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26 January 2018

OVERVIEW & SCRUTINY COMMITTEE

Dear Councillor

You are invited to a meeting of the above Committee which will take place on **Monday, 5th February, 2018** in the Council Chamber, Forde House, Brunel Road, Newton Abbot, TQ12 4XX at **10.00 am**

Yours sincerely

NEIL AGGETT
Democratic Services Manager

Distribution:

The Members of the Overview & Scrutiny Committee as named below:
Councillors Haines (Chairman), Ford (Vice-Chairman), Clarence, Colclough, Connett, Cox, Dennis, Dewhirst, Eden, Golder, Gribble, Hayes, Hocking, G Hook, J Hook (was Brodie), Jeffery, Keeling, Kerswell, Matthews, Mayne, Morgan, Nutley, Orme, Parker, Peart, Prowse, Smith, Thorne and Winsor

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- (1) All other Members of the Council
- (2) Representatives of the Press
- (3) Requesting Town and Parish Councils

If Councillors have any questions relating to predetermination or interests in items on this Agenda, please contact the Monitoring Officer in advance of the meeting

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A G E N D A

PART I

(Open to the Public)

Note:

Executive Members may observe proceedings

Executive Members may be invited to speak by the Chairman of the Committee

1. Apologies for absence
2. Public questions (if any)
3. Minutes of Previous Meeting (Pages 1 - 2)
Confirmation of the minutes of the previous meeting.
4. Agreement of the agenda between Parts I and II
5. Declarations of interest
6. Matters of urgency or report especially brought forward with the permission of the Chairman
7. Call-in - to consider any call-ins

Overview

8. Minutes of the Strata Joint Executive Committee (Pages 3 - 6)
To note the minutes of the last meeting of the Strata Joint Executive Committee.
9. Minutes of the South East Devon Habitat Regulations Committee (Pages 7 - 10)
To note the minutes of the last meeting of the South East Devon Habitat Regulations Executive.

Scrutiny

10. Final Financial Plan Proposals 2018/19 to 2020/21 (Pages 11 - 50)
To consider the Executive's final budget proposals.

Future Programming

11. Executive Forward Plan (Pages 51 - 54)
12. Work Programme
to identify any areas of work for future meetings of the Committee.

Part II

(Private)

Items which may be taken in the absence of the Public and Press on the grounds that Exempt Information may be disclosed.

13. Teignbridge Housing Company (Pages 55 - 64)

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COMMITTEENAME

MEETINGDATE

Present:

Councillor ChairPresentShortRolesList
Councillor VicechPresentShortRolesList
Councillors MembersPresentShortList

Other Members in Attendance:

Councillors GuestsInattendanceShortList

Apologies:

Councillors MembersApologiesShortList

Officers in Attendance:

OfficerInattendanceTitlesRows

Cllr Mike Haines
Chairman

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STRATA - JOINT EXECUTIVE COMMITTEE

Friday 5 January 2018

Present:-

Cllr Paul Diviani (Chair)
Councillors Edwards and Goodey

Non-Voting Members
K Hassan, P Shears and M Williams

Also Present

Strata IT Director, The Teignbridge Strata Director, Programme & Resource Manager,
Compliance and Security Manager, Strata Board Director and Democratic Services Manager
(Committees)

1

APOLOGIES

Apologies for absence were received from Councillor Christophers, Teignbridge District Council.

2

MINUTES

The minutes of the meeting held on the 26 September 2017 were taken as read and signed by the Chair as correct.

3

DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interest were made.

4

STRATA IT DIRECTOR'S REPORT

The Strata IT Director presented his report to update Members on the progress within Strata – presentation attached to minutes.

The Teignbridge Director commented that the Business Plan for 2018/19 was on target to make the predicated savings of £382,000 while a revised plan would be brought to the Executive Committee later in the year. Strata now had a better understanding of costs and customer expectations and there was a need to look at the convergence plan versus the three Council's key proprieties. The out of hours support service had proved to be a success. It had been funded by Strata monies but, from the 6 February 2018, would be funded by the individual Councils on a percentage basis.

The Strata IT Director stated that there was a lot of new technology emerging in the market place and that this could have an impact on any future business plans. There is likely to be an increase of 16% in the cost of Microsoft licences, but it was anticipated that this increase could be off set against savings elsewhere. All increases in contracts were being challenged and all the budgets were being tightly managed by individual Managers.

Members welcomed the communication from Strata with regards to the recent publicity surrounding the IT Security threat and supported the continuation of the out

of hour's service. They felt this was important as any problems could be dealt with quickly and it helped to alleviate risk.

The Strata IT Director clarified that Strata was looking into understanding the issues of the slow start-up of the Global Desk top for some users.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

RESOLVED that the report be noted.

5

PROPOSED "GLOBAL COMMS" ROLL OUT SCHEDULE

The Support and Infrastructure Manager presented the report setting out the proposed roll out schedule for the new Global Comms platform. It made up by two key products, Skype for Business as the telephone system and Anywhere365 as the new contact centre.

Members were advised that it was proposed to roll out East Devon over March to May 2018, Exeter, August to October, Teignbridge February to April 2019 and satellite sites May to November 2019 with the reasons for the prioritisation set out in the report.

Members supported the time table for the roll out of the new Global Comms platform.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

RESOLVED that the report be noted.

6

STAFF ENGAGEMENT SURVEY - RESULTS AND SUMMARY

The report of the Alternate Director with lead responsibility for Human Resources was submitted updating Members on the staff survey. In summary, 73% of the workforce had responded and there had been an improvement in every area compared with 2016. 88% of the 49 respondents to this particular question would recommend Strata as a place to work, compared with 87% in 2015 and 68% in 2016. Survey attached to minutes.

Members welcomed the positive improvement in the feedback from Strata staff.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

RESOLVED that the report be noted.

7

FREQUENCY OF STRATA JOINT EXECUTIVE AND STRATA JOINT SCRUTINY MEETINGS

The frequency of the Strata Joint Executive and Strata Joint Scrutiny Committee meeting were considered.

Members discussed the need for the Committee to be strategically focused going forward and that there was a need for officers from all three Councils to meet with Strata officers to discuss the convergence plan versus individual Council own needs.

RESOLVED that Strata Joint Executive Committee and Strata Joint Scrutiny Committee be held every four months. Dates to be advised.

8

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

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

9

STRATA BUDGET MONITORING QUARTER II - 2016/17

The report of the Director responsible for Finance was submitted advising that Strata had been given a total of £6,104,000 to run the IT Services in 2017/18 along with funding for various capital projects. The 2017/18 Business Plan had revised the savings profile set out in the original Business Cases over the initial ten year period of the Company.

The report set out a suggested change to the original method of funding agreed at the inception of the company and the pros and cons of this new system compared with the existing were set out. It was noted that the Strata Board wished to focus on improving service further rather than implementing a new charging system.

Members discussed the issue of how Strata was funded, they agreed that the status quo should remain for 2018/19 and that a paper be brought to the Joint Executive Committee outlining the funding options and the implications for the individual Councils and Strata.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

RESOLVED that:-

- (1) the report be noted; and
- (2) a new charging policy not be introduced at this stage but a paper be brought forward with funding options for Strata with implications for the Councils and Strata.

(The meeting commenced at 10.05 am and closed at 11.37 am)

Chair

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Minutes of the meeting of the South East Devon Habitat Regulations Executive Committee held at Civic Centre, Exeter, on Wednesday 24 January 2018

Attendance list at end of document

The meeting started at 6.10pm and ended at 6.45pm.

***13 Public speaking**

The Chairman, Cllr Daniel Gottschalk, welcomed everyone present to the meeting. There were no public present who wished to speak at the meeting.

***14 Declarations of interest**

There were none.

***15 Audit Report – South West Audit Partnership**

The Executive Committee considered the Habitat Regulations Delivery Manager's report which sought to update members of the Executive Committee on the adequacy of East Devon District Council's governance and financial arrangements for the Committee. The report was provided to the partner authorities to demonstrate that they may have confidence in these arrangements.

In response to a question from Cllr Phil Twiss, the Habitat Regulations Manager confirmed that the Audit Report would happen annually.

RESOLVED:

1. that it be noted that the 'Habitat Mitigation 17/18 Audit' report found that no significant issues and issued a 'reasonable' as assurance opinion;
2. that it be noted that the recommendations within the audit report have been incorporated into the reporting structure for current and future meetings of the Committee.

***17 Annual Business Plan**

The Executive Committee considered the Habitat Regulations Delivery Manager's report which advised Members of the update on progress made in delivery of the mitigation measures set out in the 2016-17 and 2017-18 Annual Business Plans. It was important that progress continued to be made or this would put the delivery of the partner Authorities' Local Plans at risk due to the continued legal duties under the Habitat Regulations.

In response to a question, the Habitat Regulations Delivery Manager reported that the purchase of a patrol boat was being actively pursued and it was expected in the next quarter in time for the new season. Suitable people were being trained for operating it on the estuary and he confirmed that Habitat Regulation Officers would operate the boat. Cllr Phil Twiss asked whether these Officers would be responsible for checking on speeding boats in the Estuary. The Delivery Manager reported, that the City of Exeter Harbour Authority was responsible for this and that it was a difficult thing to enforce.

Peter Lacey asked for a better understanding of the costs of items in the Business Plan and explanation of whether there was an over or underspend.

The Habitat Regulations Delivery Manager reported that a financial report would be made every 6 months to show expenditure against the Business Plan. If there was significant overspend then the Committee should be informed.

RESOLVED:

1. that the progress made towards delivering the 2016-17 and 2017-18 Annual Business plans be noted;
2. that changes to the structure, type and volume of information reported, in accordance with recommendations in the 'Habitat Mitigation 17-18 Audit' review (reported separately);
3. that the causes and revised completion dates for mitigation measures subject to delay be noted.
4. that a section of the Business Plan should include variations to planned expenditure and that this should be included also in the Risk Register.

***18 Risk Register Report**

The Executive Committee considered the Habitat Regulations Delivery Manager's report, which advised Members that a recent audit of the governance and financial arrangements for the South East Devon Habitat Regulations Executive Committee recommended the presentation of a Risk Register.

In response to a question, the Delivery Manager reported that the risk of Habitats Regulations being watered down/abolished following exit from the EU was included in the Risk Register. Amanda Newsome, Natural England, reported that the Government had indicated that there was no change planned to the way Habitat Regulations was dealt with at present.

Members acknowledged the risk of a Housing market crash to the Partnership and the subsequent reduction in money coming in. This could potentially be mitigated by less housing being built and people moving to the area.

A request was made that the way the Risk Register was presented should be changed to allow an easier comparison between risk categorisation and scoring.

RESOLVED:

1. that the identification, categorisation and prioritisation of risks as recorded in the accompanying Risk Register, associated with delivery of the South-East Devon European Site Mitigation Strategy be noted;
2. that the control measures in place to mitigate the risks identified be noted;
3. that in receiving this report, the implementation of the "Habitat Mitigation 17/18 Audit" report recommendation be noted;
4. that an updated Risk Register report be received in 6 months.

***19 Any other business**

Suitable Alternative Natural Green Space (SANGS) – Strengths, Weaknesses, Opportunities and Threats – (SWOT) Analysis of Options

The Committee Chair asked what progress had been made on the appraisal for SANGS capacity.

RESOLVED:

that a report on progress towards an appraisal of future SANGS capacity and likely delivery costs as part of the Greater Exeter Strategic Plan (GESP), be made at a future meeting of the Partnership.

