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17 February 2026

FULL COUNCIL

To all Members of Teignbridge District Council

A meeting of the **Full Council** will be held on **Thursday, 26th February, 2026** in the **Council Chamber, Forde House, Brunel Road, Newton Abbot, TQ12 4XX** at **10.00 am**

A handwritten signature in black ink, appearing to read "P. Shears".

Phil Shears
Managing Director

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.

SUPPLEMENT

Part I

8. Final Budget Proposals 2026/27 (Pages 3 - 136)

To consider a recommendation from the Executive in relation to the Final Financial Plan Proposals 2025/26 to 2028/29.

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

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**Teignbridge District Council
Council
26 February 2026
Part i**

BUDGET AND COUNCIL TAX 2026/27

Purpose of Report

To consider a recommendation from the Executive in relation to the Final Financial Plan Proposals 2025/26 to 2028/29. The information set out below is intended to assist the Council in its consideration of the Executive's budget proposals. The Executive Member for Corporate Resources will present the Executive's proposals.

Recommendation(s)

- a That the Teignbridge band D council tax for 2026/27 is increased by 2.99% or £6.05 to £208.33 per annum**
- b Maintaining 100% council tax support**
- c That general reserves are increased to 12.4% of the net revenue budget for 2026/27 or £2.6 million**
- d That £200,000 of the general reserve balance in any one year be available to the Executive to meet unexpected expenditure in addition to the agreed revenue budget**
- e All other decisions with regard to budgetary change will be approved by reference to virement rules in the financial instructions**
- f That the summary revenue budget for 2026/27 is £21.0 million as shown at appendix 4. In particular the revenue budget includes:**
 - Assumptions of a 3.0% pay rise for 2026/27**
 - Revenue contributions to fund capital are maintained at £1,500,000 to support the capital budget**
 - Core voluntary grants are increased by 4% for three years from 2026/27 through to 2028/29**
 - The councillors community fund grant is maintained at £1,000 each**
 - Continued resources to cover Modern 25**
- g That fees and charges are approved as shown summarised at appendix 6.**

- h That the capital programme as shown at appendix 7 is approved. The capital programme to 2028/29 has been updated to align with the One Teignbridge Action Plan, which was adopted at Full Council on 23 October 2025. The main aims are to work with communities, support the local economy, care for the environment, create affordable homes and work with partners to bring forward infrastructure improvements. It also includes:**

Infrastructure delivery plan projects are vital to the development and accessibility of the area. These include highways and cycle path projects, funded by CIL and external sources where available.

Investment in housing (Homes4Teignbridge) continues. On 23 October 2025, the Sherborne House car park social rented flats budget was increased to £7,243,317. Homes England funding in support of the scheme was confirmed in early December 2025. Half of the funds for this scheme come from council resources (receipts and internal borrowing) and half from external contributions.

The purchase of council homes supported by the Local Authority Housing Fund continues, with a further provision of £1,000,000 in prudential borrowing to improve temporary accommodation arrangements and reduce the use and cost of bed and breakfast accommodation. Investment in other support measures such as disabled facilities continue, funded from Better Care grant.

There are provisions to continue corporate decarbonisation measures, including energy efficiency measures at Dawlish and Newton Abbot leisure centres.

Provision is also included for town-centre investment, including the refurbished Market Hall in Newton Abbot, due to complete in 2026. There is a £3,000,000 provision for employment infrastructure, to create new spaces for jobs and local enterprise. These projects aim to stimulate growth in the local economy and ensure it is an attractive and well-connected environment for local businesses.

- i That the Financial Plan 2026 to 2031 is approved as set out in appendix 8**
- j That the prudential indicators are noted and the prudential limits approved all as set out in appendix 11**
- k That the updated treasury management strategy statement and authorised lending list as set out in appendix 12 is approved together with the capital strategy in appendix 12a**
- l That each scheme will be considered on its merits as explained at the end of appendix 12 to decide the calculation of minimum revenue provision for capital expenditure in 2026/27**

- m That the council tax resolutions as recommended in appendix 15 are approved

Financial Implications

The financial implications are contained throughout the report. The main purpose being to approve the level of council tax for Teignbridge and associated resolutions, the final budget proposals for both revenue and capital budgets and medium term financial plan covering the years 2025/26 to 2028/29 and the prudential limits.

Gordon Bryant – Chief Finance Officer
Email: gordon.bryant@teignbridge.gov.uk

Legal Implications

Council is required under general local government law including as part of the setting of council tax etc., as well as the budget and policy framework procedure rules in the constitution (section 7(a) and 7 (b)) to approve a budget each year. See also section 3 of the report.

Gordon Bryant – Chief Finance Officer
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Risk Assessment

The main risk in budget setting is the failure to deliver a balanced budget. This has an impact on the use of reserves and the consequent ability to fund services ongoing. The Funding Review and Business Rates reset has removed a lot of the volatility from government funding in the short to medium term. Unfortunately it has crystallised funding gaps also.

Gordon Bryant – Chief Finance Officer
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Environmental/ Climate Change Implications

The revenue budget supports the funding of a Climate Change Officer and associated revenue budget and capital projects are highlighted which contribute towards our climate change objectives in appendix 7 – capital programme.

David Eaton – Head of Neighbourhoods
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Report Author

Gordon Bryant – Chief Finance Officer

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Executive Member

Councillor John Parrott – Executive Member for Finance & Corporate

Appendices/Background Papers

- App 1 – Budget timetable 2026/27
- App 2 – Council tax base 2026/27
- App 3 – Council tax calculator 2026/27
- App 4 – Summary revenue plan 2025/26 onwards
- App 5 – Revenue budget detail
- App 6 – Fees and charges summary
- App 7 – Capital programme
- App 8 – Financial plan 2026 - 2031
- App 9 – Financial plan sensitivity and risk analysis
- App 10 – Equality impact assessment
- App 11 – Recommended prudential indicators
- App 12 – Treasury management statement, authorised lending list and minimum revenue provision annual statement
- App 12a – Capital strategy
- App 13 – Consultation report
- App 14 – Draft minute of the Executive meeting held on 10 February 2026 relating to the final financial plan proposals 2026/27 to 2028/29
- Appendix 15 – council tax resolutions 2026/27

Budget and settlement files
The Constitution

1. PURPOSE

- 1.1** To consider a recommendation from the Executive in relation to the Final Financial Plan Proposals 2026/27 to 2028/29. The information set out below is intended to assist the Council in its consideration of the Executive's budget proposals. The Executive Member for Corporate Resources will present the Executive's proposals.
- 1.2** The final financial plan proposals 2025/26 to 2027/28 as per agenda item 8 Overview and Scrutiny, 3 February 2026 and agenda item 7 Executive 10 February 2026 have been issued. These include the detailed budget background; a complete budget pack will be issued to all Members once relevant information has been finalised. The proposals include recommended revenue and capital budgets for 2026/27 and planned in outline for 2027/28 and 2028/29.

- 1.3 Appendices 1 to 8 were attached to the Overview & Scrutiny and Executive agendas. The recommended figures are based on the provisional settlement as the final settlement had not been agreed. The final settlement has now been received. MHCLG has changed the method by which the Business Rates reset was calculated. As such our initial funding position is significantly lower. This would have meant a reduction in central government funding in future years, but a new funding stream, the 'Adjustment Support Grant' has been introduced to ensure that councils do not suffer reductions in funding in year 1 between the draft and final settlement being announced. Because of this, and because we now receive funding support equivalent to 100% of the given starting position, the level of support for the next three years is materially the same as the draft settlement.
- 1.4 A sensitivity and risk analysis is added at appendix 9 as part of the assessment of the robustness of the budget and adequacy of the reserves. See also 2.4 below. New mainly technical appendices 10 to 15 are being added to the website as they become available. The full council pack together with all appendices will be issued as we have the final recommended precepts from county, fire and police.

2. FINANCIAL PLAN SUMMARY

In considering the recommendation from the Executive the Council may wish to have regard to the following points.

2.1 A financial background for 2026/27 of:

- 2026/27 marks the beginning of a three-year settlement and the long awaited 'reset' of Business Rates. The results are disappointing to Teignbridge, but we no longer have to worry about impending fluctuations in funding with every year's settlement.
- We have benefitted from previous savings plans and restructuring efficiencies are still producing cost reductions. This budget also gains from the Strata partnership.
We are reviewing savings options via the Modern 25 agenda.
The budget process has required £1.1 million of earmarked reserves to balance the budget in 2026/27, a further use of £1.0 million of earmarked reserves in 2027/28 and £1.2 million in 2028/29. Further work will be required to identify savings/generate income to balance the on-going budget gap and protect our earmarked reserves.
- We are operating within our Council Strategy. 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 overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district.

- The economy continues to be fragile with the current economic conditions, very low growth and this has created significant financial uncertainties for the future.
 - The assumption of a 3.0% pay rise from 1 April 2026.
 - A referendum would be triggered if the band D council tax increase is equal to or above 3% AND is above £5
- 2.2 The budget detail in appendix 5 clearly shows the responsible Executive member as in recent years to provide transparent accountability.
- 2.3 The capital programme funding includes community infrastructure levy for local plan projects. Contributions from revenue to capital have been maintained at £1,500,000 to support the capital budget.
- 2.4 The chief finance officer is designated under section 151 of the Local Government Act 1972. He endorses the recommendations made in this report and discharges his duty under section 25 of the Local Government Act 2003 to report to the Council on the following matters:
- a) the robustness of the estimates made for the purposes of the council tax calculations; and
 - b) the adequacy of the proposed financial reserves.
- The relevant detailed sensitivity and risk analysis is shown at appendix 9.
- There are enough reserves in the short to medium term to balance the budget in a context of falling resources and income streams. This includes heavy use of earmarked reserves. Risks are therefore manageable at present. If action is not taken promptly to balance the medium term position the Council will face challenging decisions that can be managed or avoided by a strategic approach now.
- 2.5 An equality impact assessment has been carried out on the financial plan 2026/27 and this is shown at appendix 10.
- 2.6 Recommended updated prudential indicators are shown at appendix 11. An updated treasury management statement, incorporating policy statement, clauses to be adopted, investment strategy including authorised lending list and minimum revenue provision statement is at appendix 12. The capital strategy is at appendix 12a. Both the treasury management statement and capital strategy are linked to the proposed revenue and capital budgets and have regard to affordability, prudence and sustainability as required by the latest Chartered Institute of Public Finance and Accountancy Prudential Code 2021 and Treasury Management Code 2021.

- 2.6.1 Indicators 1 to 4 of the prudential indicators are calculated from the proposed revenue and capital budgets and have been changed accordingly.
- 2.6.2 The authorised lending list at appendix 12 takes account of the latest ratings for banks and building societies.
- 2.7 The budget proposals have been published and considered by Overview & Scrutiny and at a meeting of town and parish councils.
- 2.8 A budget survey was put on the website and publicised to encourage feedback. In particular it was brought to the attention of businesses, the residents' panel and Teignbridge relationship groups. Responses are included for member consideration as appendix 13 to the Council budget papers.
- 2.9 Also included is a recommendation to pass the formal council tax resolutions which are set out in appendix 15. These are technical resolutions which are required to be passed by law by the Council and take into account the requirements of our precepting bodies.
- 2.10 Final decisions are being made by police (30 January), county (24 February) and fire (16 February) and members will be advised accordingly.

3. LEGAL / JUSTIFICATION

Council is required under the budget and policy framework procedure rules in the constitution (section 7(a) and 7(b)) to approve a budget to Council each year).

In coming to a decision in relation to the revenue budget and the council tax, the Council and Councillors have the following legal duties:

- a. To act in accordance with their statutory duties and responsibilities;
- b. To act reasonably; and
- c. To have careful regard to their fiduciary duty to its rate payers and Council tax payers.

The Council has a clear legal duty to set a balanced budget. A resolution not to set a Council tax would be unlawful so would be a resolution to set a Council tax which deliberately did not balance the budget.

The meaning of fiduciary duty is more difficult to define but can be summarised as a duty to conduct administration in a business-like manner with reasonable care, skill and caution and with due regards to the council's rate payers. When discharging their fiduciary duties councillors will need to consider the following:

- a. Prudent use of the council's resources, including the raising of income and the control of expenditure;
- b. Financial prudence both long and short term;

- c. Striking a fair balance between the interest of the council tax payers on the one hand and the community interest and adequate and efficient services on the other hand; and
- d. Acting in good faith with a view to complying with statutory duties and exercising its statutory powers for the benefit of the community.

Restriction on voting

Members' attention is drawn to the provisions of S.106 of the Local Government Finance Act 1992 which applies to members where: they are present at a meeting of full Council, Executive or relevant Committee and at the time of the meeting an amount of Council tax and has remained unpaid for at least 2 months and any budget or Council tax calculation or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.

In these circumstances, any such members shall at the meeting and as soon as practical after its commencement disclose the fact that S.106 applies to them and shall not vote on any question concerning budget setting.

Failure to comply with these requirements is a criminal offence unless such member can prove that they did not know S.106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at that meeting.

Budget timetable 2026/27

	November	December	January	February
Provisional council tax base numbers to towns/parishes	4th			
Local Government Financial Policy Statement	20th			
Audit Scrutiny approve council tax base		17th		
Provisional local government settlement		18th		
Town/parish initial budget/precept meeting		18th		
Executive papers sent out - initial budget proposals		19th		
Start of formal six weeks consultation period		18th		
Budget survey emailed to businesses		18th		
Executive - agree initial financial plan proposals			6th	
Overview & Scrutiny - consider Executive's financial plan			13th	
Final settlement expected			30th	
Deadline for business rates retention estimate to government, county and fire			30th	
Police and Crime Panel consider precept and approve			30th	
Overview & Scrutiny - consider Executive's final financial proposals				3rd
Executive - agree final financial plan proposals, including budget monitoring				10th
County Cabinet 10.30am budget meeting				11th
Fire Authority - set fire precept and council tax				16th
Devon County Council 2.15pm - set county precept and council tax				19th
Council meeting - consider financial proposals and council tax resolution				24th
Reserve county budget meeting 10.30 am if required				24th
Close council tax accounts and start bills print unless delayed if council tax not set				25th
Reserve Council budget meeting if required				26th

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Section 1

Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth						
	Estimated 26/27 Band D Number	25/26 Council Tax £	Estimated Income £	Estimated Collection Rate %	Estimated Net Income £	Estimated 26/27 Base
Full band D at November 2025	57,393.6	2,512.83	144,220,360			
less CTS at November 2025	<u>-4,089.6</u>	2,512.83	<u>-10,276,470</u>			
Starting point based on Nov 2025	53,304.0		133,943,890			
Anticipated growth at 1.0%	533.4	2,512.83	1,340,340			
Total (rounded)	53,837.4	2,512.83	135,284,230	97.8%	132,308,040	52,653

Section 2

2026/27 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2025/26			
Preceptor	Estimated CT Base Number	25/26 Council Tax £	Expected income £
2026/27 expected income (rounded)			
Towns and parishes	52,653	116.41	6,129,340
District	52,653	202.28	10,650,650
County	52,653	1,801.26	94,841,740
Fire	52,653	104.68	5,511,720
Police	52,653	288.20	15,174,590
Total (rounded) shows a 2.1% increase in expected income		2,512.83	132,308,040
2025/26 expected income (rounded)			
Towns and parishes	51,562	116.41	6,002,330
District	51,562	202.28	10,429,960
County	51,562	1,801.26	92,876,570
Fire	51,562	104.68	5,397,510
Police	51,562	288.20	14,860,170
Total (rounded)		2,512.83	129,566,540

To show the extra Council Tax in 2026/27 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2025/26 (excluding parish precepts) **£202.28**
 Approved Council Tax Base 2026/27 (at 97.8% collection rate) **[a] 52,653**

Varying increases in Council Tax for 2026/27			Total Band D Council Tax 2026/27	Increase in Council Tax income for 2026/27	[b] Total Council Tax income 2026/27
%	Per Year £	Per Week £	Per Year £	Per Year £	Per Year £
0.00	0.00	0.00	202.28	0	10,650,650
				No council tax freeze grant	0
				Total income	10,650,650
0.26	0.54	0.01	202.82	28,430	10,679,080
0.49	1.00	0.02	203.28	52,650	10,703,300
1.00	2.02	0.04	204.30	106,360	10,757,010
0.99	2.00	0.04	204.28	105,300	10,755,950
1.32	2.68	0.05	204.96	141,110	10,791,760
1.48	3.00	0.06	205.28	157,960	10,808,610
2.00	4.05	0.08	206.33	213,240	10,863,890
1.98	4.00	0.08	206.28	210,610	10,861,260
2.47	5.00	0.10	207.28	263,260	10,913,910
2.99	6.05	0.12	208.33	318,550	10,969,200

Note:

- [a]** Council Tax Base of 52,653 for 2026/27 approved by Audit Committee on 17 December 2025
- [b]** Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 52,653
- [c]** No council tax freeze grant. Referendum limit proposed by government as higher of 3% or above £5 for Band D.

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Revenue Budget Summary

Appendix 4

Revenue Budget	2025-26 Forecast	2025-26 Latest	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
<i>EXPENDITURE</i>	£	£	£	£	£
1 Employees	27,490,880	28,647,510	28,331,970	29,093,770	29,951,010
2 Property	5,693,430	5,875,590	6,139,050	6,002,330	6,133,090
3 Services & supplies	7,440,950	10,119,990	8,076,650	8,293,460	8,225,190
4 Grant payments	19,431,570	20,268,530	18,411,080	17,411,080	16,411,080
5 Transport	966,430	794,820	835,800	854,450	874,030
6 Leasing & capital charges	2,706,420	2,768,830	2,891,560	2,977,230	3,007,890
7 Contributions to capital	1,500,000	1,647,510	1,500,000	500,000	500,000
8 Total expenditure	65,229,680	70,122,780	66,186,110	65,132,320	65,102,290
<i>INCOME</i>					
9 Sales	-1,032,830	-812,290	-616,210	-819,140	-851,910
10 Fees & charges	-12,924,520	-13,452,050	-13,639,020	-14,464,580	-15,043,160
11 Grants - income	-21,319,570	-23,544,650	-21,319,690	-20,319,690	-19,319,690
12 Property income	-4,016,200	-4,156,100	-4,132,950	-4,321,940	-4,498,600
13 Other income & recharges	-4,700,740	-6,289,940	-4,371,840	-4,418,090	-4,423,280
14 Transfer from (-) / to earmarked reserves	-1,484,070	-2,524,430	-1,125,810	-951,480	-1,198,080
15 Total income	-45,477,930	-50,779,460	-45,205,520	-45,294,920	-45,334,720
16 Total net service cost	19,751,750	19,343,320	20,980,590	19,837,400	19,767,570
<i>Funding</i>					
17 Council tax	-10,429,960	-10,429,960	-10,969,200	-11,410,150	-11,868,830
18 Council tax surplus(-) / deficit	-381,900	-381,900	-507,300	0	0
19 Revenue support grant	-288,010	-288,010	-6,166,750	-4,998,290	-3,784,710
20 Rates baseline funding	-3,664,280	-3,664,280	-3,307,570	-3,383,440	-3,451,690
21 Estimated rates retention and pooling gain	-3,413,720	-3,104,830	-29,770	-30,450	-31,070
22 New homes bonus	-351,710	-351,710	0	0	0
23 Damping/returned surplus/cap	0	0	0	-15,070	-631,270
24 Other grants	-1,222,170	-1,222,170	0	0	0
25 Budget gap (-) to be found	0	0	0	0	0
26 Total funding	-19,751,750	-19,442,860	-20,980,590	-19,837,400	-19,767,570
27 -Surplus/shortfall	0	-99,540	0	0	0
28 General reserves at end of year	2,500,140	2,600,000	2,600,000	2,600,000	2,600,000
29 General reserves as % of net revenue budget	12.7%	13.4%	12.4%	13.1%	13.2%

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Revenue Budget Detail

Appendix 5

All Services

		2024-25	2025-26	2026-27
Managing Director/Director		Actual	Outturn	Budget
		£	£	£
Corporate Services				
A Pujol	Business Transformation Team	450,156	690,620	752,510
N Blaney	Communications	412,288	420,780	445,340
P Shears	Democratic Services	873,456	999,010	915,280
P Shears	Electoral Services	533,818	247,320	229,360
G Bryant	Finance	1,202,714	1,419,290	1,387,090
A Pujol	Human Resources	648,619	649,300	748,810
G Bryant	Internal Audit & Information Governance	222,687	252,230	282,020
P Shears	Legal	502,262	593,180	785,410
G Bryant	Procurement	39,019	41,880	44,410
P Shears	Strategic Leadership Team	502,296	500,030	506,010
		5,387,315	5,813,640	6,096,240
Strategic Place				
N Blaney	Building Control	- 81,753	- 238,230	31,220
A Pujol	Customer Services	791,633	899,910	969,480
N Blaney	Development Management	961,888	818,460	810,800
N Blaney	Economy & Assets	226,135	461,060	570,210
A Pujol	Housing	1,155,218	2,025,240	2,146,170
N Blaney	Parking	- 3,582,139	- 3,724,790	- 4,065,690
A Pujol	Revenues & Benefits	1,243,861	1,369,630	1,472,070
N Blaney	Spatial Planning	891,365	837,780	794,840
		1,606,209	2,449,060	2,729,100
Environment, Health & Wellbeing				
N Blaney	Community Safety	122,898	135,870	153,060
N Blaney	Environmental Health	1,243,471	1,532,320	1,463,520
A Pujol	Green Spaces & Active Leisure	1,124,032	1,200,270	1,224,360
A Pujol	Leisure	731,865	637,040	1,008,820
N Blaney	Licensing	- 38,639	- 38,440	- 64,460
A Pujol	Resorts	36,350	99,730	127,470
A Pujol	Waste, Recycling & Cleansing	7,712,158	6,858,800	7,612,490
		10,932,135	10,425,590	11,525,260
Total all services		17,925,659	18,688,290	20,350,600
Financing Items		1,480,971	- 992,480	- 870,010
Totals per actual/budget papers		19,406,630	17,695,810	19,480,590
Contributions to Capital		1,414,487	1,647,510	1,500,000
Totals per actual/budget papers		20,821,117	19,343,320	20,980,590

Notes:

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

Executive Member: Gary Taylor
Head of Service: Nigel Hunt
Activity Area: Building Control

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	21.0	1,031,862	21.5	1,173,600	21.0	1,351,950
Property		35,340		17,500		37,260
Services & Supplies		153,668		147,590		145,520
Grant Payments		-		-		-
Transport		48,154		51,600		59,910
Leasing & capital charges		-		-		-
		1,269,024		1,390,290		1,594,640
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges	-	1,112,901	-	1,385,780	-	1,308,620
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	237,876	-	242,740	-	254,800
Transfers from earmarked reserves		-		-		-
		- 1,350,776		- 1,628,520		- 1,563,420
Service Cost		- 81,753		- 238,230		31,220
Service cost - £'s per head of population	-	0.61	-	1.72		0.23

Executive Member: Peter Williams
Head of Service: Michelle Luscombe & Tracey Hooper
Activity Area: Business Transformation Team

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	5.5	286,402	9.0	672,580	9.5	683,260
Property		16,485		15,160		20,640
Services & Supplies		147,836		112,900		48,440
Grant Payments		-		-		-
Transport		-		90		740
Leasing & capital charges		-		-		-
		450,724		800,730		753,080
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges		-		-		-
Property Income	-	567	-	570	-	570
Grants - income		-		-		-
Other income & recharges		-		5,880		-
Transfers from earmarked reserves		-		103,660		-
		- 567		- 110,110		570
Service Cost		450,156		690,620		752,510
Service cost - £'s per head of population		3.34		4.98		5.43

Executive Member:	David Palethorpe					
Head of Service:	Michelle Luscombe & Tracey Hooper	2024-25		2025-26		2026-27
Activity Area:	Communications	Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	5.0	228,094	5.0	260,600	5.0	229,440
Property		4,216		4,020		4,340
Services & Supplies		148,715		88,250		88,010
Grant Payments		153,450		159,710		147,850
Transport		100		200		700
Leasing & capital charges		-		-		-
		534,576		512,780		470,340
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	122,287	-	42,000	-	25,000
Transfers from earmarked reserves		-	-	50,000		-
		- 122,287		- 92,000		- 25,000
Service Cost		412,288		420,780		445,340
Service cost - £'s per head of population		3.06		3.04		3.21

Executive Member: Charles Nuttall
Head of Service: Tracey Hooper
Activity Area: Customer Services

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	18.5	629,402	19.0	740,400	20.5	808,680
Property		15,008		11,090		12,080
Services & Supplies		147,223		148,420		148,720
Grant Payments		-		-		-
Transport		-		-		-
Leasing & capital charges		-		-		-
		791,633		899,910		969,480
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-		-		-
Transfers from earmarked reserves		-		-		-
		-		-		-
Service Cost		791,633		899,910		969,480
Service cost - £'s per head of population		5.87		6.50		7.00

Executive Member: John Parrott
Head of Service: Charlie Fisher
Activity Area: Democratic Services

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	3.0	682,843	3.5	692,820	3.5	716,320
Property		6,980		6,210		6,760
Services & Supplies		142,143		251,570		144,890
Grant Payments		41,490		47,000		47,000
Transport		-		1,410		310
Leasing & capital charges		-		-		-
		873,456		999,010		915,280
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-		-		-
Transfers from earmarked reserves		-		-		-
		-		-		-
Service Cost		873,456		999,010		915,280
Service cost - £'s per head of population		6.48		7.21		6.61

Executive Member: Gary Taylor
Head of Service: Ian Perry
Activity Area: Development Management

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	30.0	1,787,775	27.5	1,688,640	30.5	1,490,400
Property		71,712		64,400		112,680
Services & Supplies		449,761		371,520		342,610
Grant Payments		-		-		-
Transport		11,444		16,440		18,570
Leasing & capital charges		-		-		-
		2,320,692		2,141,000		1,964,260
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	1,021,370	-	1,167,430	-	1,118,460
Property Income		-		-		-
Grants - income	-	26,807		-		-
Other income & recharges	-	310,627	-	91,200	-	35,000
Transfers from earmarked reserves		-		63,910		-
		- 1,358,805		- 1,322,540		- 1,153,460
Service Cost		961,888		818,460		810,800
Service cost - £'s per head of population		7.14		5.91		5.85

Executive Member: David Palethorpe
Head of Service: Tom Phillips
Activity Area: Economy & Assets

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	30.0	1,184,908	30.5	1,555,370	31.0	1,607,420
Property		1,021,336		975,050		953,970
Services & Supplies		1,114,623		823,140		333,800
Grant Payments		90,263		213,360		5,030
Transport		3,690		6,070		7,510
Leasing & capital charges		-		-		-
		3,414,820		3,572,990		2,907,730
<u>INCOME</u>						
Sales	-	229	-	200	-	200
Fees & Charges	-	87,705	-	49,840	-	49,760
Property Income	-	2,227,780	-	2,032,350	-	2,025,080
Grants - income	-	378,914	-	418,330		-
Other income & recharges	-	494,057	-	589,610	-	262,480
Transfers from earmarked reserves		-		21,600		-
		- 3,188,685		- 3,111,930		- 2,337,520
Service Cost		226,135		461,060		570,210
Service cost - £'s per head of population		1.68		3.33		4.12

Executive Member: Richard Keeling
Head of Service: Phil Shears
Activity Area: Electoral Services

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	2.0	113,501	2.0	111,960	2.0	114,520
Property		51,024		32,740		9,250
Services & Supplies		544,323		456,610		107,540
Grant Payments		-		-		-
Transport		2,242		2,380		210
Leasing & capital charges		-		-		-
		711,090		603,690		231,520
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	2,802	-	2,160	-	2,160
Property Income		-		-		-
Grants - income	-	7,580	-	1,100		-
Other income & recharges	-	166,891	-	353,110		-
Transfers from earmarked reserves		-		-		-
		- 177,273		- 356,370		- 2,160
Service Cost		533,818		247,320		229,360
Service cost - £'s per head of population		3.96		1.79		1.66

Executive Member: David Palethorpe
Head of Service: David Eaton
Activity Area: Environmental Health

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	21.0	955,681	21.0	1,190,920	22.0	1,174,870
Property		63,747		63,510		65,740
Services & Supplies		255,338		282,020		269,360
Grant Payments		2,927		-		-
Transport		24,010		29,240		32,880
Leasing & capital charges		12,329		27,500		27,500
		1,314,032		1,593,190		1,570,350
<u>INCOME</u>						
Sales	-	4,938	-	6,000	-	6,000
Fees & Charges	-	45,311	-	40,470	-	86,430
Property Income		-		-		-
Grants - income	-	2,215		-		-
Other income & recharges	-	18,098	-	14,400	-	14,400
Transfers from earmarked reserves		-		-		-
		- 70,561		- 60,870		- 106,830
Service Cost		1,243,471		1,532,320		1,463,520
Service cost - £'s per head of population		9.22		11.06		10.56

Executive Member: John Parrott
Head of Service: Gordon Bryant
Activity Area: Finance

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	19.0	1,035,473	20.0	1,295,450	21.0	1,272,770
Property		25,059		23,650		25,770
Services & Supplies		146,648		106,580		108,960
Grant Payments		-		-		-
Transport		253		90		320
Leasing & capital charges		-		-		-
		1,207,433		1,425,770		1,407,820
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	4,719	-	6,480	-	20,730
Transfers from earmarked reserves		-		-		-
		- 4,719		- 6,480		- 20,730
Service Cost		1,202,714		1,419,290		1,387,090
Service cost - £'s per head of population		8.92		10.24		10.01

Executive Member: Peter Williams
Head of Service: Chris Braines
Activity Area: Green Spaces & Active Leisure

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	10.5	428,217	11.0	486,350	9.5	484,350
Property		1,055,970		998,660		1,089,410
Services & Supplies		476,489		455,550		250,540
Grant Payments		1,796		4,850		4,850
Transport		9,012		11,200		11,280
Leasing & capital charges		-		-		-
		1,971,484		1,956,610		1,840,430
<u>INCOME</u>						
Sales	-	4,538	-	4,530	-	4,500
Fees & Charges	-	337,498	-	311,110	-	319,520
Property Income	-	199,956	-	208,090	-	200,370
Grants - income	-	31,060	-	-	-	-
Other income & recharges	-	274,399	-	142,140	-	91,680
Transfers from earmarked reserves		-		90,470		-
		- 847,452		- 756,340		- 616,070
Service Cost		1,124,032		1,200,270		1,224,360
Service cost - £'s per head of population		8.34		8.66		8.84

