative service delivery models prior to tendering a new cleansing contract. |

2.4 Environmental/Climate Change Impact

SHS operate an ISO14000 Environmental Management System. Specific initiatives include:

- Lighting timers in place to adjust for winter / summer daylight hours to reduce electricity usage.
- Meter readings taken routinely to identify any anomalies.
- Water reduction measures for urinals and WC's in place.
- Cleaning chemicals have no VOC's or environmental toxicities.
- Hybrid vehicles used by management staff.
- Tracking and reporting fuel usage to target reductions, vehicles are fitted with trackers to programme work efficiently, incentivise efficient working and minimise travel.
- All drivers trained in economical driving techniques.
- Waste is reduced, reused or recycled, wherever possible.
- Employ local staff to minimise travel to sites.

3. ALTERNATIVE OPTIONS

The contract could be retendered for a longer term (5 years plus) and the current extension option not utilised. This would not allow time to consider alternative service delivery models prior to retendering and be counterproductive if service delivery changes were then required following the introduction of a new long term contract.

The contract could be retendered for a shorter term (2 years total). This is likely to cost more as any new contractor would have less time to recover set up costs. It could also present risks associated with an unknown contractor and generate additional work to deliver the procurement process more frequently.

4. CONCLUSION

The current contract with SHS is delivering operationally and financially. It would be rational to extend the contract for 2 years to allow time for a full review of public toilet provision and associated service delivery options prior to retendering in 2022.

TEIGNBRIDGE DISTRICT COUNCIL**EXECUTIVE COMMITTEE****FEBRUARY 2020****PART I**

| | |
|---|--|
| Report Title | Grounds Maintenance Contract (2010-20) |
| Purpose of Report | To consider directly awarding the Grounds Maintenance Contract to the existing incumbent for 4 years |
| Recommendation(s) | <p>The Committee RESOLVES to:</p> <ul style="list-style-type: none"> • Approve directly awarding the Grounds Maintenance Contract to the existing incumbent for 4 years. |
| Financial Implications | Please see the comments at Paragraph 2.1 Chief Finance Officer Martin.Flitcroft@teignbridge.gov.uk |
| Legal Implications | Please see the comments at Paragraph 2.2 inserted by Paul Woodhead Legal Services Team Leader and Deputy Monitoring Officer Email: paul.woodhead@teignbridge.gov.uk |
| Risk Assessment | Please see the comments at Paragraph 3.3 inserted by Head of Operational Services Lorraine.Montgomery@teignbridge.gov.uk |
| Environmental/ Climate Change Implications | Please see the comments at Paragraph 3.4 inserted by Head of Operational Services Lorraine.Montgomery@teignbridge.gov.uk |
| Report Author | Lorraine Montgomery Head of Operational Services Lorraine.Montgomery@teignbridge.gov.uk |
| Portfolio Holder | Portfolio Holder for Sport, Recreation and Culture Cllr Andrew MacGregor |
| Appendices / Background Papers | None |

1. INTRODUCTION / BACKGROUND

The current Grounds Maintenance Contract 2010-2020 is a five year Contract with an option to extend up to a further 5 years subject to satisfactory performance. We are now in the 4th year of that extension and the Contract ends 30th November 2020.

The Current Grounds maintenance contractor has performed on the whole very well over the life of the contract. The contract started with Quadron Services Limited who were bought out by in 2017 by Idverde. The contractor has delivered the added value initiatives offered as part of their initial bid and have also delivered considerable savings;

- A flexible and responsive service
- No indexation over the length of the contract (TDC covered Living Wage Increases)
- 135k savings through value engineering the specification in partnership with officers
- Taken on additional work during the Contract, Dawlish Lawn, Shaldon Approach Golf, Cemeteries (including burials) and closed churchyards
- Passed on 50% of the Contract incentive payment to the staff
- Helped maintain 3 green flags and achieve one additional
- Gained a British Association of Landscape Industries Award (BALI) for Courtenay Park
- Maintained a successful apprenticeship scheme partnering with local colleges
- Provided a secondment for a gardener to Homeyards Botanical Gardens Lottery Project
- Delivered a number of social value projects with local Probation Trusts, colleges, businesses and community groups.
- Brought the glasshouses at Crosspark Nursery back into use

Future Financial Uncertainty

In the current financial climate the Council will need to continue to deliver ongoing budget savings and therefore will need to look to pass on the cost of discretionary services such as maintenance of open space assets to local Town and Parish Councils. Some Town and Parish Councils already manage local open spaces and recover the costs through the precept charge to residents.

It is appropriate that the Council seeks to pass on the cost of maintenance of local open spaces to Town and Parish Councils over the next few years to remove this inconsistency and enable recovery of these costs.