Attendance list

Committee Members:

Cllr Daniel Gottschalk, Exeter City Council (Chairman)
Cllr Kevin Lake, Teignbridge District Council
Cllr Phil Twiss, East Devon District Council

Officers

Henry Gordon Lennox, Strategic Lead – Governance and Licensing (EDDC)
Neil Harris, Habitat Regulations Delivery Manager – Growth Point Team
Andy Wood, East of Exeter Projects Director
Chris Lane, Democratic Services (EDDC)
Tabitha Whitcombe, Democratic Services, (EDDC)
Fergus Pate, Principal Growth Point Officer (TDC)
Peter Hearn, Strategic Infrastructure Planning (ECC)
Peter Lacey, Green Infrastructure Board
Amanda Newsome, Natural England
Naomi Harnett, Principal Projects Manager, (EDDC)

Apologies:

Cllr Humphrey Clemens, Teignbridge District Council
Simon Davey, Strategic Lead – Finance (EDDC)
Ed Freeman, Strategic Lead Planning Strategy and Development Management (EDDC)

Chairman Date.....

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OVERVIEW AND SCRUTINY

LEADER: Cllr Jeremy Christophers

PORTFOLIO HOLDER: Cllr Stuart Barker

DATE: 5 February 2018

REPORT OF: Interim Chief Finance Officer

SUBJECT: FINAL FINANCIAL PLAN PROPOSALS 2018/19 TO 2020/21

PART I

RECOMMENDATIONS

The Executive propose a budget set out as in appendix 4 for revenue and appendix 7 for capital and

Resolve

That these proposals be considered together with any subsequent consultation comments for approval by Council as the final budget for 2018/19 and the outline plan for the subsequent years 2019/20 and 2020/21.

In particular the proposed budget includes:

- An increase in council tax of £5 or 3.12% to £165.17
- The continuing significant reduction in new homes bonus
- Other central funding reductions especially revenue support grant
- Reserves at 11% of the net revenue budget or just under £1.9 million
- Continuing support for housing whilst backing business and bringing people and organisations together for local neighbourhood planning
- Infrastructure delivery plan investment funded by community infrastructure levy and external sources where available
- The final pay offer including increases linked to the national living wage for 2018/19 and increases of 2% for all other staff
- The provisional assumptions following the successful bid to be a 100% business rates pilot authority with the rest of Devon for 2018/19
- Rural aid continuing at £40,000

1. PURPOSE

- 1.1 To consider the final financial plan proposals 2018/19 to 2020/21 for recommendation to Council on 22 February.
- 1.2 These proposals include recommended revenue and capital budgets for 2018/19 and planned in outline for 2019/20 and 2020/21.

TEIGNBRIDGE DISTRICT COUNCIL

2. INTRODUCTION

- 2.1** Recent budgets have taken account of reducing government grant over the period of the last comprehensive spending review. We now have the autumn statement 2017 and continue to be on the multi-year settlement covering the four years from 2016/17. 100% rates retention is promised but with the transfer in of some funding obligations. 75% rates retention is now being proposed to be introduced in 2020/21. Revenue support grant is to end from 2019/20.
- 2.2** New homes bonus has not been altered in the provisional settlement however we continue to suffer the reductions identified by the settlement for last years financial plan proposals. Savings have been found to eliminate the deficits identified rather than having to use the business rate retention reserve.
- 2.3** We have benefitted from previous savings plans and restructuring efficiencies are still producing cost reductions. This budget also benefits from the Strata partnership and the significant ongoing returns from Market Walk. We are in the third year of Business Efficiency Service Transition 2020 review following business challenge in earlier years.
- 2.4** The economy continues to be buoyant however uncertainty continues around future demand, inflation and the outcome of the European Union negotiations. Teignbridge has seen some minor positive variations to income in the current year apart from general rental income and market income which is down on the original budget.
- 2.5** Car parks are continuing with the programme of relevant capital investment agreed and partly funded by the increase in income. A general increase in most off street parking charges is proposed to cover inflation and in particular the higher rates from the revaluation which mainly falls on car parking.
- 2.6** The capital programme has been extended to include 2020/21 infrastructure delivery plan projects funded by CIL and external sources where available. The investment in housing continues including provision of affordable homes. The main aim is to create more homes and jobs. Significant provisions have also been included for town centre investment and employment land. Prudential borrowing is a helpful funding mechanism for priority projects where a good return on capital can be demonstrated. The additional gains from the business rates pilot scheme will be invested in Newton Abbot town centre.

3. BACKGROUND

- 3.1** The budget and policy framework procedure rules in the Constitution set out the process for developing annual budgets and their approval by Council. Thus there is a budget timetable in the Executive forward plan which includes Overview and Scrutiny consideration of the financial plan proposals. The

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detailed **timetable** is shown at **appendix 1**. The Council is responsible for the adoption of its budget including approving the appropriate level of council tax.

- 3.2** Previous budgets took account of reductions in government grant. An ambitious programme of **savings** was identified reducing costs and increasing income. **Revenue support grant** was cut by £1.0 million in 2015/16, nearly an additional £0.9 million in 2016/17 and a further reduction of £0.75 million in the current year. We were due to receive just under £0.4 million in 2018/19 and nothing thereafter (the allocated funds for 2018/19 have now been rolled into business rates baseline funding following the successful pilot bid).
- 3.3** The senior management structure review was implemented in 2013 with an update in April 2016 and further changes in 2017. Management costs have been significantly reduced with savings continuing for the current and future years. This budget also gains from the Strata partnership and significant returns from Market Walk.
- 3.4** The third year of **Business Efficiency Service Transition 2020** has built on the business challenge in the last two years. Options for continuing to reduce budgets have been evaluated and also the pressures or investment that might require those savings. Teignbridge is also working with nineteen partners on the Heart of the South West devolution proposals and more locally re Innovation Exeter in the Greater Exeter/Greater Devon partnership.
- 3.5** We are in the second year of our new ten year Strategy 2016-2025. This sets the tone for contributing to civic life and ensuring public services focus on 'place and person' while remaining accountable, fair and value for money. At the heart are the Teignbridge Ten overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district.
- 3.6** There are no proposed changes to the council tax support scheme. A budget survey was put on the website on 22 December with a response deadline of 9 February and publicised to encourage feedback. In particular it has been brought to the attention of **businesses**, the residents' panel and Teignbridge relationship groups.
- 3.7** The current council tax for Teignbridge is £160.17 per year for an average band D property. The 2017/18 **tax base** or effective number of properties for calculating council tax income is 47,614. Thus current year council tax income for the district is estimated at £7.6 million as shown in **appendix 2 - the recommended council tax base 2018/19**. A table of values for various increases in council tax is shown at **appendix 3 - the council tax calculator**.
- 3.8** Of the current total average annual £1,749.02 council tax collected per property, Teignbridge keeps 9% or just over £3 per week for its services. 72% goes to County, 10% to the Police, 5% to the Fire Authority and 4% to parishes and towns for their local precepts. The Teignbridge council tax of £160.17 is below the current average of Devon districts of £166.19.

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3.9 Significant government funding and cost changes affecting us for future years are as follows:

The continuing reduction in new homes bonus receipts;

A 4.4% increase in the statutory National Living Wage from £7.50 to £7.83 next year;

Pay increases for future years. An offer to employees has been tabled by the National Employers for Local Government Services for the 2 years 2018/19 and 2019/20. A flat rate increase for the majority of grades of 2% in each year and higher increases on lower pay points of up to 9.2%. A revised pay spine has also been introduced in the offer with effect from 1 April 2019;

The actuarial valuation of the Devon pension fund for 31 March 2016 requiring increased employers contributions to 2019/20;

Further cuts in funding over the next 3 years with revenue support grant reducing to NIL for 2019/20 and thereafter;

The outcome of consultation on the move to 100% business rates retention but with the transfer in of some funding responsibilities;

A full reset of the baseline for the business rates retention scheme in 2020/21 and the impact on business rates retained compared to the current 50% retention with a 75% retention proposed by the Government.

3.10 The Executive has had three **monitoring** reports this financial year on 18 July, 3 October, and 5 December. These have updated current year budgets and also future year forecasts. The Autumn Statement 2017 was published on the 22 November. The provisional settlement was announced on the 19 December and Teignbridge responded on the 15 January.

4. REVENUE FINANCIAL PLAN

4.1 **Appendix 4** to this report is the draft budget scenario for the next three years. The detail is in **appendix 5**. The effects of budget variations in 2017/18 already approved by Executive are included. Future savings expected from the Strata partnership have been fed into the plan. The increasing cost reductions from the management restructure are included. The plan also includes the significant ongoing returns from Market Walk.

4.2 Proposed **fees and charges** draft income totals for each service are shown at **appendix 6**. An increase of £301,000 in income is anticipated for next year. Detailed proposed fees and charges have been available on the website since early January at this [link](#). There are minimal changes proposed for leisure charges with a small change in income for next year.

4.3 Car parking charges are proposed to increase to give extra income of £125,000 which equates to 3.6%. This will help towards inflation and in particular the rates increase arising from the revaluation that mostly affects car parks. The main changes are a 10p increase in the majority of the car parks and no increase in the majority of the parking permits as these were increased substantially last year.

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- 4.4 The successful opt in green waste subscription of £35, or £30 for those on benefit continues. This rate is less than that being charged by other Devon authorities and Cornwall. The scheme is now fully rolled out with over 33% take up and £750,000 income expected for next year.
- 4.5 The **Localism Act** introduced the power for the Secretary of State to set principles each year under which council tax increases are determined as excessive. This can apply to Teignbridge, county, fire, police, or towns and parishes. For the current year limits were set for all but towns and parishes with a referendum being triggered if districts had an increase of 2% and above AND above £5.
- 4.6 In all such cases Teignbridge has to make the arrangements to hold a **local referendum** for residents. Costs can be recovered from the relevant precepting authority. The provisional settlement increased the trigger limit for districts by 1% so that they would be allowed increases of less than 3% or up to and including £5 whichever is the higher. This is not the case for town and parish councils. The Government expects town and parish councils to demonstrate restraint when setting precept increases. They will be looking for clear evidence of how the sector is responding to this challenge, mitigating increases by the use of reserves where they are not earmarked for other purposes or for 'invest to save' projects which will lower ongoing costs. Any controls for town and parish councils are to be deferred for 3 years subject to these conditions being adhered to.
- 4.7 The extra income from any increase in **council tax** is shown at **appendix 3** and this additional amount would be recurring in future years. The proposal is to increase council tax in Teignbridge by 3.12% or £5 to £165.17. This is the annual charge for an average band D property and the increase equates to less than 10p a week. A £5 increase has also been assumed for 2019/20 and 2020/21.
- 4.8 Council tax **freeze grants** have ceased with the last one being received in 2015/16. This was equivalent to a 1% increase in council tax but assumed no council tax support reduction so amounted to £78,000.
- 4.9 Teignbridge is required to estimate the surplus or deficit on the council tax collection fund on 15 January each year for the following budget year. A surplus of £1.0 million was estimated which has to be shared between the major preceptors in 2018/19 per their current precepts. The district share is £128,000 towards next year's budget as shown at line 18 in appendix 4.
- 4.10 **Settlement funding** of revenue support grant and business rates retention baseline to the council from government is £4.0 million for the current year. Teignbridge is paying total council tax support grant of £261,850 to towns and parishes which is reducing to £234,790 in 2018/19. The grant will be eliminated in future years as grant funding to support this is withdrawn.