Executive Member: Richard Buscombe
Head of Service: Jon Lloyd-Owen
Activity Area: Housing

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	32.0	2,017,146	31.5	2,442,410	27.5	2,283,670
Property		396,812		535,870		474,250
Services & Supplies		1,716,000		1,746,890		1,674,990
Grant Payments		2,020,256		1,706,890		1,146,220
Transport		22,093		20,090		21,400
Leasing & capital charges		-		-		-
		6,172,307		6,452,150		5,600,530
	<u>INCOME</u>					
Sales	-	1,200	-	1,200	-	1,200
Fees & Charges	-	10,310	-	9,190	-	8,430
Property Income	-	1,607,682	-	1,531,320	-	1,530,050
Grants - income	-	3,191,030	-	2,520,020	-	1,810,000
Other income & recharges	-	206,867	-	152,610	-	104,680
Transfers from earmarked reserves		-		212,570		-
		- 5,017,090		- 4,426,910		- 3,454,360
Service Cost		1,155,218		2,025,240		2,146,170
Service cost - £'s per head of population		8.57		14.62		15.49

Executive Member: John Parrott
Head of Service: Tim Slater
Activity Area: Human Resources

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	7.0	463,418	7.0	437,200	7.0	567,720
Property		19,274		20,270		19,820
Services & Supplies		165,142		191,630		161,070
Grant Payments		-		-		-
Transport		869		200		200
Leasing & capital charges		-		-		-
		648,702		649,300		748,810
	<u>INCOME</u>					
Sales	-	83	-	-	-	-
Fees & Charges	-	-	-	-	-	-
Property Income	-	-	-	-	-	-
Grants - income	-	-	-	-	-	-
Other income & recharges	-	-	-	-	-	-
Transfers from earmarked reserves		-		-		-
		- 83		-		-
Service Cost		648,619		649,300		748,810
Service cost - £'s per head of population		4.81		4.69		5.40

Executive Member: John Parrott
Head of Service: Gordon Bryant
Activity Area: Internal Audit & Governance

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	2.5	193,739	2.5	223,300	3.0	253,430
Property		9,806		9,260		10,080
Services & Supplies		19,142		20,230		19,070
Grant Payments		-		-		-
Transport		-		-		-
Leasing & capital charges		-		-		-
		222,687		252,790		282,580
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-	-	560	-	560
Transfers from earmarked reserves		-		-		-
		-		560		560
Service Cost		222,687		252,230		282,020
Service cost - £'s per head of population		1.65		1.82		2.04

Executive Member: John Parrott
Head of Service: Maxine Valentine
Activity Area: Legal

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	9.0	443,670	9.0	577,740	9.0	731,990
Property		13,037		12,310		13,400
Services & Supplies		93,397		97,480		90,570
Grant Payments		-		-		-
Transport		16		150		150
Leasing & capital charges		-		-		-
		550,120		687,680		836,110
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	38,261	-	46,010	-	41,210
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	9,598	-	9,490	-	9,490
Transfers from earmarked reserves		-	-	39,000		-
		- 47,859		94,500		50,700
Service Cost		502,262		593,180		785,410
Service cost - £'s per head of population		3.73		4.28		5.67

Executive Member: John Nutley
Head of Service: James Teed
Activity Area: Leisure

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	55.0	1,777,572	55.0	2,126,700	54.0	2,159,250
Property		1,330,281		1,143,330		1,349,290
Services & Supplies		381,615		512,710		416,970
Grant Payments		15,000		15,000		15,000
Transport		4,272		4,150		3,820
Leasing & capital charges		3,420		4,190		3,040
		3,512,161		3,806,080		3,947,370
	<u>INCOME</u>					
Sales	-	6,572	-	10,140	-	6,890
Fees & Charges	-	2,595,390	-	2,938,910	-	2,756,610
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	178,334	-	215,290	-	175,050
Transfers from earmarked reserves		-		4,700		-
		- 2,780,296		- 3,169,040		- 2,938,550
Service Cost		731,865		637,040		1,008,820
Service cost - £'s per head of population		5.43		4.60		7.28

Executive Member: David Palethorpe
Head of Service: David Eaton
Activity Area: Licensing

		2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
	<u>EXPENDITURE</u>					
Employees	3.0	150,095	3.0	145,950	3.0	148,630
Property		7,785		7,340		8,000
Services & Supplies		64,760		66,570		67,390
Grant Payments		-		-		-
Transport		14		270		270
Leasing & capital charges		-		-		-
		222,655		220,130		224,290
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges	-	261,294	-	258,570	-	288,750
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-		-		-
Transfers from earmarked reserves		-		-		-
		- 261,294		- 258,570		- 288,750
Service Cost		- 38,639		- 38,440		- 64,460
Service cost - £'s per head of population		- 0.29		- 0.28		- 0.47

Executive Member: David Palethorpe
Head of Service: David Eaton
Activity Area: Parking

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	9.0	318,466	10.5	347,280	9.0	363,500
Property		877,637		930,820		896,760
Services & Supplies		599,164		451,550		450,450
Grant Payments		-		980		980
Transport		3,559		4,290		4,290
Leasing & capital charges		13,105		23,800		23,800
		1,811,931		1,758,720		1,739,780
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	5,191,052	-	5,380,020	-	5,659,810
Property Income	-	49,080	-	14,710	-	15,180
Grants - income		-		-		-
Other income & recharges	-	153,937	-	88,780	-	130,480
Transfers from earmarked reserves		-		-		-
		- 5,394,069		- 5,483,510		- 5,805,470
Service Cost		- 3,582,139		- 3,724,790		- 4,065,690
Service cost - £'s per head of population	-	26.57	-	26.88	-	29.34

Executive Member: John Parrott
Head of Service: Gordon Bryant
Activity Area: Procurement & Commissioning

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	1.0	57,321	1.0	75,170	1.0	76,490
Property		4,503		4,250		4,630
Services & Supplies		14,428		15,770		7,420
Grant Payments		-		-		-
Transport		-		60		60
Leasing & capital charges		-		-		-
		76,252		95,250		88,600
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	37,233	-	53,370	-	44,190
Transfers from earmarked reserves		-		-		-
		- 37,233		- 53,370		- 44,190
Service Cost		39,019		41,880		44,410
Service cost - £'s per head of population		0.29		0.30		0.32

Executive Member: John Nutley
Head of Service: James Teed
Activity Area: Resorts

	FTE	2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
<u>EXPENDITURE</u>						
Employees	5.5	260,728	5.5	308,820	5.5	327,200
Property		101,365		75,350		65,500
Services & Supplies		102,212		111,160		96,920
Grant Payments		-		-		-
Transport		2,543		2,440		3,700
Leasing & capital charges		-		-		-
		466,848		497,770		493,320
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	24,556	-	22,650	-	23,410
Property Income	-	396,590	-	348,150	-	340,790
Grants - income		-		-		-
Other income & recharges	-	9,352	-	24,540	-	1,650
Transfers from earmarked reserves		-		2,700		-
		- 430,498		- 398,040		- 365,850
Service Cost		36,350		99,730		127,470
Service cost - £'s per head of population		0.27		0.72		0.92

Executive Member: Richard Buscombe
Head of Service: Tracey Hooper
Activity Area: Revenues & Benefits

	FTE	2024-25 Actual £	FTE	2025-26 Outturn £	FTE	2026-27 Budget £
<u>EXPENDITURE</u>						
Employees	27.0	1,038,707	26.5	1,202,620	26.0	1,217,840
Property		93,853		85,130		93,850
Services & Supplies		774,004		883,040		844,610
Grant Payments		19,642,677		18,038,330		17,038,330
Transport		172		1,150		600
Leasing & capital charges		-		-		-
		21,549,412		20,210,270		19,195,230
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	261,260	-	232,000	-	232,000
Property Income		-		-		-
Grants - income	-	19,762,862	-	18,195,710	-	17,118,870
Other income & recharges	-	281,429	-	386,030	-	372,290
Transfers from earmarked reserves		-		26,900		-
		-20,305,551		-18,840,640		-17,723,160
Service Cost		1,243,861		1,369,630		1,472,070
Service cost - £'s per head of population		9.23		9.89		10.62

Executive Member: Gary Taylor
Head of Service: Michelle Luscombe
Activity Area: Spatial Planning

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	8.5	536,463	8.5	600,160	9.5	703,520
Property		11,017		10,650		11,330
Services & Supplies		361,023		392,440		129,190
Grant Payments		-		40,680		-
Transport		739		260		2,300
Leasing & capital charges		-		-		-
		909,242		1,044,190		846,340
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-	-	31,500
Property Income		-		-		-
Grants - income	-	17,877	-	60,680	-	20,000
Other income & recharges		-	-	41,710		-
Transfers from earmarked reserves		-	-	104,020		-
		- 17,877		- 206,410		- 51,500
Service Cost		891,365		837,780		794,840
Service cost - £'s per head of population		6.61		6.05		5.74

Executive Member: Richard Keeling
Head of Service: Phil Shears
Activity Area: Senior Leadership Team

		2024-25 Actual £		2025-26 Outturn £		2026-27 Budget £
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	5.0	458,040	4.5	456,840	4.5	464,350
Property		19,049		17,520		19,090
Services & Supplies		23,086		24,060		19,720
Grant Payments		-		-		-
Transport		2,121		1,710		2,950
Leasing & capital charges		-		-		-
		502,296		500,130		506,110
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	-	-	100	-	100
Transfers from earmarked reserves		-		-		-
		-		- 100		- 100
Service Cost		502,296		500,030		506,010
Service cost - £'s per head of population		3.73		3.61		3.65

Executive Member: Peter Williams
Head of Service: Chris Braines
Activity Area: Waste, Recycling & Cleansing

		2024-25		2025-26		2026-27
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	185.0	7,359,968	184.0	8,104,220	185.5	8,306,200
Property		670,058		725,170		797,390
Services & Supplies		1,330,862		1,543,910		1,691,670
Grant Payments		14,594		-		-
Transport		704,460		638,930		654,050
Leasing & capital charges		1,885,651		2,185,470		2,180,360
		11,965,594		13,197,700		13,629,670
<u>INCOME</u>						
Sales	-	968,675	-	790,220	-	597,420
Fees & Charges	-	1,578,693	-	1,607,910	-	1,712,350
Property Income	-	20,820	-	20,910	-	20,910
Grants - income	-	18,297	-	2,167,720	-	2,362,720
Other income & recharges	-	1,666,952	-	1,743,970	-	1,323,780
Transfers from earmarked reserves	-	-	-	8,170	-	-
		- 4,253,436		- 6,338,900		- 6,017,180
Service Cost		7,712,158		6,858,800		7,612,490
Service cost - £'s per head of population		57.21		49.50		54.94

Glossary

Column Headings

2024-25 Actual – the actual cost of the service for last year

2025-26 Outturn – the likely cost of the service for this year

2026-27 Budget – the budget proposed for the service for next year

FTE – the budgeted full time equivalent average permanent staff numbers for the year
The numbers ignore spend on agency staff/temporary 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

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Appendix 6 - Fees and Charges




Proposed Fees and Charges Income 2026/27

FMS Code	Service	Actual 2024/25 £	Probable 2025/26 £	Proposed 2026/27 £	Dept total 2026/27 £	Department
	Building Control	- 1,112,901 -	1,385,780 -	1,308,620 -	1,308,620	Building Control
	Land Charges	- 217,389 -	218,630 -	218,630		
	Planning	- 768,864 -	936,470 -	890,000		
	Planning Admin	- 29,723 -	4,500 -	2,000		
	Street Naming	- 5,394 -	7,830 -	7,830 -	1,118,460	Development Management
	Livestock Market	- 3,600 -	3,060 -	3,060		
	Old Forde House	- 10,774 -	490 -	410		
	Retail Market	- 73,332 -	46,290 -	46,290 -	49,760	Economy & Assets
	Electoral Registration	- 2,802 -	2,160 -	2,160 -	2,160	Electoral Services
	Dog Control	- 206 -	200 -	200		
	Pest Control	- 12,480 -	- -	28,000		
	Health & Food Safety	- 4,965 -	7,490 -	8,750		
	Litter Clearance	- 2,578 -	4,200 -	4,200		
	Residential Mobile Home Sites	- - -	- -	15,000		
	Nuisance Parking	- - -	- -	-		
	Private Water Supply Sampling	- 3,564 -	2,000 -	3,500 -	86,430	Environmental Health
	Amenity & Conservation Sites	- 4,255 -	4,020 -	4,430		
	Cemetery Fees	- 213,292 -	202,880 -	212,720		
	Tennis Annual Passes	- 12,281 -	3,550 -	-		
	Shaldon Golf	- 85,240 -	75,910 -	78,800		
	Sports Pitches	- 22,430 -	24,750 -	23,570 -	319,520	Green Spaces & Active Leisure
	Housing	- 10,310 -	9,190 -	8,430 -	8,430	Housing
	Legal Fees	- 38,261 -	46,010 -	41,210 -	41,210	Legal
	Dawlish Leisure Centre	- 222,364 -	227,590 -	216,610		
	Leisure Memberships	- 1,825,816 -	2,051,770 -	1,957,920		
	Newton Abbot Leisure Centre	- 463,287 -	558,160 -	479,180		
	Outdoor Pools	- 50,569 -	54,260 -	68,060 -	2,756,610	Leisure
	Gambling Act 2005	- 19,874 -	20,550 -	19,550		
	Hackney Carriage	- 105,332 -	107,540 -	131,170		
	Licensing Act 2003	- 136,088 -	130,480 -	138,030 -	288,750	Licensing
	Car Parks	- 5,191,052 -	5,380,020 -	5,659,810 -	5,659,810	Parking
	Beach Huts	- 17,605 -	17,460 -	16,350		
	Boat Storage	- 6,644 -	4,990 -	6,760		
	Leisure Events	- 307 -	200 -	300 -	23,410	Resorts
	Council Tax	- 261,260 -	232,000 -	232,000 -	232,000	Revenue & Benefits
	Local Development Framework	- - -	- -	31,500 -	31,500	Spatial Planning
	Abandoned Vehicles	- 985 -	3,400 -	1,500		
	Commercial Waste / Household Refuse	- 1,561,033 -	1,591,290 -	1,695,650		
	Composting	- - -	50 -	-		
	Toilets for Disabled	- 8 -	110 -	-		
	Vehicle Workshop	- 16,667 -	13,060 -	15,200 -	1,712,350	Waste, Recycling & Cleansing
Grand Totals		- 12,568,402 -	13,452,050 -	13,639,020 -	13,639,020	



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TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2025-26 to 2028-29

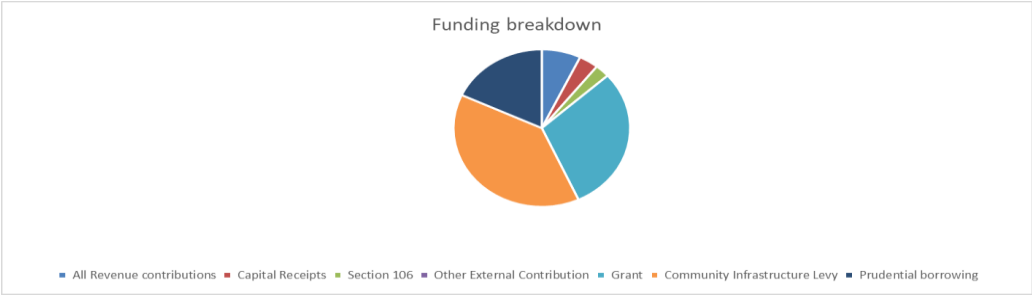
								29,444	22,498	23,467	11,245	19,155	
Code /bid no.	Teignbridge Action Plan Priority	Asset/Service Area			Description	Provision ?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
								BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
								2025-26 £'000	2025-26 £'000	2026-27 £'000	2027-28 £'000	2028-2029 £'000	
KL1		Broadband	Central support services/IT		Contribution to Superfast Broadband subject to procurement arrangements (RS) (2024/25) subject to satisfactory assurances of funds being spent within Teignbridge area.	No	√			250			Economy
Provision	Climate Change	Flood alleviation and environment			Provision for Carbon Action Plan including fleet electrification, ventilation and heat recovery projects and renewable energy (PB)	Yes		260		260			Environment
KY2	Climate Change	Flood alleviation and environment			Broadmeadow Sports Centre Decarbonisation Phase 2 and Refurbishment (GG, PB, S106, RS)	No	√	1,767	1,606				Infrastructure
Provision	Bovey Tracey	Open spaces and leisure			Bovey Tracey School Pitch (S106)	Yes						301	Environment
KG1	Bovey Tracey	Open spaces and leisure			Bovey Tracey Infrastructure contribution re: 10/02594 open space/leisure (S106)	No			88				Environment
Provision	Climate Change	Flood alleviation and environment			Energy infrastructure and low carbon (CIL)	Yes	√	2,000					Environment
KY7	Climate Change	Flood alleviation and environment			Leisure Site Measures (S106)	No	√	100	112				Environment
KY4	Climate Change	Flood alleviation and environment			Dawlish Leisure Centre Energy Efficiency Measures (GG,PB)	No	√	197	208				Environment
KY8	Climate Change	Flood alleviation and environment			Newton Abbot Leisure Centre Energy Efficiency Measures (PB) (S106)	No	√	258	50	447			Environment
KY9	Climate Change	Flood alleviation and environment			Teignmouth Lido Energy Efficiency Measures (PB)	No		57					Environment
KY1	Climate Change	Flood alleviation and environment			UK Shared Prosperity Fund/Heart of the SW LEP including Green Business Grants (GG)	No	√		100				Economy
KR1	Coastal Monitoring	Flood alleviation and environment			SW Regional Coastal Monitoring Programme. (GG,EC)	No	√	1,840	2,463	1,666			Community
KR6	Coastal Monitoring	Flood alleviation and environment			Coastal asset review (GG)	No		219	6	213			Community
KG2	Cycle paths	Planning & Development			Teign Estuary Trail (CIL)	No		-	100		450	100	Infrastructure
Provision	Cycle paths	Open spaces and leisure			Provision for Cycling (CIL)	Yes		50	50	100	600	300	Infrastructure
KG7	Cycle paths	Open spaces and leisure			Garden Communities: Ogwell Strategic Link (S106; Revenue GG)	No		30	47				Infrastructure
Provision	Cycle paths	Open spaces and leisure			Ogwell Strategic Link (CIL)	Yes				100			Infrastructure
KX7	IN.2	Dawlish	Planning & Development		Dawlish link road and bridge (GG, CIL)	No	√			568			Infrastructure
Provision	IN.8	Dawlish Leisure Centre	Open spaces and leisure		Provision for Dawlish Leisure Centre Improvement Plan (S106; PB).	Yes		660		660	619		Infrastructure
KF8	Dawlish Leisure Centre	Open spaces and leisure			Dawlish Leisure Centre Improvements Design (S106)	No			42				Infrastructure
KF4	Dawlish Leisure Centre	Open spaces and leisure			All Weather Pitch LED lighting (S106)	No			48				Infrastructure
Provision	Garden Communities	Planning & Development			Project website (GG)	Yes				20			Environment
Provision	Habitat Regulations	Open spaces and leisure			Provision for Habitat Regulations infrastructure measures (CIL)	Yes		601			500	500	Environment
Provision	EC.1	Heart of Teignbridge: Employment	Planning & Development		Provision for employment sites (PB)	Yes				1,000	2,000		Economy
KX8	IN.2	Heart of Teignbridge	Planning & Development		A382 Improvements (CIL)	No		1,000		1,000			Infrastructure
KX1	Heart of Teignbridge	Planning & Development			A383 Works (CIL)				50				Infrastructure
KW1	Heart of Teignbridge	Planning & Development			Highweek Scout Hut improvements (S106)	No		175	175				Community
KW8	Heart of Teignbridge	Planning & Development			Houghton Barton land (EC) (S106)	No	√		33				Homes
KW8	Heart of Teignbridge	Planning & Development			Houghton Barton land (GG)	No	√	200	60	526			Homes

Code /bid no.	Teignbridge Action Plan Priority	Asset/Service Area			Description	Provision ?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
								BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
								2025-26	2025-26	2026-27	2027-28	2028-2029	
								£'000	£'000	£'000	£'000	£'000	
KW4		Heart of Teignbridge	Planning & Development		Mineral Rights (S106)	No		85	85				Economy
JW/JV		Housing	Housing grants and affordable housing		Discretionary - Disrepair Loans & Grants (CR)	No		24	24	24	24	24	Homes
JW/JV/JD		Housing	Housing grants and affordable housing		Better Care-funded grants re: Housing loans and grants policy, including Disabled Facilities (GG)	No	√	1,400	2,008	1,400	1,400	1,400	Homes
JA/B		Housing	Housing grants and affordable housing		Local Authority Housing Fund: Refugee Accommodation (GG; PB)	No	√		253				Homes
JC		Housing	Housing grants and affordable housing		Local Authority Housing Fund: 2024/25 (GG; PB)	No	√		786				Homes
JF		Housing	Housing grants and affordable housing		Local Authority Housing Fund 2025/26 (GG; PB)	No			1,054				Homes
Provision		Housing	Housing grants and affordable housing		Local Authority Housing Fund 2026/27 (GG)	Yes				586			Homes
Provision	H.4	Housing	Housing grants and affordable housing		Temporary Accommodation (PB)	Yes				1,000			Homes
JX5	H.1	Housing	Housing grants and affordable housing		Teignbridge 100: Provision for Sherborne House (GG; PB; S106)	No		2,471		3,421	3,421		Homes
JX5		Housing	Housing grants and affordable housing		Teignbridge 100: Social/Affordable housing - Sherborne House (PB)	No	√		207				Homes
JX6		Housing	Housing grants and affordable housing		Harewood House Temporary Accommodation (CR: PB)	No			751				Homes
Provision		Housing	Housing grants and affordable housing		Social Housing Capital Replacements (Roofs/Fabric improvements/Heating/Furniture, fixtures & fittings etc) (RS)	Yes	√	30	-	92	30	30	Homes
KV8		IT - Capital contribution	Central support services/IT		Ongoing contributions towards Strata (RS)	No		41	41	41	41	41	Responsible management
KA3		IT - Capital contribution	Central support services/IT		End User Computing: Replacement laptops and staff (CR; RS)	No	√	68	155	68			Responsible management
KA5		IT - Capital contribution	Central support services/IT		Contact Centre telephony (CR)	No		73	71				Responsible management
KC4		IT - Capital contribution	Central support services/IT		Telephony (RS)	No		23	23				Responsible management
KX9		IT - Capital contribution	Central support services/IT		Sharepoint wider rollout (CR)	No		68	69				Responsible management
KA2		IT - Capital contribution	Central support services/IT		iTrent Paid Time and Rostering (CR)	No			12				Responsible management
KA8		IT - Capital contribution	Planning & Development		Car parks system (CR)	No		125					Economy
KU2		IT - Capital contribution	Central support services/IT		Data Centre Relocation (CR)	No		27	27				Responsible management
KU3		IT - Capital contribution	Central support services/IT		NCSC Zero Trust (CR)	No	√		25				Responsible management
KU5		IT - Capital contribution	Central support services/IT		Office 365 (RS)	No	√		27				Responsible management
KV9		IT - Finance	Central support services/IT		Provision for Finance Convergence (CR; PB)	No	√	135	-				Responsible management
Provision		IT - Property and Assets	Central support services/IT		SaM improvements (CR)	Yes	√		25				Economy
KV5		IT - Corporate	Central support services/IT		Microsoft Power Apps (CR)	No	√		23				Responsible management
Provision		IT - Revenue & Benefits	Central support services/IT		New Housing Benefit System (RS)	Yes					500		Responsible management
KU6		IT - Housing	Central support services/IT		Homelessness System Replacement (CR; Revenue GG/RS)	No	√		110				Homes
KV1		IT - Corporate	Central support services/IT		Health & Safety (CR)	No		21	21				Environment
KC1		IT - Corporate	Central support services/IT		iTrent Hosted (RS)	No		27		27			Environment
KC2		IT - Corporate	Central support services/IT		Azure Migration (RS)	No		41	41				Responsible management
KX6		IT - Corporate	Central support services/IT		System upgrade costs (RS)	No		27	27				Responsible management
KC3		IT - Corporate	Central support services/IT		Transformation costs (staff resource)(RS)	No		47	60				Responsible management

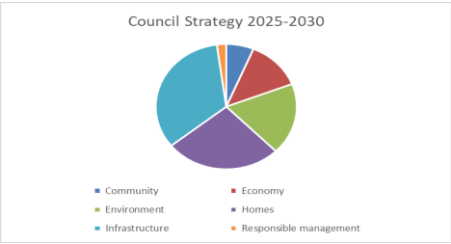
Code /bid no.	Teignbridge Action Plan Priority	Asset/Service Area			Description	Provision ?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
								BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
								2025-26	2025-26	2026-27	2027-28	2028-2029	
								£'000	£'000	£'000	£'000	£'000	
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Telephony phase 2 (RS)	Yes				27			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Enhancements to Leisure digital offer (RS)	Yes				20			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Digital solution to compare plans and documents (RS)	Yes				50			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Digital solution for neighbourhood requests (RS)	Yes				50			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		AI solution for document redaction (RS)	Yes				30			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Miscellaneous System Upgrades (RS)	Yes				27			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Comino D360 upgrade - Cloud Migration (RS)	Yes				60			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		IKEN Cloud Migration (RS)	Yes				22			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		SDWAN (Discovery) (RS)	Yes				21			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Uniform review (RS)	Yes				20			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Itrent improvements (RS)	Yes				20			Responsible management
Provision		IT - Corporate (2026/27 Strata business plan)	Central support services/IT		Transformation costs (staff resource)(RS)	Yes				82			Responsible management
KG1		Michaels Field	Open spaces and leisure		Replacement boiler (S106)	No	√		25				Environment
KF5		Newton Abbot Leisure Centre	Open spaces and leisure		Leisure Centre Gym Equipment (S106)	No	√	40	80	40	40	40	Infrastructure
KM2		Newton Abbot Multi Storey Car Park	Planning & Development		Lift Modernisation Work (CR)	No	√	C	23				Economy
KL4		Newton Abbot Town Centre	Planning & Development		Sherborne House Fire Doors (CR)	No			25				Responsible management
KL7		Newton Abbot Town Centre Regeneration	Planning & Development		Bradley Lane Enabling Works (PB)	No		32	-				Economy
KO3		Newton Abbot Town Centre	Planning & Development		Future High Street Fund project: Market Improvements (GG, PB)	No	√	4,958	5,656				Economy
KO5		Newton Abbot Town Centre	Planning & Development		Future High Street Fund project: Bradley Lane site clearance (GG)	No	√		1,641				Economy
Provision	IN.2	Heart of Teignbridge	Planning & Development		Houghton GP & Community building (CIL) (est. 2029-30)	Yes							Community
KW5		Open Spaces	Open spaces and leisure		Crl bunting land (S106)	No		97		97			Environment
KB4		Open Spaces	Open spaces and leisure		Whitestone Church Yard Wall (CR)	No			50				Environment
KB5		Open Spaces	Open spaces and leisure		Unauthorised encampment measures (S106)	No			88				Environment
Provision		Play area equipment/refurb	Open spaces and leisure		Provision for Powderham Newton Abbot play space equipment and wider park improvements (S106)	Yes		100	-				Environment
Provision		Play area equipment/refurb	Open spaces and leisure		Prince Rupert Way, Heathfield (S106)	Yes		40		26			Environment
Provision		Play area equipment/refurb	Open spaces and leisure		Provision for Teignbridge-funded play area refurb/equipment (CR)	Yes		80	-				Environment
KL3		Rural areas	Planning & Development		Rural England Prosperity Fund (GG)	No			195				Community
Provision		Play areas	Open spaces and leisure		Play Parks improvement fund (CIL)	Yes				500	500		Environment
KB1		SANGS/Open Spaces	Open spaces and leisure		Ridgetop Countryside Park (South West Exeter SANGS) (GG)	No	√	1,337	1,367				Environment
Provision	EN.5	SANGS/Open Spaces	Open spaces and leisure		New Countryside Parks (CIL)	Yes		-	-			50	Environment
Provision	IN.1	Teignbridge	Planning & Development		Provision for Education (CIL)	Yes	√	4,050	100	50	50	15,500	Infrastructure
KX5		Teignmouth Town Centre	Central support services/IT		George Street Car Park (S106; PB)	No	√	460	188	282			Economy

