

Forde House
Newton Abbot
Telephone No: 01626 215159

E-mail: comsec@teignbridge.gov.uk

25 January 2019

OVERVIEW & SCRUTINY COMMITTEE

Dear Councillor

You are invited to a meeting of the above Committee which will take place on **Monday, 4th February, 2019** in the Council Chamber, Forde House, Brunel Road, Newton Abbot, TQ12 4XX at **10.30 am**

Yours sincerely

PHIL SHEARS
Managing Director

Distribution:

The Members of the Overview & Scrutiny Committee as named below:

Councillors Haines (Chairman), Prowse (Vice-Chairman), Clarence, Colclough, Connett, Cox, Dennis, Dewhirst, Eden, Evans, Gribble, Hockin, Hocking, G Hook, J Hook (was Brodie), Jeffery, Jones, Kerswell, Matthews, Mayne, Morgan, Nutley, Orme, Parker, Peart, Smith, Thorne, Winsor and Wrigley

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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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Public Access Statement

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- Agendas and reports are normally published on the Council's website 5 working days prior to the meeting. If you would like to receive an e-mail which contains a link to the website for all forthcoming meetings, please contact us.
- Reports in Part I of this agenda are for public information. Any reports in Part II are exempt from publication due to the information included, under the Local Government (Access to Information) Act 1985.

AGENDA

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. Minutes
Confirmation of the minutes of the meeting held on 28 January 2019. (To follow).
3. Agreement of the agenda between Parts I and II
4. Declarations of interest
5. Matters of urgency or report especially brought forward with the permission of the Chairman
6. Public questions (if any)
7. Councillor Questions (if any)
8. Call-in - to consider any call-ins
9. Final Financial Plan Proposals 2019/20 to 2021/22 (Pages 1 - 44)
To consider the report attached and make a recommendation for consideration by the Executive when it considers the budget proposals on 7 February 2019.
10. Digital Strategy - DigitalFirst@Teignbridge (Pages 45 - 76)

Future Programming

11. Executive Forward Plan (Pages 77 - 80)

12. Work Programme (Pages 81 - 86)

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.

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OVERVIEW AND SCRUTINY

CHAIRMAN: Cllr Mike Haines

PORTFOLIO HOLDER: Cllr Stuart Barker

DATE: 4 February 2019

REPORT OF: Chief Finance Officer

SUBJECT: FINAL FINANCIAL PLAN PROPOSALS 2019/20 TO 2021/22

PART I

RECOMMENDATIONS

- a) The Committee recommends to the Executive that it propose a budget to Council set out as in appendix 4 for revenue, and appendix 7 for capital; and
- b) That these proposals be considered together with any subsequent consultation comments for approval by Council as the final budget for 2019/20 and the outline plan for the subsequent years 2020/21 and 2021/22.

In particular the proposed budget includes:

- An increase in council tax of £5 or 3.03% to £170.17
- The continuing reduction in new homes bonus
- Other central funding reductions especially revenue support grant
- Reserves at 12% of the net revenue budget or just over £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 two year pay agreement including increases linked to the national living wage for 2018/19 and 2019/20 and increases of 2% for all other staff with changes to the central spine from 1 April 2019
- Provisional assumptions for business rates income for future years with proposed reset of the baseline
- Rural aid continuing at £40,000

1. PURPOSE

- 1.1 To consider the final financial plan proposals 2019/20 to 2021/22 for recommendation to Council on 28 February.

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- 1.2 These proposals include recommended revenue and capital budgets for 2019/20 and planned in outline for 2020/21 and 2021/22.

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 2018 and continue to be on the multi-year settlement covering the four years from 2016/17. 100% rates retention was 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 after 2018/19.
- 2.2 New homes bonus has not been altered in the provisional settlement however we continue to suffer the reductions identified by earlier year settlement changes. Savings have been found and use of earmarked reserves where necessary.
- 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 fourth 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, planning applications 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 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 2021/22 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 in 2018/19 will be invested in Newton Abbot town centre.