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- 4.11** With the **four year funding deal** in place published figures for revenue support grant and business rates baseline are available to 2019/20. These have been used in the financial plan and are shown in the table below:

Table of reducing main grant from 2016/17 to 2019/20

	2016/17	2017/18	2018/19	2019/20
	£millions	£millions	£millions	£millions
Revenue support grant	1.601	0.847	0.000	0.000
Rates baseline funding	3.106	3.169	3.685	3.337
New homes bonus	3.848	3.436	2.917	2.412
Main grant funding	8.555	7.452	6.602	5.749
Cash reduction in year		-1.103	-0.850	-0.853
Percentage reduction in year		-12.9%	-11.4%	-12.9%

- 4.12** The table shows how greatly main grant funding reduces over the next three years with cash reductions of £1.1 million, £0.85 million and £0.85 million. Percentage reductions are up to 13% in each year. From 2013/14 when rates retention and council tax support started main grant funding will have reduced by one third by 2019/20. Revenue support grant will also have reduced from £4.5 million to zero over the same period. Uncertainty exists for 2020/21 when a full or partial reset of the baseline may occur, reducing gains established from growth and altering business rates retention to 75%.
- 4.13** The table also includes **new homes bonus** which is part of core funding and is top sliced from settlement grant. It is based on additional property brought into occupation in the previous year with a higher amount for affordable housing. Teignbridge is receiving £3.4 million this year. Estimates of new homes bonus are based on 620 homes per annum as in the local plan with each new year now giving four years of grant.
- 4.14** Government reformed the new homes bonus reducing the length of payments from 6 years to 4 years. Estimates for future years assume 4 years bonus as per the government preferred option for reducing years in the consultation from 2016.
- 4.15** The **provisional settlement** announced on the 19 December did not introduce any further changes to the years of payment or the baseline reduction to the new homes bonus grant. Other options were explored but not taken up. They may be revisited in next years settlement. The budgeted figures are based upon the provisional settlement with little change anticipated for the final settlement. Immaterial changes will be funded through alterations to the general reserve balance and any major reductions will be funded initially by use of the business rates retention reserve with savings to be found in future years to replenish the reserve.
- 4.16** The reductions in new homes bonus is £0.5 million in 2018/19 and a further £0.5 million in 2019/20.

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- 4.17** The **business rates retention** 50% funding system started on 1 April 2013. Rules for charging and rateable values are still set nationally by government and the valuation office respectively. The system includes top ups, tariffs, levies and safety nets. The latter is to protect income to some extent within overall reducing national funding levels. The system is more complicated as government has introduced small and rural business rates relief. The cost of this through loss of rates retention income to Teignbridge is generally covered by separate specific grant.
- 4.18** Within Devon it has been beneficial for authorities to form a **rates pool** to avoid any payment of levy from Devon to the government. With current assumptions of moderate business growth in the area significant savings are being achieved increasing over the years. The pool also spreads the risk of any business downturn in an authority over all members of the pool and encourages economic prosperity across authority boundaries. The Devon pool will become a 100% business rates pilot for 2018/19 following its successful submission with the assumption of reverting back to a rates pool in 2019/20.
- 4.19** Teignbridge's position is better than the rates baseline because of estimated growth in business rates. We also gain from pooling and this has been shown together with growth in the revenue summary as estimated rates retention and pooling gain. 100% rates retention was promised by 2020 but there will be the transfer in of some funding responsibilities and the share of the total for districts could be reduced.
- 4.20** Levies will cease but there may still be some opportunity for pooling of risk. Negotiations to exit the European Union may delay the roll out of 100% business rates retention and a full or partial reset of baselines in 2020/21 could have a negative impact on funding levels. The provisional settlement also suggests that 75% business rates retention will now be introduced in 2020/21.
- 4.21** Council tax benefit was replaced by **council tax support** from 1 April 2013. As the support reduces the tax base there is less council tax income for county, fire, police, and towns & parishes. The cost was around 90% funded by government grant but this is now in main grant and not identified separately. The 10% shortfall was covered at Teignbridge in the first year by one minor change to benefit, technical reforms, and use of transitional grant.
- 4.22** For 2014/15 two minor changes to compensate for the loss of transitional grant were consulted on and introduced. The majority of taxpayers have adapted well to these changes, collection has been maintained and spend on council tax support itself continues to go down. There were further changes to the scheme from 1 April 2017 to align as far as possible and mirror work incentives in Universal Credit and changes to housing benefit. No changes are proposed for 2018/19.

TEIGNBRIDGE DISTRICT COUNCIL

- 4.23** Teignbridge currently receives £377,000 for administering **housing benefit** and £150,000 for council tax support. **Universal Credit** started for Teignbridge from 9 November 2015 for new single job seekers and we are due to go live with the full service in May 2018. There has been specific help from the department for work and pensions in connection with the transition but the current funding agreement ends this year. The main grant funding has been assumed to continue in future years.
- 4.24** The statutory minimum **National Living Wage** is targeted to be close to £9 for those aged 25 and over by 2020 (60% of median earnings). It increases by 4.4% to £7.83 from 1 April 2018. The impact of the increase in the national living wage through the pay award as detailed above which also addresses differentials in the pay spine will have cost implications of around £548,000 in 2018/19 and further increases in subsequent years of the financial plan.
- 4.25** The **actuarial valuation** of the **Devon pension fund** effective from 1 April 2017 set Teignbridge contributions for future years. These were made up of a basic amount of 14.6% plus an increasing cash sum to reduce the past service deficit. The amended cash sum payment started in 2017/18 at £1,369,000 increasing to £1,436,000 for 2019/20.
- 4.26** **Investment income** remains fairly low however the base rate rise from 0.25% to 0.5% in November 2017 will increase income slightly. £31,000 interest has been forecast assuming 0.3% for each year based on average lending of £10.25 million.
- 4.27** The latest professional guidance on **reserves** issued in November 2008 recommends a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing and a contingency to cushion the impact of unexpected events or emergencies. Earmarked reserves can also be built up to meet known or predicted requirements. Teignbridge operates with a low level of reserves compared to many districts.
- 4.28** Our main contingent liability was settled five years ago and provision has been made for other smaller potential liabilities. However the current funding regime including rates retention, reducing new homes bonus and council tax support carries a risk for us of likely more volatility in resources. This will increase as we move towards 100% rates retention. We are more reliant on income generated from our own fees and charges as government funding reduces.
- 4.29** The Audit Commission December 2012 report 'Striking a balance' stated that reserves are an essential part of good financial management. They help councils cope with unpredictable financial pressures and plan for their future spending commitments. The proposed budget recommends reserves to increase slightly to 11.3% of the net revenue budget at just under £1.9 million. This equates to 11.6% in later years as general reserves reduce to £1.8 million. General reserves are held to accommodate future uncertainties and increasing reliance on generating our own income.

TEIGNBRIDGE DISTRICT COUNCIL

- 4.30** Historically the **Executive** has **authority** to exceed the approved overall revenue budget by up to £100,000 from general reserves to meet unexpected expenditure within the year. The aim is to replenish the reserves in the same year by making compensating savings as soon as possible. It is recommended to maintain this allowance at £100,000 for future years. All other decisions with regard to budgetary change will be approved by reference to virement rules in the financial instructions.
- 4.31** In conclusion these budget proposals show how Teignbridge can prepare for the grant reductions and anticipated funding regime by continuing to make savings and generate income. General reserves are recommended at 11.3% of the budget which is just under £1.9 million. However there is much uncertainty over the move to 100% business rates retention with the higher risks that Teignbridge will face.
- 4.32** These proposals include a £5 increase in council tax and capital investment details over the next three years. They have been publicised and comments will be brought back to the Executive before making the final budget recommendation to Council for 22 February 2018.

5. CAPITAL PROGRAMME

- 5.1** The capital programme is shown at **appendix 7** with links to the Teignbridge 10 strategy projects. It continues to include significant provisions for investment in town centres and employment land. Some of these will require prudential borrowing and each will be the subject of separate report as the business cases are developed.
- 5.2** The programme is partly funded by sales of assets. Community infrastructure levy is anticipated to fund the infrastructure plan. Significant contributions from revenue at £2.3 million in the current year and £1.3 million next year are enabled by new homes bonus receipts, business rate pilot funding (and carry forwards for 2017/18 only). The contributions reduce in later years (being £0.4 million in 2020/21) as new homes bonus is assumed to reduce.
- 5.3** Government subsidy for housing disabled facilities grants through better care funding via county is assumed to continue at £1 million per annum. Right to buy receipts are estimated at £0.7 million per annum. All this income is only used to fund housing. Housing investment continues at current levels with the majority going into the provision of, and disabled facilities for, private sector housing. Affordable housing provision is facilitated through identified sites with the majority of the remainder being delivered through the local plan.
- 5.4** The infrastructure delivery plan investment over the next few years contributes to:
- A new railway station at Marsh Barton for South West Exeter and Teignbridge residents access to employment (£1.3 million by March 2021)

TEIGNBRIDGE DISTRICT COUNCIL

- Provision for improvements to the A382 of £5.1 million over 3 years
- Provision for Education in SW Exeter and the wider Teignbridge area of £6.25 million over 4 years
- Provision for further green spaces of £2.33 million over 4 years
- Sports and leisure provision of £1.5 million over 4 years including Decoy and the Den play area refurbishments
- Heart of Teignbridge, coastal and other cycle provision (£1.2 million over four years)

5.5 Indicative figures are included for major town centre and employment site investment. In total £44.8 million has been provided over the next three years. Expenditure would be through prudential borrowing with individual business cases being brought to members for consideration as they are developed over the financial plan period.

5.6 The energy and carbon reduction plan has been completed. A provision has been made for a project to investigate a major heating improvement for Forde House for 2018/19.

6. GROUPS CONSULTED

6.1 County, fire and police and the public are consulted about any changes to the council tax support scheme. The initial budget proposals have been publicised and considered by Overview and Scrutiny on 15 January. They also scrutinised these final plans on the 5 February 2018. Parishes and town councils have been advised of these proposals. There has been a budget presentation to the Teignbridge Association of Local Councils.

6.2 A budget survey has been put on the website and publicised to encourage feedback. In particular it has been brought to the attention of businesses, the residents' panel and Teignbridge relationship groups. Responses will be reported verbally to this Executive and in the final Council budget report on 22 February 2018.

7. TIME-SCALE

The financial plan covers the years 2017/18 to 2020/21. Final consideration of the budget by Council is due on 22 February 2018. At that time the council tax resolution is also approved which covers the total council tax including county, fire, police and towns & parishes.

8. JUSTIFICATION

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

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

TEIGNBRIDGE DISTRICT COUNCIL

Call in does not apply as the final budget recommendations will be considered for approval by Council on 22 February 2018.