Code /bid no.	Teignbridge Action Plan Priority	Asset/Service Area		Description	Provision ?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
							BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
							2025-26 £'000	2025-26	2026-27	2027-28	2028-2029	
							£'000		£'000	£'000	£'000	
KR2		Teignmouth	Flood alleviation and environment	Beach Management Plan (GG)	No	✓		27				Community
Provision		Teignbridge	Planning & Development	Highway Improvements and Travel Connections (CIL)	Yes				3,100		100	Infrastructure
Provision	IN.3	Teignbridge	Planning & Development	Community Match Fund (CIL)	Yes			200	200	200	200	Community
Provision		Transport	Planning & Development	 Transport Hubs and Public Transport (CIL)	Yes		750	-				Infrastructure
KS6		Waste Management	Flood alleviation and environment	Provision for Bulking Station - replace telehandlers (CR)	No			45	45			Environment
KS4	EN.3	Waste Management	Flood alleviation and environment	Provision for Waste Transfer Station Redevelopment (RS; PB; CIL)	No		2,500	1,000	4,033			Environment
KS4		Waste Management	Flood alleviation and environment	Waste Transfer Station redevelopment feasibility (RS)	No	✓		16				Environment
Provision		Waste Management	Flood alleviation and environment	Provision for replacement card baler (2029) (PB)	Yes			-			300	Environment
Provision		Waste Management	Flood alleviation and environment	Provision for Simpler Recycling Statutory Requirements (RS; PB)	Yes		350	350	35	35	35	Environment
KS5		Waste Management	Flood alleviation and environment	Replacement recycling banks (RS)	No		45	45	45			Environment
Provision		Waste Management	Flood alleviation and environment	Replacement vehicles (PB)	Yes		290		240	650		Environment
KS2		Waste Management	Flood alleviation and environment	 Fleet Decarbonisation Infrastructure (PB, RS)	No	✓		46				Environment
Provision	EN.4	Waste Management	Flood alleviation and environment	Provision for improvements to waste management infrastructure (workshop, offices, storage, welfare) (PB)	Yes				700			Environment
Provision		Waste Management	Flood alleviation and environment	Provision for waste fleet IC100 units (CR) 2028-29	Yes						40	Environment
KS0		Waste Management	Flood alleviation and environment	Purchase of Wheeled Bins (CR;RS)	No		168	168	176	185	194	Environment
							29,444	22,498	23,467	11,245	19,155	
							FUNDING GENERAL					
							Capital Receipts Unapplied - Brought forward	(528)	(666)	(52)	(7)	(7)
							Capital Receipts - Anticipated	-	-	-	-	-
							Capital Receipts Unapplied - Carried forward	66	52	7	7	7
							Revenue Contributions Reserve - Brought forward	124	(1,044)	(701)	(271)	(10)
							Budgeted Revenue Contribution	(1,500)	(1,648)	(1,500)	(500)	(500)
							Additional specific revenue contributions from departmental budgets and revenue grants.	(145)	(30)	(197)	(30)	(30)
							Revenue contribution: movement in reserves					
							Revenue Contributions Reserve - revenue support/provisions.	42	216	-	-	-
							Balance of Revenue Contributions Reserve - carried forward	30	701	271	10	200
							Government & Agency Grants	(6,521)	(9,174)	(2,424)	-	-
							S106	(842)	(977)	(180)	(163)	(341)
							Other External Contributions	-	-	-	-	-
							Community Infrastructure Levy	(8,451)	(500)	(8,618)	(2,300)	(16,750)
							Prudential borrowing	(7,824)	(4,344)	(3,642)	(3,146)	(300)
							HOUSING					
							Capital Receipts Unapplied - Brought forward	(3,700)	(3,700)	(3,358)	(2,374)	(1,390)
							Capital Receipts - Anticipated	(20)	(20)	(20)	(20)	(20)
							Capital Receipts - Right to Buy	-	-	-	-	-
							Revenue contributions					
							Better Care Funding and other government grants.	(3,800)	(2,888)	(3,336)	(2,750)	(1,400)
							S106	(71)	-	(328)	(328)	-
							Other External Contributions	-	-	-	-	-
							Internal or Prudential Borrowing	-	(1,834)	(1,763)	(763)	-
							Capital Receipts Unapplied - Carried forward	3,696	3,358	2,374	1,390	1,386
TOTAL FUNDING							(29,444)	(22,498)	(23,467)	(11,245)	(19,155)	
							Programme Funding					
							All Revenue contributions	(1,449)	(1,805)	(2,127)	(791)	(340)
							Capital Receipts	(486)	(976)	(1,049)	(1,004)	(24)
							Section 106	(913)	(977)	(508)	(491)	(341)
							Other External Contribution	-	-	-	-	-
							Grant	(10,321)	(12,062)	(5,760)	(2,750)	(1,400)
							Community Infrastructure Levy	(8,451)	(500)	(8,618)	(2,300)	(16,750)
							Prudential borrowing	(7,824)	(6,178)	(5,405)	(3,909)	(300)
							Total	(29,444)	(22,498)	(23,467)	(11,245)	(19,155)
							Balance of capital receipts	(3,672)	(3,411)	(2,381)	(1,397)	(1,393)

Code /bid no.	Teignbridge Action Plan Priority	Asset/Service Area			Description	Provision ?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
								BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
								2025-26 £'000	2025-26	2026-27 £'000	2027-28 £'000	2028-2029 £'000	



Summary by Council Strategy priorities						
Community	2,234	3,066	2,079	200	200	
Economy	5,660	7,718	1,532	2,000	-	
Environment	8,528	3,679	6,651	1,870	1,420	
Homes	4,125	5,286	7,049	4,875	1,454	
Infrastructure	8,347	2,123	5,618	1,759	16,040	
Responsible management	550	626	538	541	41	
Totals	29,444	22,498	23,467	11,245	19,155	



- Key:
- EC

External Contributions
- S106

S106 - Section 106 developer contribution
- CIL

Community Infrastructure Levy
- GG

Government Grant
- CR

Capital Receipts
- RS

Revenue Savings
- PB

Prudential Borrowing
- C

Project complete. Where this relates to payment of a contribution, indicates contribution has been paid.

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Teignbridge District Council

Financial Plan

2026 to 2031

1. About this Plan

Our Financial Plan looks at the position of the revenue budget and considers the General Fund ¹ position in terms of general reserves and earmarked reserves and the Capital Programme, ² and the inter-relationship between the two.

The purpose of this Plan is to define how the Council will structure and manage its finances over the next five years in order to deliver services to residents and support the objectives detailed within the Council Plan.

The Financial Plan also links with other key plans and documents of the Council including Service Plans, Asset Management and Disposal policies, the Digital Strategy, Procurement and Treasury Management. Input will also be provided through the Overview & Scrutiny Committees review of budget priority and savings work and the Council's Senior Leadership Team.

The Financial Plan comprises of two parts;

➤ **Part 1 - The Medium Term Financial Plan (MTFP)** *(page 3)*

This is a key element of the budget setting process. The MTFP provides a financial model and forecast of the cost of providing services over a rolling five-year period, together with an estimate of the financial resources that are likely to be available to the Council. The process is designed to provide an early warning of any potential deficit in the required level of resources and interaction with earmarked reserves if available to smooth funding where appropriate.

As well as considering the revenue implications and the General Fund balance, the MTFP also reviews the affordability of the Council's capital investment programme, matching forecast funding against planned capital spending over a five-year horizon. The capital programme is easier to control as individual schemes can be approved or not by Council to match resources available. Clearly this has its own implications in meeting the Council Plan objectives but does not have the same degree of organisation complexity as the General Fund involving significant staff numbers, team interaction and service delivery.

➤ **Part 2 – Financial Viability Process (FVP)** *(page 12)*

This part of the Financial Plan considers how the Council will attempt to balance its finances over the coming years to continue to provide service for its residents and customers. It ensures we are achieving Value for Money throughout the Council within each service; it evidences this and seeks improvement and savings where possible. The process involves review of service plans with a team of key staff from the Business Transformation Team, Finance and Performance to aid us in this process. They work with the relevant services to discover likely savings to pursue, viability, time scales and resources required to implement.

Depending on the outcome of this work and savings achieved, consideration will then need to be given as to whether service reductions are required to balance the books in order to achieve financial sustainability and viability.

Definition Note:

1. The General Fund records day-to-day revenue spending and income on the delivery of Council services.
2. Capital programme spending relates to purchases or enhancements of assets, expenditure that has benefit greater than a year and is over £20,000.

➤ **Part 1 - The Medium Term Financial Plan (MTFP)**

2. Introduction

The development of a five-year financial model is based upon a number of assumptions and perceived risks which clearly become more difficult to predict as the period covered lengthens. In recent years we have been subject to one year only financial settlements from Government, there have been fundamental funding reviews proposed, delayed and then cancelled on a number of occasions, making even short term planning difficult. We now have a three-year settlement for 2026/27, with the funding reset proposals having been confirmed by Government. Any plan built over a period greater than 5 years becomes more unpredictable, as assumptions about future financial indicators lengthen. The MTFP has been written from the perspective of the council continuing to exist in its current form. This will be the base until a decision is made as regards Local Government Reorganisation.

In broad terms, the model has been developed on the basis of 'reasonable and prudent' forecasts and assumptions in accordance with sound accounting practice.

3. Fundamental principles

Underpinning this plan, the following fundamental principles have been adopted:

- To secure the financial viability and stability of the Council in accordance with the Chief Finance Officers (CFO) responsibility to protect the Council's finances.
- Annually, a balanced revenue budget will be set with expenditure to be limited by the amount of available resources.
- Where a balanced revenue budget cannot be achieved in the short term, use of earmarked funding reserves will be used to balance the budget but by exception.
- The General Fund balance will be maintained at the agreed adopted level as advised by the Chief Finance Officer.

- If earmarked reserves are not available to balance the budget resources will be redirected from low to high priority services to meet objectives set out in the Council Plan and maintain statutory functions.
- Council Tax increases will be kept within annually announced government guidelines to ensure a local referendum is not triggered.

In considering the capital budget, the Council will continue to follow the methodology of assessing schemes against their contribution to the corporate strategy, service improvement and long-term impacts on budget as well as deliverability within finite staff resources. The Council will also seek to maximise the use of its assets.

4. Financial background

The Government has cut core funding significantly for a number of years. Additional support was provided during the pandemic but this was then withdrawn and the underlying funding for local authorities is historically low.

There are significant financial pressures to consider with recent higher inflation rates, interest rates, energy and food costs and potential recession threats, with growth continuing to be very low. As a consequence the indications have been higher national pay awards and other direct cost implications, mainly associated with contractor and partner costs. There has traditionally been low investment income received however this increased significantly with the increases in base rate but has an adverse impact on potential borrowing costs for capital schemes. Profiling debt can smooth out some of these short-term change in rates. Ambitions remain to pursue our carbon reduction programme and improve services through further investment. This all brings significant financial challenges and a requirement for us to act more commercially to generate more income.

These factors have shaped the finances of the Council over recent years and placed it in a continuous difficult position of setting balanced budgets. The Council needs to address its continuing budget gaps on the revenue budget and mitigate use of funding earmarked reserves which could be redirected to other activities. Member support is key to achieving this objective. Huge progress has been achieved in recent years in delivering savings and reducing the budget gap down to the more manageable level presented currently. Further work is needed to reduce the gap down to zero in time for the new unitary's anticipated vesting.

The Council has facilitated and encouraged business and housing growth in the district to deliver its ambitions. Historically, this approach enabled the Council to benefit from additional government funding through the New Homes Bonus and extra Business Rate income, placing it in a stronger financial position than many other councils and supporting significant investment in non-statutory services for the district. Although the New Homes Bonus has now been discontinued and, from 2026/27, historical growth will be removed from the business rates system through a baseline reset, the Council remains committed to its ambitions, including building its own housing to progress towards affordable housing targets.

5. Medium Term Financial Plan

The base for the MTFP is the 2025/26 approved budget and the current cost of ongoing services, adjusted to take account of a range of unavoidable costs such as pay increases, inflationary pressures, the implementation of any approved changes to the budget and any costs arising from new legislation and associated regulations or changes in resident demand. The updated MTFP takes account of any forecast variations in the level of both investment and fee income.

The Plan also considers and makes reasonable assumptions about the likely incomes from council tax and central government funding. The MTFP is designed to model likely outcomes and to aggregate the sum of all potential financial inputs, to determine whether the Council will have sufficient resources to achieve its objectives, or indeed whether action is required to bridge a funding gap.

In formulating these calculations a number of assumptions have been made and a range of external influences considered. The various risks and pressures are detailed at the end of the Plan with commentary on their potential impact.

Appendix A to the Financial Plan contains the best estimates of the 5-year costs and incomes.

A similar exercise has been undertaken in respect of future capital expenditure, detailing the anticipated level of resources required, together with potential funding sources available to the Council to support its planned programme of works and where there are revenue implications these have been acknowledged within the Plan.

6. MTFP – Revenue Position

The position on General Fund services is extracted in the table below in section 10 and shows the current year 2025/26 for comparison and forms the basis from which future assessments have been made. The 2025/26 position is the set budget from February 2025 and then the latest position for 2025/26, the implications effecting this budget are considered going forward.

Some key areas to note in this calculation:

Service Budgets - This position is calculated based on current service provision adjusted where there are known resident demand changes, contract agreements or legislative requirements. This position does not include any growth in service or staffing to the Council's current service level with the exception of:

- Additional temporary resources to deliver significant projects, service reviews, business/systems improvements etc and for the Modern 25 work.
- The 2026/27 budget for staff salaries includes an assumed 3% increase. The final offer will be determined at a later date.
- Each of the 3 owners of Strata require additional support to meet the various work demands and objectives requiring IT support and development. This will lead to an increase in cost.

The base budget will include the provisional sums known and be amended when the relevant approvals have been provided.

The Council's previous full set of budget papers [Agenda for Full Council on Tuesday, 25th February, 2025, 10.00 am - Teignbridge District Council](https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3223&Ver=4https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3088&Ver=4) [https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3223&Ver=4https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3088&Ver=4](https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3088&Ver=4https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CIId=165&MIId=3088&Ver=4) is a useful historical reference as it details significant information about the service provision currently provided; costs and income received for revenue (appendix 4 and appendix 5), staffing resources involved in each area (appendix 5) and the capital programme (appendix 7).

Government Funding General - The 2025/26 Local Government Finance Settlement was a one-year spending round only. This put-on hold again planned reforms; changes to both the local government funding formula and the re-basing and implementation of a new business rate retention scheme. The Government has now provided a funding reset settlement for 2026/27 which is for 3 years.

The MTFP now shows the key elements of this revised funding settlement including the loss of the separate allocation of new homes bonus, elimination of pooling gains and growth retention in business rates and employers' national insurance grant etc.

The Local Government Finance Settlement is announced normally late November/early December and for 2026/27 was announced on 17 December 2025 which makes planning extremely difficult as councils initial budget processes are finalised at that point. The finance policy statement published on 20 November 2025 only outlined some of the key principles for 2026/27.

7. Business Rate income

The income projected for 2026/27 is based on the new funding formula within the settlement, with modest growth assumed in future years.

The resetting of the business rates baseline in 2026/27 has stripped out accumulated growth from previous years, consequentially, pooling arrangements with the other Devon Authorities are no longer beneficial.

To manage fluctuations in collection rates and Business Rate assessments, the Council maintains a bad debt provision and a business rates funding Reserve. This reserve helps offset changes in business rates and supports existing revenue budget gaps, enabling the Council to continue meeting service costs in the short to medium term.

8. Council Tax

Since 2023/24 the government has determined that district councils can increase their council tax by £5 per year or 2.99% (2% pre 2023/24), whichever is the greatest, increases above this amount require a local referendum.

Government assumes that the Council will increase its Council tax by the maximum allowable when setting its allocation of other funding streams. These increases are built into the model for future years (£6.05 for 2026/27)

9. New Homes Bonus (NHB)

New Homes Bonus has been discontinued for 2026/27 and the nationally, this funding has been re-distributed within the Revenue Support Grant, using new funding formulas.

At the height of the scheme the Council was paid the annual growth sum for 6 years – in 2016/17 the Council received £3.848 million (the most received in any one year). For 2025/26 the council received £0.35 million.

10. MTFP numbers

The MTFP financial data is provided annually in the budget papers as appendix 4. This provides the latest numbers for the current year and the following 3 years. Future years are extremely uncertain however an attempt to calculate our budget gaps extended to year 5 is shown below the 3-year projection replicated below.

Revenue Budget Summary

Appendix 4

Revenue Budget	2025-26 Forecast	2025-26 Latest	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
<i>EXPENDITURE</i>	£	£	£	£	£
1 Employees	27,490,880	28,647,510	28,331,970	29,093,770	29,951,010
2 Property	5,693,430	5,875,590	6,139,050	6,002,330	6,133,090
3 Services & supplies	7,440,950	10,119,990	8,076,650	8,293,460	8,225,190
4 Grant payments	19,431,570	20,268,530	18,411,080	17,411,080	16,411,080
5 Transport	966,430	794,820	835,800	854,450	874,030
6 Leasing & capital charges	2,706,420	2,768,830	2,891,560	2,977,230	3,007,890
7 Contributions to capital	1,500,000	1,647,510	1,500,000	500,000	500,000
8 Total expenditure	65,229,680	70,122,780	66,186,110	65,132,320	65,102,290
<i>INCOME</i>					
9 Sales	-1,032,830	-812,290	-616,210	-819,140	-851,910
10 Fees & charges	-12,924,520	-13,452,050	-13,639,020	-14,464,580	-15,043,160
11 Grants - income	-21,319,570	-23,544,650	-21,319,690	-20,319,690	-19,319,690
12 Property income	-4,016,200	-4,156,100	-4,132,950	-4,321,940	-4,498,600
13 Other income & recharges	-4,700,740	-6,289,940	-4,371,840	-4,418,090	-4,423,280
14 Transfer from (-) / to earmarked reserves	-1,484,070	-2,524,430	-1,125,810	-951,480	-1,198,080
15 Total income	-45,477,930	-50,779,460	-45,205,520	-45,294,920	-45,334,720
16 Total net service cost	19,751,750	19,343,320	20,980,590	19,837,400	19,767,570
<i>Funding</i>					
17 Council tax	-10,429,960	-10,429,960	-10,969,200	-11,410,150	-11,868,830
18 Council tax surplus(-) / deficit	-381,900	-381,900	-507,300	0	0
19 Revenue support grant	-288,010	-288,010	-6,166,750	-4,998,290	-3,784,710
20 Rates baseline funding	-3,664,280	-3,664,280	-3,307,570	-3,383,440	-3,451,690
21 Estimated rates retention and pooling gain	-3,413,720	-3,104,830	-29,770	-30,450	-31,070
22 New homes bonus	-351,710	-351,710	0	0	0
23 Damping/returned surplus/cap	0	0	0	-15,070	-631,270
24 Other grants	-1,222,170	-1,222,170	0	0	0
25 Budget gap (-) to be found	0	0	0	0	0
26 Total funding	-19,751,750	-19,442,860	-20,980,590	-19,837,400	-19,767,570
27 -Surplus/shortfall	0	-99,540	0	0	0
28 General reserves at end of year	2,500,140	2,600,000	2,600,000	2,600,000	2,600,000
29 General reserves as % of net revenue budget	12.7%	13.4%	12.4%	13.1%	13.2%

The table below shows annual budget position over the 5-year period – see appendix A for more detail.

Table: MTFP Model – Annual budget shortfall

General Fund	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000	2034/35 £000
Budget Shortfall/(Surplus)	1,435	1,126	951	1,198	1,623	1,398	Not costed	Not costed	Not costed	Not costed

The Model identifies the pressures and influences on the Council's revenue budgets and highlights a shortfall between the Council's spending requirements and the amount of finance available. Actions will need to be taken to meet these shortfalls and the need to keep finding savings year on year is not to be underestimated.

11. MTFP Revenue - The Way Forward

The funding gap for 2026/27, 2027/28 and 2028/29 needs to be addressed working with SLT, SMT, senior officers and Members. Savings should be filtered into the budget process each year as part of the annual budget process but also in year as savings ideas are formulated, worked on and delivered.

A key area to explore is what savings/increased income can be achieved by working through service reviews and proposed savings options, this being before more fundamental decisions are made on whether there is a need to explore cutting services to the public. Working through service plans and Modern 25, eliminating quick wins, working more commercially will help towards achieving this goal. Clarifying the appropriate level of investment in IT to reconstruct our organisational structure will be vital and identify staff savings through automation of procedures. These are some initiatives that will help as well as the normal scrutiny through the budget process. This Plan also proposes that we work with the actions in the Financial Viability Process.

The Plan proposes a two-stage approach which is linked to the uncertainty of Government funding for local authorities and possibly even the shape of local government going forward.

- Each year we will undertake service reviews to ensure we are delivering VFM, drive efficiencies to see what savings can be achieved and to form an evidence base that we have done what we can, challenging ourselves on cost effective delivery of services. This will also be combined with looking at suggestions from the Ignite report (now incorporated into Modern 25) and savings suggestions identified from review of previous unspent budgets and invest to save – such as IT investment to deliver more automation. A review of our assets including disposal, re-use etc will be explored and all commercial opportunities to generate more income.
- If the funding gaps estimated in future years materialise, then efficiencies and income generation are not going to drive all the level of savings and we will need to look at service reductions. But this comes at a point when we know how much we need to find and when, before radical service decisions are made. As stated we have an earmarked Funding Reserve in place to protect us and support existing revenue budget gaps.

This gap should not be ignored and what actions could be taken should be considered and formulated. If savings are not found over the next 3 years, then the Funding Reserve will continue to be depleted leaving insufficient funds to address future significant variations in funding or budget pressures elsewhere including the capital programme. Early identification of savings and their introduction would allow unspent earmarked funding reserves to potentially be reallocated.

Key areas of budget proposals to be agreed are as follows and can continue to be monitored and developed where appropriate through the Overview & Scrutiny work plan:

- a. **Approval of Council tax increases at the maximum allowed – £5 or 2.99% currently**
- b. **Agreement of our asset strategy and determining best use of our assets – disposal/transfer/re-use and re-model**
- c. **Pursuit of maximum asset disposal proceeds**
- d. **Exploring commercial investment opportunities including charging policy**
- e. **Maximising income from existing fees and charges**
- f. **Exploring new opportunities for setting fees and charges**
- g. **Reviewing the savings options from the Ignite work and Modern 25**
- h. **Investing in our IT provision to deliver more automation and efficiencies**
- i. **Review our policy for earmarked reserves and funding budget gaps**
- j. **Reviewing support for third sector grants and support**
- k. **Identifying other voluntary grants and future support**
- l. **Reviewing quick wins and budgets no longer required**
- m. **Periodic review of the capital programme and alignment to strategic priorities**
- n. **Agreement to continue to provide a revenue contribution to capital at £1,500,000 per annum in 2025/26 and 2026/27 and £500,000 for future years**
- o. **Determining adequate borrowing limits including headroom for the capital programme through approval of the appropriate treasury management indicators**
- p. **Councillors community fund budget**
- q. **Impacts from the outcomes of devolution**
- r. **Minimum level of general reserves – currently suggested to increase to £2.6 million**
- s. **Limit use of earmarked reserves to bridge budget gaps**
- t. **Considering new funding models**
- u. **Timeline for delivery of savings**
- v. **Working with Town and Parish councils re service provision**

12. Capital

The Council maintains a programme of capital expenditure designed to improve a wide range of community facilities and local infrastructure. The forward funding projections below only include rolling items and projects identified early by managers; **there will be proposals missing from this list** that will need to be considered for funding out of available resources as they come forward.

There will be a disparity between the Council's capital spending aspirations being greater than the amount of finance available. In producing these figures agreed principles have/will be applied:

- A capital bid process is in place whereby appraisal forms are completed for each scheme and an assessment methodology applied to prioritise expenditure within resources available. This prioritisation is overseen by the Corporate Projects Board.

MTFP Model – Capital Expenditure and Funding Position

Strategic Priority	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/32 £000
Community	3,066	2,079	200	200	-
Economy	7,718	1,532	2,000	-	-
Environment	3,679	6,651	1,870	1,420	2,705
Homes	5,286	7,049	4,875	1,454	4,362
Infrastructure	2,123	5,618	1,759	16,040	220
Responsible management	626	538	541	41	123
Total Capital Expenditure	22,498	23,467	11,245	19,155	7,410
Borrowing	(6,178)	(5,405)	(3,909)	(300)	-
Capital Receipts	(976)	(1,049)	(1,004)	(24)	(72)
Revenue contributions (includes specific sums)	(1,805)	(2,127)	(791)	(340)	(918)
Grants / external contributions	(12,062)	(5,760)	(2,750)	(1,400)	(4,200)
CIL	(500)	(8,618)	(2,300)	(16,750)	(2,100)
S.106	(977)	(508)	(491)	(341)	(120)
Total Funding	(22,498)	(23,467)	(11,245)	(19,155)	(7,410)

The Programme expenditure includes those schemes already approved by Council and rolling items and provisions. **Bids will come through the annual budget process giving a different picture to that given above and there will be choices to make in order to keep expenditure within resources available.**

The above has been produced using the latest budget monitoring position and it is clear from observation that periodically the programme needs to be re-profiled with the budget managers. There are a number of schemes which will not be delivered in part or full in the year the budget is allocated. From the view of the MTFP it's the overall position that can be considered taking all years into account.

The programme assumes £15.8 million of borrowing between 2025/26 and 2029/32 in addition to the current underlying need to borrow of £35.4 million. Cash flow monitoring and balance sheet review exercises indicate no immediate need to borrow externally over the next 2 - 3 years. This is dependent upon the speed with which capital projects progress and is reviewed periodically alongside interest rate monitoring, so that when long-term external borrowing is required, it is undertaken in a controlled way in line with the Council's treasury strategy. This position has been factored into the revenue model in terms of costs of borrowing/lost external interest/minimum revenue provision etc. Any new borrowing will need to be considered in conjunction with existing borrowing commitments, maximum borrowing limits and a comfortable headroom for borrowing.

The above capital receipts line is based on the most recent activity and forecast information.

Key issues to consider for this Plan in terms of capital are:

- Only approved schemes and provisions from the February 2025 budget process and subsequent approvals brought to Members are included. The current position shows General Fund capital receipts largely being used by 2025/26. If any new projects or schemes do come forward, it is assumed they will attract sufficient funding and/or have a positive business case with a minimum return of 1%.
- Any scheme inclusion in the Programme over and above this core annual expenditure needs to be considered carefully for inclusion in future programmes. This happens on a case-by-case basis to determine if they meet corporate objectives. Business cases must evidence the required 1% return in the case of self-funded schemes or show delivery in conjunction with other agencies/partners. Some schemes will come with no funding but may still be necessary, for example IT improvements and asset refurbishments.
- The continuation of revenue contributions to capital at £1,500,000 per annum for 2025/26 and 2026/27 will assist in supporting the capital programme and for any spends without a sufficient supporting business case (the contributions then drop to £500,000). Revenue contributions are all committed until 2028/29.

The Way Forward – Capital programme

- There is a clear necessity for the Projects Assurance Board to consider the allocating of capital resources against competing capital scheme bids.
- The programme needs to be populated with realistic expenditure estimates into the future; further work has been undertaken on Council assets costs and a review of our asset management policies and use of assets.
- The Project Management Guidelines will continue to be used to inform the capital bid process through detailed capital appraisal forms and Project Initiation Document (PID). There will be continued monitoring of progress on key projects through the Council's Projects Assurance Board.

➤ Part 2 – Financial Viability Process (FVP)

13. Aim of the FVP

This part of the Finance Plan considers how the Council will balance its finances over the coming years to continue to provide service for its residents and customers. We will ensure we are achieving Value for Money throughout the Council within each service; we will evidence this and seek improvements and savings where possible. We have key dedicated resources to aid us in this process and available to work with services.

Depending on the outcome of this work, and the savings achieved, as identified in 11 above we will then need to look at reductions in service delivery necessary to balance the books going forward to deliver financial viability and sustainability.

This will all be looked at against the backdrop of the risks and challenges that have implications for the Council's financial position in the medium term.

The major risks and pressures are:

Changing government funding
Inflation rates
Interest rates
Cost of living crisis and impact on services/income
Existing budget gaps and limited earmarked reserves
Staff resources
Additional demands from Government

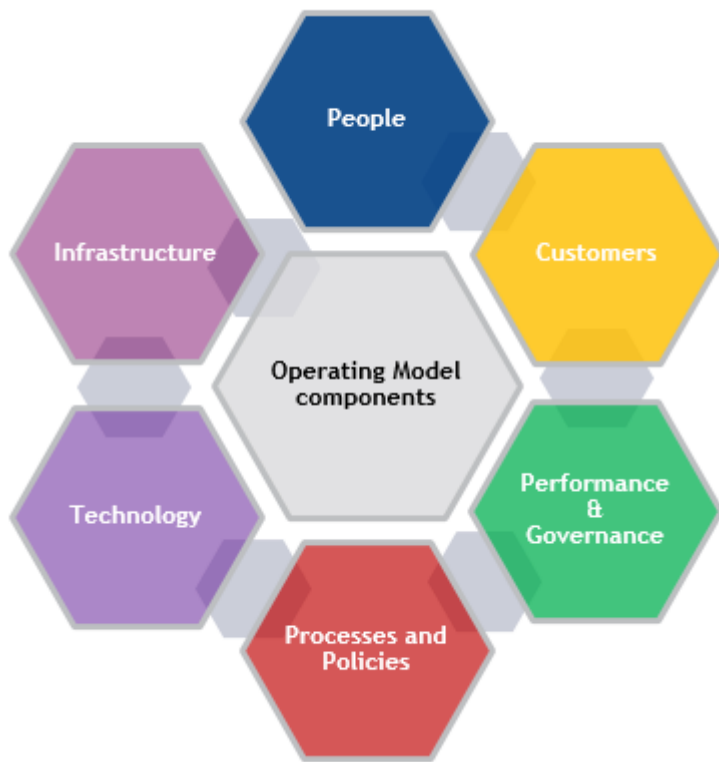
14. Modern 25 Programme

TDC accepted that to achieve the level of savings required, it needs to change the way things are done and alter its operating model, whilst ensuring that the customer is still at the heart of council services. Independent consultants were commissioned through a procurement process to work in partnership with Teignbridge Senior Leadership Team to deliver:

- A strategic alignment review
- Recommendations for a new Target Operating Model

The objective of the programme is to deliver a new operating model for the council. An operating model encompasses all aspects of the way the organisation delivers its core purpose and includes

- People and Organisation – the activities that our staff carry out and how they are managed and organised
- Technology and Infrastructure – the software, physical ICT infrastructure and physical assets that are in place to support how people carry out the council's work
- Ways of Working – the processes, policies, procedures, performance, governance, leadership and management that is in place
- Culture & Behaviours – Creating a work environment which supports delivery of strategic priorities and core services to our customers and an organisation that invests in its people
- Strategic Priorities – the strategic portfolio of programmes and projects that are in place to deliver the council's strategic priorities



From their recommendation we have developed our Modern 25 programme which aims to deliver a new operating model for the council delivering £2.6 million of phased benefit savings and implementing the changes across the whole council in line with agreed design principles. The organisation restructure has been approved and has now been implemented and posts advertised and appointed. The programme focuses on delivery of 3 main workstreams

1. Customer and Service Design - Lead Tracey Hooper

This will digitalise services that the users of our services want and design support mechanisms for customers who need help to make a request or support service users who have complex needs.