3. BACKGROUND

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- 3.1** The budget and policy framework procedure rules in the Constitution set out the process for developing annual budgets and their approval by Council. Thus there is a budget timetable in the Executive forward plan which includes Overview and Scrutiny consideration of the financial plan proposals. The detailed **timetable** is shown at **appendix 1**. The Council is responsible for the adoption of its budget including approving the appropriate level of council tax.
- 3.2** Previous budgets took account of reductions in government grant. An ambitious programme of **savings** was identified reducing costs and increasing income. **Revenue support grant** was cut by £1.0 million in 2015/16, nearly an additional £0.9 million in 2016/17 and a further reduction of £0.75 million in 2017/18. In 2018/19 the reduction was just under £0.5 million leaving revenue support grant at just under £0.4 million 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 is under review with an interim team in place. Management costs have been significantly reduced over recent years and further significant savings are anticipated. This budget also gains from the Strata partnership and significant returns from Market Walk.
- 3.4** The fourth year of **Business Efficiency Service Transition 2020** has built on the business challenge in the last three years. Options for continuing to reduce budgets have been or are being evaluated and also the pressures or investment that might require those savings. Those savings that can be made have been built into the budgetary figures. Teignbridge is also working with 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 third year of our ten year Strategy 2016-2025. This sets the tone for contributing to civic life and ensuring public services focus on 'place and person' while remaining accountable, fair and value for money. At the heart are the Teignbridge Ten overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district.
- 3.6** There are no proposed changes to the council tax support scheme. A budget survey was put on the website on 20 December with a response deadline of 1 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 £165.17 per year for an average band D property. The 2018/19 **tax base** or effective number of properties for calculating council tax income is 48,577. Thus current year council tax income for the district is estimated at £8.0 million as shown in **appendix 2 - the recommended council tax base 2019/20**. A table of values for various increases in council tax is shown at **appendix 3 - the council tax calculator**.

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3.8 Of the current total average annual £1,834.97 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 £165.17 is below the current average of Devon districts of £171.49.

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

The continuing reduction in new homes bonus receipts and potential replacement with an alternative form of housing funding in future years after 2019/20;

A 4.9% increase in the statutory National Living Wage from £7.83 to £8.21 next year;

Pay increases for current and future years. A two year deal to employees as tabled by the National Employers for Local Government Services for the 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% in 2018/19 and 5.9% in 2019/20. A revised pay spine has also been introduced in the deal 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;

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 75% business rates retention but with the transfer in of some funding responsibilities;

A proposed reset of the baseline for the business rates retention scheme in 2020/21 and the impact on business rates retained for 2020/21 and thereafter. Additional staffing, leasing and running costs to maintain delivery of the refuse and recycling service for the additional dwellings being built and in occupation.

3.10 The Executive has had three **monitoring** reports this financial year on 17 July, 2 October, and 4 December 2018. These have updated current year budgets and also future year forecasts. The Autumn Statement 2018 was published on the 29 October. The provisional settlement was announced on the 13 December and Teignbridge responded on the 9 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 2018/19 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 previous management restructures, recent changes and interim arrangements are included. The plan also includes the significant ongoing returns from Market Walk.