Martin Flitcroft
Interim Chief Finance Officer

Wards affected	All
Contact for more information	Martin Flitcroft 01626 215246 or Claire Moors 01626 215242
Background Papers (For Part I reports only)	Budget and settlement files The Constitution
Key Decision	Yes
In Forward Plan	Yes
In O&S Work Programme	Yes
Appendices	App 1 – Budget timetable 2018/19 App 2 – Approved council tax base 2018/19 App 3 – Council tax calculator 2018/19 App 4 – Summary revenue plan 2017/18 onwards App 5 – Revenue budget detail App 6 – Fees and charges summary App 7 – Capital programme

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Budget timetable 2018/19

	November	December	January	February
Government (Chancellor) Autumn Budget Statement	22nd			
Provisional local government settlement		19th		
Executive papers sent out - initial budget proposals		22nd		
Start of formal six weeks consultation period		22nd		
Budget survey emailed to businesses			4th	
Executive 10am - agree initial financial plan proposals including council tax base			9th	
Overview & Scrutiny 10am - consider Executive's financial plan			15th	
Council after O & S - approve council tax support and council tax base			15th	
Teignbridge Association of Local Parishes meeting 7pm TDC Council Chamber			25th	
Deadline for business rates retention estimate to government, county and fire			31st	
Police and Crime Panel consider precept and approve				2nd
Overview & Scrutiny 10am - consider Executive's final financial proposals				5th
Fire Authority Resources 10am budget meeting				8th
Executive 10am - agree final financial plan proposals, including budget monitoring				8th
County Cabinet 10.30am budget meeting				9th
Devon County Council 2.15pm - set county precept and council tax				15th
Fire Authority - set fire precept and council tax				19th
Final settlement expected				late
Council meeting 10am - consider financial proposals and council tax resolution				22nd
Reserve county budget meeting 10am if required				22nd
Close council tax accounts and start bills print unless delayed if council tax not set				23rd

Appendix 1

Recommended Council Tax Base 2018/19

Appendix 2

Section 1

Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth						
	Estimate d 18/19 Band D Number	17/18 Council Tax £	Estimated Income £	Estimated Collection Rate %	Estimated Net Income £	Estimate d 18/19 Base
Full band D at November 2017	53,532.1	1,749.02	93,628,710			
less CTS at November 2017	-4,949.9	1,749.02	-8,657,470			
Starting point based on November 2017	48,582.2		84,971,240			
Anticipated growth at 1%	485.5	1,749.02	849,150			
Total (rounded)	49,067.7	1,749.02	85,820,390	99.0%	84,962,140	48,577

Section 2

2018/19 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2017/18				
Preceptor	Estimated CT Base Number	17/18 Council Tax £	Expected income £	
2018/19 expected income (rounded)				
Towns and parishes	48,577	63.08	3,064,240	
District	48,577	160.17	7,780,580	
County	48,577	1,267.92	61,591,750	
Fire	48,577	81.57	3,962,430	
Police	48,577	176.28	8,563,150	
Total (rounded) shows a 2.0% increase in expected income		1,749.02	84,962,200	
2017/18 expected income (rounded)				
Towns and parishes	47,614	63.08	3,003,532	
District	47,614	160.17	7,626,334	
County	47,614	1,267.92	60,370,743	
Fire	47,614	81.57	3,883,874	
Police	47,614	176.28	8,393,396	
Total (rounded)		1,749.02	83,277,900	

To show the extra Council Tax in 2018/19 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2017/18 (excluding parish precepts) £160.17
 Approved Council Tax Base 2018/19 (at 99% collection rate) [a] 48,577

Varying increases in Council Tax for 2018/19			Total Band D Council Tax 2018/19	Increase in Council Tax income for 2018/19	[b] Total Council Tax income 2018/19
%	Per Year £	Per Week £	Per Year £	Per Year £	Per Year £
0.00	0.00	0.00	160.17	0	7,780,580
			No council tax freeze grant		0
			Total income		7,780,580
0.34	0.53	0.01	160.70	25,740	7,806,320
0.62	1.00	0.02	161.17	48,580	7,829,160
1.00	1.60	0.03	161.77	77,720	7,858,300
1.25	2.00	0.04	162.17	97,150	7,877,730
1.68	2.68	0.05	162.85	130,180	7,910,760
1.87	3.00	0.06	163.17	145,730	7,926,310
2.00	3.20	0.06	163.37	155,440	7,936,020
2.50	4.00	0.08	164.17	194,310	7,974,890
3.00	4.81	0.09	164.98	233,650	8,014,230
3.12	5.00	0.10	165.17	242,880	8,023,460

Note:

[a] Council Tax Base of 48,577 for 2018/19 approved by Council on 15 January 2018

[b] Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 48,577

[c] No council tax freeze grant. Referendum limit proposed by government as higher of 2% or above £5 for Band D.

Revenue Budget Summary

Appendix 4

Revenue Budget	2017-18 Budget £	2017-18 Latest £	2018-19 Forecast £	2019-20 Forecast £	2020-21 Forecast £
EXPENDITURE					
1 Employees	18,196,500	18,637,930	19,507,770	20,064,320	20,406,370
2 Property	4,213,990	4,656,500	4,441,670	4,519,200	4,598,830
3 Services & supplies	5,364,260	7,180,170	5,287,470	5,478,920	5,369,110
4 Grant payments	35,678,130	36,087,760	35,590,780	35,355,990	35,355,990
5 Transport	691,990	721,340	711,530	711,530	711,530
6 Leasing & capital charges	1,352,870	1,300,100	1,477,300	1,477,300	1,477,300
7 Contributions to capital	1,543,610	2,326,110	1,321,500	204,820	423,510
8 Total expenditure	67,041,350	70,909,910	68,338,020	67,812,080	68,342,640
INCOME					
9 Sales	-831,510	-1,003,390	-974,430	-993,920	-1,013,800
10 Fees & charges	-8,524,350	-9,353,930	-9,654,440	-9,944,070	-10,242,390
11 Grants - income	-35,488,130	-35,956,110	-35,503,890	-35,453,890	-35,403,890
12 Property income	-2,798,140	-2,869,000	-2,975,900	-3,065,170	-3,157,120
13 Other income & recharges	-2,380,820	-3,528,070	-2,615,880	-2,716,200	-2,721,560
14 Transfer from (-) / to earmarked reserves	-422,000	-1,766,000	0	-40,000	-217,250
15 Total income	-50,444,950	-54,476,500	-51,724,540	-52,213,250	-52,756,010
16 Total net service cost	16,596,400	16,433,410	16,613,480	15,598,830	15,586,630
Funding					
17 Council tax	-7,626,330	-7,626,330	-8,023,460	-8,349,050	-8,680,200
18 Council tax/community charge surplus	-193,060	-193,060	-127,640	0	0
19 Revenue support grant	-847,040	-847,040	0	0	0
20 Rates baseline funding	-3,169,360	-3,169,360	-3,685,050	-3,336,980	-3,362,520
21 Estimated rates retention and pooling gain	-1,250,000	-1,250,000	-1,310,000	-1,390,000	-1,299,000
22 New homes bonus	-3,436,400	-3,436,400	-2,917,460	-2,412,440	-2,205,690
23 Other grants	-65,920	-65,920	0	-38,680	-38,680
24 Business rate pilot funding	0	0	-550,000	0	0
25 Total funding	-16,588,110	-16,588,110	-16,613,610	-15,527,150	-15,586,090
26 -Surplus/shortfall	8,290	-154,700	-130	71,680	540
27 General reserves at end of year	1,640,019	1,872,577	1,872,707	1,801,027	1,800,487
28 General reserves as % of net revenue budget	9.9%	11.3%	11.3%	11.6%	11.6%

All Services**Managing Director/Business Lead**

		2016-17	2017-18	2018-19
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
S Aggett	Business Improvement & Development	539,949	534,100	531,260
P Shears	Communications	179,378	191,610	200,110
P Shears	Corporate Leadership Team	493,318	564,900	371,690
P Shears	Democratic Services	691,593	757,410	759,590
P Shears	Electoral Services	214,932	231,480	191,680
P Shears	Finance	553,360	590,230	580,860
S Aggett	Human Resources	359,797	374,010	384,090
S Aggett	Internal Audit	141,951	147,880	146,850
S Aggett	Legal	275,020	309,540	290,660
S Aggett	Procurement	18,855	19,180	33,310
		<u>3,468,152</u>	<u>3,720,340</u>	<u>3,490,100</u>
Strategic Place				
P Shears	Building Control	98,481	(141,170)	53,440
P Shears	Customer Services	283,947	375,880	407,880
P Shears	Development Management	384,831	453,010	390,170
P Shears	Economy & Assets	96,568	(91,630)	(156,620)
P Shears	Housing	683,088	1,236,860	1,304,540
P Shears	Parking & Transport	(2,424,415)	(2,425,500)	(2,479,090)
P Shears	Revenues & Benefits	428,153	668,880	836,340
P Shears	Spatial Planning	922,239	631,550	596,210
		<u>472,892</u>	<u>707,880</u>	<u>952,870</u>
Environmental Health & Wellbeing				
S Aggett	Community Safety	83,649	96,770	97,450
S Aggett	Environmental Health	942,923	976,710	1,033,730
S Aggett	Green Spaces & Active Leisure	1,191,371	1,260,530	1,404,050
S Aggett	Leisure	404,569	479,670	562,390
S Aggett	Licensing	(73,708)	(78,390)	(73,950)
S Aggett	Resorts	61,985	87,860	185,720
S Aggett	Waste, Recycling & Cleansing	4,537,892	4,523,070	5,165,210
		<u>7,148,681</u>	<u>7,346,220</u>	<u>8,374,600</u>
Total all services		<u>11,089,726</u>	<u>11,774,440</u>	<u>12,817,570</u>
Financing Items		<u>2,005,395</u>	<u>2,332,860</u>	<u>2,474,410</u>
Totals per actual/budget papers		<u>13,095,121</u>	<u>14,107,300</u>	<u>15,291,980</u>
Contribution to capital		949,446	2,326,110	1,321,500
Totals per actual/budget papers		<u>14,044,567</u>	<u>16,433,410</u>	<u>16,613,480</u>

Notes:

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

PH: Humphrey Clemens
 Manager: Andrew Carpenter
 Activity Area: Building Control

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	13.5	500,303	14.5	876,840	22.0	920,250
Property		39,775		43,400		34,850
Services & Supplies		108,833		160,570		101,760
Grant Payments		0		0		0
Transport		29,027		70,190		70,180
Leasing & capital charges		0		0		0
		<u>677,939</u>		<u>1,151,000</u>		<u>1,127,040</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-372,329		-856,500		-853,000
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-207,128		-346,070		-220,600
Transfers from earmarked reserves		0		-89,600		0
		<u>(579,457)</u>		<u>(1,292,170)</u>		<u>(1,073,600)</u>
Service Cost		<u>98,481</u>		<u>(141,170)</u>		<u>53,440</u>

Service cost - £'s per head of population	0.76	-1.09	0.41
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PH: Stuart Barker
 Manager: Kay O'Flaherty
 Activity Area: Business Improvement & Development Team

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	6.0	241,214	7.0	237,960	7.5	254,320
Property		16,322		32,670		14,100
Services & Supplies		88,976		114,060		51,420
Grant Payments		204,287		237,560		216,470
Transport		849		1,030		520
Leasing & capital charges		0		0		0
		<u>551,648</u>		<u>623,280</u>		<u>536,830</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		-5,067		-570		-570
Grants - income		0		0		0
Other income & recharges		-6,632		-5,000		-5,000
Transfers from earmarked reserves		0		-83,610		0
		<u>(11,699)</u>		<u>(89,180)</u>		<u>(5,570)</u>
Service Cost		<u>539,949</u>		<u>534,100</u>		<u>531,260</u>

Service cost - £'s per head of population	4.19	4.11	4.06
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PH: Jeremy Christophers
 Manager: Emma Pearcy
 Activity Area: Communications

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	4.0	132,069	4.0	143,710	4.0	145,630
Property		3,447		3,760		3,020
Services & Supplies		42,963		43,680		50,850
Grant Payments		0		0		0
Transport		898		480		830
Leasing & capital charges		0		0		0
		<u>179,378</u>		<u>191,630</u>		<u>200,130</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		0		-20		-20
Transfers from earmarked reserves		0		0		0
		<u>0</u>		<u>(20)</u>		<u>(20)</u>
Service Cost		<u>179,378</u>		<u>191,610</u>		<u>200,110</u>

Service cost - £'s per head of population	1.39	1.48	1.53
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PH: Sylvia Russell
 Manager: Rebecca Hewitt
 Activity Area: Community Safety