Our services will be designed to be more sustainable through:

- Shifting our service users to less expensive digital channels in line with our current demand, through active promotion and nudges
- Designing services that are easy for users to access and make a request
- Maximising the value provided by our front-line staff in helping residents with complex needs
- Creating excellent online information and guidance for our service users
- Proactively and passively keeping service users informed throughout their service journey

2. Technology and Digital - Amanda Pujol

This will define and develop the technology and digital requirements to support the new operating model by:

- Defining the key technologies that will support the new operating model and ways of working
- creating a roadmap for delivering these capabilities
- Defining the digital capabilities required and running a procurement exercise to fill the capability gaps
- Provide resources in skills to configure new digital capabilities and integrate them, in line with our technology roadmap

It is underpinned by our Digital Strategy adopted in 2021 built around six themes:

1. Customer access and service
2. Digital and mobile work force
3. Digital democracy
4. High-quality, accessible data
5. Digital and Net Zero
6. Responsive, resilient and secure infrastructure and systems

3. People and Organisational Design - Tim Slater

We have designed and developed a new council structure that supports the new operating Model for the delivery of services to our customers and the delivery of our strategic portfolio. This includes a review of current HR policies and procedures, including performance management, to support the implementation of the new operating model and define:

- The spans of control for managers and the scope of management responsibilities for changes to the organisational structure
- The creation and evaluation of new roles that have been created to support the delivery of the new operating model
- The programme will review HR policies and procedures, including performance management to support the implementation of the Target Operating Model
- The governance structures that will support performance management

4. Strategic portfolio – Gordon Bryant

This will define and develop business cases, statements of works and specific individual projects to deliver against a revised strategic portfolio which is aligned with the Council's priorities and strategy. The programme will oversee:

- all implementation and change activities associated with the deliverables from the strategic portfolio projects
- Monitoring of projects progress as part of overall programme governance
- alignment of project outcomes with the new operating model

In order to deliver this programme of work there has been an upfront investment to provide additional temporary staffing resources and capital investment in digital infrastructure and systems. The new structure has resulted in a reconfiguration of services and new posts and roles being created. The Council has also undertaken a pay structure review which will result in a new pay scale and job evaluation process being developed and implemented to ensure the Council remains competitive and can attract the staff with the key skills to deliver the best service for residents in the District. Changes to the structure and potential investments are/will be incorporated into the revenue and capital budgets.

We are developing a Digital Strategy and we are now working with Strata and our other partner authorities to ensure the outcomes can be defined and delivered. The Strategy is built around six themes

Customer access and service
Digital and mobile work force
Digital democracy
High-quality, accessible data
Digital and Net Zero
Responsive, resilient and secure infrastructure and systems

5. Performance Management Data: Lead – Jack Hobson

It is crucial we use relevant data to inform our business decisions. Performance data needs to be readily available and used by managers, SLT, SMT and members to drive decisions and be clear where action is needed/not needed and how we are performing for our residents, identifying and resolving issues quickly. Importantly this needs to link with system thinking to ensure we measure the right things.

It is necessary to understand cost, performance and activities of services and undertake appropriate comparisons to be clear where we are providing Value for Money and where we are not. Help identify where improvements are needed or to determine we are comfortable and understand the variances.

We have a Performance and Data Analyst but also services have their own resources in this area and we need to share and oversee the whole.

6. Asset Management: Lead – Tom Phillips

In reviewing our services there are some services where asset management is relevant and areas it is not. There are key elements to be considered by services;

- a) Understanding the financial and non-financial performance of assets and using this to drive asset management decisions.
- b) Proactive asset management – Maximising the returns from assets and disposing of assets that have a poor financial / non-financial return and at market value where appropriate.
- c) Investing in assets only where there's a strong business case.

- d) Supporting wider objectives – Being clear where and how asset management is supporting wider objectives, such as benefitting the community, shaping the built landscape, supporting the Council in its service delivery and proactively supporting our commitment to tackling climate change.
- e) Encouraging asset transfer where appropriate.

There can be a quick analysis within each service to determine scope of opportunities.

7. Income Maximisation: Lead – Gordon Bryant/Gwydion Batten

It is viewed that members are supportive of ensuring where fees and charges are made that these are set at appropriate rates and reviewed regular to keep pace with costs. It is also considered there is support to develop existing services areas where there is opportunity and customer demand for additional or enhanced services to be offered that can generate surpluses for the Council. An average 5% increase is proposed where possible for 2026/27 with higher increases where appropriate. Any charges below an average for the service need to be increased accordingly and a more commercial view pursued for the charging of activities and services.

Again there can be a quick analysis within services to determine scope for opportunity.

Investment opportunities from our treasury management policies will be explored and any potential changes brought back to Members for consideration.

EXTERNAL INFLUENCES AND KEY ASSUMPTIONS WITHIN THE REVENUE MTFP MODEL

- Inflation**

Inflation rates are based on the latest available data.

Although the financial model is based upon what are believed to be a series of prudent assumptions, there is inevitably a risk that some or all factors applied could be inaccurate. The table below summarises the impact of any such inaccuracies that would have a detrimental effect upon the financial plan. Inflation in recent times has not been a high risk but currently rates have been higher and are now on a downward trajectory. Contract costs, pay rises and a pay review of salaries have caused / are likely to cause some of the biggest pressures for future years. With further above inflationary rises in the minimum wage, there will be an impact on the pay spine rates within local government.

Financial impact of changes in inflation assumptions 2026/27.

Factor	MTFP Predicted Inflation Costs £000	Worse by 1% £'000	Worse by 2% £'000
Pay, N.I & Pension	774	258	516

- Investment Returns**

The approach adopted, of budgeting for investment income remains prudent. Investment return predictions have been factored in with higher income in 2025/26 but reducing in future years.

- Council Tax Income**

Since 2023/24, the Government has allowed district councils an annual council tax increase of the greater of £5 or 2.99% (previously 2%). For Teignbridge, this is 2.99%. The Medium-Term Financial Plan (MTFP) assumes council tax will rise each year by the maximum permitted amount, £6.05 for 2026/27

Financial impact of changes in council tax levels (2026/27).

Level of council Tax increase	Predicted council tax income £000	Loss of income in MTFP 2026/27 £'000
Council tax yield at £5 (2.47%) increase	(10,914)	55
Yield at 2.0%	(10,864)	105
Yield at 1.0%	(10,757)	212
Yield at 0.0%	(10,650)	319

This calculation shows a one year effect, this reduction would be lost each year going forward plus the opportunity to increase the level in future on a higher base.

- **New Homes Bonus**

This has now been lost as a separate source of core funding income and diluted into core funding.

- **Business Rate Income**

The risks associated with Business Rate income, including the confirmed rebasing, have been outlined above. Future growth remains uncertain, and pooling is no longer beneficial.

If income falls due to lower assessments or reduced collection, the shortfall will be covered by the earmarked Funding Reserve. This reserve is also intended to mitigate the impact of rebasing by Government, which is intended to take place every 3 years going forwards.

Revenue Budget Summary

Appendix A

Revenue Budget	2025-26 Forecast	2025-26 Latest	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast	2029-30 Forecast	2030-31 Forecast
	£	£	£	£	£	£	£
EXPENDITURE							
1 Employees	27,490,880	28,647,510	28,331,970	29,093,770	29,951,010	30,852,550	31,779,930
2 Property	5,693,430	5,875,590	6,139,050	6,002,330	6,133,090	6,267,770	6,406,500
3 Services & supplies	7,440,950	10,119,990	8,076,650	8,293,460	8,225,190	8,329,970	8,437,900
4 Grant payments	19,431,570	20,268,530	18,411,080	17,411,080	16,411,080	15,411,080	14,411,080
5 Transport	966,430	794,820	835,800	854,450	874,030	894,200	914,970
6 Leasing & capital charges	2,706,420	2,768,830	2,891,560	2,977,230	3,007,890	3,038,550	3,069,210
7 Contributions to capital	1,500,000	1,647,510	1,500,000	500,000	500,000	500,000	500,000
8 Total expenditure	65,229,680	70,122,780	66,186,110	65,132,320	65,102,290	65,294,120	65,519,590
INCOME							
9 Sales	-1,032,830	-812,290	-616,210	-819,140	-851,910	-885,990	-921,430
10 Fees & charges	-12,924,520	-13,452,050	-13,639,020	-14,464,580	-15,043,160	-15,644,890	-16,270,690
11 Grants - income	-21,319,570	-23,544,650	-21,319,690	-20,319,690	-19,319,690	-18,319,690	-17,319,690
12 Property income	-4,016,200	-4,156,100	-4,132,950	-4,321,940	-4,498,600	-4,633,560	-4,772,570
13 Other income & recharges	-4,700,740	-6,289,940	-4,371,840	-4,418,090	-4,423,280	-4,428,630	-4,434,140
14 Transfer from (-) / to earmarked reserves	-1,484,070	-2,524,430	-1,125,810	-951,480	-1,198,080	-1,622,600	-1,397,770
15 Total income	-45,477,930	-50,779,460	-45,205,520	-45,294,920	-45,334,720	-45,535,360	-45,116,290
16 Total net service cost	19,751,750	19,343,320	20,980,590	19,837,400	19,767,570	19,758,760	20,403,300
Funding							
17 Council tax	-10,429,960	-10,429,960	-10,969,200	-11,410,150	-11,868,830	-12,345,950	-12,842,240
18 Council tax surplus(-) / deficit	-381,900	-381,900	-507,300	0	0	0	0
19 Revenue support grant	-288,010	-288,010	-6,166,750	-4,998,290	-3,784,710	-3,860,400	-3,937,610
20 Rates baseline funding	-3,664,280	-3,664,280	-3,307,570	-3,383,440	-3,451,690	-3,520,720	-3,591,130
21 Estimated rates retention and pooling gain	-3,413,720	-3,104,830	-29,770	-30,450	-31,070	-31,690	-32,320
22 New homes bonus	-351,710	-351,710	0	0	0	0	0
23 Damping/returned surplus/cap	0	0	0	-15,070	-631,270	0	0
24 Other grants	-1,222,170	-1,222,170	0	0	0	0	0
25 Budget gap (-) to be found	0	0	0	0	0	0	0
26 Total funding	-19,751,750	-19,442,860	-20,980,590	-19,837,400	-19,767,570	-19,758,760	-20,403,300
27 -Surplus/shortfall	0	-99,540	0	0	0	0	0
28 General reserves at end of year	2,500,140	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
29 General reserves as % of net revenue budget	12.7%	13.4%	12.4%	13.1%	13.2%	13.2%	12.7%

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Financial plan sensitivity and risk analysis (section 25 assessment and report)

The Local Government Act 2003 (section 25) requires that when a local authority is agreeing its annual budget and precept, the Chief Finance Officer must report to it on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

In expressing this opinion the Chief Finance Officer has considered the financial management arrangements that are in place, the level of reserves, the budget assumptions, the overall financial and economic environment, the financial risks facing the Council and its overall financial standing.

The key long term driver is preserving the Council's financial resilience within the financial strategy and the medium term financial plan.

The Council has had to operate within a rolling period of uncertainty whereby core funding has been cut for a number of years creating greater pressure to deliver services and core spending power has not kept pace with inflation. We have been operating with one year settlements from Government rather than multi year settlements which makes future financial planning more difficult, however for 2026/27 we now have a 3 year settlement which has reduced the level of uncertainty and financial planning.

We have faced three years of higher than anticipated inflation and interest rates together with potential for a recession and a further time ahead where households will struggle to pay their bills. This creates uncertainty in terms of growth, economic activity, bad debts and arrears. It is anticipated that inflation will continue to fall and interest rates will then continue to fall as a result.

Our financial management has historically been good and we have reacted to situations appropriately. This includes the impacts of Covid and recovering income streams that were badly affected by the lockdowns and other dislocations.

Our governance arrangements require us to have good systems of internal control to manage risk including financial controls and we have budgets and a financial plan that directs financial resources to priorities within our Council Strategy including the housing functions and the delivery of affordable housing, climate change and jobs. We continue to deliver homes to rent and have carried out significant work on our council buildings to deliver on our decarbonisation objective and have a provision in our capital programme to provide employment units. An economic development plan aids local businesses and the local economy, together with a Jobs Plan that was implemented in 2021.

We have to comply with a number of Codes including the Accounting Code of Practice issued by CIPFA annually to guide how we report our financial results and the Prudential Code which covers how we deal with our treasury management activities and setting prudential indicators including the level of borrowing. We comply with all of the relevant Codes.

Robustness of estimates:

We assume that there will continue to be inflationary costs to our services and have assumed an average 3% increase in salaries in 2025/26 and 3% thereafter. We have built in inflation in other areas of the budget to cover major contract cost changes as appropriate including, building cleansing, grounds maintenance, insurance, information technology etc. We have also included inflation for other costs such as utility costs and business rates as appropriate. As part of the process to identify savings Service Managers have had some budget headings frozen at existing levels for 2026/27.

On the whole we anticipate income activity will be maintained at levels similar to 2025/26 with some small growth in certain areas together with the impact of the increase in the charge for the service.

Income from our treasury management activity is aligned with projections suggested on changes to interest rates together with the cash flow planning we determine for major changes in Council spends and incomes.

Our capital receipt assumptions are based partly upon historic data to inform future projections and arrangements that are currently under negotiation or agreed.

Any short term one off grants have traditionally been accepted and implemented. We will consider these on merit if and when they arise and determine whether they can be implemented based upon available resources.

The savings required to eliminate our revenue budget overspends within our MTFP are detailed in appendix 4. These are currently funded by a Funding Earmarked Reserve that had a balance of £11.7 million at the start of the 2025/26 financial year and even with no further action can be utilised to manage the deficits anticipated up to the end of the MTFP. It is considered likely that further work through the Modern 25 agenda will generate additional savings that are currently not shown in the MTFP thus reducing the use of the Funding Earmarked Reserve.

The Modern 25 agenda looks at a savings plan which delivers ongoing annual savings totalling £2.6 million which included the revision of our organisational structure to deliver staff savings, a review of our assets and how they are used and other service activity savings options. The savings 'drops' are mapped out, reported and updated regularly and managed by the Business Transformation Team. Business Plan updates will also need to consider additional savings options.

Future work will continue to be explored through the Overview & Scrutiny Committee task and finish group to investigate savings areas highlighted within the MTFP and other possible areas for review. This may include the current minimum return of 1% on business cases and how we ensure the business cases are robust and all risks are adequately explored and verified.

Other financial risks include whether we face a reduction in our overall income e.g., from fees and charges and property. Calculations shown below will confirm how this meets the adequacy of reserves. The risks are mitigated by the spread of activities we have and adequate bad debt provisions for areas of debt that are considered higher risk or volatile and the evidence we have around historic data to determine likely changes to these numbers.

We currently have no external borrowing but ensure that all Minimum Revenue Provision (MRP) for completed projects meets the requirements of the Prudential Code and is provided for and all business cases presented include provisions for interest and MRP payable on projects being delivered. We profile the debt on a range of maturity dates which ensures no exposure to one area of interest rate change.

Adequacy of reserves:

With inflation having eroded spending power the general revenue reserve balance is proposed to increase from £2.5 million to £2.6 million.

Earmarked reserves – as indicated above £11.7 million is held in a funding reserve at the start of the 2025/26 financial year. The use of this reserve will be to fund predicted budget gaps for future years with £4.8 million likely to be used for the current and next three full financial years (2025/26 to 2028/29). There had been concerns over the adequacy of this reserve to meet the funding transition but the release of the funding review, and progress in delivering savings, provides reassurance that funds are adequate for the medium term. The fact that we now have a three year settlement also takes some pressure the potential need for reserves in the short term.

Other earmarked reserves – we have £9.8 million of other earmarked reserves which are held to cover grants received which haven't been spent, carry forwards, revenue contributions to capital etc. These are held for specific purposes/projects/spends however some could be reallocated to other funds if necessary.

Capital reserves – at the start of 2025/26 we had £4.4 million of capital receipts and £29.1 million capital grants unapplied. These are utilised throughout the capital programme with General Fund capital receipts reducing to £0.07 million and Housing capital receipts to £1.4 million by the end of 2028/29 and capital grants unapplied significantly reduced as a result of spends within the capital programme.

Unusable reserves – we have a further £97.2 million of unusable reserves at the start of the 2025/26 financial year. These are not available for use as cover items such as the revaluation reserve for property valuations and the capital adjustment account which absorbs timing differences arising for the consumption of non current assets and for financing the acquisition, construction or additions to those assets under statutory provisions.

CIPFA's Resilience Index benchmarks the Council's financial position against its nearest neighbours using seven recognised indicators of financial stress. The assessment is based on the 2024/25 outturn data.

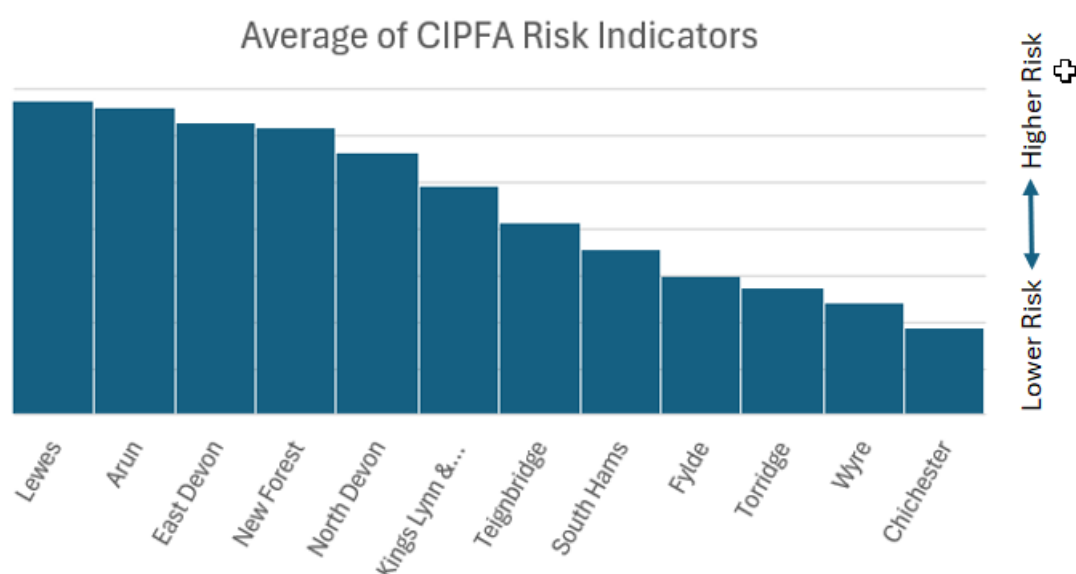
Across the set of indicators, Teignbridge is assessed as medium risk in most areas when compared with our statistical neighbours.

The lowest-risk indicator is Fees and Charges as a proportion of service expenditure. This reflects the proactive steps taken to increase income from fees and charges in recent years, with further incremental increases planned where appropriate to support financial sustainability.

The highest-risk indicator is the level of reserves. Teignbridge had a reserves-to-revenue expenditure ratio of 100.87%, compared with a range among our nearest neighbours of:

- 443.09% (highest-reserves neighbour)
- 40.57% (lowest-reserves neighbour)

This places Teignbridge towards the lower end of reserve levels within the group, contributing to the higher-risk assessment for this indicator.



The main financial risks are around reducing local authority funding and non delivery of required savings. These are described below together with potential adverse changes in other income and expenditure streams. The risks are mitigated by careful use of earmarked funding reserves, the Modern 25 agenda, action to act more commercially, monthly monitoring of our financial position and reporting of variances.

1. The budget assumes £18.4 million of income from sales, fees and charges, recycling and property for 2026/27. Whilst this assumption is realistic for the income it includes significant rental income from Market Walk and there is always the risk that income could fall further or be less than anticipated. **A drop in income as compared to the net budget of around 10% would result in a loss of £1,838,000.**
2. The small provision of 2.1% which has traditionally been made for potential losses in council tax collection has been increased in 2026/27 to 2.2% to reflect continuing economic circumstances which is likely to be more difficult next year with the estimated overall increase of 5.2% in council tax.
3. Inflation on costs is being partly managed through energy reduction measures and cost effective procurement. However significant inflationary pressures have resulted in a positive allowance of £283,000 for inflation (excluding pay award provision) which is included in the budget and is considered reasonable. **Should inflation double then a further £283,000 would have to be found.**
4. Known liabilities have been provided for and there are no significant outstanding claims.
5. The final settlement confirmed 3 years financial funding income for 2026/27, 2027/28 and 2028/29.
6. Business rates retention income is generated from rates growth above the Council's baseline funding level. For 2026/27, in conjunction with the Fair Funding Review, business rates baselines have been reset nationally, with historic growth removed from the system. On this basis, the Medium-Term Financial Strategy assumes only very modest growth over the next three years, up to the next scheduled reset.

To provide protection against downturns in NNDR income, the Business Rates Retention Scheme includes a safety-net mechanism. For 2026/27, a 100% safety net will apply, under which Government will fully compensate any shortfall in funding below the baseline level. This protection reduces to 97% in 2027/28 and 92.5% in 2028/29, the final year of the new rating list.

7. New homes bonus has traditionally been estimated on the extra homes built per year and a 4 year payment. The multi year settlement has confirmed that New Homes Bonus has been scrapped for 2026/27 and future years.
8. The capital programme is financed over the next three years using realistic estimates of capital receipts, grants, prudential borrowing and other funding including developer contributions such as Section 106 and community infrastructure levy (CIL). Increased labour costs due to increased employers' National Insurance and the National Living Wage increase are anticipated to be the main driver of construction inflation over the period of the medium term financial plan. The continuing economic uncertainty around trade tariffs and government borrowing also has the potential to affect the future budgetary impacts of these projects, the business cases for which rely on forecasts for rental income. Business cases are compiled with the benefit of expert external advice where appropriate and are reviewed regularly to assess the impact of the economic environment on capital and revenue costs. The main schemes/provisions for social and affordable housing – the Teignbridge 100 are forecast to be funded from a combination of government grant, capital receipts, developer contributions and borrowing. The Dawlish Leisure Centre improvements are funded from a

mixture of s106 contributions and prudential borrowing. Future projects relating to the Carbon Action Plan and provision for employment sites investment are also to be funded through prudential borrowing. Other projects include a provision for improvements to waste management infrastructure and waste transfer station redevelopment, to be funded partly from borrowing and partly from EPR (extended producer responsibility) funds. This is a new funding stream and subject to a degree of uncertainty while the scheme beds in. Any project which is funded through borrowing is subject to interest rate risk. Further detail on how this risk is managed can be found in Appendix 12 (Treasury Management Strategy) and Appendix 12a (Capital Strategy). The Dawlish leisure centre improvements and the employment site provision are indicative only and not being approved in this budget. Individual business cases will be brought to members for consideration as they are developed.

Summary and call to action

Significant risks are identified above with a potential total adverse revenue effect for 2026/27 of £2.1 million. However, revenue reserves are planned to be 12.4% of the net revenue budget or £2.6 million at the end of 2026/27. The Funding Reserve also has a significant balance. It is anticipated, dependent upon progress of the town centre developments and the Teignbridge 100, that external borrowing will not be required in the next two years. Slippage in the capital programme can mean usable reserves stay higher for longer, delaying the need to borrow. Such financing is costed within the budget estimates and in line with the requirements of the Treasury Management Strategy and Prudential Indicators. I therefore confirm the robustness of the budget and the adequacy of the reserves.

The specific actions required to support this assessment is to pursue the savings plan as outlined in the Modern 25 proposals and continued investigation of savings in other areas where possible.

Gordon Bryant, Chief Finance Officer

26 February 2026

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Equality Impact Assessment



Assessment Of: 2026/27 budget proposals	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Corporate Services	Assessment carried out by: Matt Long
Service Area: Finance for all services	Job Role: Accountant
Version/Date of sign off by Director: V1 13 February 2026	

Step 1: What do we want to do?

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the Policy Officer early for advice.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

We, the Council are operating within our Council Strategy. 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 budget proposal includes a council tax increase of £6.05 equivalent to 2.99% in 2026/27, a review of fees and charges, an assumed pay deal of a wage increase of 3.0% whilst continuing to maintain services.

The proposal is aimed at the Council.

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community	<input checked="" type="checkbox"/> Teignbridge workforce
---------------------------------------------------	---------------------------------------------------------	-----------------------------------------------------------

1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by your manager.

If 'Yes' complete the rest of this assessment.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No [please select]
------------------------------------------------	----------------------------------------------------

Whilst a council tax increase is proposed Teignbridge has an approved council tax support scheme where it is possible to receive 100% reduction in the council tax charge.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics (listed in 2.2).

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data - from national research, local data or previous consultations and engagement activities.

Outline whether there are any over or under representation of equality groups within your service - don't forget to benchmark to local population where appropriate.

For workforce / management of change proposals you will need to look at the diversity of the affected team(s) using available evidence such as the employee profile data. Identify any under/over-representation compared with Teignbridge's economically active citizens for age, disability, ethnicity, gender, religion/belief and sexual orientation.

Data / Evidence Source <i>[Include a reference where known]</i>	Summary of what this tells us
Census 2021 profile for Teignbridge – Office for National Statistics 2021 Census Profile for areas in England and Wales - Nomis (nomisweb.co.uk)	Details the demography of the Teignbridge District in relation to: <ul style="list-style-type: none"> • Population • Age • Ethnicity • Health • Employment • Education
Census 2021 interactive map of all measures for Teignbridge – Office for National Statistics Age - Census Maps, ONS	Provides further detail on demographic and other variables available from census 2021. This breaks down how each variable looks across Teignbridge.
Additional comments:	

2.2 Do you currently monitor relevant activity by the following protected characteristics? Yes

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps please state this clearly with a justification.

For workforce related proposals all relevant information on characteristics may need to be sought from HR (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require action to address and identify the information needed.

N/A

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this has been of Teignbridge's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to HR for advice on how to consult and engage with employees. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups, trades unions as well as affected staff.

Consultation is carried out with the Residents Panel, local businesses and the wider community via the Teignbridge District Council website.
Discussion with Parish and Town Councils.

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Consultation Officer for help in targeting particular groups.

- Public access to Council meeting.
- Annual budget proposals survey/consultation
- Future spending plans linked to the original annual budget will regularly be brought to Executive together with proposed variations and updates.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal.

3.1 Does the proposal have any potentially adverse impacts on people on the basis of their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
Whilst a council tax increase is proposed Teignbridge has an approved council tax support scheme where it is possible to receive 100% reduction in the council tax charge.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to training, work placements and employment. - Affordable housing options and increased supply of housing - Sports and other activities targeted at the young - Contributions to education provision proposed for the wider Teignbridge area

Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Enhanced opportunities for participation in community life - Affordable housing options and increased supply of housing - Support for vulnerable older people to live in their own homes - Sports and activities aimed at older people - Provision of accessible green spaces
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Improved access to services through 24/7 online/automated web interactions without leaving home - Continued support to adaptations and lifetime design principles in housing - Provision of accessible green spaces
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect - Parents with young children are often socially isolated. Targeted actions in deprived areas and the provision of specific sport/leisure activities will provide a benefit for this population.
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: <ul style="list-style-type: none"> - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	Positive via: - Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: - Actions to improve access to training and jobs - Providing in excess of the statutory national living wage to lower paid Teignbridge staff - Provision of £3m for employment sites - Council tax support for those on the lowest household incomes - Improved quality and availability of housing
Mitigations:	
Other group(s) Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Rural/Urban Communities, Homelessness, Digital Exclusion, Access To Transport	
Rural	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: - Support for business may benefit the rural economy - Improved access to services through 24/7 online/automated web interactions without leaving home - Support for the protection and enhancement of the natural and built characteristics of the environment may support the rural economy
Mitigations:	

3.2 Does the proposal create any benefits for people on the basis of their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

See points raised in 3.1 above.

Step 4: Impact

4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This content should be used as a summary in reports, where this full assessment is included as an appendix.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:

None identified
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
<ul style="list-style-type: none"> - Improving access to services - Helping people of all ages to get/stay healthy

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale

4.3 How will the impact of your proposal and actions be measured?

How will you know if have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective and your approach is still appropriate. Include the timescale for review in your action plan above.

<ul style="list-style-type: none"> - Consultation feedback is provided to members at the Council budget meeting. - Council performance is monitored and reported on a regular basis to Overview & Scrutiny Committee, and this includes Council Plan achievements. - Budget changes are monitored via quarterly updates to Executive by the Chief Finance Officer

Step 5: Review & Sign-Off

EIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek review and feedback from management before requesting it to be signed off. All working drafts of EIAs and final signed-off EIAs should be saved in G:\GLOBAL\EIA. Once signed-off please add the details to the 'EIA Register' of all council EIAs saved in the same directory.