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- 4.2** Proposed **fees and charges** draft income totals for each service are shown at **appendix 6**. An increase of £368,000 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 £57,000 which equates to 1.6%. This will help towards inflation and in particular the rates increase arising from the revaluation that mostly affects car parks. The main changes have been to increase charges generally across the majority of car parks. This includes the permits which were not increased last year. However to support the town centres it is proposed to freeze or reduce the parking charges in these areas up to one hour.
- 4.4** The successful opt in green waste subscription has been increased by £5, the first increase since its introduction. The revised fee continues to be below the national average and the average charge within Devon.
- 4.5** The **Localism Act** introduced the power for the Secretary of State to set principles each year under which council tax increases are determined as excessive. This can apply to Teignbridge, county, fire, police, or towns and parishes. For the current year limits were set for all but towns and parishes with a referendum being triggered if districts had an increase of 3% and above AND above £5.
- 4.6** In all such cases Teignbridge has to make the arrangements to hold a **local referendum** for residents. Costs can be recovered from the relevant precepting authority. The Government expects town and parish councils to demonstrate restraint when setting precept increases. They will be looking for clear evidence of how the sector is responding to this challenge, mitigating increases by the use of reserves where they are not earmarked for other purposes or for 'invest to save' projects which will lower ongoing costs. Any controls for town and parish councils are to be deferred subject to these conditions being adhered to.
- 4.7** The extra income from any increase in **council tax** is shown at **appendix 3** and this additional amount would be recurring in future years. The proposal is to increase council tax in Teignbridge by 3.03% or £5 to £170.17. 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 2020/21 and 2021/22.
- 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

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major preceptors in 2019/20 per their current precepts. The district share is £126,000 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 £3.7 million for the current year. Teignbridge will not pay council tax support grant in 2019/20 as a general grant to towns and parishes. The grant funding to support this was withdrawn as specified in last year's budget proposals.
- 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
	£million	£million	£million	£million
Revenue support grant	1.601	0.847	0.000	0.000
Rates baseline funding	3.106	3.169	3.685	3.339
New homes bonus	3.848	3.436	2.917	2.605
Main grant funding	8.555	7.452	6.602	5.944
Cash reduction in year		-1.103	-0.850	-0.658
Percentage reduction in year		-12.9%	-11.4%	-10.0%

- 4.12** The table shows the cash reductions of £1.1 million last year, £0.85 million in 2018/19 and £0.66 million in 2019/20. 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 reset of the baseline is due to 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 £2.9 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. The Government has intimated that it will cease New Homes Bonus after 2019/20 and replace with an alternative source of Housing funding. No details are available to clarify what this will mean in terms of future funding and whether it will provide similar funding levels to that received under New

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Homes Bonus. The Government had suggested increasing the baseline for 2019/20 from its existing 0.4%.

- 4.15** The **provisional settlement** announced on the 13 December did not introduce any further changes to the years of payment or the baseline reduction to the new homes bonus grant. The budgeted figures are based upon the provisional settlement with little change anticipated for the final settlement. Immaterial changes will be funded through alterations to the general reserve balance and any major reductions will be funded initially by use of the business rates retention reserve with savings to be found in future years to replenish the reserve to an appropriate level.
- 4.16** The reductions in new homes bonus is £0.3 million in 2019/20 and a further £0.4 million assumed in 2020/21.
- 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 historic assumptions of moderate business growth in the area significant savings have been achieved increasing over the years. The pool also spreads the risk of any business downturn in an authority over all members of the pool and encourages economic prosperity across authority boundaries. The Devon pool became a 100% business rates pilot for 2018/19 following its successful submission and reverting back to a rates pool in 2019/20 as our bid to be a pilot in that year was unsuccessful.
- 4.19** 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 originally promised by 2020 but with 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 reset of baselines in 2020/21 will have a negative impact on funding levels. The provisional settlement suggests that 75% business rates retention will now be introduced in 2020/21.