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.5	81,691	1.5	84,620	2.0	86,300
Property		1,852		2,020		1,630
Services & Supplies		22,139		15,780		7,420
Grant Payments		26,778		46,950		0
Transport		2,673		2,890		2,100
Leasing & capital charges		0		0		0
		<u>135,135</u>		<u>152,260</u>		<u>97,450</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		-8,013		0		0
Other income & recharges		-43,472		-55,490		0
Transfers from earmarked reserves		0		0		0
		<u>(51,485)</u>		<u>(55,490)</u>		<u>0</u>
Service Cost		<u>83,649</u>		<u>96,770</u>		<u>97,450</u>

Service cost - £'s per head of population	0.66	0.75	0.74
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PH: Jeremy Christophers
 Manager: Phil Shears
 Activity Area: Corporate Leadership Team

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
<u>EXPENDITURE</u>						
Employees	9.0	446,173	6.0	488,440	4.0	325,160
Property		23,899		25,680		20,620
Services & Supplies		16,942		45,700		20,510
Grant Payments		0		0		0
Transport		6,540		5,360		5,680
Leasing & capital charges		0		0		0
		<u>493,553</u>		<u>565,180</u>		<u>371,970</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-235		-280		-280
Transfers from earmarked reserves		0		0		0
		<u>(235)</u>		<u>(280)</u>		<u>(280)</u>
Service Cost		<u>493,318</u>		<u>564,900</u>		<u>371,690</u>

Service cost - £'s per head of population	3.83	4.35	2.84
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PH: John Goodey
 Manager: Liz Guy
 Activity Area: Customer Services

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
<u>EXPENDITURE</u>						
Employees	12.5	241,850	12.5	257,710	13.0	293,000
Property		18,957		19,410		15,590
Services & Supplies		23,617		98,760		99,290
Grant Payments		0		0		0
Transport		0		0		0
Leasing & capital charges		0		0		0
		<u>284,424</u>		<u>375,880</u>		<u>407,880</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		-477		0		0
Other income & recharges		0		0		0
Transfers from earmarked reserves		0		0		0
		<u>(477)</u>		<u>0</u>		<u>0</u>
Service Cost		<u>283,947</u>		<u>375,880</u>		<u>407,880</u>

Service cost - £'s per head of population	2.20	2.89	3.12
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PH: Jeremy Christophers
 Manager: Neil Aggett
 Activity Area: Democratic Services

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	4.0	550,076	4.0	565,240	4.0	583,790
Property		12,076		13,440		10,550
Services & Supplies		83,412		97,430		94,360
Grant Payments		144,755		301,120		69,000
Transport		1,697		1,630		1,620
Leasing & capital charges		312		310		310
		<u>792,328</u>		<u>979,170</u>		<u>759,630</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		-40		-40
Property Income		0		0		0
Grants - income		-100,680		-103,990		0
Other income & recharges		-55		0		0
Transfers from earmarked reserves		0		-117,730		0
		<u>(100,735)</u>		<u>(221,760)</u>		<u>(40)</u>
Service Cost		<u>691,593</u>		<u>757,410</u>		<u>759,590</u>
Service cost - £'s per head of population						
		5.37		5.83		5.81

PH: Humphrey Clemens
 Manager: Nick Davies
 Activity Area: Development Management

		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	32.0	1,065,741	32.5	1,127,680	34.5	1,173,210
Property		68,536		63,280		32,740
Services & Supplies		368,287		348,210		311,680
Grant Payments		0		0		0
Transport		33,089		28,540		27,750
Leasing & capital charges		0		0		0
		<u>1,535,653</u>		<u>1,567,710</u>		<u>1,545,380</u>
<u>INCOME</u>						
Sales		-25		0		0
Fees & Charges		-873,240		-1,038,760		-1,145,020
Property Income		0		0		0
Grants - Income		-7,269		0		0
Other income & recharges		-270,287		-53,800		-10,190
Transfers from earmarked reserves		0		-22,140		0
		<u>(1,150,821)</u>		<u>(1,114,700)</u>		<u>(1,155,210)</u>
Service Cost		<u>384,831</u>		<u>453,010</u>		<u>390,170</u>
Service cost - £'s per head of population						
		2.99		3.49		2.98

PH:	Jeremy Christophers						
Manager:	Tony Watson						
Activity Area:	Economy & Assets						
		2016-17		2017-18		2018-19	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
	Employees	40.0	1,169,718	42.0	1,292,250	40.0	1,273,650
	Property		554,945		621,000		598,420
	Services & Supplies		982,679		723,650		553,080
	Grant Payments		47,265		35,120		7,800
	Transport		13,604		16,860		17,700
	Leasing & capital charges		0		0		0
			<u>2,768,211</u>		<u>2,688,880</u>		<u>2,450,650</u>
	<u>INCOME</u>						
	Sales		-77,632		-51,360		-73,450
	Fees & Charges		-257,361		-224,660		-224,590
	Property Income		-1,982,689		-1,980,510		-2,129,810
	Grants - Income		-70,955		-48,320		0
	Other income & recharges		-283,006		-192,430		-179,420
	Transfers from earmarked reserves		0		-283,230		0
			<u>(2,671,643)</u>		<u>(2,780,510)</u>		<u>(2,607,270)</u>
Service Cost			<u>96,568</u>		<u>(91,630)</u>		<u>(156,620)</u>
Service cost - £'s per head of population			0.75		-0.71		-1.20

PH:	Jeremy Christophers						
Manager:	Cathy Ruelens						
Activity Area:	Electoral Services						
		2016-17		2017-18		2018-19	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
	Employees	2.5	86,430	2.0	91,810	2.0	92,880
	Property		40,898		36,640		6,300
	Services & Supplies		410,349		412,190		94,350
	Grant Payments		0		0		0
	Transport		841		740		290
	Leasing & capital charges		0		0		0
			<u>538,518</u>		<u>541,380</u>		<u>193,820</u>
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-2,516		-2,000		-2,040
	Property Income		0		0		0
	Grants - Income		0		-2,700		0
	Other income & recharges		-321,071		-314,600		-100
	Transfers from earmarked reserves		0		9,400		0
			<u>(323,586)</u>		<u>(309,900)</u>		<u>(2,140)</u>
Service Cost			<u>214,932</u>		<u>231,480</u>		<u>191,680</u>
Service cost - £'s per head of population			1.67		1.78		1.46

PH:	Sylvia Russell					
Manager:	David Eaton & Paul Nicholls					
Activity Area:	Environmental Health					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	24.0	735,014	24.0	728,740	23.0	805,140
Property		42,411		45,500		40,470
Services & Supplies		186,276		222,080		205,420
Grant Payments		0		0		0
Transport		33,645		35,190		33,150
Leasing & capital charges		9,486		9,890		6,330
		<u>1,006,832</u>		<u>1,041,400</u>		<u>1,090,510</u>
<u>INCOME</u>						
Sales		-3,621		-3,100		-3,000
Fees & Charges		-39,405		-41,930		-41,540
Property Income		0		0		0
Grants - income		-79		-1,200		0
Other income & recharges		-20,803		-11,900		-12,240
Transfers from earmarked reserves		0		-6,560		0
		<u>(63,909)</u>		<u>(64,690)</u>		<u>(56,780)</u>
Service Cost		<u>942,923</u>		<u>976,710</u>		<u>1,033,730</u>
Service cost - £'s per head of population						
		<u>7.32</u>		<u>7.52</u>		<u>7.90</u>

PH:	Stuart Barker					
Manager:	Martin Flitcroft					
Activity Area:	Finance					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	14.0	506,491	14.0	531,600	14.0	528,190
Property		21,498		23,340		18,740
Services & Supplies		33,955		41,090		38,040
Grant Payments		0		0		0
Transport		954		610		870
Leasing & capital charges		0		0		0
		<u>562,898</u>		<u>596,640</u>		<u>585,840</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-9,537		-6,410		-4,980
Transfers from earmarked reserves		0		0		0
		<u>(9,537)</u>		<u>(6,410)</u>		<u>(4,980)</u>
Service Cost		<u>553,360</u>		<u>590,230</u>		<u>580,860</u>
Service cost - £'s per head of population						
		<u>4.30</u>		<u>4.55</u>		<u>4.44</u>

PH:	Phil Bullivant									
Manager:	Lorraine Montgomery									
Activity Area:	Green Spaces & Active Leisure									
		FTE		2016-17 Actual £	FTE		2017-18 Outturn £	FTE		2018-19 Budget £
	<u>EXPENDITURE</u>									
	Employees	15.5		447,062	14.5		480,520	18.0		548,900
	Property			976,793			1,026,400			989,240
	Services & Supplies			282,294			299,510			245,610
	Grant Payments			22,178			15,390			8,040
	Transport			13,931			13,500			14,100
	Leasing & capital charges			0			0			0
				<u>1,742,258</u>			<u>1,835,320</u>			<u>1,805,890</u>
	<u>INCOME</u>									
	Sales			-5,097			-5,200			-5,200
	Fees & Charges			-231,454			-213,920			-219,610
	Property Income			-148,642			-164,300			-156,480
	Grants - Income			-61,191			-90,130			0
	Other income & recharges			-104,502			-134,070			-20,550
	Transfers from earmarked reserves			0			32,830			0
				<u>(550,886)</u>			<u>(674,790)</u>			<u>(401,840)</u>
Service Cost				<u>1,191,371</u>			<u>1,260,530</u>			<u>1,404,050</u>
Service cost - £'s per head of population				9.25			9.71			10.73

PH:	Humphrey Clemens								
Manager:	Amanda Pujol								
Activity Area:	Housing								
		FTE		2016-17 Actual £	FTE		2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>								
	Employees	25.5		1,024,426	24.0		1,119,920	31.0	1,099,300
	Property			245,604			282,900		263,540
	Services & Supplies			722,160			1,443,370		629,190
	Grant Payments			516,797			447,000		382,000
	Transport			22,629			28,690		25,280
	Leasing & capital charges			0			0		0
				<u>2,531,615</u>			<u>3,321,880</u>		<u>2,399,310</u>
	<u>INCOME</u>								
	Sales			-1,200			-1,200		-1,200
	Fees & Charges			-1,235			-1,710		-1,710
	Property Income			-567,619			-512,330		-489,360
	Grants - income			-1,009,323			-598,900		-476,520
	Other income & recharges			-269,149			-200,140		-125,980
	Transfers from earmarked reserves			0			-770,740		0
				<u>(1,848,527)</u>			<u>(2,085,020)</u>		<u>(1,094,770)</u>
Service Cost				<u>683,088</u>			<u>1,236,860</u>		<u>1,304,540</u>
Service cost - £'s per head of population				6.30			9.52		9.97

PH: Stuart Barker
 Manager: Kate Davies
 Activity Area: Human Resources

	2016-17		2017-18		2018-19	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	6.5	389,713	6.5	288,650	6.5	270,310
Property		21,286		23,280		18,650
Services & Supplies		109,727		108,750		99,750
Grant Payments		0		0		0
Transport		537		350		530
Leasing & capital charges		0		0		0
		<u>521,264</u>		<u>401,030</u>		<u>389,240</u>
<u>INCOME</u>						
Sales		-33,612		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-127,855		-17,530		-5,150
Transfers from earmarked reserves		0		-9,490		0
		<u>(161,467)</u>		<u>(27,020)</u>		<u>(5,150)</u>
Service Cost		<u>359,797</u>		<u>374,010</u>		<u>384,090</u>
Service cost - £'s per head of population		2.79		2.88		2.94