Reviewed by Service Manager: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Gordon Bryant	Strategic Leadership Team Sign-Off: Gordon Bryant
Date: 13 February 2026	Date: 13 February 2026

PRUDENTIAL INDICATORS

Indicator Number	Code Page	Para No.	Guidance Para	Indicator	Actual 2024-25	Estimate 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29
1	28	79	153 - 161	AFFORDABILITY Estimates of the proportion of financing costs to net revenue stream		4.84%	6.34%	6.37%	8.83%
2	28	80	153 - 161	Actual proportion of financing costs to net revenue stream	0.57%	-	-	-	-
				COMMERCIAL AND SERVICE INVESTMENTS The following indicators relate to commercial and service investments (assets held and to be purchased through the capital programme, which provide an income stream). Income relates to rental income and does not include fees and charges income. Net income proportions are after costs have been deducted. Teignbridge District Council does not hold commercial investments (assets purchased primarily for financial return). The figures below relate to investments for service purposes. This is assets which are held primarily and directly for the delivery of public services such as housing, regeneration and local infrastructure.					
3	29	81	162 - 166	Estimates of net income from commercial and service investments to net revenue stream.		21%	22%	22%	24%
4	29	85	162 - 166	Actual net income from commercial and service investments to net revenue stream.	16%				
5	29	84		Net income from commercial and service investments as proportion of useable (unearmarked) revenue reserves.	219%				
				PRUDENCE					
7	26	68	231	Gross debt and the capital financing requirement (CFR).	Will not exceed CFR			----- >	----- >
				The Chief Finance Officer reports that the Council complied with this prudential indicator in the current financial year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in this budget report.					
				CAPITAL EXPENDITURE					
8	24	54	184 - 192	Estimates of capital expenditure		£22.5M	£23.5M	£11.2M	£19.2M
9	24	56	184 - 192	Actual capital expenditure	£14.9 M				
10	24	57		Estimates of CFR (fully approved items)		£38.9M	£36.8M	£35.1M	£32.5M
11	25	60		Actual capital financing requirement	£35.3M				
				Total proportional debt limit as set in capital strategy and commercial strategy. This figure includes forecast "internal borrowing".		£60 M	£60 M	£60 M	£60 M
				EXTERNAL DEBT					
12	25	61		Authorised limit		£55 M	£55 M	£60 M	£55 M
13	25	62		Operational boundary		£50 M	£50 M	£55 M	£50 M
14	20	60		Actual external debt at 31/3/25 (Borrowing plus long-term liabilities, excluding pensions).	£17.9M				
				The debt liability benchmark prudential indicator is shown in paragraph 2.2.5 of the Treasury Strategy.					
				TREASURY INDICATORS					
				Adoption of the CIPFA Treasury Management in the Public Services: Code of practice and cross-sectoral guidance notes 2021 Edition, including the requirement that the Council must not borrow to invest for the primary purpose of a financial return.	YES	YES	YES	YES	YES
16	12			<u>Maturity structure of borrowing:</u> <u>Fixed rate borrowing</u> under 12 months 12 months and within 24 months 24 months and within five years five years and within 10 years 10 years and above	Upper/lower 0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	Upper/lower 0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%
17				<u>Variable rate borrowing</u> NB: no more than 10% of overall external borrowing under 12 months 12 months and within 24 months 24 months and within five years five years and within 10 years 10 years and above	0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%
18	12			Total principal sums invested for periods longer than 365 days (relates to treasury management investments).	£0	£9M	£9M	£9M	£9M

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1.1 Background

The Council is required to operate a balanced budget so that cash raised during the year will meet cash expenditure. Part of the treasury management function is to ensure that this cash flow is adequately planned, with cash being available when it is needed to meet spending commitments as they fall due, either on day-to-day revenue or in the longer term for larger capital projects. The capital programme gives an indication of the borrowing need of the Council, essentially longer-term cash flow planning. Management of longer-term cash may involve arranging long or short-term borrowing. Surplus monies are invested in counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return. It is paramount to ensure adequate security of the sums invested, as a loss of principal would result in a loss to the General Fund Balance.

1.2 Reporting requirements

The Local Government Act 2003 requires local authorities to have regard to the Chartered Institute of Public Finance & Accountancy (CIPFA) Treasury Management (TM) Code and Prudential Code.

CIPFA's *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021* requires local authorities to report annually to Council on their treasury strategy and plan before the start of the year. The Ministry of Housing, Communities and Local Government (MHCLG) 2018 *Statutory Guidance on Local Government Investments (3rd Edition)* requires authorities to produce a publicly available investment strategy setting out policies for managing investments. The MHCLG 2018 *Statutory Guidance on Minimum Revenue Provision (MRP)* requires a statement of policy on making MRP in respect of that financial year to be submitted to full Council for approval. This report fulfils those requirements. A mid-year review and year-end results report are also required and provided to Council at the appropriate time of year.

The *Prudential Code 2021* requires local authorities to set and revise prudential indicators (Appendix 11) and to prepare a capital strategy (Appendix 12a) to provide a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services. From 2023-24, reporting against forward-looking prudential indicators is required to be included in the Chief Finance Officer's (CFO's) regular budget monitoring reports.

CIPFA published the revised Treasury Management and Prudential Codes on 20th December 2021, with formal adoption in 2023-24 financial year. This Council must have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and related reports to Full Council during the financial year.

Teignbridge has adopted the updated requirements, which include formal adoption of the debt liability benchmark treasury indicator as in paragraph 2.2.5 below to support the financing risk management of the capital financing requirement. The codes clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. They require environmental sustainability to be addressed within the ⁷⁷Capital Strategy and

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amend the treasury management practices to address environmental, social and governance (ESG) policy within the treasury management risk framework.

Investment Management Practices (IMPs) are also required and are intended to manage risks associated with non-treasury investment. They sit alongside the Treasury Management Practices, with further reporting requirements for service and commercial investment. There are enhanced requirements around the effective management of liquidity and longer-term cash flow requirements, with long term treasury investments to be supported by a business model. The knowledge and skills register for individuals involved in the treasury management function is to be proportionate to the size and complexity of the treasury management conducted by each Council. In addition, all investments and investment income must be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a Council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

Adoption of Treasury Management Policy Statement

The CIPFA *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021* recommends in Section 6 that an organisation's treasury management policy statement adopts the following form of words to define the policies and objectives of its treasury management activities. It has been updated slightly to include borrowing in point 1.

1. Teignbridge District Council defines its treasury management activities as:
The management of its borrowing, investments and cash flows, including its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

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2. Teignbridge District Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered to manage these risks.
3. Teignbridge District Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques within the context of effective risk management.

The Code also recommends that all public service organisations adopt the following four clauses.

1.3 Clauses to be adopted

1. Teignbridge District Council will create and maintain, as the cornerstones for effective treasury management:
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which Teignbridge District Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
 - Investment management practices (IMPs) for investments that are not for treasury management purposes.

The content of the policy statement, TMPs and IMPs will follow the recommendations contained in Sections 6, 7 and 8 of the TM Code, subject only to amendment where necessary to reflect the circumstances of Teignbridge District Council. Such amendments will not result in Teignbridge District Council materially deviating from the TM Code's key principles.
2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan of the year, a mid-year review and an annual report after its close, in the form prescribed by its TMPs and IMPs.
3. Teignbridge District Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive Committee, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with Teignbridge District Council's policy statement, TMPs and IMPs, and if they are a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. Teignbridge District Council nominates the Audit Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

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2.0 Annual Investment Strategy

2.1 Investment categories

Investments can fall into one of the following four categories as listed below – Loans and Service and Commercial Investments fall outside of the treasury management function and are dealt with in the Commercial Strategy and Capital Strategy.

This authority has defined the list of types of investment instruments that the treasury management team are authorised to use within the lending list. There are two categories within the list: 'specified' and 'non-specified' investments.

Treasury Management Investments

Specified investments (sterling investments with a maturity of less than one year, made with counterparties of high credit quality, the UK government or local authorities). Teignbridge District Council's treasury management transactions fall into this category. They contribute to the objectives stated above in the policy statement. The principles of the TM Code to prioritise security, liquidity and yield, in that order of importance, applies to these investments. The lending list within this report sets out which counterparties the Council may invest with and the lending limits which apply.

Non-specified investments (any financial investment that is not a loan and does not meet the criteria of specified investments). They could potentially be of less high credit quality, for periods more than one year, and/or more complex instruments which require greater consideration by members and officers before being authorised for use.

As a result of the change in accounting standards relating to IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, MHCLG concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23). MHCLG have now extended the override period to 01.04.29.

The Council has determined that its exposure to non-specified investments will be managed through the decision-making framework laid out in its Commercial Strategy, subject to an overall limit of 15% of its agreed borrowing cap (determined as £60m for 2025-26).

Non-Treasury Management Investments

Loans (for local enterprises as part of a wider strategy for economic growth). Teignbridge District Council may make loans to public bodies and other organisations which deliver social value or economic growth within the district. These loans should follow the governance procedures laid out in Teignbridge District Council's commercial strategy. If the Council borrows to finance such loans, they will follow the Ministry of Housing, Communities and Local Government (MHCLG) guidance on Minimum Revenue Provision (MRP).

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Service and Commercial Investments (generally involving a physical asset that can be realised to recoup the capital investment). Teignbridge District Council does not currently hold any investments purely for financial gain. However, the council has invested in property

for regeneration and local economic benefit purposes which also benefit the Council financially. There are provisions in the capital programme for projects which are for a combination of service delivery, regeneration and local economic benefits.

In the case of service and commercial investments, it is recognised that it may not be possible to give priority to security and liquidity over yield due to the nature of the assets. It is expected that the risks associated with these non-financial investments would be considered in detail as part of the due diligence process required by the Corporate Projects Board process and/or Commercial Property Investment Board process. The Council's Commercial Strategy, Capital Strategy and Investment Management Practices set out its approach to potential future service and commercial investments of this type. Business cases would include financial appraisal, cost benefit analysis and dependent on investment type, may also feature market assessments, the nature and level of competition, how market/customer needs will evolve over time and barriers to entry and exit. Specialist consultants will be appointed as necessary to provide detailed analysis required for the due diligence process.

Annual assessments of fair value are carried out and monitored against the original capital investment, to take account of changes in the market and other conditions. Minimum revenue provision is set aside in relation to these investments, mitigating against the possibility of adverse valuation changes and also, ongoing refurbishment or replacements. Revenue budgets are monitored as part of the budget monitoring which feeds into the regular reports provided by the Chief Finance Officer to CMT and Executive. In addition, the estates team track rent receipts and market conditions for early indications of potential problems.

2.2 Managing risk

2.2.1 Risk appetite

The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial (treasury management) and non-financial (service and commercial) investments. Guidance from MHCLG and CIPFA places a high priority on the effective identification, monitoring and control of risk. The TM Code identifies the main treasury management risks. These are considered in detail within Teignbridge District Council's TM Practices and Investment Management (IM) Practices, which are available within Finance. This strategy sets out the Council's approach to investments and borrowing, including credit and counterparty risk, liquidity risk, interest rate risk and refinancing risk.

This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

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2.2.2 Credit and counterparty risk

This is the risk of failure by a counterparty to meet its contractual obligations, particularly because of diminished creditworthiness.

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration.

The key ratings used to monitor counterparties are detailed at 2.2.3 below. Lending limits are capped at £5m per counterparty, subject to suitable credit rating.

A limit is set within the Prudential indicators for investments which are longer than 365 days.

All investments are denominated in sterling.

2.2.3 Use of ratings

The MHCLG investment guidance requires that the annual strategy statement details the authority's use of ratings and external treasury advisors.

There are three main ratings agencies: Fitch, Moody's and Standard and Poor. These agencies provide an opinion on the ability of the institutions to repay short and long-term investments, whether there is likelihood of them receiving state support should they run into difficulties, and their general financial strength.

The Council's TM schedules require that institutions meet the following minimum ratings:

Ratings Agency	Long Term	Short Term	Baseline Credit Assessment/ Bank viability
Fitch	BBB	F2	bbb
Moody's	Baa2	P2	baa2

While ratings from all agencies are considered, our scoring system is based on those of Moody's and Fitch. Standard and Poor do not cover all institutions.

Other information – ratings will not be the sole determinant of the quality of an institution. In assessing and monitoring the financial sector in relation to economic and political environments in which the Council operates, the Council will engage with its advisors to maintain a monitor on market pricing. Other information sources include share prices, the financial press and commentary received from brokers, establishing a robust scrutiny process on the suitability of potential investment counterparties.

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Environmental, Social and Governance Issues (ESG)

In terms of treasury management, ESG investment considerations involve understanding the ESG risks that entities are exposed to. It is distinct from socially responsible investing (where negative screens are applied) and sustainable investing (investing in products) companies based on expected sustainable and beneficial societal impact, alongside a financial return).

The methodologies for measuring ESG investments are still developing, and it is important to recognise that screening investments for environmental or social concerns could lead to unintended consequences around the Council's primary investment objectives of security, liquidity and yield.

Our treasury advisors note that the "G" or Governance element is by far the most important when considering treasury investments, the majority of which will be shorter-term in nature. Poor governance can have a more immediate impact on the financial circumstances of an entity and the potential for a default event that would impact the amount the local authorities receive back from their investments.

In general, we expect all financial institutions and investment counterparties to move towards full Carbon neutral and ESG compliance. ESG ratings are beginning to be incorporated into credit rating information, however there is a lack of consistency which means they cannot yet meaningfully be used as a basis for assessment. This is a developing area which the Council will monitor in conjunction with its treasury advisors.

The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's strategy. This would include, among other things, avoiding direct investment in institutions with material links to:

- a. Human rights abuse (e.g., child labour, political oppression)
- b. Environmentally harmful activities (e.g., pollutants, destruction of habitat, fossil fuels)
- c. Socially harmful activities (e.g., tobacco, gambling)

2.2.4 Liquidity

Length of treasury management investments will take into consideration that monies are available to meet large regular outgoings such as BACS payments for creditors, benefits and salaries and other regular commitments such as precepts and non-domestic rates contributions. A cash flow planner is maintained with details of regular payments and receipts. Other information is recorded as it becomes available, for example payments in relation to capital projects. This is to identify whether Teignbridge District Council may be exposed to the effects of potential cash flow variations and shortfalls. The maximum length of an investment will depend on when funds will be required. In addition, the treasury team will consider the likely path of interest rates (see interest rate risk below). These activities are carried out daily to ensure the current account bank balance is near to zero to maximise investment returns whilst minimising risk and protecting capital. **83**

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2.2.5 Interest rate risk

This is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on an organisation's finances, against which it has failed to protect itself adequately.

Greater returns are usually obtainable by investing for longer periods.

The treasury management team actively monitors interest rates and provides a monthly interest forecast report to regularly assess the impact of interest rate changes on the Council's budgets. Where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed. If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if it is thought that Bank Rate is likely to fall within that time, consideration will be given to locking in higher rates currently obtainable, for longer periods.

If market conditions change such that continuing with this strategy is no longer in the Council's best interests, the Council may review its lending limits and adopt the most appropriate best-practice approach at that time.

Officers will continue to seek the best rate, balanced against risk, at the time of investment, whether this is for a fixed term deposit with counterparties from the lending list, or use of call, notice and money market fund accounts. These accounts provide access to flexible deposits, with a range of access options and interest rates.

Investment returns expectations.

At its latest meeting in December, the Bank of England's Monetary Policy Committee (MPC) maintained the Bank Rate at 3.75%. Inflation remains above the Bank's 2% target, with the Consumer Price Index (CPI) currently standing at 3.4%. This 3.4% annual rate is the latest confirmed CPI figure and represents the most up to date inflation measure until the January data is released. The Bank of England has continued to highlight uncertainties surrounding the economic outlook, noting that weaker demand could place downward pressure on inflation over the medium term. This reflects a shift from the more optimistic expectations seen leading into the end of last year.

While further adjustments to monetary policy are widely anticipated, the timing and scale of any future rate cuts remain uncertain. The Governor of the Bank of England has reiterated that "a gradual approach to future interest rate reductions remains appropriate, but given the ongoing uncertainty in the economy, we cannot commit to the precise timing or extent of cuts over the coming year". Current market sentiment suggests that there will be continued gradual reductions throughout 2026, with projections indicating a gradual easing path through the year (following the trend of the previous 12 months). Over the coming months, forecasts will continue to be influenced not only by domestic economic indicators but also by global factors, including policy developments in the United States, evolving trade conditions, and wider geopolitical risks across Europe, the Middle East and Asia.

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Against the backdrop of interest rates which are forecast to fall, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated. This strategic approach has been a key area of focus for the Treasury Team, enabling the organisation to secure enhanced investment returns over extended durations. By actively monitoring market conditions and engaging promptly with counterparties, the team has been able to lock in favourable rates while they remain elevated, strengthening overall portfolio performance.

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

The Authority's investment priorities remain security first, portfolio liquidity second and then yield (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Authority's risk appetite.

Investment performance benchmarking

Due to the phasing out of LIBOR/LIBID rates, the Council will assess the investment performance of its portfolio against overnight SONIA. SONIA (Sterling Overnight Index Average) is administered by the Bank of England. It is based on actual transactions and reflects the average interest rates banks pay to borrow sterling overnight from other financial institutions and investors.

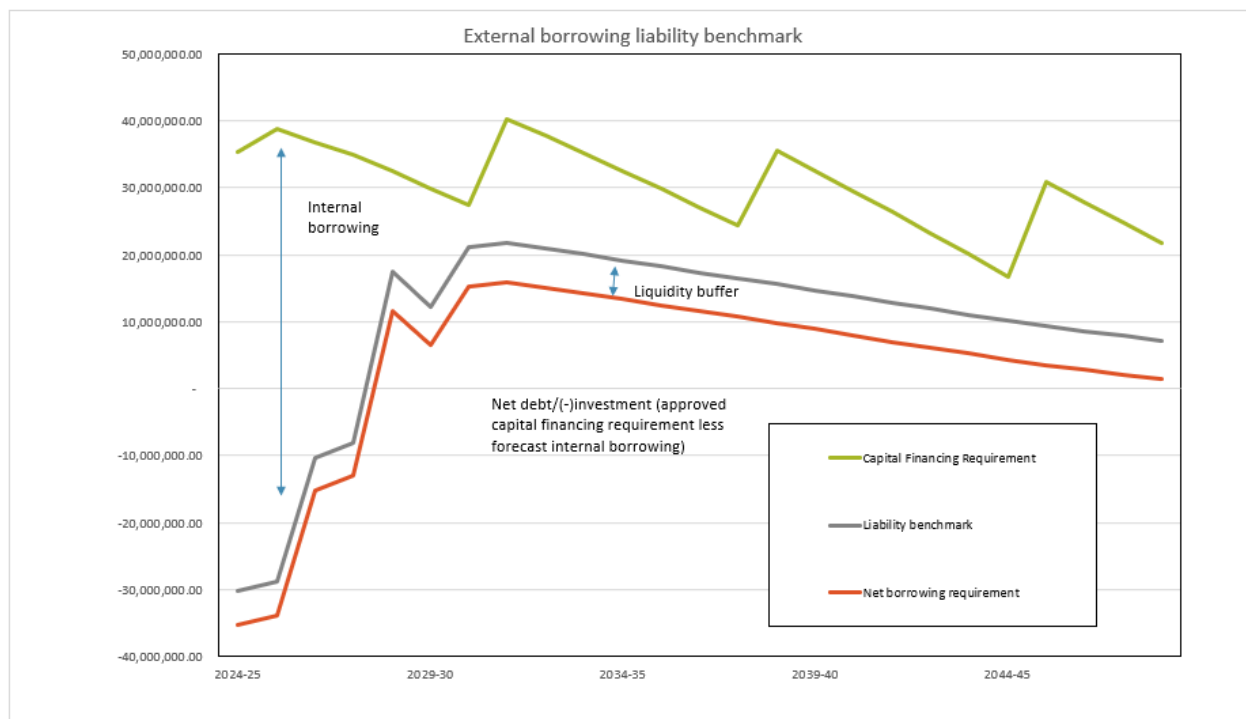
External borrowing liability

The Council does not currently have any long-term external borrowing. However, there are policies in place through the Prudential Indicators to ensure a planned and well-balanced spread of maturity dates. This is to reduce the prospect of having to negotiate refinancing at an unfavourable time.

The following liability benchmark is part of the range of Prudential Indicators required by CIPFA. This has been calculated by working out the total borrowing requirement should the approved (only) capital programme expenditure occur, then adjusting for sums which could be funded by internal borrowing. A liquidity allowance is factored in to ensure that funds are available for regular outgoings (see Liquidity above). This is currently assumed to be a minimum £5 million average daily lending.

The liability benchmark is a tool which allows measured borrowing decisions to be made in relation to the amount and maturity profile of loans, which manages interest rate exposure.

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The Council does not use financial instruments based on derivatives for interest rate risk management.

2.2.6 Security

As stated in the MHCLG investment guidance, the Council's investment priorities are security of the principal sums and liquidity, keeping money readily available for expenditure when needed. Yield becomes a consideration after the priorities have been satisfied.

"Specified" investments as defined in the MHCLG investment guidance; in sterling, with a maturity of no more than one year, placed with the UK government, other local authorities or bodies and investment schemes of high credit quality, determined by the lending list.

In relation to treasury management, the maximum value and period of specified investments with any one organisation is dependent on a score based on credit ratings. Institutions are graded to allow larger sums and longer investments with the strongest banks and building societies, capitalising on the better terms available while actively maintaining a breadth of counterparties, allowing us to spread our investments and achieve effective risk management.

One organisation is defined as a banking group or other institution, including any subsidiaries. If the maximum amount is invested with one subsidiary, no more will be invested within that group.

Non-specified investments require further due diligence analysis to arrive at an assessment of the security of Council funds and follow the decision-making process laid out in the Commercial Strategy.

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2.2.7 Staff training and treasury management advisors

The MHCLG investment guidance requires that the annual strategy gives details of procedures for reviewing and addressing the training needs of the authority's treasury management staff and members.

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. All new members are offered a Budget and Financial Management Seminar, which includes an overview of Treasury Management. CIPFA's Better Governance Forum and Treasury Management Network have produced a 'self-assessment by members responsible for the scrutiny of treasury management', which is available from the CIPFA website to download.

Treasury staff receive internal training from experienced staff and managers as well as attending regular training courses provided by the Council's treasury advisors. Staffing is arranged so that a bank signatory, is always available for consultation on decisions. Procedure and system notes, together with official guidance from CIPFA and the MHCLG are maintained for consultation within the section. These are updated for any changes, which are also communicated to the relevant staff. Bank signatories are either professionally qualified accountants or studying for professional-level qualifications. Officers carrying out daily procedures either studying with or AAT-qualified. Cover staff have regular experience of carrying out the procedures.

The Council uses MUFG Corporate Markets (previously known as Link Group, Treasury solutions) as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and non-financial investments, such as investment in properties.

In relation to non-financial investments, the Council's Estates team has the experience of RICS-qualified staff. The Council has working relationships with a range of specialist consultants whose areas of expertise include property management, development and infrastructure, investment and valuation. This is crucial for the due diligence required in assessing potential service and commercial investments. The process for this is set out in the Commercial Strategy.

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3.0 Lending list

The current authorised lending list has been updated to take account of changes in ratings and banks and is shown below for approval. The list applies both to investments made directly with counterparties and those placed via agency or custody arrangements with third parties such as treasury advisors or financial management companies. The use of such arrangements provides access to a wider range of counterparties (all of which must be included on the list below and assessed on the same security criteria).

Specified Investments

Type of Lender	Details	
1. Current Banker	Lloyds Bank	£6,000,000 limit
2. Public Service Authorities – including Police and Fire	All	£5,000,000 limit
3. UK Debt Management Office Deposit Facility (UK government AA-/Aa3/AA rated) no limit.		
4. UK Treasury Bills (UK government AA-/Aa3/AA rated) no limit.		
5. Top UK-registered Banks and Building Societies, subject to satisfactory risk ratings. £5,000,000 limit.		
6. Money market funds, subject to maintenance of AAAmmf rating.		
CCLA Public Sector Deposit Fund	AAAmmf	£5,000,000 limit
Abrdn Liquidity Fund	AAAmmf	£5,000,000 limit
Blackrock Liquidity Fund	AAAmmf	£5,000,000 limit
LGIM Liquidity Fund	AAAmmf	£5,000,000 limit
Morgan Stanley Liquidity Fund	AAAmmf	£5,000,000 limit
7. Non-specified: CCLA Property and Diversified Income Funds - £5,000,000 limit		

Bank regulations force banks to maintain “capital buffers”, classifying their deposits according to duration. Instant access accounts and short deposits are not attractive to banks as they cannot be counted towards those buffers. For this reason, interest rates on most “call” accounts remain low.

Other non-specified investments

These will be considered on a case-by case basis, using the decision-making framework laid out in the Commercial Strategy and the requirements of the Prudential Code and Statutory Guidance on Investments and Minimum Revenue Provision. Investments which may be considered include:

- Renewable energy/social impact investments
- On-lending to key partners/stakeholders in relation to jointly beneficial projects
- Lending in instances where doing so would protect the local economy

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4.0 Borrowing

Section 33 of the Local Government Finance Act 1992 requires each council to set a balanced budget. The treasury management function will comply with this requirement. This means that increases in capital expenditure must be limited to a level at which increases in financing charges from increased borrowing, such as interest and minimum revenue provision, and increases in running costs are affordable for the foreseeable future. Teignbridge District Council adheres to the Prudential Code, which underpins “prudential” borrowing by ensuring that the Council considers the following factors:

- Strategic service objectives (in line with the council strategy)
- Stewardship of assets
- Value for money (project appraisal as required by the capital approval process)
- Prudence and sustainability (factors such as the implications of external debt; looking at whole life costing and the impact on revenue budgets)
- Affordability
- Practicality (achievability of the capital programme and staff resource requirements)

4.1 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council’s reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

The Council will continue to adopt a flexible approach to borrowing, making use of internal resources and keeping shorter term borrowing under review in comparison to longer term borrowing costs. This approach has minimised financing costs for capital projects where appropriate. The Council currently has no external borrowing and based on the current approved capital programme does not foresee undertaking any long-term external borrowing until at least 2027/28.

Medium and longer dated borrowing rates are expected to fall from their current levels over the next two years. It is therefore felt to be appropriate to maintain an under-borrowed position. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

It is anticipated that as external borrowing is required, it will be undertaken as a mixture of short-term funding through money markets (often intra-local authority lending) and longer-term borrowing, for which the PWLB currently offers terms which are most favourable and appropriate to the Council’s likely level of requirement. This is in line with the Prudential Indicators, which set limits for the maturity spread of external debt.

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Policy on Borrowing in Advance of Need

The Authority will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

The overall treasury management portfolio as at 31.3.25 (year-end) and as at 31.01.26 are shown below for both borrowing and investments.

Treasury Portfolio				
	Actual	Actual	Current	Current
	31.3.25	31.3.25	31.01.26	31.01.26
	£'000	%	£'000	%
Treasury Investments				
Banks	1,328	4%	1,982	4%
Building Societies - rated	-	0%	-	0%
Local authorities	6,000	20%	9,000	20%
DMADF (H.M. Treasury)	17,000	56%	28,000	62%
Money market funds	6,000	20%	6,000	13%
Total treasury investments	30,328		44,982	
Treasury external borrowing				
Local authorities	-		-	
PWLB	-		-	
Other	-		-	
Total external borrowing	-		-	
Net treasury investments (borrowing)	30,328		44,982	

Forward projections of borrowing are summarised in the Prudential Indicators at appendix 11 and considered in more detail in the capital strategy at appendix 12a. The liability benchmark set out in the Interest Rate Risk section above allows management of interest rate exposure while ensuring that funds are kept available for cash flow requirements.

Acceptable sources of loans as stated in the TM schedules are:

- Public Works Loans Board
- UK Municipal Bonds Agency
- Community municipal (local) investment bonds
- Finance leases
- UK Infrastructure Bank
- Local authorities

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Public bodies

UK banks and building societies

Debt capital markets (a market where companies raise funds by trading debit securities such as corporate and government bonds). This could include, for example, insurance companies or pension funds.

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

In October 2019, the Public Works Loans Board (PWLB) increased the margin over gilt yields by 100 basis points (1%) to 180 basis points (1.8%) on loans lent to local authorities. Following a consultation process, this was reversed in November 2020. At the same time, government implemented a reform of its lending terms with the aim of ending the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. To be able to benefit from PWLB lending, local authorities must now provide information about the level and type of planned capital activity, project descriptions and an assurance from the Section 151 officer that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. This approach is further clarified in the updated Treasury Management Code and Prudential Code. The Council is mindful of these requirements. Officers will keep sources of borrowing under review in conjunction with the Council's treasury management advisors and select those offering the best value for money to the Council at the time the funding is required.

4.2 Limits to borrowing activity

Borrowing limits are included within the Prudential Indicators. The operational boundary is the limit which external debt is not normally expected to exceed. The authorised limit represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited.

Further, the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2026-27 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

The Council's Commercial Strategy and Capital Strategy also sets a proportional debt limit, which has been assessed as approximately £60 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 overall limit encompasses both internal and external borrowing activity.

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Teignbridge District Council adheres to the MHCLG investment guidance which states that money may not be borrowed in advance of need to invest at a profit. Any decision to borrow in advance for capital projects or debt maturities would only occur if there was a clear business case to do so. Borrowing may occur to cover temporary shortfalls in cash balances.

5.0 Prudential indicators

The Council's capital expenditure plans are the key driver of treasury management activity. They are reflected in the prudential indicators, which include both capital and treasury elements.

The Prudential Code requires local authorities to set prudential indicators for capital finance for the forthcoming and following years and to monitor actual figures from previous years where required.

The setting of indicators is done before the beginning of the forthcoming year as part of the budget process. The prudential indicators may be revised at any time, following due process and considering their affordability. The prudential and treasury indicators in appendix 11 consider the affordability of the Council's capital finance plans, ensuring that borrowing remains within prudent and sustainable levels and that treasury management decisions are taken in accordance with good practice.

Further detail is available within the Council's capital strategy. This takes a long-term view of proposed borrowing to fund capital expenditure, together with the financing costs (interest and Minimum Revenue Provision).

6.0 Minimum Revenue Position (MRP) Annual Statement

Regulation 28 of The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 states that 'A local authority shall determine for the current financial year an amount of minimum revenue provision which it considers to be prudent'. The provision is made from revenue in respect of capital expenditure financed by borrowing or credit arrangements. These amounts make up the Council's capital financing requirement (CFR).

The first recommendation given by the guidance is to prepare, before the start of each financial year, an annual statement of the policy on making MRP in respect of that financial year and submit this to Full Council for approval. The guidance recommends that 'prudent' provision should be made in accordance with the following:

- That the provision should ensure that debt is repaid over a period similar to one over which the capital expenditure provides the benefit, or if it is government-supported borrowing, over the period in the grant determination.

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- That the provision should be calculated by one of the four methods that the Secretary of State considers appropriate to making prudent provision although it is recognised that other approaches are not ruled out. The four methods are:

Option 1 – regulatory method.

Option 2 – CFR method

Both option 1 and option 2 are only available in relation to capital expenditure incurred before 1 April 2008 or after April 2008 that the authority is satisfied forms part of its Supported Capital Expenditure for Revenue Support Grant purposes. Neither of these applies to Teignbridge.

Option 3 – asset life method

This option is applied to items of capital expenditure and sets up a simple framework for spreading the expenditure over the estimated useful life of the asset. Revenue provision is then calculated one of two ways – equal instalments or annuity method. The equal instalments method divides the cost equally over several years. The annuity method differs from the equal instalment method in that the amounts payable start low and increase over time. This is because it is a method often used to calculate loan repayments, where it is required that the total amount of principal and interest repaid each year is a common amount. It is therefore suited to investments where revenues will increase over time. It also considers the time value of money by growing approximately with inflation over time.