TDC are currently in contract with Idverde until 30th Nov 2020. The 5 year extension option has already been used. It is proposed that the Council directly awards a new 4-year grounds maintenance contract to Idverde through a **Voluntary Ex-Ante Transparency (VEAT) Notice** to enable these discussions to take place over the next 4 years. In essence, a VEAT notice is used when a public authority does not create an opportunity for competition in the European market. The reason for

advertising in the European Market is due to the price of the contract being over the threshold for the Official Journal of the European Union (OJEU), namely >£181,000. This option has been taken by a number of Local Authorities to enable such conversations to happen whilst a well-functioning partnership contract is in place.

This 4 year period would give time for consultation with Town and Parish Councils about what work would be in the Contract going forward and give an opportunity for Town and Parish Council's not currently using the Councils grounds maintenance Contract to opt in to get economies of scale, and allow for a phased recovery of costs. This would also allow the Contractor to invest in new machinery and spread depreciation over a reasonable period.

2. IMPLICATIONS, RISK MANAGEMENT & CLIMATE CHANGE IMPACT

2.1 Financial

A direct contract award to the incumbent would allow a stable period to put in place arrangements to recover costs from Town and Parish Councils. A phased approach would be taken over 4 years to allow precepts increases to be planned and stepped up.

The contract has delivered substantial ongoing savings already. The current contract budget would be the starting point for the extension period, with the inclusion of the contract incentive payment and with the Council allowing for increases to the Living Wage. A transparent 'change mechanism' would be agreed with regard to how work coming in or out of the contract would be dealt with.

2.2 Legal/ Procurement/ Audit

Legal team comment - as the current Grounds Maintenance Contract was originally let pursuant to the full procurement process, Regulation 99 of the Public Contracts Regulations permits the Council to make a direct award in circumstances such as those being considered by the Council. To facilitate this the Council must first publish its intentions of doing so in the European Journal by way of a Voluntary Ex-Ante Transparency (VEAT) Notice, which must justify in detail the reason for the direct award. Any award cannot be made until after a minimum of ten days being the stand still period. Publication of a VEAT notice prevents legal challenges after the stated 'standstill' period has expired. However, there would remain an inherent risk of challenge by way of Judicial Review but this is considered to be low, given the prevailing circumstances.

Procurement and Audit Officers are supportive of the approach proposed to reduce the financial and operational risks to the Council.

2.3 Risks

| Risk | Proposed action to manage |
|---------------------------------------|--|
| Budget | Fixed contract value, agreed change mechanism |
| Further Living Wage increases | To be allowed for in Council budgets |
| Unknown contractor | VEAT notice used to award a further contract to the incumbent. |
| Potential changes to work in Contract | Flexible, proactive known contractor, intelligent client, change mechanism, open book |
| Possible devolvment of assets | If Town and Parish Councils do not wish to buy into Council contact management and cost recovery process, the option of devolving assets through the Council Asset and Service Devolvment Policy exists. |
| Climate change | Specification to meet Council aspiration could mean larger budget is required and affordable.. |
| Contract extension length | 4 year extension allows for investment in equipment, minimum for acceptable depreciation. |
| Indexing | No index linking is proposed. Officers will continue to work with the contractor to find ongoing efficiencies. |
| Potential banning of chemicals | The contractor will be permitted to employ method of weed control based on cost, efficiency and compliance with relevant regulations including any changes that may happen including withdrawal of any chemical from the market. |

2.4 Environmental/Climate Change Impact

Idverde's initiatives to lower emissions and enhance local biodiversity include:

- In renewing small plant such as strimmers, blowers and hedge-trimmers, electric items will be used.
- Tracking and reporting fuel usage to calculate emissions and target reductions, vehicles and large machinery are fitted with trackers to programme work efficiently, incentivise efficient working and minimise travel.
- All drivers trained in economical driving techniques.
- Offer government's Cyclescheme to all our employees to encourage commuting by bicycle.
- Green waste is recycled, wherever possible composted and re-used as mulch on sites close by.
- Segregation and recycling of waste generated and minimising the amount of paper used.
- Work with clients to introduce sustainable planting schemes to reduce water use and ongoing maintenance costs, and introduction of wild-flowering schemes.
- Minimal use of herbicides.

3.0 ALTERNATIVE OPTIONS

The contract could be put out to tender for 5+5 Contract. The restricted procedure could be employed and a new contractor put in place by January 2021. The Council would need to re-establish a good working partnership with a new contractor whilst facing an unknown financial situation and buy into the Contract/ Service by Town and Parish Councils would be less likely.

The Council could bring the service in-house, however the set up costs would be inhibitive, it would require substantial investment in a contract base, vehicles, kit and the TUPE of operational staff to the Council. The new staff and work would require additional management/ supervision and support services resources. The outsourcing Contract arrangement has worked well now for over 15 years and delivered substantial ongoing savings.

4.0 CONCLUSION

The Current Partnership Contract with Idverde is delivering operationally and financially. It would be prudent to continue to work with the incumbent for the next 4 years to negotiate the current exceptional uncertain financial period, with a known Contractor on-board.

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