PH: Stuart Barker
 Manager: Sue Heath
 Activity Area: Internal Audit

	2016-17		2017-18		2018-19	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.5	125,982	2.5	130,960	2.5	131,240
Property		6,699		7,310		5,870
Services & Supplies		9,116		9,300		9,520
Grant Payments		0		0		0
Transport		157		310		220
Leasing & capital charges		0		0		0
		<u>141,954</u>		<u>147,880</u>		<u>146,850</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-3		0		0
Transfers from earmarked reserves		0		0		0
		<u>(3)</u>		<u>0</u>		<u>0</u>
Service Cost		<u>141,951</u>		<u>147,880</u>		<u>146,850</u>
Service cost - £'s per head of population		1.10		1.14		1.12

PH: Stuart Barker
 Manager: Kate Davies
 Activity Area: Legal

EXPENDITURE

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
Employees	7.0	253,985	7.0	287,910	6.0	272,190
Property		13,045		14,230		11,430
Services & Supplies		27,573		31,740		31,460
Grant Payments		0		0		0
Transport		489		540		440
Leasing & capital charges		0		0		0

		<u>295,091</u>		<u>334,420</u>		<u>315,520</u>
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INCOME

Sales		0		0		0
Fees & Charges		-19,741		-24,840		-24,860
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-330		-40		0
Transfers from earmarked reserves		0		0		0

		<u>(20,071)</u>		<u>(24,880)</u>		<u>(24,860)</u>
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Service Cost

		<u>275,020</u>		<u>309,540</u>		<u>290,660</u>
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Service cost - £'s per head of population

		2.13		2.38		2.22
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PH: Phil Bullivant
 Manager: James Teed
 Activity Area: Leisure

EXPENDITURE

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
Employees	49.5	1,469,842	64.0	1,618,310	67.5	1,776,700
Property		994,038		940,290		887,530
Services & Supplies		371,232		332,840		357,000
Grant Payments		12,500		12,500		12,500
Transport		6,327		4,370		4,510
Leasing & capital charges		1,610		1,800		1,800

		<u>2,855,549</u>		<u>2,910,110</u>		<u>3,040,040</u>
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INCOME

Sales		-7,315		-5,630		-4,260
Fees & Charges		-2,241,049		-2,235,910		-2,289,900
Property Income		0		0		0
Grants - income		0		-1,130		0
Other income & recharges		-202,616		-187,770		-183,490
Transfers from earmarked reserves		0		0		0

		<u>(2,450,981)</u>		<u>(2,430,440)</u>		<u>(2,477,650)</u>
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Service Cost

		<u>404,569</u>		<u>479,670</u>		<u>562,390</u>
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Service cost - £'s per head of population

		3.14		3.69		4.30
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PH:	Sylvia Russell						
Manager:	Andrea Furness						
Activity Area:	Licensing						
		FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>						
	Employees	3.5	106,472	3.0	91,030	3.0	95,700
	Property		13,072		12,420		11,550
	Services & Supplies		36,345		33,330		33,970
	Grant Payments		0		0		0
	Transport		383		270		270
	Leasing & capital charges		0		0		0
			<u>156,272</u>		<u>137,050</u>		<u>141,490</u>
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-229,980		-215,440		-215,440
	Property Income		0		0		0
	Grants - Income		0		0		0
	Other income & recharges		0		0		0
	Transfers from earmarked reserves		0		0		0
			<u>(229,980)</u>		<u>(215,440)</u>		<u>(215,440)</u>
Service Cost			<u>(73,708)</u>		<u>(78,390)</u>		<u>(73,950)</u>
Service cost - £'s per head of population			-0.57		-0.60		-0.57

PH:	Jeremy Christophers						
Manager:	Tony Watson						
Activity Area:	Parking						
		FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>						
	Employees	9.0	220,729	9.0	215,150	9.0	232,380
	Property		558,972		584,850		624,880
	Services & Supplies		216,382		264,260		250,750
	Grant Payments		2,700		0		0
	Transport		2,117		2,900		3,850
	Leasing & capital charges		9,164		9,160		9,160
			<u>1,010,063</u>		<u>1,076,320</u>		<u>1,121,020</u>
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-3,323,855		-3,424,290		-3,549,340
	Property Income		-34,192		-19,740		-7,460
	Grants - Income		0		0		0
	Other income & recharges		-76,431		-45,830		-43,310
	Transfers from earmarked reserves		0		-11,960		0
			<u>(3,434,478)</u>		<u>(3,501,820)</u>		<u>(3,600,110)</u>
Service Cost			<u>(2,424,415)</u>		<u>(2,425,500)</u>		<u>(2,479,090)</u>
Service cost - £'s per head of population			-18.82		-18.68		-18.95

PH: Stuart Barker
 Manager: Lucy Ford
 Activity Area: Procurement & Commissioning

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
<u>EXPENDITURE</u>						
Employees	1.0	45,632	1.0	37,810	1.0	51,660
Property		0		0		0
Services & Supplies		3,018		5,560		5,560
Grant Payments		0		0		0
Transport		493		60		340
Leasing & capital charges		0		0		0
		<u>49,144</u>		<u>43,430</u>		<u>57,560</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-30,289		-24,250		-24,250
Transfers from earmarked reserves		0		0		0
		<u>(30,289)</u>		<u>(24,250)</u>		<u>(24,250)</u>
Service Cost		<u>18,855</u>		<u>19,180</u>		<u>33,310</u>

Service cost - £'s per head of population	0.15	0.15	0.25
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PH: Phil Bullivant
 Manager: Sarah Holgate
 Activity Area: Resorts

	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
<u>EXPENDITURE</u>						
Employees	9.0	184,491	8.0	177,850	12.5	269,530
Property		84,319		65,050		48,730
Services & Supplies		72,374		100,680		76,460
Grant Payments		1,300		0		0
Transport		3,199		4,370		4,190
Leasing & capital charges		199		430		160
		<u>345,882</u>		<u>348,380</u>		<u>399,070</u>
<u>INCOME</u>						
Sales		-147		-130		0
Fees & Charges		-36,123		-32,000		-27,980
Property Income		-240,268		-207,710		-182,370
Grants - income		0		0		0
Other income & recharges		-7,359		-5,880		-3,000
Transfers from earmarked reserves		0		-14,800		0
		<u>(283,897)</u>		<u>(260,520)</u>		<u>(213,350)</u>
Service Cost		<u>61,985</u>		<u>87,860</u>		<u>185,720</u>

Service cost - £'s per head of population	0.48	0.68	1.42
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PH: Stuart Barker
 Manager: Tracey Hooper
 Activity Area: Revenues & Benefits

	2016-17		2017-18		2018-19	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	51.0	1,190,160	53.0	1,197,780	48.5	1,318,000
Property		81,870		95,030		76,370
Services & Supplies		649,305		652,540		654,360
Grant Payments		34,168,731		34,722,290		34,660,180
Transport		2,567		2,880		2,020
Leasing & capital charges		0		0		0
		<u>36,092,634</u>		<u>36,670,520</u>		<u>36,710,930</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-184,061		-187,510		-187,510
Property Income		0		0		0
Grants - Income		-34,746,639		-35,089,010		-35,019,270
Other income & recharges		-733,781		-725,120		-667,810
Transfers from earmarked reserves		0		0		0
		<u>(35,664,481)</u>		<u>(36,001,640)</u>		<u>(35,874,590)</u>
Service Cost		<u>428,153</u>		<u>668,880</u>		<u>836,340</u>
Service cost - £'s per head of population		3.32		5.15		6.39

PH: Humphrey Clemens
 Manager: Simon Thornley
 Activity Area: Spatial Planning

	2016-17		2017-18		2018-19	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	11.0	522,860	11.0	533,880	9.5	425,180
Property		24,287		26,500		21,280
Services & Supplies		462,487		244,510		145,070
Grant Payments		17,439		8,980		0
Transport		6,663		6,550		4,780
Leasing & capital charges		0		0		0
		<u>1,033,736</u>		<u>820,420</u>		<u>596,310</u>
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-162		-100		-100
Property Income		0		0		0
Grants - Income		-34,645		-4,440		0
Other income & recharges		-76,690		-35,960		0
Transfers from earmarked reserves		0		-148,370		0
		<u>(111,497)</u>		<u>(188,870)</u>		<u>(100)</u>
Service Cost		<u>922,239</u>		<u>631,550</u>		<u>596,210</u>
Service cost - £'s per head of population		7.16		4.86		4.56

PH:	Kevin Lake						
Manager:	Chris Braines						
Activity Area:	Waste, Recycling & Cleansing						
		FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>						
	Employees	153.0	3,976,369	152.5	4,251,190	170.0	4,739,160
	Property		580,694		572,690		538,640
	Services & Supplies		1,005,905		1,111,800		965,360
	Grant Payments		0		0		0
	Transport		473,198		481,610		486,350
	Leasing & capital charges		1,289,979		1,278,060		1,277,190
			<u>7,326,145</u>		<u>7,695,350</u>		<u>8,006,700</u>
	<u>INCOME</u>						
	Sales		-892,822		-936,770		-887,320
	Fees & Charges		-831,478		-854,320		-871,780
	Property Income		-1,680		-3,480		-9,850
	Grants - Income		-8,010		-8,190		0
	Other income & recharges		-1,054,262		-1,119,520		-1,072,560
	Transfers from earmarked reserves		0		-250,000		0
			<u>(2,788,253)</u>		<u>(3,172,280)</u>		<u>(2,841,490)</u>
			<u>4,537,892</u>		<u>4,523,070</u>		<u>5,165,210</u>
Service Cost							
Service cost - £'s per head of population			35.22		34.83		39.47

Glossary

Column Headings

2016-17 Actual – the actual cost of the service for last year

2017-18 Outturn – the likely cost of the service for this year

2018-19 Budget – the budget proposed for the service for next year

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

Expenditure

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

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

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

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

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

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

Income

Sales – income from the sale of items including recycled materials

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

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

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

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

Service	Actual 2016/17 £	Probable 2017/18 £	Proposed 2018/19 £	Dept total 2018/19 £	Department
Building Control	-372,329	-856,500	-853,000	-853,000	Building Control
Land Charges	-228,883	-217,980	-211,000		
Planning	-620,599	-812,760	-926,000		
Planning Admin	-945	-800	-800		
Street Naming	-21,559	-7,220	-7,220	-1,145,020	Development Management
Misc	0	-40	-40	-40	Democratic Services
Car Parks	-3,323,737	-3,424,290	-3,549,340		
Livestock Market	-36,773	-19,200	-19,200		
Old Forde house	-16,684	-14,370	-14,370		
Retail Market	-204,404	-191,090	-191,020	-3,773,930	Economy & Assets
Electoral Registration	-2,516	-2,000	-2,040	-2,040	Electoral Registration
Dog Control	-2,195	-2,690	-2,690		
Health & Food Safety	-7,683	-7,590	-7,650		
Health Licence Fees	-24,441	-26,250	-25,800		
Litter Clearance	-2,786	-3,650	-3,650		
Nuisance Parking	50	-50	-50		
Private Water Supply Sampling	-1,719	-1,700	-1,700	-41,540	Environmental Health
Amenity & Conservation Sites	-1,863	-1,470	-1,550		
Cemetery Fees	-131,237	-128,380	-132,190		
Dawlish Lawn Golf	-10,630	0	0		
Shaldon Golf	-72,009	-71,320	-72,750		
Sports Pitches	-15,714	-12,750	-13,120	-219,610	Green Spaces & Active Leisure
Housing	-1,235	-1,710	-1,710	-1,710	Housing
Legal Fees	-19,741	-24,840	-24,860	-24,860	Legal
Broadmeadow Sports Centre	-103,936	-88,220	-90,090		
Dawlish Leisure Centre	-235,390	-222,080	-217,310		
Leisure Childcare	-111,246	-107,420	-104,530		
Leisure Memberships	-1,229,898	-1,300,000	-1,364,000		
Newton Abbot Leisure Centre	-509,836	-474,100	-465,530		
Outdoor Pools	-50,714	-44,090	-48,440	-2,289,900	Leisure
Gambling Act 2005	-23,621	-25,560	-25,560		
Hackney Carriage	-75,415	-61,780	-61,780		
Licensing Act 2003	-130,944	-128,100	-128,100	-215,440	Licensing
Beach huts	-7,324	-6,510	-6,530		
Boat Storage	-7,519	-9,270	-4,420		
Leisure Events	-151	-50	-50		
Polly Steps	-21,129	-16,170	-16,980	-27,980	Resorts
Council Tax	-184,061	-187,510	-187,510	-187,510	Revenue & Benefits
Local Development Framework	-162	-100	-100	-100	Spatial Planning
Abandoned Vehicles	308	-760	-760		
Commercial Waste / Household Refuse	-812,650	-834,200	-851,060		
Composting	-2,111	-1,960	-2,060		
Toilets for Disabled	-172	-200	-200		
Vehicle Workshop	-16,854	-17,200	-17,680	-871,760	Waste, Recycling & Cleansing
Grand Totals	-8,642,457	-9,353,930	-9,654,440	-9,654,440	