Option 4 – the depreciation method

This method places reliance on standard depreciation accounting procedures in setting MRP charges. This means the future profile of charges will be matched to the consumption of the relevant assets, however, potentially creates uncertainty in the charges which would apply each year as assessments of useful life change over time.

With all options MRP should normally commence in the financial year following the one in which expenditure was incurred. Regulation 28 does not define ‘prudent’. However statutory guidance, which authorities must “have regard” to, has been issued by MHCLG. It makes recommendations to authorities on the interpretation of that term. The broad aim is to put aside revenue over time to cover the CFR. The MHCLG guidance was updated in 2018 (applicable from 1 April 2019) to include several clarifications on determining a prudent level of provision. Following sector feedback to a consultation launched in 2021 on changes to MRP provision, a revised consultation took place in 2022. This covers further elements of regulation, including the need for providing MRP on loans to third parties and not using capital receipts in place of MRP. This has now been revised to allow in the case of loans where capital receipts from payments under the arrangement are available. Clarification has also been issued to make clear that capital receipts can be used to reduce the underlying capital financing requirement, but not to replace MRP in any one year, as MRP is a revenue charge. The fully revised guidance took effect in April 2025.

MRP can only be nil if a local authority’s capital financing requirement is nil or negative on the last day of the preceding year, or a previous year’s overpayment is being offset. The Council has a positive capital financing requirement, mainly due to the purchase of Market Walk.

In 2026-27 it is proposed to continue to ~~adopt~~^{use} option 3, the asset life (annuity) method.

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Following the implementation of IFRS 16, where the authority has acquired assets under leases (for example, waste vehicles) an MRP charge will be made for an amount equal to the principal element of the annual repayment relating to liabilities recognised on the balance sheet. The overall impact of this policy is that the annual charge against the General Fund Balance for leases will be the rents/principal payable for each financial year.

For capital expenditure on loans to third parties where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.

The following table illustrates MRP made and forecast for approved projects only.

MRP Summary	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast
Market Walk	- 153,346	- 157,318	- 161,392	- 165,572	- 169,861	- 174,260	- 178,773	- 183,403
Minerva Building, Brunel Road	- 48,991	- 50,255	- 51,555	- 52,882	- 54,246	- 55,645	- 57,081	- 58,554
Sherborne House	- 28,343	- 28,050	- 28,776	- 29,521	- 30,286	- 31,070	- 31,875	- 32,701
Forde House decarbonisation	-	- 41,796	- 71,551	- 73,397	- 75,290	- 77,233	- 79,226	- 81,270
Forde House decarbonisation	-	-	-	-	-	-	-	-
Future High Streets - Market	-	-	-	-	-	- 38,200	- 39,346	- 40,527
Newton Abbot FHS Bradley Lane	-	-	-	-	-	- 26,888	- 27,695	- 28,526
Newton Abbot Hotel	-	-	-	- 147	- 151	- 156	- 161	- 165
PSDS Phase 3 (Broadmeadow)	-	-	-	-	- 47,458	- 97,860	- 100,796	- 103,820
Chudleigh purchases	-	-	-	- 2,189	- 2,255	- 2,323	- 2,392	- 2,464
TDC100 - Sherborne House	-	-	-	- 1,971	- 5,398	- 11,247	- 21,701	- 32,469
Refugee Accommodation	-	-	-	- 17,505	- 22,288	- 26,309	- 27,098	- 27,911
Refugee Accommodation	-	-	-	-	-	- 12,745	- 13,128	- 13,521
DLC energy efficiency	-	-	-	-	- 1,427	- 19,622	- 20,210	- 20,817
Newton Abbot Leisure Centre Energy Efficiency Measures	-	-	-	-	-	- 4,362	- 43,457	- 44,761
Teignmouth Lido Energy Efficiency Measures	-	-	-	-	-	-	-	-
Provision for Finance Convergence	-	-	-	-	- 7,834	-	-	-
Fleet Decarbonisation Infrastructure	-	-	-	-	- 9,492	- 13,800	- 14,214	- 14,641
Sortline Baler	-	-	-	-	- 10,415	- 10,728	- 11,050	- 11,381
George Street Car Park	-	-	-	-	-	-	- 7,275	- 7,493
Bradley Lane enabling	-	-	-	-	-	-	-	-
Waste transfer redevelopment	-	-	-	-	-	-	- 1,920	- 1,978
Total approved MRP only	- 230,680	- 277,418	- 313,274	- 343,185	- 436,402	- 602,449	- 677,399	- 706,402

The Council does not rule out alternative methods of prudent provision as per the regulations.

Teignbridge District Council Capital Strategy

Background

Local authorities are required by regulation to have regard for the Chartered Institute of Public Finance & Accountancy (CIPFA) Prudential Code 2021 edition and Treasury Management Code 2021 edition. CIPFA published the revised codes on 20th December 2021 and has stated that formal adoption is required from the 2023/24 financial year. The Prudential Code requires that local authorities have in place a capital strategy. This is in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and overall organisational strategy and resources. The aim is to ensure decisions are being made with sufficient regard to the long run financing implications and potential risks to the authority. Local authorities must also have regard to the Statutory Guidance on Local Government Investments, the updated 3rd edition of which applies from 1 April 2018. This requires the production of at least one investment strategy. Teignbridge District Council have:

- a Treasury Management Strategy Statement which is primarily concerned with treasury (financial) investments

- a Capital Strategy, which also covers non-financial investments (for example, service or commercial investments in property).

Purpose

The capital strategy is intended to give an overview of how the Council plans and delivers its capital expenditure, capital financing, treasury management and investment activities. It shows how these activities are carried out with the aim of fulfilling the priorities set out in key strategic documents such as the ten year council strategy and local plan. It is a key document for the Council and forms part of the annual budget papers.

As part of its budget papers, the Council produces a Financial Plan. This is divided into two parts – the Medium Term Financial Plan (MTFP) and the Financial Viability Process (FVP). The Medium Term Financial Plan provides a financial model and forecast of the cost of providing services over a rolling five year period. As well as considering the revenue implications and the General Fund balance, the MTFP also reviews the affordability of the Council's capital investment programme, matching forecast funding against planned capital spending over a five-year horizon. Significant financial pressures to consider are high inflation rates, interest rates, high energy and food costs and economic uncertainty with low growth. Higher interest rates can have an adverse impact on borrowing costs for capital schemes. Profiling debt can smooth out some of these short term change in rates. The MTFP seeks to address these financial challenges while facilitating the Council's strategic aspirations, such as affordable housing and carbon reduction.

The Financial Viability Process shows how the Council will attempt to balance its finances over the coming years to continue to provide service for its residents and customers. A key part of this is a process of reviewing service plans to achieve financial sustainability and viability.

The Capital Strategy shows how the Council intends to focus its capital investment to further its strategic objectives, including investment in infrastructure, housing and reducing the impacts of climate change. It provides the framework which will allow the Council to

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achieve its vision of shaping Teignbridge as a place which is economically resilient, delivering good quality services while addressing the funding challenges outlined above.

The Treasury Management Strategy and performance indicators, along with the Capital Strategy provide information on Teignbridge's approach to managing the risks associated with capital investment and financing decisions taken.

1. Capital Expenditure

1.1 Strategic factors

The capital programme is included at Appendix 7 of the budget papers. The capital strategy which underpins it is driven by several factors:

The five-year Council strategy. Covering the period 2025-2030 as approved at Full Council on 14 January 2025, this sets out the Council's key objectives:

- Community
- Economy
- Environment
- Homes
- Infrastructure

The One Teignbridge Council Strategy Action Plan 2025-2030, adopted in October 2025, outlines a 5-year framework to deliver on six strategic priorities: Community, Economy, Environment, Homes, Infrastructure, and The Way We Will Work. Developed from extensive consultations, it aims to improve local services, enhance sustainability, and drive economic growth. It scopes capital investment plans in the context of the overarching Council Strategy.

Key aspects of the One Teignbridge action plan include:

- **Key Themes:** A focus on improving environmental sustainability, providing affordable and energy-efficient homes, fostering economic growth, and upgrading infrastructure.
- **Objectives:** Key projects include increasing recycling rates to 65% by 2035, improving beach water quality, enhancing digital connectivity, supporting town centre initiatives, and strengthening community safety.
- **Implementation & Tracking:** The plan is a living document with quarterly progress reports and an interactive performance dashboard launched in early 2026.
- **Priorities:** The strategy focuses on six areas: Community, Economy, Environment, Homes, Infrastructure, and The Way We Will Work.

The plan is designed to ensure financial stability and align council actions with community needs.

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Infrastructure delivery plan projects are vital to the development and accessibility of the area. These include highways and cycle path projects, funded by CIL and external sources where available.

£15.7 million of CIL funding is provided towards delivering additional education facilities to support new development. Projects will be brought back to Full Council in due course.

£1.3 million is earmarked for improvements to Dawlish leisure centre.

£800,000 is provided over 4 years for a Community Match Fund, to support town and parish projects which are in accordance with a Community Infrastructure Plan.

Investment in housing (Homes4Teignbridge) continues. On 23 October 2025, the Sherborne House car park social rented flats budget was increased to £7,243,317. Homes England funding in support of the scheme was confirmed in early December 2025.

In accordance with the priority actions outlined in the Council Strategy for delivering affordable and social housing, to date, the programme has delivered:

- 7 units of housing allocated to local applicants in housing need at Drake Road and Well House, East Street, Newton Abbot
- 5 units of shared housing in Dawlish
- 5 units of rough sleeper accommodation in Dawlish, Teignmouth and Newton Abbot
- 4 homes for social rent in Chudleigh
- 26 homes for social rent under the government's Local Authority Housing Fund scheme (LAHF), which in the short term provides accommodation for families with housing needs who have arrived in the UK via Ukrainian and Afghan resettlement and relocation schemes. The capital programme contains a further £0.6m of LAHF funds. Longer term, the homes will provide a supply of affordable housing for local communities.

The purchase of council homes supported by the Local Authority Housing Fund continues, with a further provision of £1,000,000 in prudential borrowing to improve temporary accommodation arrangements and reduce the use and cost of bed and breakfast accommodation. Investment in other support measures such as disabled facilities continue, funded from Better Care grant.

Work also continues to deliver the previously approved custom-build housing scheme at Houghton Barton, for which £0.6 million of ring-fenced central government grant funding has been received.

A provisional budget line of £0.09m in 2026/27 and £0.03 million per annum in 2027/28 & 2028/29 is in relation to periodic capital expense in relation to Teignbridge's social housing portfolio, for example replacement roofs, fabric improvements and replacement fixtures and fittings. Projects will be brought forward for approval as they occur. Funding is from revenue contributions to capital. Any surplus income from the properties will be earmarked for this purpose.

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For projects not covered by grant funding, a further £0.26 million provision over 2025/26 and 2026/27 has been made for investment in carbon reduction measures covering the Authority's Scope 1 & 2 carbon footprint as part of the ongoing Carbon Action Plan, which is being developed by the Climate Change Officer. Likely provisions will target emissions arising from the Authority's top 15 sites by carbon emissions; provisions are likely to include: onsite renewable energy generation, renewable energy power purchase agreements, thermal fabric improvements and energy efficiency improvements.

There is a £3 million provision for employment sites, funded from borrowing and developer contributions where applicable. This will encourage new and existing businesses to set up, move in and stay in the area. The aim is to create better paid jobs and business expansion for a more resilient local economy. Where people can both work and spend leisure time locally, carbon emissions are also reduced. Individual projects will come back to committee as appropriate as business cases are developed.

The One Teignbridge Action Plan also sets out **“the way we will work”** including continuing to implement the Modern25 Programme. This is enabled by investment in IT.

For the programme as a whole, prudential borrowing supports a number of projects where alternative funding is not available and a return on capital can be demonstrated.

The Local Plan, guides development in the district, setting out policies, proposals and actions to meet the environmental, social and economic challenges facing the area. This includes supporting infrastructure for proposed developments. The capital programme shows contributions towards enabling a new bridge and link road in Dawlish, with work now in its later stages. There are provisions for further contributions to transport infrastructure, including transport hubs and public transport. There are provisions towards education facilities in the wider Teignbridge area and projects to create and improve green spaces and cycle routes.

The council's asset management policy, which sets out the council's approach to the strategic management of its land and building assets. As part of the Modern 25 programme, this aims to identify how the council's property portfolio supports wider objectives, such as benefitting the community, shaping the built landscape, supporting the Council in its service delivery and proactively supporting our commitment to tackling climate change. It aims to ensure the Council maximises use and efficiency of its real estate. The capital programme includes items which invest in council buildings, such as extensive carbon reduction projects. The capital programme is supported by any capital receipts arising from the disposal of assets. Conversely, the needs of the capital programme and medium-term financial plan should inform the council's asset management plan to focus on the generation of capital receipts or service income dependent on strategic priorities.

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The council's Medium Term Financial Plan – the programme must be affordable within the council's overall budget plans. This means that business cases for projects funded by borrowing must demonstrate that they will cover the revenue costs associated with borrowing over the life of the asset.

Strategic Service Planning – The Modern 25 (M25) process, led by a team of key staff from the Business Transformation Team and Finance focuses on delivering a new operating model. The workstreams include review of service design and delivery, a strategic portfolio focused on business cases to deliver efficiencies and increase income and an asset management thread to promote awareness of how assets support the delivery of Council priorities. All these workstreams will contribute towards defining the future shape of the capital programme, particularly investment in digital infrastructure and systems to enable people to carry out the council's work and the definition of strategic priorities.

- **Environmental Sustainability** - The Council's commitment to environmental sustainability is laid out in the Council Strategy, including ambitions, amongst others, to support better integrated public transport, walking and cycling routes and achieving net zero by 2050. In July 2022, the Council's Part 1 Carbon Action Plan was published, three years after the Council declared a climate emergency. Since that declaration, the organisational baseline carbon footprint has been measured and work has taken place on a package of decarbonisation capital works covering four of its top five carbon emitting buildings. The revenue budget supports the ongoing funding of the specialist Climate Project Officer and temporary resources to assist with the implementation of various works to meet climate change aspirations. Continuing investment for climate change projects, with further provisions under the Carbon Action Plan, (the district's Part 2 Carbon Action Plan is currently being written, following Teignbridge's endorsement of the Devon Carbon Action Plan) and capital projects are included and highlighted within the budget papers. The capital programme highlights the priority of projects which support environmental sustainability with a green leaf. In addition to decarbonisation projects, this includes energy efficient housing, cycle projects and provisions for contributions to infrastructure encouraging sustainable transport choices and low carbon energy. The Project Assurance Board process promotes broad consideration of projects through the lens of corporate strategic priorities, with environmental sustainability being a key consideration. The climate change officer's role includes comment and input into new projects.

Commercial Strategy – The commercial strategy is intended to support the Council's financial sustainability. 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. While it does not relate exclusively to the capital programme, 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 aims and service provision, providing affordable

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housing and delivering jobs and wages growth. They are supported by the Council's approach to investments and the borrowing which is critical to funding them. This is relevant to the Key Priority of Financial Management and must be taken into account within the Council's treasury management strategy.

CIPFA and Government guidance – the council must have regard to both CIPFA's Prudential Code (capital expenditure and financing) and its Treasury Management Code (the management of borrowing, investments and cash flow). Both of these Codes were recently updated in December 2021, with updated provisions to be implemented in 2023-24. They include formal adoption of the debt liability benchmark in relation to financing risk around borrowing and clarification of what CIPFA expects a local authority to borrow for and what they do not view as appropriate. Environmental sustainability is to be addressed within the Capital Strategy, with amendments to the treasury management practices (TMPs) to address environmental, social and governance (ESG) policy within the treasury management risk framework.

Investment Management Practices (IMPs) were introduced to manage risks associated with non-financial investments, with further reporting requirements for service and commercial investment.

In relation to treasury management, there are now enhanced requirements around the effective management of liquidity and longer term cash flow requirements, with long term treasury investments to be supported by a business model. The knowledge and skills of individuals involved in the treasury management function is deemed to be proportionate to the size and complexity of the treasury management conducted by each council.

In addition, all investments and investment income must be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a

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council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

In addition to the CIPFA Codes of Practice, the Ministry for Housing, Communities and Local Government (MHCLG) issued updated statutory guidance on investments in February 2018. The MHCLG 2018 guidance on minimum revenue provision (MRP) (applicable from 1 April 2019) included a number of clarifications on determining a prudent level of provision. Following sector feedback to a consultation launched in 2021 on changes to MRP provision, a revised consultation took place in 2022. This covered further elements of regulation, including the need for providing MRP on loans to third parties and not using capital receipts in place of MRP. This has now been revised to allow in the case of loans where capital receipts from payments under the arrangement are available. Clarification has also been issued to make clear that capital receipts can be used to reduce the underlying capital financing requirement, but not to replace MRP in any one year, as MRP is a revenue charge. The fully revised guidance took effect in April 2025.

1.2 Governance

Responsibility for decision-making and ongoing monitoring in respect of capital expenditure, investment and borrowing, including prudential indicators remains with Full Council. Each year, the budget process reports to Full Council across a range of strategies and information which is relevant to capital expenditure, investment plans and financing implications, to ensure that decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

The capital programme is considered annually by Full Council. Updates are reported to SMT and Executive throughout the year, with any budgetary changes approved by reference to the virement rules in the financial instructions. Separate reports are brought back to Full Council for approval for any larger projects (over £500,000).

The Treasury Management strategy, which sets out policies relating to the management of investments, balancing security, liquidity and yield. This is approved annually by Full Council and includes the approved lending list and the council's approach to borrowing. Updates are brought to Executive throughout the year as necessary.

The Minimum Revenue Provision Statement sets out the council's method of making prudent provision from revenue in respect of capital expenditure financed by borrowing or credit arrangements. Any changes are required to be approved by Full Council.

The Prudential Indicators aim to demonstrate whether the Council has fulfilled the objectives of an affordable, prudent and sustainable approach to capital expenditure, investment and debt. Any revisions are required to be approved by Full Council.

The Commercial Strategy, as approved by Full Council in February 2020. It includes an explanation of the role of the **Commercial Property Investment Board**.

Role of the Projects Assurance Board

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Teignbridge District Council operates a Projects Assurance Board (PAB), with members including senior officers across a range of services. This allows a structured and controlled approach to project planning authorisation and reporting. Its role is to consider and prioritise project proposals, ensuring that those that run the organisation receive sufficient reports on progress in delivering projects.

Project proposals must follow the Capital project reporting flow chart as per the Financial Instructions, adhering to the existing corporate project management methodology. An initial mandate is followed up by a financial appraisal and Project Initiation Document (PID) plus any associated project management documentation as required. The PAB ensures early wide consideration from a wide range of relevant expertise. The corporate mandate checklist ensures that prospective projects are consistently assessed against corporate and legislative requirements. Stage 2 of the flow chart ensures the correct level of approval as per the Council's constitution. The details of this process are currently under review as mapping work continues to streamline and digitise the process.

Basis of cost estimates – Council project managers are experienced in providing cost estimates in line with best practice, to include surveys, preliminaries, project and design team fees, risk allowances, contingency and other development and project costs. Previous similar schemes are available for review and the financial appraisal template includes a checklist of typical capital costs for reference. For certain projects, external quantity surveyors may be appointed either on a one-off basis or as part of a multi-disciplinary project management team. Financial appraisals look at the whole life cost of projects including both capital and long-term revenue costs, with inflation factored in.

The delivery phases of capital projects are managed under the corporate project management methodology. This includes regular project team meetings for large projects and the use of standard templates to record Risks, Actions, Issues and Decisions (RAID logs), ensuring that risks to delivery are actively managed and giving projects the best opportunities to be completed according to plan.

The PAB also monitors the existing capital programme using Power BI reporting to ensure its continued relevance, consider the progress of schemes including variations and re-phasing and to identify or reallocate unused resources.

The role of the PAB is crucial to ensuring that the risks associated with capital investments are mitigated. It ensures that projects demonstrate affordability, that there is wide consultation to ensure proper procedures are followed, for example tender processes, legal and financial matters. It also considers whether there are sufficient resources for effective project management and delivery.

1.3 Commercial Activity

The Council's approach to commercial activity is dealt with in its Commercial Strategy. This takes a broad view of commercialisation, so as well as capital investments such as housing and regeneration projects, it also deals with service and charging reviews and process redesigns, financial investments, asset management and income generation. These areas are being addressed by the M25 programme.

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The goal of the commercial strategy and M25 programme is to enable the Council to move towards financial self-sufficiency against the backdrop of reduced central government funding for local authorities. 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. The Medium Term Financial Plan identifies the pressures and influences on the Council's revenue budgets and highlights a shortfall between the Council's spending requirements and the amount of finance available.

Due diligence and risk

Investment Management Practices (IMPs)

CIPFA's Treasury Management in the Public Services Code of Practice and cross-sectoral guidance notes 2021 edition require that any investments that are not taken or held for treasury management purposes should be clearly identified and reported in appropriate categories reflecting their **service** or **commercial** purposes in the authority's **Investment Management Practices**. For each category, the various purposes, objectives and management arrangements of the investments should be described. The level of risk and the arrangements for managing it should be set out.

Teignbridge District Council does not currently hold any commercial investments purely for financial gain. However, the council has invested in property for regeneration and local economic benefit purposes which also benefit the Council financially.

Summary of key service investments with outstanding underlying need to borrow:

Investment	Value (£'000)
Market Walk, Newton Abbot	12,153
Minerva Building, Brunel Road	1,397
Sherborne House, Newton Abbot	2,622
Forde House decarbonisation	1,628
Houghton Barton Link Road*	1,250
Broadmeadow Leisure Centre	1,275
Chudleigh Social Housing	163
Sherborne Affordable Housing	193
Local Authority Housing Fund refugee accommodation	1,623
Fleet Decarbonisation Infrastructure	109
Sortline Baler	119
* temporary, pending developer contribution	

A projection of the authority's future investments can be seen in the capital programme, summarised in paragraph 1.5 below. This comprises **service investment** projects which are for a combination of service delivery, regeneration and local economic benefits and

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analysed by strategic priority. The authority does not make investments primarily for financial return.

Service Investments

Teignbridge's Investment Management Practices outline the requirements as laid out by CIPFA, including risk management arrangements. Measures include:

- Reference to the risk appendix (appendix 2 of the IMPs).
- Broad early consideration of capital projects by the PAB.
- Use of business cases, checklists and financial appraisal.
- Project management risk registers and monitoring of projects' risk status as they progress (RAG or red, amber, green ratings) – this is carried out routinely by project management boards. The Projects Assurance Board also monitors on an exceptions basis.
- Annual assessments of fair value are carried out and monitored against the original capital investment.
- Minimum revenue provision is set aside in relation to these investments, mitigating against the possibility of adverse valuation changes. A detailed schedule is maintained.
- Revenue budgets are monitored as part of the budget monitoring which feeds into the regular reports provided by the Chief Finance Officer.
- Tracking of rent receipts and market conditions for early indications of potential problems.

Teignbridge's appetite for risk seeks to be proportional to its role as a district council.

Governance and decision-making

Commercial activity is subject to the Council's governance arrangements, with legal advice to be sought on a case-by-case basis. There are provisions for urgent decisions to be taken by the Chief Finance Officer in consultation with the Commercial Property Investment Board, if it would be contrary to the financial interests of the Council to delay. The intention is to allow a quick response to opportunities where appropriate, while adhering to a strict due diligence process.

1.4 Policies on Capitalisation

The Council's accounts are required to be prepared in accordance with proper accounting practices. For capital, these practices are governed by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003 No 3146, as amended) supported by International Financial Reporting Standards (IFRS). Local authorities must also have regard to CIPFA's Prudential Code.

The Council's Statement of Accounts includes detailed policies on the treatment of different asset classes. There are three routes by which expenditure might qualify as capital:

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The expenditure results in the acquisition of, or the addition of subsequent costs to non-current assets in accordance with proper practices.

REFCUS expenditure (Revenue Expenditure Funded from Capital Under Statute): These are arrangements which recognise that some expenditure incurred by local authorities has a wider, lasting public benefit than is reflected in the accounting rules for non-current assets, for example grants and loans and expenditure on non-Council assets.

The Secretary of State makes a direction that the expenditure can be treated as capital expenditure.

The Council's current de minimis for capital is £20,000, subject to review.

The Council has not used the capitalisation flexibilities issued by the Secretary of State for the Ministry of Housing, Communities and Local Government. These give authorities the continued freedom to use capital receipts to help fund the revenue costs of transformation projects and release savings. There are currently no plans to use these flexibilities in future years.

1.5 Capital Expenditure Plans and Financing Strategies

The Capital Programme – the capital programme sets out planned capital expenditure over the medium term financial plan period of 5 years. It shows how each project is linked to a Council Strategy priority and summarises planned expenditure and funding. It is approved annually along with the budget papers, with quarterly updates to Executive Committee.

The Council's capital expenditure plans for the current 5 years of the Medium Term Financial Plan amount to £84.0 million, summarised in the table below:

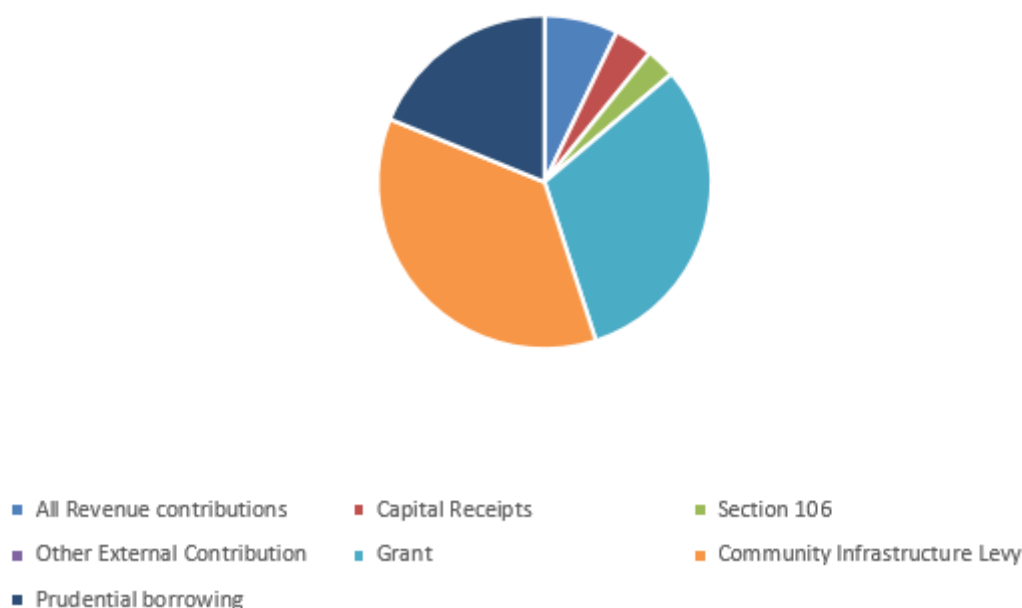
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Strategic Priority	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Community	3,066	2,079	200	200	-
Economy	7,718	1,532	2,000	-	-
Environment	3,679	6,651	1,870	1,420	2,705
Homes	5,286	7,049	4,875	1,454	4,362
Infrastructure	2,123	5,618	1,759	16,040	220
Responsible management	626	538	541	41	123
Total Capital Expenditure	22,498	23,467	11,245	19,155	7,410
Borrowing	(6,178)	(5,405)	(3,909)	(300)	-
Capital Receipts	(976)	(1,049)	(1,004)	(24)	(72)
Revenue contributions (includes specific sums)	(1,805)	(2,127)	(791)	(340)	(918)
Grants / external contributions	(12,062)	(5,760)	(2,750)	(1,400)	(4,200)
CIL	(500)	(8,618)	(2,300)	(16,750)	(2,100)
S.106	(977)	(508)	(491)	(341)	(120)
Total Funding	(22,498)	(23,467)	(11,245)	(19,155)	(7,410)

Sources of funding

The programme is funded from a combination of capital receipts, revenue contributions, grants and external contributions, Community Infrastructure Levy (CIL) and borrowing. These are explained in further detail below.

Funding breakdown



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Community Infrastructure Levy (CIL) is a charge on new development which aims to ensure that it contributes to the provision of essential local facilities. It must be spent on infrastructure. Under the current system, local authorities are not permitted to borrow against the receipt of future CIL. Teignbridge's priorities for CIL expenditure are available on the Council's website and reflect the needs identified in the Infrastructure Delivery Plan which supports the Teignbridge Local Plan. Projects include provision of Suitable Alternative Natural Green Spaces, habitat mitigation, leisure provision such as playing pitches and parks, education infrastructure and improvements to local roads and rail, infrastructure for cycling, walking and public transport. CIL projects often involve working together with other organisations, such as the Habitat Mitigation Executive and Devon County Council to achieve improvements across a wide range of infrastructure.

Section 106 contributions are received from developers in relation to specific needs such as leisure and open space improvements, affordable housing, air quality and drainage improvements.

Grants and external contributions are received from a range of government and agency sources towards expenditure such as disabled facilities grants, affordable housing, flood alleviation and prevention and open space and leisure improvements.

Capital schemes funded by CIL, Section 106 contributions, grants or external contributions are required to follow the Council's approval process to ensure that the matters which the Prudential Code requires to be taken into account are considered. For example, strategic service objectives, revenue budget implications and the practicalities of delivery.

Teignbridge Capital Funding. There are two ways in which the council can directly contribute to capital projects. **Capital Receipts** are funds which result from events such as the disposal of assets or the repayment of loans which were made for a capital purpose. The council had £4.9 million capital receipts at the start of 2025-26. Taking account of forecast expenditure and receipts, it is currently forecast that General Fund capital receipts will be £0.1 million by the end of the current Medium Term Financial Plan. In order for Teignbridge to continue to benefit from capital investment in the future, the Medium Term Financial Plan has reinstated **Revenue Contributions** to capital, following their suspension during the pandemic period. £1.5m was budgeted in 2025-26 and for 2026-27 dropping to £0.5m per annum in the following two years. This increase is funded from anticipated EPR (extended producer responsibility for packaging) receipts and is provisionally allocated to waste service improvements such as replacing the bulking station sortline and recycling banks. Note that overall revenue contributions figures also include use of the revenue contributions reserve and additional sums set aside by departments to support capital investment. Projects funded by capital receipts and revenue contributions include contributions to superfast Broadband provision, Sherborne House, improvements to Council buildings and equipment including IT projects and waste management.

Borrowing

Projects which are not funded by one of the sources above are initially funded by borrowing and must first demonstrate a sound business case during the capital approval process. This

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is because there are revenue budget implications associated with borrowing. Both the principal borrowed and interest costs will have to be repaid and it is essential that the capital programme remains affordable, prudent and sustainable with regard to:

- Capital financing costs, e.g. interest
- Loss of investment income
- Other income and costs e.g. rent, fees & charges, salaries, rates, energy and maintenance arising from the investment
- MRP – this is the statutory requirement to charge the revenue account with the principal cost of capital expenditure which has not been met from grants, contributions or capital receipts. It is explained in the Council's Minimum Revenue Provision statement.

Business cases must demonstrate a scheme's ability to cover all the relevant costs above for the whole life of the asset.

Projects funded from borrowing aim to bring a broad range of economic benefits such as continued growth in local jobs, business expansion and wealth creation as well as improving the Council's income resilience against the challenge of lower government funding. Projects include town centre improvements, industrial sites, affordable housing and carbon reduction measures.

The council's approach to borrowing is laid out in Appendix 12 of the budget papers – the Treasury Management Strategy. See also Section 2 below for a projection of the Council's borrowing requirements.

1.6 Asset Management Planning

The Executive member for Corporate Resources has responsibility for assets. The Director Corporate is the current designated Corporate Property Officer (CPO). The CPO is authorised to take the lead on asset management planning across all services thus ensuring that property assets are regarded throughout the Council as corporate assets.

This strategic approach ensures that the Council's business and property plans support its key objectives and inform its spending decisions. The alignment of the corporate vision with service business plans, the Medium Term Financial Plan and Capital Strategy provides a stable context in which to make informed decisions and deliver the right outcomes. Property assets represent the Council's largest physical resource in financial terms and they underpin all service activities.

The Asset Management Policy available in full on the Council's website. Its vision is to manage assets to support the strategic delivery of district services and priorities improving the sustainable economic, social and environmental wellbeing of our communities now and for the future. Its strategic objectives fall in to three main categories:

1. To develop a more efficient property portfolio, increasingly more fit for purpose and aligned with the council's strategic and operational objectives;

To produce revenue savings and reduce property ownership cost and liabilities through a programme of asset rationalisation;

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To optimise the realisation of asset values through planned capital receipts and the maximisation of rental income.

2. To effectively contribute to the district's economic growth and to its social and environmental wellbeing.
3. To improve service delivery by providing fit for purpose assets which support corporate and service strategies.

The Council's corporate property function sits as part of the Assets Service.

The ongoing costs associated with existing assets are reflected in the Medium Term Financial Plan and mainly comprise repairs and maintenance, utilities, non-domestic rates, property insurance, furniture and fittings and contracts such as cleaning and grounds maintenance. When considering new capital projects, these long-term costs are considered as part of the proposal and appraisal process.

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2. Debt, Borrowing and Treasury Management

2.1 Projection of borrowing requirements

Previous capital projects such as the purchase of Market Walk mean that Teignbridge District Council has an underlying need to borrow. In addition, the capital programme contains projects which would not immediately be funded by grants, contributions, capital receipts or revenue contributions. When taken together, the current underlying need to borrow and projected borrowing from the capital programme give an estimate of the council's future borrowing requirements. The table below divides this between the amount it is estimated we could fund internally from our other cash balances and the amount we would seek to borrow externally.

	2025-26	2026-27	2027-28	2028-29	2029-30
	£'000	£'000	£'000	£'000	£'000
Estimated Approved Capital Financing Requirement (underlying need to borrow).	38,898	36,791	35,045	32,485	29,670
Including provisional schemes (total cumulative underlying need to borrow).	39,248	40,955	42,189	39,596	36,399
Estimated internal borrowing based on forecast usable reserves/leases funded from revenue budgets.	-39,248	-40,955	-42,189	-26,655	-23,449
Liquidity buffer to maintain cash-flow	0	0	0	5,800	5,800
Estimated external borrowing (excluding provisional schemes).	n/a	n/a	0	11,630	12,021

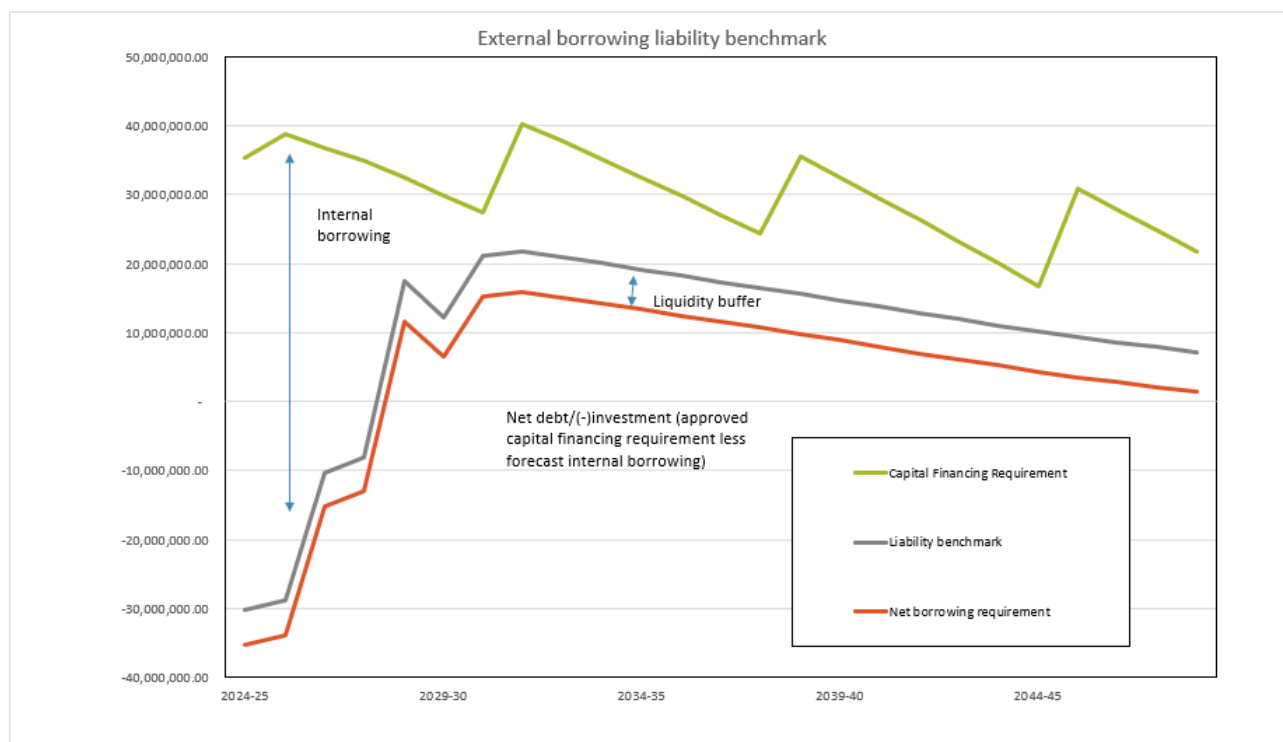
The table above cannot take accurate account of as yet unknown future receipts which may bolster the scope for internal borrowing. However, analysis of actual and forecast sums available for lending between 2022-23 and 2024-25, in comparison to what would be expected given reserves levels and the capital financing requirement, has highlighted the existence of operating cash flow. This has been shown above at around 80% of actual averages. Slippage in the capital programme can also mean usable reserves stay higher for longer. At this stage, external borrowing appears likely by 2028-29 and possible towards the end of 2027-28.

It should be noted that should provisional schemes be approved, this will significantly increase and bring forward the need to borrow and associated costs.

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In the longer term, the calculation of a liability benchmark as required by CIPFA, extends this information and allows measured borrowing decisions to be made in relation to the amount and maturity profile of loans, which manages interest rate exposure:

For the purposes of the liability benchmark, it is the approved capital financing requirement (CFR) which is used as a starting point. The net borrowing requirement is estimated by deducting forecast internal borrowing. A liquidity allowance is factored in to ensure that funds are available for regular outgoings. This is currently assumed to be a minimum £5.8 million average daily lending.



Acceptable sources of loans are specified in the Treasury Management Strategy and include the Public Works Loans Board, local authorities, public bodies and UK banks and building societies.

The estimated sums for external borrowing relating to capital are taken account of, along with contingency sums for possible temporary borrowing, in the Prudential Indicators authorised limit and operational boundary. These figures also include an allowance for other long-term liabilities, as identified in the Council's financial statements. The operational boundary represents a prudent estimate of the maximum level of external debt, whereas the authorised limit provides headroom over and above the operational boundary sufficient for unusual cash movements. Both indicators are approved annually by Council as part of the Prudential Indicators.

	2025-26	2026-27	2027-28	2028-29
	£'000	£'000	£'000	£,000
Operational boundary	50,000	50,000	55,000	50,000
Authorised limit	55,000	55,000	60,000	55,000

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The Council's Commercial Strategy also sets a proportional debt limit, which for 2025-26 has been assessed as £60 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 overall limit encompasses both internal and external borrowing activity. The reduction of £10 million compared to earlier years reflects current interest rate risks and maintains maximum borrowing at around three times the Council's core spending power. The limit is monitored and benchmarked against other similar councils.

2.2 Implications of borrowing

2.2.1 Minimum Revenue Provision (MRP)

All capital expenditure has to be financed from capital receipts, grants and contributions (such as S106 and CIL) or eventually from revenue income. Where local authorities borrow to fund capital expenditure, there is a requirement to ensure that they put aside enough revenue money over time to cover those debts. This is MRP and the broad aim is to ensure that the period over which it is charged is commensurate with the period over which the capital expenditure provides benefits.

The Local Government Act 2003 requires the council to have regard to the Ministry of Housing, Communities and Local Government (MHCLG) Guidance on MRP. This guidance requires the council to approve an annual MRP statement and recommends a number of options for calculating the required prudent provision, while also not ruling out other methods should they be deemed more appropriate. This is discussed in more depth in the council's Minimum Revenue Provision Statement (please refer to appendix 12 of the budget papers).

The updated MHCLG Statutory Guidance on Minimum Revenue Provision includes a number of clarifications on determining a prudent level of provision. MRP can only be nil if a local authority's capital financing requirement is nil or negative on the last day of the preceding year, or a previous year's overpayment is being offset. The Council has a positive capital financing requirement, mainly due to the purchase of Market Walk.

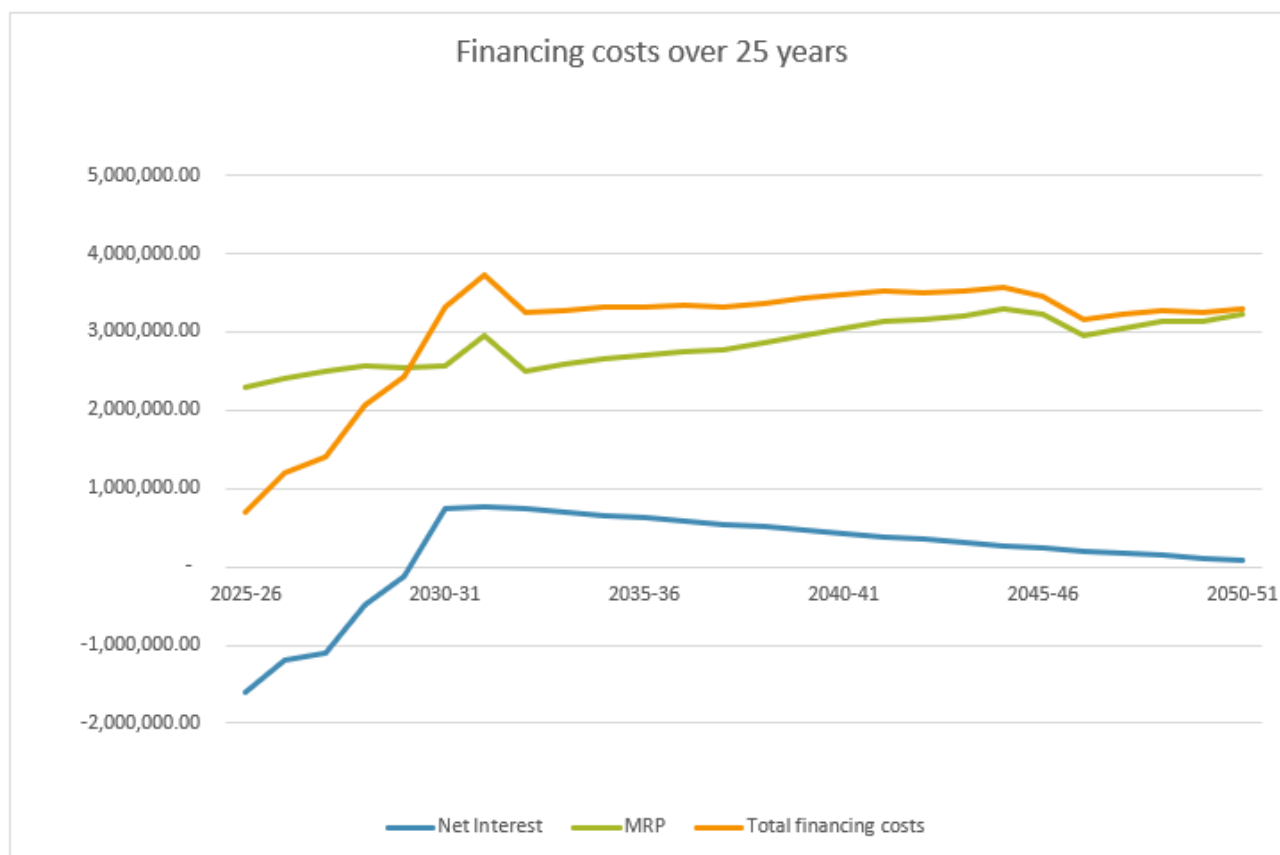
For 2026-27 the Council's MRP statement continues to adopt option 3, the asset life (annuity) method. This is a method often used to calculate loan repayments, where it is required that the total amount of principal and interest repaid each year is a common amount. Principal amounts start low and increase over time. It is therefore suited to investments where revenues will increase over time. It also takes into account the time value of money.

2.2.2 Interest payable

Based on the projected borrowing discussed above (approved schemes only), assuming all schemes are delivered without slippage and a maturity structure which is spread to mitigate against interest rate risk, it is calculated that net interest receivable would be close to £1.2 million in 2026-27 and 2027-28, and then falling to £1m in 2028-29 then net interest payable builds over the next few years as reserves are assumed to reduce, limiting the scope for internal borrowing. The following chart shows financing costs (interest and MRP) over 25 years. It should be borne in mind that the business cases for each project would

Teignbridge District Council Capital Strategy

need to demonstrate that they would achieve sufficient return to cover interest costs and any MRP.



MHCLG suggests indicators to assess an authority's risk exposure as a result of investment decisions. The investment cover ratio looks at total net income from property investments to see whether it will cover the expense of interest. Teignbridge does not currently have interest expense, due to not borrowing externally. This is not forecast to change over the next 3 years as follows, based on approved borrowing:

2025-26	External borrowing not forecast, so no interest expense.
2026-27	External borrowing not forecast, so no interest expense.
2027-28	External borrowing not forecast, so no interest expense.

2.2.3 Proportionality

In its new investment guidance, MHCLG introduces the concept of proportionality. This is to allow assessment of the contribution of yield-bearing investments to the achievement of a balanced budget. It also requires that quantitative indicators are provided to allow risk exposure as a result of investments to be assessed.

The proportional debt limit for the council has been assessed as approximately £60 million. This figure has been arrived at after consideration of benchmarking provided by external

Teignbridge District Council Capital Strategy

expertise, based on overall debt compared to cost of service and the financing liabilities this would place upon the council.

Neither the Council's historic investments nor its future capital investment plans are purely commercial. They are focused on delivering the housing, regeneration and economic benefits laid out in the Council's Strategy. They do however create an underlying need to borrow and contribute to the Capital Financing Requirement (CFR). The four main items which make up the Council's existing CFR are the costs of purchasing Market Walk, Sherborne House and an industrial unit in Newton Abbot plus decarbonisation costs of Forde House and the delivery of affordable housing. The Council has chosen to forego treasury management interest in order to fund the underlying need to borrow from other balances in the medium term. Based on the average treasury management interest rate received during April to November 2024-25, interest foregone due to internal borrowing to cover the Council's Capital Financing Requirement would be in the region of £1,102,575 per annum. This approach represents good value for money. Had the Council externally borrowed the equivalent amount at (for example) 50/50 of PWLB's 10-year and 25-year rates on 1st April 2024 (4.83% and 5.22%), the annual cost would have been £1,135,336.

Current debt to net service expenditure ratio:

	2025-26
	£'000
External debt	0
Net service expenditure	19,752
Ratio	0

Based on approved borrowing over the next 3 years:

	2026-27	2027-28	2028-29
	£'000	£'000	£'000
Forecast external debt	0	0	11,630
Net service expenditure	19,343	20,981	19,837
Ratio	0	0	0.59

Commercial and service income

Teignbridge District Council does not currently hold property investments purely to profit from the income. Assets are held for a combination of service delivery, regeneration and economic benefit to the area. The MHCLG guidance on investments suggests the following indicator to demonstrate gross and net income from commercial and service investments. It shows gross property income and net income (less costs). The operating costs show the property costs (but not the estimated financing costs):

	2024-25	2025-26	2026-27	2027-28	2028-29
	£'000	£'000	£'000	£'000	£'000
Gross rental income*	-8,737	-8,587	-8,900	-9,307	-9,687

Teignbridge District Council Capital Strategy

Net income after costs, not including financing costs	-5,483	-5,296	-5,665	-6,144	-6,456
Operating costs	3,255	3,292	3,235	3,163	3,232

*also includes fees and charges for car parks, beach huts and market stalls

The 2021 Prudential Code includes the following indicator which identifies the percentage of net income (after operating costs) from commercial and service investments, as a percentage of the total net revenue stream. The intention of this indicator is to show the net financial impact on the authority of its entire non-treasury investment income, identifying the potential risk should the investment income cease for any reason.

The actual net income from commercial and service investments to net revenue stream in 2024-25 has been calculated as 16%. Estimates for future years are as follows, increasing due to additional anticipated rental income in relation to projects within the capital programme:

Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
21%	22%	22%	24%

In considering whether authorities could plausibly absorb any losses in budgets or reserves without unmanageable detriment to local services, the net income from commercial and service investments is below considered as a proportion of useable, un-earmarked general revenue reserves. Net income from commercial and service investments in 2024-25 as a percentage of these general reserves was 219%.

2.2.4 Prudential Indicators

The Local Government Act 2003 requires the council to have regard to CIPFA's Prudential Code. Its objectives are to ensure, within a clear framework, that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice, with an understanding of the risks involved. Local authorities must look at capital expenditure and investment plans in the light of overall organisational strategy and resources, ensuring decisions are made with sufficient regard to the long run financing implications and potential risks to the authority.

To that end, the Prudential Code sets out indicators which must be approved by Full Council and factors which must be taken into account. The factors which must be taken into account underpin the work of the Corporate Projects Board (see above).

In setting its Prudential Indicators, the council sets borrowing limits which are affordable and sustainable. The authorised (absolute) limit and operational (day-to-day) boundary are consistent with the council's capital programme and treasury management strategy. In addition, they identify long-term liabilities relating to capital (and as set out in the relevant note to the annual Statement of Accounts) in order to arrive at prudent limits on external borrowing.

Teignbridge District Council Capital Strategy

Estimates of capital expenditure and the capital financing requirement bring together past and future capital commitments for consideration of affordability.

The treasury management prudential indicators are designed to deliver accountability in taking capital financing, borrowing and treasury management decisions. They also highlight possible risks such as interest rate exposure and demonstrate the policies in place to mitigate the risks, for example, limiting the length of investments and the maturity structure of borrowing.

2.3 Treasury Management

The Council has regard to CIPFA's *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021*. In doing so, it follows three key principles:

- Maintaining comprehensive policies, practices, strategies and reporting arrangements for the effective management and control of treasury management activities
- The effective management and control of risk are prime objectives and responsibility for these lies clearly within the Council. Risk appetite forms part of the annual Treasury Management Strategy. The council's investment priorities relating to this area are security of the principal sums and liquidity, keeping money readily available for expenditure when needed.
- The pursuit of value for money and the use of suitable performance indicators are valid and important tools. Within the context of effective risk management, the Council's policies and practices reflect this.

The Council has adopted four clauses as recommended in the Treasury Management Code, as follows and adopts the updated clauses as per the 2021 code.

1. Teignbridge District Council will create and maintain, as the cornerstones for effective treasury management:
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which Teignbridge District Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed by its TMPs.
3. Teignbridge District Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive Committee, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with Teignbridge District Council's policy

Teignbridge District Council Capital Strategy

statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

4. Teignbridge District Council nominates the Audit Committee to be responsible for ensuring the effective scrutiny of the treasury management strategy and policies.

Yield becomes a consideration after the priorities have been satisfied. The majority of treasury management investments are “specified” as defined in the MHCLG 2018 investment guidance; in sterling, with a maturity of no more than one year, placed with the UK government, other local authorities or bodies and investment schemes of high credit quality, determined by the lending list, which is reviewed quarterly and updated as necessary.

The treasury management strategy is designed to be “risk aware” rather than the traditional “risk averse”. This has been approached in a measured way to mitigate against risk, recognising a balance within the overall priorities of security, liquidity and yield. Property and diversified income funds are included as non-specified investments within the authorised lending list, while other non-specified investments such as renewable energy/social impact investments and on-lending to key partners and stakeholders would follow the approvals route laid out in the Commercial Strategy and the statutory guidance around MRP provision and not borrowing purely for financial return.

The council's Treasury Management schedules require that specified investment institutions meet the following minimum ratings from the ratings agencies:

Ratings Agency	Long Term	Short Term	Baseline Credit Assessment Bank viability
Fitch	BBB	F2	bbb
Moody's	Baa2	P2	baa2

In addition to considering ratings from agencies it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

Other information sources used will include the financial and sector press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties. Daily relevant financial news updates and market commentaries are received by email from treasury advisors, brokers and the Council's bank. These enable assessment of future treasury risks and scenarios in order to develop suitable risk management strategies.

The Treasury Management strategy also sets out the Council's approach to borrowing. It is underpinned by the Prudential Code and MHCLG investment guidance. Any decision to borrow in advance for capital projects or debt maturities would only occur if there was a clear business case to do so. Borrowing may occur to cover temporary shortfalls in cash balances.

Teignbridge District Council Capital Strategy

The liability benchmark set out above allows management of interest rate exposure while ensuring that funds are kept available for cash flow requirements.

The Council will adopt a flexible approach to borrowing, making use of internal resources and keeping shorter term borrowing under review in comparison to longer term borrowing costs. This approach is to minimise financing costs and to spread re-financing risk. Acceptable sources of loans as stated in the Treasury Management schedules are the PWLB, UK Municipal Bonds Agency, community municipal investment bonds, finance leases, local authorities, public bodies, UK banks and building societies and debt capital markets.

In October 2019, the Public Works Loans Board (PWLB) increased the margin over gilt yields by 100 basis points (1%) to 180 basis points (1.8%) on loans lent to local authorities. Following a consultation process, this was reversed in November 2020. At the same time, government implemented a reform of its lending terms with the aim of ending the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. In order to be able to benefit from PWLB lending, local authorities must now provide information about the level and type of planned capital activity, project descriptions and an assurance from the Section 151 officer that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. The Council is mindful of these requirements. Officers will keep sources of borrowing under review in conjunction with the Council's treasury management advisors and select those offering the best value for money to the Council at the time the funding is required.

The Treasury Management Mid-Year and Year End Reviews report on activities undertaken and provides key information on performance including average interest rates achieved. In addition, the Chief Finance Officer receives regular reports, which form part of financial reports received by the Executive and Corporate Leadership Team. Historically, these used the 7-day London Interbank Bid Rate (LIBID, or the interest rate at which banks are willing to borrow from other banks) as a benchmark. Due to the phasing out of LIBOR/LIBID rates, the Council will use an investment benchmark to assess the investment performance of its portfolio of overnight SONIA. SONIA (Sterling Overnight Index Average) is administered by the Bank of England. It is based on actual transactions and reflects the average interest rates banks pay to borrow sterling overnight from other financial institutions and investors.

The latest Treasury Management Code includes investments which fall outside normal treasury management activity. Commercial or service (property) investments are sometimes entered into outside of normal treasury management activity. These need careful financial risk assessment and will follow the risk arrangements as laid out in the Council's Investment Management Practices. Where such investments do not give priority for security and liquidity over yield, CIPFA recommends that such a decision should be explicit, setting out the risks and the impact on financial sustainability. This is a critical purpose of due diligence procedures. The Council's current CFR and projected borrowing relate to projects whose central purpose is for the provision of services or regeneration. The Commercial Strategy highlights the crucial role of risk assessment and due diligence before entering into any non-specified investment.

3. Knowledge and Skills

The Prudential Code requires that the capital strategy gives details of the knowledge and skills available to the authority and confirmation that they are commensurate with its risk appetite.

Teignbridge District Council Capital Strategy

As a district council, Teignbridge strikes a balance between the retention of suitably qualified staff and the use of external expertise where this offers best value and flexible use of resources.

Treasury management staff receive internal training from experienced staff and managers. Staffing is arranged so that a bank signatory (all experienced staff), is always available for consultation on decisions. Procedure and system notes, together with official guidance from CIPFA and the MHCLG are maintained for consultation within the section. These are updated for any changes, which are also communicated to the relevant staff. Bank signatories are professionally qualified and/or experienced accountants, with the officers carrying out daily procedures either studying with or AAT-qualified.

During 2019-20, a tender process was undertaken to appoint treasury management advisors. The Council uses MUFG Corporate Markets (previously known as Link Group, Treasury Solutions). This decision recognises the value in employing external providers to acquire access to specialist skills and resources, especially in the light of the Council's anticipated borrowing requirement. However, responsibility for treasury management decisions remains with Teignbridge District Council at all times and officers will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

In terms of capital expenditure, the Council has the benefit of the experience of four fully qualified chartered accountants and six AAT-qualified members of staff. It also has access to specialist advice through subscription to consultants who specialise in local authority accounting and capital finance. In addition, knowledge and skills are shared throughout the region via the Devon Accounting Development Group.

In relation to the investment strategy, as well as the experience of RICS-qualified staff, the Council has working relationships with a range of specialist consultants whose areas of expertise include property management, development and infrastructure, investment and valuation.

The Council has a Legal team, experienced in a comprehensive range of legal work relevant to local authority and also works with external legal service providers where other expertise is required.

Council officers across a range of disciplines, including Property and Assets, Planning, Housing and Finance as well as other service areas, make up the Projects Assurance Board to ensure project appraisal is subject to wide early scrutiny and practical considerations.

The Council's constitution ensures an effective governance process. The chief finance officer is responsible for ensuring that all matters required to be taken into account are reported to the decision-making body (normally Full Council).

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Teignbridge District Council - Budget Consultation Report

Date: 26 February 2026

From: Communications Team

Subject: Consultation feedback to Executive Committee

Methodology

The Communications Team was tasked to consult with the public, businesses, on the website, about the budget proposals. The consultation ran from 18th December 2025 to 2nd February 2026 and below you will find a short summary of the results so that full Council on 26th February has the opportunity to take into account residents' feedback when considering the final budget recommendations from Executive.

The survey

544 people responded to the survey.

The following budget questions were put to Teignbridge residents:

1. Do you agree with the current recommendation to increase council tax by 2.99%, which equates to £6.05 per year for a Band D property, (taking the council tax to £208.33) to help maintain essential services?
2. Please rank in priority order, those non statutory services that you think are important (9 top priority – 1 least important).
3. Is there anything else we should be prioritising?
4. To Balance the Council's budget in the future, please indicate which of these measures we should be considering? – residents could tick more than one option.

Q1	Increase council Tax.	
	Yes	No
	74 % agree	26 %
Q2	Ranking - in priority order.(Non-Statutory services)	
489	Walking and Cycling routes	Ranked Highest
437	Affordable and extra Care housing	Ranked Equal 2nd (so no 3 rd)
437	Toilets	Ranked Equal 2nd
434	Projects to support Town centre vitality	Ranked 4th
431	Employment Land	Ranked 5th
407	Parks and Green Spaces	Ranked Equal 6th (so no 7 th)
407	Reducing the carbon footprint of the District	Ranked Equal 6th
397	Coastal resorts	Ranked 8th
378	Leisure	Ranked 9 th Least important
Q3	See comments	
Q4	Other measures to consider.	
Residents could tick more than one measure.	Increasing Council Tax	42%

	Generate more income through charging for services	34%
	Reducing the discretionary services, we provide	48% Highest

Report Summary: Key Themes from Open-Text Responses (Q3)

Source: Analysis of all free-text comments submitted by respondents. Produced by Co-pilot AI.

1. Introduction

This report summarises the qualitative feedback provided in response to Question 3 of the consultation. The comments reflect a broad range of priorities, concerns and suggestions related to local services, infrastructure, community facilities, and council operations. Themes have been categorised to identify the most commonly occurring issues.

2. Overview of Main Themes

Across all responses, several dominant themes emerge. The most frequently cited relates to the condition of highways and footways, followed by concerns around the cost of parking, the adequacy of leisure and community facilities, and the maintenance and appearance of town centres.

A detailed breakdown of the thematic areas is provided below.

3. Detailed Thematic Findings

3.1 Highways, Roads, and Pavements (Most Frequent Theme)

A substantial proportion of respondents highlighted the deteriorating condition of local roads. The most common comments refer to:

- The **prevalence of potholes** and the perceived poor quality or short-lasting nature of repairs.
- Requests for **comprehensive resurfacing** rather than patchwork repairs.
- Safety concerns linked to uneven pavements, lack of dropped kerbs, and obstructions caused by pavement parking.
- Calls for improved road drainage, ditch clearing and routine sweeping.
- Concerns about inadequate street lighting on non-main roads.