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2017-18 TO 2020-21**

Appendix 7

				41,148	14,842	35,142	28,391	9,076	Totals (£'000)
Code /bid no.	Asset/Service Area	Description	ORIGINAL	LATEST	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
				BUDGET 2017-18	BUDGET 2017-18	BUDGET 2018-19	BUDGET 2019-20	BUDGET 2020-21	
				£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	
Bid 52	*	Bakers Park	Provision for Bakers Park development (S106)	489	-	489			8. Out and about and active
KW4		Bishopsteignton	Bishops Avenue improvements (CR)		20				9. Strong communities
KP4		Brimley Brook	Brimley Brook (GG,CR)	-	6				9. Strong communities
KL1		Broadband	Contribution to Superfast Broadband (CR)	125	-	-	250		6. Investing in prosperity
Bid 28	*	Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre Asbestos (2020-25)(CR)						8. Out and about and active
Bid 31	*	Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre central boiler installation (CR)			45			8. Out and about and active
Bid 4	*	Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre Improvement Plan (S106/CR).			1,545			8. Out and about and active
K1		Broadmeadow Sports Centre	Broadmeadow Sports Centre Roof (CR)	68	-	68			8. Out and about and active
KM5		Car parks	Replacement Car Park Machines (RS)		18				3. Going to town
K21		Car parks	The Globe Car Park - drainage and resurfacing (CR)	10	-				3. Going to town
KM6		Car parks	Machinery upgrades (RS)		13				3. Going to town
K24		Car parks	(Updated) Car Park systems upgrade (RS)	42	11				3. Going to town
K35		Car parks	Multi-storey office facilities (RS)		22				3. Going to town
Bid 229e	*	Carbon Management	Provision for Carbon Management Programme (CR)		-	340			10. Zero heroes
KY5		Carbon Management	Energy/Utility Reduction (CR, RS)	75	233	75			10. Zero heroes
Bid 245	*	Churchyards	Provision for Churchyards (CR)	102	102				4. Great places to live & work
KR3		Coastal Monitoring	SW Regional Coastal Monitoring Programme. (GG,EC)	674	1,207	732	798	724	9. Strong communities
KR5		Coastal Monitoring	Coastal asset review: project management support (EC)		167				9. Strong communities
KR6		Coastal Monitoring	Coastal asset review (EC)		300	200			9. Strong communities
KW2		Collett Way	Collett Way - re-lay to adoption standard (CR)	275	275				6. Investing in prosperity
K18		Combeinteignhead	Combeinteignhead (Env.Agency)	155	-	155			9. Strong communities
KW3		Cricketfield	UTC Cricketfield Footpath (CR)	45	45				3. Going to town
Bid 211	*	Cycle paths	Provision for Other cycling (CIL)	50	50	50	280		7. Moving up a gear
Bid 211	*	Cycle paths	Provision for Dawlish/Teignmouth Cycle Schemes (later years) (CIL)					65	7. Moving up a gear
Bid 211	*	Cycle paths	Provision for Heart of Teignbridge cycling (later years) (CIL)					115	7. Moving up a gear

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			BUDGET 2017-18 £'000 (Inc Fees)	BUDGET 2017-18 £'000 (Inc Fees)	BUDGET 2018-19 £'000 (Inc Fees)	BUDGET 2019-20 £'000 (Inc Fees)	BUDGET 2020-21 £'000 (Inc Fees)	
KG8	Cycle paths	(Updated) Dawlish/Teignmouth Cycle Schemes (CIL)	150	150	30	200		7. Moving up a gear
KG8	Cycle paths	(Updated) Heart of Teignbridge Cycle Provision (CIL)	10	10	120	100		7. Moving up a gear
Bid 1	* Dawlish Leisure Centre	Provision for Dawlish Leisure Centre Playing Pitch Improvement Plan (S106)	350	-	175	175		8. Out and about and active
Bid 2	* Dawlish Leisure Centre	Provision for Dawlish Leisure Centre Improvement Plan (CIL).				435		8. Out and about and active
Bid 7	* Dawlish Leisure Centre	Provision for Dawlish Leisure Centre Drainage Overhaul & Improve (CR)	40	-	40			8. Out and about and active
KG7	Dawlish Leisure Centre	Dawlish Leisure Centre Emergency Voiceover System (CR)	-	7				8. Out and about and active
K20	Dawlish Warren	Dawlish Warren Car Park Renovations (CR)	-	-	200			3. Going to town
KS5	Dawlish Warren	Dawlish Warren Toilets (CR)		12				4. Great places to live & work
Bid 78	* Dawlish Warren Visitor Centre	Provision for Dawlish Warren Visitor Centre (HRA/S106/CIL,EA,HLF,EC)				1,464		4. Great places to live & work
K36	Dawlish Water	Wall Repair (CR)		20				4. Great places to live & work
Bid 46	* Decoy play area	Provision for Decoy refurb (S106/CIL)	150	-	-	150		8. Out and about and active
Bid 77	* Eastcliff Garden	Provision for Eastcliff including walled Garden (S106)		-	50			4. Great places to live & work
KL5b	* Employment Land	Provision for other employment land purchase and infrastructure (BC: Prudential Borrowing)	1,500	2,000				6. Investing in prosperity
4	Energy Company	Energy Company (CIL)	177		177			9. Strong communities
KD8	Forde House	Forde House Accommodation (BC,CR,RS)	434	562				What else we will do
KD8	Forde House	Forde House Accommodation (EC)	348	558				What else we will do
Bid 125a	* Forde Road Depot	Provision for Forde Road depot concrete repairs (CR)	35	35				5. Health at the heart
Bid 297	* Heart of Teignbridge	Provision for Heart of Teignbridge Employment Sites (BC: Prudential Borrowing; CR)	13,700	-		5,350		6. Investing in prosperity
Bid 297	* Heart of Teignbridge	Provision for Heart of Teignbridge Employment Sites (BC: Prudential Borrowing; CR)	-	200				6. Investing in prosperity
Bid 87	* Heart of Teignbridge	Provision for A382 Improvements (CIL) (2020-26)		-			1,000	7. Moving up a gear
2	Heart of Teignbridge	Kingsteignton/Kingskerswell Education Provision (CIL)		-	1,250			4. Great places to live & work
KL5a	Heart of Teignbridge	Newton Abbot Land Purchase (CR)	200	-				6. Investing in prosperity

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			BUDGET 2017-18	BUDGET 2017-18	BUDGET 2018-19	BUDGET 2019-20	BUDGET 2020-21	
			£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	
KW8	Heart of Teignbridge	Houghton Barton land (EC)		167				4. Great places to live & work
KW9	Heart of Teignbridge	Newton Abbot Land Purchase (CR)		45				6. Investing in prosperity
KB2	Homeyard Botanical Gardens	Homeyard Botanical Gardens (GG,EC,CR)	-	30				4. Great places to live & work
J1	Housing	Discretionary - Disrepair Loans & Grants (GG/CR)	105	105	105	105	105	1. A roof over our heads
JW4a	Housing	Statutory - Disabled Facilities (GG)	950	1,255	1,000	1,000	1,000	1. A roof over our heads
JY3	Housing	Newton Abbot Temporary Accommodation (CR)		1				1. A roof over our heads
JY3a	Housing	Broadhempston Community Land Trust (CR)		60				1. A roof over our heads
JY3c	Housing	Exception site Ideford (CR)	-	10	-			1. A roof over our heads
JY3d	Housing	Exception site Starcross (CR)	-	65	-			1. A roof over our heads
JY3d	Housing	Exception site Denbury (CR)		50				1. A roof over our heads
JY3d	Housing	Downsizer initiative Shutterton Dawlish Warren (CR)		180				1. A roof over our heads
JY3e	Housing	Rural Exception Site in Teignbridge (Abbotskerswell) (CR)	-	10	-			1. A roof over our heads
JY3e	Housing	Exception site Widecombe (CR)		13				1. A roof over our heads
JY3e	Housing	Elderly persons housing scheme Dawlish (CR)						1. A roof over our heads
JY3e	Housing	Extra care housing schemes (CR)						1. A roof over our heads
JY3f	Housing	Surplus TDC sites in Newton Abbot (East St) (CR)	-	10	-			1. A roof over our heads
JY3g	Housing	Surplus TDC sites in Teignbridge (Drake Rd) (CR)	-	11	-			1. A roof over our heads
JY3h	Housing	Longstone Cross Ashburton (CR)	40	100	-			1. A roof over our heads
JY3i	Housing	Compulsory purchase/Empty Homes Projects (CR)	-	-	314			1. A roof over our heads
JY3l	Housing	Cardew Pottery, Newton Abbot (CR)	-	-	-			1. A roof over our heads
JY3	Housing	Jubilee Close, Teignmouth (CR)		5				1. A roof over our heads
JY3n	Housing	Affordable Housing unallocated (CR)	160	-	86	200	200	1. A roof over our heads
Bid 80	* HRA contribution	Provision for HRA (CIL)	18	30	35	53	61	4. Great places to live & work
KV6	IT - Convergence	Strata projects: Convergence Projects (RS)		56				What else we will do
KV8	IT - Capital contribution	Ongoing contributions towards Strata (RS)	41	41	41	41	41	What else we will do
KV1	IT - Committee	Replacement IT Equipment/ Committee Mgt (CR)	-	25				What else we will do
KV4	IT - Customer Services	Customer Portal (CR, RS)	167	246				What else we will do
KV5	IT - Customer Services	Adelante Upgrade (CR)		15				What else we will do
KV9	IT - HR	Strata projects: Human Resources (RS)		45				What else we will do
KV7	IT - Planning	Strata projects: Uniform Implementation (RS)	14	58				What else we will do
KW1	IT - Customer Services	Reception Management (CR)		50				What else we will do
KW7	IT - Customer Services	Open channel/open access (RS, CR)		30				What else we will do
KV/W	IT 17-18 Strata projects	Strata business plan (CR)	142	102				What else we will do