These comments collectively demonstrate a strong expectation that road and pavement maintenance should be prioritised.

3.2 Parking Costs and Transport

Respondents frequently raised transport-related issues, including:

- Reducing or subsidising car parking charges to support town centre activity.
- Introducing resident parking passes or providing a free first hour in car parks.
- Improving the reliability and frequency of **public transport**, particularly bus services.
- Introducing or revising one-way systems to improve traffic flow.

Some residents link parking affordability directly to economic vitality and the viability of local shops.

3.3 Leisure Centres, Swimming Pools, and Sports Facilities

A significant number of comments emphasise the need for investment in leisure provision. Common points include:

- Calls for a **new leisure centre**, particularly in Newton Abbot, with modern facilities and improved parking.
- Upgrading existing swimming pools and replacing ageing changing rooms.
- Expanding provision to include soft play, bowling, and larger, modern gym spaces.

The condition and capacity of current facilities are frequently described as outdated or inadequate.

3.4 Public Toilets

Many respondents express strong opposition to any reduction in public toilet provision. Key points include:

- Requests to maintain or increase availability of toilets.
- Concerns about cleanliness, accessibility, and safety.
- Comments that reducing provision would be a step “backwards.”

Public toilet access is seen as essential, particularly in town centres and coastal locations.

3.5 Town Centre Appearance, Cleanliness and Tourism

The overall condition and attractiveness of town centres—especially Teignmouth—is a recurring concern. Responses reference:

- Persistent issues with weeds, litter and poorly maintained public spaces.
- The removal or absence of seafront lighting in Teignmouth and calls for its reinstatement.
- A desire for improved visual appeal to support tourism and local business.
- Comments that Teignmouth should receive greater investment and attention relative to other towns.

Several respondents highlight the importance of presenting a clean, vibrant, and welcoming environment to visitors.

3.6 Housing

Housing-related concerns fall into several categories:

- The need for more **social housing**, particularly for local residents and single people.
- A desire for “genuinely affordable” homes.
- Strong opposition to development on greenfield land.
- Frustrations regarding unadopted new-build estate roads and associated management company fees.

Housing supply, affordability, and the location of new development remain significant issues for many respondents.

3.7 Financial Management, Efficiency and Council Tax

Financial concerns appear throughout the responses. Themes include:

- Reducing unnecessary spending and increasing efficiency.
- Cutting bureaucracy and administrative overheads.

- Opposition to increases in council tax, particularly from pensioners and low-income households.
- Expectations that statutory services should be prioritised over non-statutory services.

Several respondents link financial pressures to wider national funding issues.

3.8 Environment, Green Spaces and Climate

Environmental issues feature prominently, with comments calling for:

- Greater protection of wildlife, habitats, and green spaces.
- Maintenance of grass verges, nature areas, and tree planting.
- Action on coastal erosion.
- Support for active travel, including walking and cycling routes.

Some respondents emphasise the link between environmental action, health benefits, and reduced carbon impact.

3.9 Community, Youth and Social Support

A range of comments focus on community wellbeing and youth support, including:

- Requests for more youth clubs and safe indoor spaces.
- More community centres, especially in new developments.
- Support for older people, disabled residents, and new parents.
- Concerns about anti-social behaviour.

These responses reflect a desire for stronger community infrastructure and social support networks.

3.10 Crime, Safety and Enforcement

Respondents also raise:

- Requests for greater police visibility.
- A desire for traffic calming measures, including 20mph zones.
- Calls for dog wardens and action on littering and dog fouling.

Safety—both perceived and actual—remains a noticeable concern.

3.11 Other Frequently Mentioned Projects and Issues

Several specific projects and locations receive multiple mentions:

- **Teign Estuary Trail**
- **Dawlish Strand**
- **Queen Street (Newton Abbot)**
- Improvements to **Brunel Road recycling centre**

Additionally, some respondents comment on the consultation itself, reporting technical limitations in the survey design.

4. Conclusions

The open-text responses provide a clear indication of resident priorities. The condition of roads and pavements is overwhelmingly the most significant concern, but there is also strong emphasis on parking affordability, investment in leisure and community facilities, and improvements to the physical environment of town centres.

Financial pressures, housing supply, environmental protection, and community safety also feature prominently. Many responses underline the importance of delivering value for money and protecting essential services.

Extract of the Executive Minutes 10 February 2026

6. 2026/27 TO 2028/29 FINAL FINANCIAL PLAN BUDGET PROPOSALS

The Executive considered the agenda report detailing the Final Financial Plan Proposals 2026/27 to 2028/29 for recommendation to Council on 26 February 2026. The proposals include recommended revenue and capital budgets for 2026/27 and planned in outline for 2027/28 and 2028/29.

The Executive Member for Corporate Services Councillor Parrot presented the proposals as set out in the agenda report.

The proposals were considered by the Overview and Scrutiny Committee on 3 February 2026 and recommended approval of the budget as set out to the Executive for recommendation to Council on 26 February 2026. In response to concerns raised by Scrutiny, the meeting was advised that: Sunday car parking charges had been adjusted in line with inflation and were now more equitable with normal parking charges; and the budget reflected the approved One Teignbridge Council Strategic Action Plan. Scrutiny welcomed the increase in employment infrastructure and proposed development of business units in Newton Abbot; the development of 1 and 2-bed council houses was welcomed; and to have site of policy documents relating to the One Teignbridge Action Plan.

Councillor Parrott added that the results of the public consultation showed that: 74% of respondents consider the Council Tax should be increased as proposed; and the 3 most popular non statutory services for investment are walking and cycling, extra care affordable housing and public toilets.

It was proposed by Councillor Parrot that the recommendations set out in the agenda report be recommended to Council for approval. This was seconded by the Leader, Councillor Keeling.

It was proposed by Councillor Palethorpe that the recommendations include that the core voluntary grants are increased by 4% for three years from 2026/27 through to 2028/29. This was added to the recommendation to be included in the final budget proposals for Council consideration on 26 February 2026.

The proposal was put to the vote, and it was unanimously

RECOMMENDED

The proposed budget as set out as in Appendix 4 for revenue and Appendix 7 for capital as set out in the agenda report be approved.

RESOLVED

These proposals including the core voluntary grants being increased by 4% for three years from 2026/27 through to 2028/29 be considered, together with any subsequent consultation comments for approval by Council as the final budget for 2026/27 and the outline plan for the subsequent years 2027/28 and 2028/29.

The proposed budget includes:

- The level of council tax and the proposal to increase it by £6.05 or 2.99% to £208.33.
- Reducing central funding and the need to make ongoing efficiencies using invest to save where possible.
- Maintaining 100% council tax support.
- The ongoing impact of economic conditions on income streams and changing Government funding.
- Continuing to react to the climate change emergency by maintaining ongoing budgets for a climate projects officer and associated spending in revenue and provision in the capital programme, including ongoing provisions for corporate decarbonisation schemes as per 5.5.
- A £3 million provision for employment sites funded by borrowing.
- Authority for Executive to exceed the approved overall revenue budget by up to £200,000 per 4.25.
- Support for housing – the Homes4Teignbridge initiative including £7,243,317 for the Sherborne House Car Park social rented flats and further purchases supported by the Local Authority Housing Fund (see 5.3) whilst backing business and bringing people and organisations together for local neighbourhood planning.
- Infrastructure delivery plan investment funded by community infrastructure levy (CIL) and external sources where available (see 5.4).
- Continuation of grant-funded South West Regional Coastal Monitoring Programme as per paragraph 5.6.
- Town centre investment in infrastructure and employment as per 5.7
- Revenue contributions to capital being maintained at £1,500,000 per annum for 2026/27 and £500,000 thereafter.
- Councillors' community fund set at £1,000 each.
- Providing additional 4% inflationary funding to voluntary group grants.
- The level of general reserves necessary for the council as per 4.22 – recommended at £2.6 million.
- The Financial Plan 2026 – 2031 as updated for adoption (at Appendix 8) and to continue to facilitate Member progression of work plans by Overview & Scrutiny to address the budgetary position and deliver savings.

Teignbridge District Council Council Tax Resolutions for 2026/27

Introduction

1. This report comprises the recommended council tax resolutions to be considered for approval by Council on 26 February 2026 to set its council tax requirement for 2026/27.

Details

2. Appendix 15a - Council tax summary

This shows the precepts of the various organisations for which Teignbridge collects the council tax. It also shows the average council tax payable in respect of these precepts. Revenue support grant and rates baseline funding are detailed. The Teignbridge element of the council tax (excluding parish precepts) is proposed to increase by £6.05 equivalent to 2.99% to £208.33 for 2026/27. Approval of the precepts for Police, County and Fire are planned for 30 January 2026, 26 February 2026 and 16 February 2026 respectively.

In the current year Teignbridge has declared a surplus of £4,000,000 on its collection fund in respect of council tax. This is shared £2,867,299 to County; £458,765 to Police; £166,633 to Fire; and £507,303 to the district. For Teignbridge this sum of £507,303 decreases the average council tax by £9.63 in 2026/27.

3. Appendix 15b - Parish precept analysis

This shows parish precepts, the council tax base and band D charge for each parish.

4. Appendix 15c – Total council taxes

This shows the all-inclusive council tax payable for each parish and property valuation band, assuming two or more adults are living in the property. These include Teignbridge, the parishes, county, police, and fire amounts.

Resolutions

Explanations have been given in brackets and are shown bold after the resolutions where appropriate but these do not form part of the formal resolutions.

The Council is recommended to resolve that:

5.
 - a. It be noted that on 17 December 2025 the Audit Committee approved the **council tax base for the year 2026/27 as 52,653** for the whole Teignbridge area in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, and as shown in **appendix 15b (tax base column)** the council tax base for the year 2026/27 for dwellings in those parts of its area to which a parish precept relates in accordance with regulation 6 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (**individual parish tax bases**).
 - b. The **council tax requirement** for Teignbridge's own purposes for 2026/27 (excluding parish precepts) is **£10,969,200**
 - c. The following amounts are calculated by the Council for the year 2026/27 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 (as amended by the Localism Act 2011):

- (1) **£73,069,796** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act (**gross expenditure including parish precepts**).
 - (2) **£55,216,910** being the aggregate of the amounts to which the Council estimates for the items set out in Section 31A (3) of the Act (**total income including rates baseline funding, revenue support grant and contribution from reserves**).
 - (3) **£17,852,886** being the amount by which the aggregate at 5c (1) above exceeds the aggregate at 5c (2) calculated by the Council in accordance with Section 31A (4) of the Act, as its **council tax requirement** for the year (**council tax requirement including parish precepts**).
 - (4) **£339.07** being the amount at 5c (3) above divided by the amount at 5a above calculated by the Council in accordance with Section 31B of the Act as the basic amount of its council tax for the year (**average band D council tax for Teignbridge District Council and parishes**).
 - (5) **£6,883,685.71** being the aggregate amount of all special items (parish precepts) referred to in Section 34 (1) of the Act (**total parish precepts**).
 - (6) **£208.33** being the amount at 5c (4) above, less the result given by dividing the amount at 5c (5) above by the amount at 5a above, calculated by the Council, in accordance with Section 34 (2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no parish precept relates (**band D council tax for Teignbridge District Council only**).
6. It be noted that for the year **2026/27 county, police and fire** have stated the amounts as shown below in accordance with Section 40 of the Local Government Finance Act 1992, for each of the valuation band categories of dwellings (**all valuation band council taxes for county, police, and fire**).

Precepting organisation	Valuation bands							
	A	B	C	D	E	F	G	H
Devon County Council	1,260.78	1,470.91	1,681.04	1,891.17	2,311.43	2,731.69	3,151.95	3,782.34
Devon & Cornwall Police & Crime Commissioner	202.13	235.82	269.51	303.20	370.58	437.96	505.33	606.40
Devon & Somerset Fire and Rescue Service	73.12	85.31	97.49	109.68	134.05	158.43	182.80	219.36

7. The Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 sets the following amounts of **council tax for the year 2026/27** for each of the categories of dwellings shown in **appendix 15c (total all valuation band council taxes for Teignbridge including parishes, county, police, and fire)**.
8. Teignbridge's basic amount of Council Tax for 2026/27 is not excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992 (**duty to determine whether council tax is excessive and if so to hold a referendum**).

Teignbridge District Council Total Council Tax 2026/27

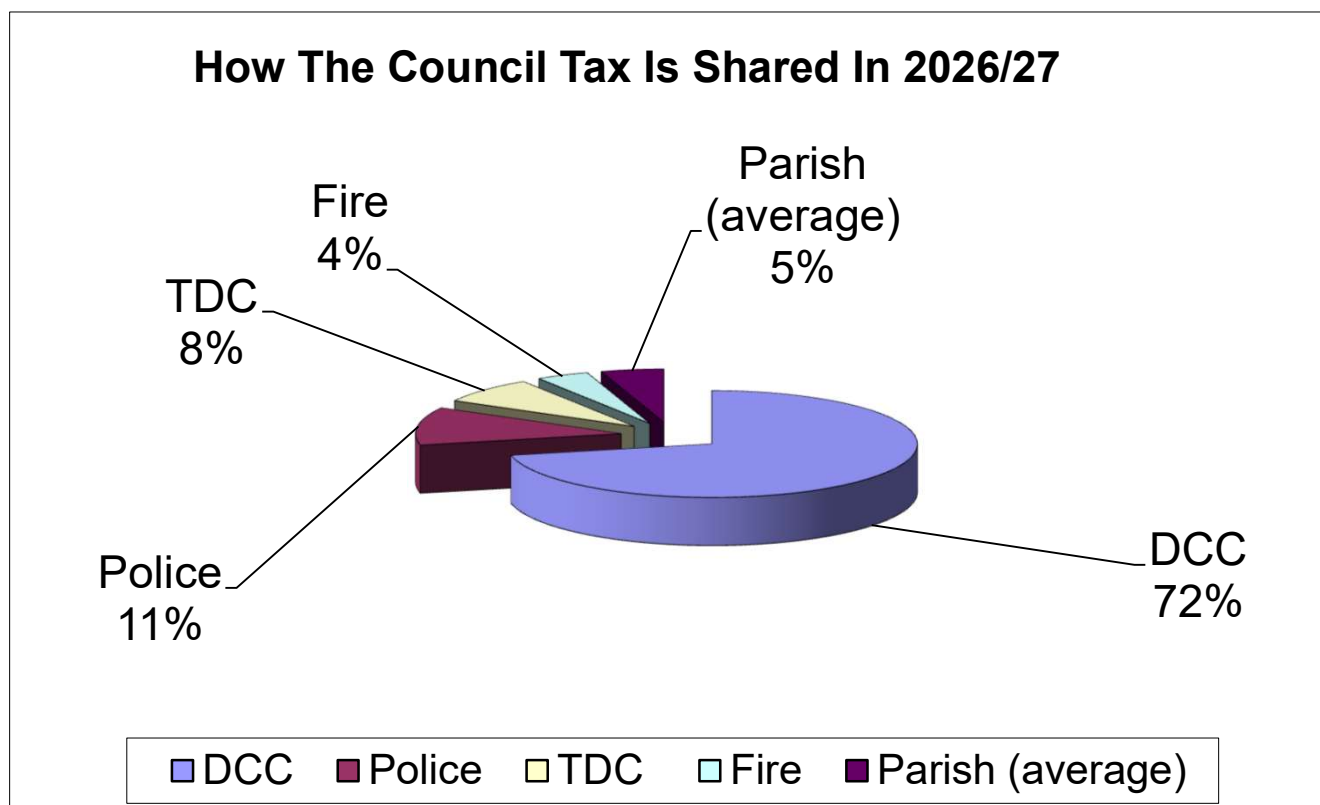
Appendix 15a

Per Band D Property 2025/26	
£ p	
1801.26	Devon County Council Precept [note a]
288.20	Devon & Cornwall Police & Crime Commissioner Precept [note b]
104.68	Devon & Somerset Fire & Rescue Authority Precept [note c]
286.34	Teignbridge District Council Budget
Less:	
(5.59)	Revenue Support Grant
(71.06)	Rates Baseline Funding
(7.41)	(Surplus)/Deficit from Council Tax
202.28	Council Tax Requirement for Teignbridge District Council
116.41	Parish and Town Precepts
Average	
318.69	Council Tax Requirement for Teignbridge including Parish and Town Precepts
2,512.83	Total to be raised from Council Tax

Precepts & Budgets 2026/27	Per Band D Property 2026/27	Change over previous year	
£	£ p	£ p	%
99,575,774	1,891.17	+89.91	+5.0
15,964,390	303.20	+15.00	+5.2
5,774,981	109.68	+5.00	+4.8
20,950,820	397.90	+111.56	+39.0
(6,166,750)	(117.12)	-111.53	+0.0
(3,307,570)	(62.82)	+8.24	-11.6
(507,300)	(9.63)	-2.22	+30.0
10,969,200	208.33	+6.05	+3.0
6,883,686	130.74	+14.33	+12.3
	Average		
17,852,886	339.07	+20.38	+6.4
139,168,030	2,643.12	+130.29	+5.2

51,562	Council Tax Base (band D equivalent properties)	52,653	+1,091	+2.1
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- Notes: At the time of publishing figure a is draft, subject to approval at the following meeting date.
Any changes will published and bought to council
- a Devon County Council Precept approval 24 February 2026
- b Devon & Cornwall Police & Crime Commissioner Precept approval 30 January 2026
- c Devon & Somerset Fire & Rescue Authority Precept approval 16 February 2026



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Parish precept analysis

Town/Parish	2025/26 Actual Precept	2026/27 Actual Precept	Precept Increase / (Decrease)	2025/26 Tax Base	2026/27 Tax Base	2025/26 Band D Charge	2026/27 Band D Charge	Band D Increase / (Decrease)
	£	£	%	Number	Number	£	£	%
Abbotskerswell	34,000	34,500	1.5	645.8	642.4	52.65	53.70	2.0
Ashburton	224,162	253,435	13.1	1,494.7	1,529.8	149.97	165.67	10.5
Ashcombe	0	0	0.0	37.9	38.5	0.00	0.00	0.0
Ashton	1,000	2,000	100.0	95.8	101.2	10.44	19.76	89.3
Bickington	12,000	13,288	10.7	174.4	177.3	68.81	74.95	8.9
Bishopsteignton	85,900	92,012	7.1	1,277.5	1,310.9	67.24	70.19	4.4
Bovey Tracey	329,221	438,660	33.2	3,211.3	3,257.2	102.52	134.67	31.4
Bridford	13,442	15,379	14.4	234.7	231.5	57.27	66.43	16.0
Broadhempston	28,118	28,118	0.0	327.6	335.4	85.83	83.83	(2.3)
Buckfastleigh	172,250	193,100	12.1	1,201.5	1,233.0	143.36	156.61	9.2
Buckland-in-the-Moor	900	953	5.9	56.1	59.4	16.04	16.04	0.0
Christow	33,000	35,800	8.5	380.8	383.0	86.66	93.47	7.9
Chudleigh	205,074	299,430	46.0	1,915.9	1,940.0	107.04	154.35	44.2
Coffinswell	6,785	7,002	3.2	130.9	134.9	51.83	51.91	0.2
Dawlish	643,438	738,875	14.8	5,962.2	6,095.9	107.92	121.21	12.3
Denbury & Torbryan	14,000	14,500	3.6	378.8	391.7	36.96	37.02	0.2
Doddiscombsleigh	8,867	9,340	5.3	151.0	153.1	58.72	61.01	3.9
Dunchideock	6,000	3,000	(50.0)	137.9	144.3	43.51	20.79	(52.2)
Dunsford	16,560	17,598	6.3	316.1	319.9	52.39	55.01	5.0
Exminster	172,707	182,333	5.6	1,947.2	1,996.3	88.70	91.34	3.0
Hacombe-with-Combe	10,243	10,703	4.5	412.6	410.5	24.83	26.07	5.0
Hennock	55,619	62,652	12.6	643.1	653.1	86.49	95.93	10.9
Holcombe Burnell	9,390	10,350	10.2	265.0	267.9	35.43	38.63	9.0
Ide	16,523	18,470	11.8	245.6	250.4	67.28	73.76	9.6
Ideford	9,725	10,000	2.8	184.7	193.3	52.65	51.73	(1.7)
Ilsington	52,401	54,385	3.8	1,069.7	1,094.8	48.99	49.68	1.4
Ipplepen	74,380	77,660	4.4	991.2	1,013.3	75.04	76.64	2.1
Kenn	41,940	43,800	4.4	467.1	473.6	89.79	92.48	3.0
Kenton	29,707	31,995	7.7	465.9	477.9	63.76	66.95	5.0
Kingskerswell	190,000	198,550	4.5	1,886.6	1,912.0	100.71	103.84	3.1
Kingsteignton	401,408	642,252	60.0	4,137.3	4,165.4	97.02	154.19	58.9
Lustleigh	13,987	14,517	3.8	346.2	360.5	40.40	40.27	(0.3)
Mamhead	600	600	0.0	67.8	68.0	8.85	8.82	(0.3)
Manaton	7,475	7,774	4.0	188.4	203.1	39.68	38.28	(3.5)
Moretonhampstead	55,940	70,102	25.3	728.9	742.3	76.75	94.44	23.0
Newton Abbot	1,698,731	1,822,075	7.3	8,909.5	9,002.5	190.67	202.40	6.2
North Bovey	10,076	11,209	11.2	159.1	177.0	63.33	63.33	0.0
Ogwell	55,000	60,000	9.1	1,079.9	1,092.4	50.93	54.92	7.8
Powderham	0	0	0.0	47.0	48.4	0.00	0.00	0.0
Shaldon	64,300	77,781	21.0	1,103.8	1,219.5	58.25	63.78	9.5
Shillingford St. George	5,200	5,440	4.6	170.0	171.4	30.59	31.74	3.8
Starcross	52,280	55,465	6.1	591.7	606.4	88.36	91.47	3.5
Stokeinteignhead	28,875	28,825	(0.2)	350.2	360.5	82.45	79.96	(3.0)
Tedburn St Mary	41,850	44,250	5.7	591.1	628.8	70.80	70.37	(0.6)
Teigngrace	2,000	2,100	5.0	76.6	76.5	26.11	27.45	5.1
Teignmouth	1,052,997	1,127,242	7.1	5,514.8	5,698.5	190.94	197.81	3.6
Trusham	940	959	2.0	89.5	91.3	10.50	10.50	0.0
Whitestone	6,283	7,500	19.4	324.9	331.6	19.34	22.62	17.0
Widcombe-in-the-Moor	7,113	7,707	8.4	298.9	308.4	23.80	24.99	5.0
Woodland	0	0	0.0	76.8	78.0	0.00	0.00	0.0
Parish totals / average	6,002,408	6,883,686	14.7	51,562.0	52,653.0	116.41	130.74	12.3

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Council tax payable by parish - 2026/27

In respect of Devon County Council, Devon & Cornwall Police & Crime Commissioner, Devon & Somerset Fire and Rescue Authority, Teignbridge, and Parishes

[Council tax resolutions - paragraph 7]

	<i>BAND A</i>	<i>BAND B</i>	<i>BAND C</i>	<i>BAND D</i>	<i>BAND E</i>	<i>BAND F</i>	<i>BAND G</i>	<i>BAND H</i>
Multiplier	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
	£1,674.92	£1,954.07	£2,233.22	£2,512.38	£3,070.69	£3,629.00	£4,187.30	£5,024.76
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Abbotskerswell	1,710.72	1,995.84	2,280.96	2,566.08	3,136.32	3,706.57	4,276.80	5,132.16
Ashburton	1,785.36	2,082.93	2,380.48	2,678.05	3,273.17	3,868.30	4,463.41	5,356.10
Ashcombe	1,674.92	1,954.07	2,233.22	2,512.38	3,070.69	3,629.00	4,187.30	5,024.76
Ashton	1,688.09	1,969.44	2,250.79	2,532.14	3,094.84	3,657.54	4,220.23	5,064.28
Bickington	1,724.88	2,012.37	2,299.84	2,587.33	3,162.29	3,737.26	4,312.21	5,174.66
Bishopsteignton	1,721.71	2,008.67	2,295.61	2,582.57	3,156.47	3,730.39	4,304.28	5,165.14
Bovey Tracey	1,764.70	2,058.82	2,352.93	2,647.05	3,235.28	3,823.52	4,411.75	5,294.10
Bridford	1,719.20	2,005.74	2,292.27	2,578.81	3,151.88	3,724.96	4,298.01	5,157.62
Broadhempston	1,730.80	2,019.28	2,307.74	2,596.21	3,173.14	3,750.09	4,327.01	5,192.42
Buckfastleigh	1,779.32	2,075.88	2,372.43	2,668.99	3,262.10	3,855.22	4,448.31	5,337.98
Buckland-in-the-Moor	1,685.61	1,966.55	2,247.48	2,528.42	3,090.29	3,652.17	4,214.03	5,056.84
Christow	1,737.23	2,026.77	2,316.31	2,605.85	3,184.93	3,764.01	4,343.08	5,211.70
Chudleigh	1,777.82	2,074.12	2,370.42	2,666.73	3,259.34	3,851.95	4,444.55	5,333.46
Coffinswell	1,709.52	1,994.45	2,279.36	2,564.29	3,134.13	3,703.98	4,273.81	5,128.58
Dawlish	1,755.72	2,048.35	2,340.96	2,633.59	3,218.83	3,804.08	4,389.31	5,267.18
Denbury & Torbryan	1,699.60	1,982.87	2,266.13	2,549.40	3,115.93	3,682.47	4,249.00	5,098.80
Doddiscombsleigh	1,715.59	2,001.53	2,287.45	2,573.39	3,145.25	3,717.13	4,288.98	5,146.78
Dunchideock	1,688.78	1,970.24	2,251.70	2,533.17	3,096.10	3,659.03	4,221.95	5,066.34
Dunsford	1,711.59	1,996.86	2,282.12	2,567.39	3,137.92	3,708.46	4,278.98	5,134.78
Exminster	1,735.81	2,025.12	2,314.41	2,603.72	3,182.32	3,760.94	4,339.53	5,207.44
Hacombe-with-Combe	1,692.30	1,974.35	2,256.40	2,538.45	3,102.55	3,666.66	4,230.75	5,076.90
Hennock	1,738.87	2,028.69	2,318.49	2,608.31	3,187.93	3,767.57	4,347.18	5,216.62
Holcombe Burnell	1,700.67	1,984.12	2,267.56	2,551.01	3,117.90	3,684.80	4,251.68	5,102.02
Ide	1,724.09	2,011.44	2,298.79	2,586.14	3,160.84	3,735.54	4,310.23	5,172.28
Ideford	1,709.40	1,994.31	2,279.20	2,564.11	3,133.91	3,703.72	4,273.51	5,128.22
Ilshington	1,708.04	1,992.71	2,277.38	2,562.06	3,131.41	3,700.76	4,270.10	5,124.12
Ipplepen	1,726.01	2,013.68	2,301.35	2,589.02	3,164.36	3,739.70	4,315.03	5,178.04
Kenn	1,736.57	2,026.00	2,315.43	2,604.86	3,183.72	3,762.58	4,341.43	5,209.72
Kenton	1,719.55	2,006.15	2,292.73	2,579.33	3,152.51	3,725.71	4,298.88	5,158.66
Kingskerswell	1,744.14	2,034.84	2,325.52	2,616.22	3,197.60	3,778.99	4,360.36	5,232.44
Kingsteignton	1,777.71	2,074.00	2,370.28	2,666.57	3,259.14	3,851.72	4,444.28	5,333.14
Lustleigh	1,701.76	1,985.40	2,269.02	2,552.65	3,119.90	3,687.17	4,254.41	5,105.30
Mamhead	1,680.80	1,960.93	2,241.06	2,521.20	3,081.47	3,641.74	4,202.00	5,042.40
Manaton	1,700.44	1,983.85	2,267.25	2,550.66	3,117.47	3,684.29	4,251.10	5,101.32
Moretonhampstead	1,737.88	2,027.53	2,317.17	2,606.82	3,186.11	3,765.41	4,344.70	5,213.64
Newton Abbot	1,809.85	2,111.50	2,413.13	2,714.78	3,318.06	3,921.36	4,524.63	5,429.56
North Bovey	1,717.14	2,003.33	2,289.52	2,575.71	3,148.09	3,720.48	4,292.85	5,151.42
Ogwell	1,711.53	1,996.79	2,282.04	2,567.30	3,137.81	3,708.33	4,278.83	5,134.60
Powderham	1,674.92	1,954.07	2,233.22	2,512.38	3,070.69	3,629.00	4,187.30	5,024.76
Shaldon	1,717.44	2,003.68	2,289.92	2,576.16	3,148.64	3,721.13	4,293.60	5,152.32
Shillingford St. George	1,696.08	1,978.76	2,261.44	2,544.12	3,109.48	3,674.85	4,240.20	5,088.24
Starcross	1,735.90	2,025.22	2,314.53	2,603.85	3,182.48	3,761.12	4,339.75	5,207.70
Stokeinteignhead	1,728.22	2,016.27	2,304.30	2,592.34	3,168.41	3,744.50	4,320.56	5,184.68
Tedburn St Mary	1,721.83	2,008.81	2,295.77	2,582.75	3,156.69	3,730.65	4,304.58	5,165.50
Teigngrace	1,693.22	1,975.42	2,257.62	2,539.83	3,104.24	3,668.65	4,233.05	5,079.66
Teignmouth	1,806.79	2,107.93	2,409.05	2,710.19	3,312.45	3,914.73	4,516.98	5,420.38
Trusham	1,681.92	1,962.24	2,242.56	2,522.88	3,083.52	3,644.17	4,204.80	5,045.76
Whitestone	1,690.00	1,971.67	2,253.33	2,535.00	3,098.33	3,661.67	4,225.00	5,070.00
Widcombe-in-the-Moor	1,691.58	1,973.51	2,255.44	2,537.37	3,101.23	3,665.10	4,228.95	5,074.74
Woodland	1,674.92	1,954.07	2,233.22	2,512.38	3,070.69	3,629.00	4,187.30	5,024.76

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