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Bid 128	* Kingsteignton Cemetery	Provision for Kingsteignton Cemetery Path (CR)	10	-				4. Great places to live & work
Bid 300	* Kingsteignton	Provision for Kingsteignton Open Space (S106)		-	60			8. Out and about and active
KB8	Kingsway Teignmouth	Kingsway, Teignmouth Footpath (S106/CR)	47	-				4. Great places to live & work
K11	Marsh Barton	Marsh Barton Station (CIL) now £1.3 million by March 2021	-	-			1,300	7. Moving up a gear
Bid 43	* Michaels Field	Provision for Michaels Field Phase 2 (S106/grant)	136	-		136		8. Out and about and active
Bid 13	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre PAC transfer pump (CR)	12	-				8. Out and about and active
23	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre fire alarm control panel (CR)		-	30			8. Out and about and active
Bid 236a/b & 237	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre AC Unit (CR), Acoustic main sports hall & sports hall cooling system.	90	-	90			5. Health at the heart
Bid 3	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre Improvement Plan (S106)	350	-	350			8. Out and about and active
KG6	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre lift refurbishment (CR)	-	27				8. Out and about and active
KF5	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre Gym Equipment (RS,CR)	40	69	40	40	40	8. Out and about and active
Bid 299	* Newton Abbot Town Centre	Provision for Newton Abbot Town Centre Improvements (BC: Prudential Borrowing;CR)	14,610	-	18,000	14,550		3. Going to town
KL6	Newton Abbot Town Centre	Market Walk improvement works (CR, RS)		2,137				3. Going to town
K8	Newton Abbot Town Centre	Cattle Market Enabling Works (CR)	150	200				3. Going to town
199	Newton Abbot Town Centre	Bradley Lane Enabling Works (CR)	250	150				3. Going to town
KW5	Open Spaces	Cirl bunting land (S106)		346				4. Great places to live & work
KS4	Pavilions Teignmouth	Pavilions, Teignmouth (GG,CR)	-	91				3. Going to town
K7	Penns Mount Park	Penns Mount Hilltop Park (CIL)	400	-		400		4. Great places to live & work
Bid 44	* Play area equipment/refurb	Provision for Dawlish play space flagship provision (S106)	75	75				8. Out and about and active
Bid 45	* Play area equipment/refurb	Provision for Powderham Newton Abbot play space equipment (S106)	30	-	30			8. Out and about and active
Bid 47	* Play area equipment/refurb	Provision for Darracombe Newton Abbot (S106)		-	74			8. Out and about and active
Bid 48	* Play area equipment/refurb	Provision for Coombe Valley Play Area (S106)		50				8. Out and about and active
Bid 49	* Play area equipment/refurb	Provision for Den, Teignmouth play area overhaul (2020-25) (S106/CIL)			200			8. Out and about and active
Bid 50	* Play area equipment/refurb	Provision for Higher Woodway, Teignmouth play area refurb (S106)	30	-	30			8. Out and about and active
Bid 51	* Play area equipment/refurb	Provision for Meadow Centre Teignmouth play area major refurb (S106)	30	-	30			8. Out and about and active

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			BUDGET 2017-18	BUDGET 2017-18	BUDGET 2018-19	BUDGET 2019-20	BUDGET 2020-21	
			£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	
Bid 58	* Play area equipment/refurb	Provision for Palace Meadow, Chudleigh play space overhaul (2020-25) (S106)					15	8. Out and about and active

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			BUDGET 2017-18	BUDGET 2017-18	BUDGET 2018-19	BUDGET 2019-20	BUDGET 2020-21	
			£'000	£'000	£'000	£'000	£'000	
			(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
Bid 67	* Play area equipment/refurb	Provision for Teignbridge-funded play area refurb/equipment (CR)	104		114			8. Out and about and active
KJ8	Play area equipment/refurb	Tedburn St Mary (S106)		16				8. Out and about and active
KJ9	Play area equipment/refurb	Kingskerswell Fitness Equipment (S106)		28				8. Out and about and active
Bid 246	* Public Conveniences	Provision for Wallgate Replacements (CR)			75			2. Clean scene
KP1	Sandygate	Sandygate, Kingsteignton (Env.Agency)	-	9				9. Strong communities
Bid 79	* SANGS/Open Spaces	Provision for SANGS/Open spaces (CIL)	1,400				1,000	4. Great places to live & work
KB1	SANGS/Open Spaces	SANGS land purchase (CIL)		400	700			4. Great places to live & work
KB7	SANGS/Open Spaces	SANGS: Dawlish (CIL)	-	251	-	-		4. Great places to live & work
Bid 95	* South West Exeter	Provision for South West Exeter Transport (2020-25) (CIL)		-			50	7. Moving up a gear
K13	South West Exeter	(Updated) SW Exeter Education Provision (CIL)		-	-	1,000	1,950	4. Great places to live & work
Bid 5	* Sport & Leisure	Provision for Sports Provision (CIL)		-		65	311	8. Out and about and active
Bid 72	* Sport & Leisure	Provision for Outdoor sport facility to serve Newton Abbot area (re: Forches cross) (S106)	460	-	460			8. Out and about and active
K6	Sport & Leisure	Sports allocation (CIL)	358	-	358			8. Out and about and active
Bid 90	* Teignbridge	Provision for Education (CIL)				1,050	1,000	4. Great places to live & work
Bid 40	* Teignmouth Lido	Provision for Teignmouth Lido boiler replacement (CR)	100		100			8. Out and about and active
Bid 189	* Teignmouth Point	Provision for Point Upper, Teignmouth Resurface (GG;CR)	290	120				3. Going to town
Bid 227	* Sport & Leisure	Provision for Water Users' Facility (CR)	30		30			8. Out and about and active
9	Teignmouth Point	Teignmouth Point Sea Defence (GG)	1,000	1,572				9. Strong communities
Bid 228	Teignmouth Town Centre	Provision for Teignmouth Town Centre Improvements (BC: Prudential Borrowing)		-	6,900			6. Investing in prosperity
Bid 116	* Waste Management	Provision for Bulking Station - replace telehandlers (2020-25) (CR)		-				2. Clean scene
KS8	Waste Management	Bulking Station - baler (RS)	200	250				2. Clean scene
Bid 118	* Waste Management	Provision for Bulking Station - replace Sortline (2020-25) (CR)		-				2. Clean scene
Bid 119	* Waste Management	Provision for Waste vehicles - additional RCV (CR)		-		150		2. Clean scene
Bid 120	* Waste Management	Provision for Waste vehicles - additional recycling (CR)		-		200		2. Clean scene
Bid 121	* Waste Management	Provision for: Replace kerbsider (CR)		-	50	100		2. Clean scene
Bid 456	* Waste Management	Provision for Containers - allow for inflation (CR)	6	-				2. Clean scene
KT7	Waste Management	Replace forklift (CR)		25				2. Clean scene
KS0	Waste Management	Purchase of Wheeled Bins (RS)	99	99	99	99	99	2. Clean scene
KT6	Waste Management	Bulking Station Expansion or Relocation & Vehicle Space (CR,RS,EC)	-	89				2. Clean scene
			41,148	14,842	35,142	28,391	9,076	

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2017-18 TO 2020-21**

Appendix 7

			41,148	14,842	35,142	28,391	9,076	Totals (£'000)
Code /bid no.	Asset/Service Area	Description	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
			BUDGET 2017-18 £'000 (Inc Fees)	BUDGET 2017-18 £'000 (Inc Fees)	BUDGET 2018-19 £'000 (Inc Fees)	BUDGET 2019-20 £'000 (Inc Fees)	BUDGET 2020-21 £'000 (Inc Fees)	

Key:

EC - External Contributions
GG - Government Grant
CR - Capital Receipt
RS - Revenue Savings
BC - Business Case

* - Provisional scheme, pending full approval
Denotes a change in the programme



Public Notice and Annual Forward Plan – January 2017

- 1 This is an Annual Forward Plan (January - Version 1) of the key decisions and other decisions the Leader of Teignbridge anticipates the Executive taking during the next 12 months. Key decisions are decisions which the Council consider significant having had regard to Government guidance. This Plan may include other decisions which are not key decisions to be taken by the Executive, including for example, where the Executive is to make a recommendation to the Council.
- 2 Details of the proposed decisions are attached.
3. The decisions which the Executive propose to take in private and the reasons why are detailed in the list together with a brief description of the matter to be decided. If you do not think the decisions should be taken in private please advise the Democratic Services Manager, with your reasons, at the address below or email comsec@teignbridge.gov.uk
- 4 The documents which will be taken into account when making key decisions in the part of the meeting open to the public are available for inspection. Details are listed. Other documents may become available nearer the meeting. If you would like copies please contact the author of the report. Author's names and contact details are shown in the attached list. If you would like additional documents relating to a decision as they become available please contact the author and make this request.
5. Where possible, the District Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.
6. This Plan will be updated on a monthly basis.
7. You are welcome to attend the meetings. They will take place in the Council Chamber at the address below. Agendas for Executive and other Council meetings are available on the Council's website.
- 8 You can ask questions regarding any item either in person or in writing. The deadline for the submission of questions is 12 Noon two working days prior to the meeting. You are advised to contact the Committee and Members' Services Section at the address below in advance of this time where assistance is available if required.
- 9 Should you wish to make the Councillors aware of any information in advance of a meeting you can make representations in writing. These can be made up

until the commencement of the meeting. You can also lobby Members of the Executive in advance of the meeting and for information on this or if you have any further queries, please contact the Committee Section. Telephone Neil Aggett on 01626 215113 or email Neil.Aggett@teignbridge.gov.uk

- 10 The agendas for the meetings can be made available before the meetings. The documents listed in the right hand column of the attached plan are available for public inspection at the Council Offices between the hours of 8.30 am to 5.00 pm on Monday to Thursday and 8.30 am to 4.30 pm on Friday. The estimated dates of availability are indicated and are also available on the Council's website www.teignbridge.gov.uk

Cllr JEREMY CHRISTOPHERS

Leader of the Council

Council Offices, Forde House, Newton Abbot TQ12 4XX

TEIGNBRIDGE DISTRICT COUNCIL – EXECUTIVE FORWARD PLAN

Forward Plan of anticipated key decisions by the Executive for the next 12 months commencing 1 January 2018 v1

(K) Indicates a key decision to be made by the Executive

(R) Is a recommendation to Council.

Matter for Consideration	Date of Decision	Private Decision	Documents to be considered in preparing report	Report Author(s) & Contact Name & Number	Agenda inc. Report Published
Initial Financial Plan Proposals 2018/19 to 2020/21 – to consider the initial financial plan proposals 2018/19 to 2020/21 to be published for comments over the next six weeks and the council tax base 2018/19 (R)	09/01/2018	No		Report of Martin Flitcroft – Finance Manager Contact: 01626 215246	22/12/2017
Final Financial Plan Proposals 2018/19 to 2020/21 – to consider Teignbridge's final budget proposals for the next three years	08/02/2018	No		Report of Martin Flitcroft – Finance Manager Contact: 01626 215246	29/01/2017
Revised Proposals for Teignbridge Housing Delivery Vehicle	08/02/2017	Yes		Report of Amanda Pujol – Business Manager Housing & Health	29/01/2017
Newton Abbot Regeneration	22/02/2018	No		Report of Tony Watson – Business Manager, Economy & Assets Contact: 01626 215828	14/02/2018
Affordable Housing Supplementary Planning Document and Starter Homes	TBC	No		Report of Simon Thornley – Business Manager, Spatial Planning Contact: 01626 215706	TBC
Supplementary Planning Document NA3 – Woborough	TBC	No		Report of Simon Thornley – Business Manager, Spatial Planning Contact: 01626 215706	Q2 2018
Habitat Regulations Mitigation – Revised Strategy Charges	TBC	No		Report of Nick Davies – Business Manager, Planning	TBC

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