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- 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 were made for 2018/19 or are proposed for 2019/20.
- 4.23** Teignbridge currently receives £348,000 for administering **housing benefit** and £140,000 for council tax support. **Universal Credit** started for Teignbridge from 9 November 2015 for new single job seekers and we went live with the full service in September 2018. There has been specific help from the department for work and pensions in connection with the transition but the current funding agreement ended in 2017. The main grant funding has been assumed to continue in future years.
- 4.24** 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 4.9% to £8.21 from 1 April 2019. 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 has had significant cost implications in 2018/19 and further increases in 2019/20 and 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 0.5% to 0.75% in August 2018 has increased income slightly. Based on information from the Bank of England inflation report, which shows base rate gradually increasing to around 1.4% by 2021, £63,750 interest has been forecast for 2019/20, rising to £75,000 in 2020/21 and £112,500 in 2021/22. This is based on average daily lending of £7.5 million, which takes into account levels of mainly internal borrowing.
- 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

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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 six 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 likely 75% 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 11.6% of the net revenue budget at just over £1.9 million in 2018/19. This equates to 12.9% in later years as general reserves are maintained at just over £1.9 million. General reserves are held to accommodate future uncertainties and increasing reliance on generating our own income.
- 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. The revenue budget is funded over the medium term by savings found, additional income and use of earmarked reserves built up to cover anticipated future reductions in funding. Exploration of suggestions from the BEST2020 process and service plan reviews have been incorporated into future budgets. Further suggestions will be worked up and costed to deliver savings to balance future budget years alongside the ongoing investigation into commercial investment opportunities, alternative service delivery plans and review of our existing assets and their use. These ideas together with any other income generation opportunities will also help to identify funds to increase revenue contributions to the capital programme. At the same time general reserves are increased to around 11.6% of the budget which is equivalent to just over £1.9 million. However there is much uncertainty over the move to 75% and potentially an eventual 100% business rates retention scheme with the higher risks that Teignbridge will face.
- 4.32** 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 28 February 2019.

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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. Contributions from revenue at £1.1 million in the current year with a further £0.3 million for specific schemes. In addition an aggregate £1.4 million over the next three years are enabled by new homes bonus receipts. The ongoing contributions are set at £0.2 million in 2019/20 increasing to £0.5 million in 2020/21 and £0.7 million in 2021/22. A review of suggestions from the BEST2020 process should enable further increased contributions to be delivered as these are worked through and agreed.
- 5.3** Government subsidy for housing disabled facilities grants through better care funding via county is assumed to continue at £1 million per annum. Right to buy receipts are estimated at £0.7 million per annum. 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)
 - Provision for improvements to the A382 of £2.5 million over 3 years
 - Provision for Education in SW Exeter and the wider Teignbridge area of £7 million over 3 years
 - Provision for further green spaces of £1.7 million over 3 years
 - Sports and leisure provision of £1.5 million over 3 years including Decoy and the Den play area refurbishments. Work is continuing to investigate the feasibility of improvements to leisure provision. This will be the subject of separate reports as business cases are developed.
 - Heart of Teignbridge, coastal and other cycle provision (£1.3 million over three years)
- 5.5** Indicative figures are included for major town centre and employment site investment. In total £36 million has been provided for this year and over the next three years. Expenditure would principally be through prudential borrowing with individual business cases being brought to members for consideration as they are developed over the financial plan period.

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- 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 2019/20. Feasibility investigations for further solar panels at Market Walk are also being carried out.

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 14 January 2019. They also scrutinised these final plans on the 4 February 2019. 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 28 February 2019.

7. TIME-SCALE

The financial plan covers the years 2018/19 to 2021/22. Final consideration of the budget by Council is due on 28 February 2019. 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)

Call in does not apply as the final budget recommendations will be considered for approval by Council on 28 February 2019.

Martin Flitcroft
Chief Finance Officer

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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 2019/20 App 2 – Approved council tax base 2019/20 App 3 – Council tax calculator 2019/20 App 4 – Summary revenue plan 2018/19 onwards App 5 – Revenue budget detail App 6 – Fees and charges summary App 7 – Capital programme

Budget timetable 2019/20

	October	November	December	January	February	March
Government (Chancellor) Autumn Budget Statement	29th					
Provisional local government settlement			13th			
Executive papers sent out - initial budget proposals			20th			
Start of formal six weeks consultation period			20th			
Budget survey emailed to businesses			20th			
Executive 10am - agree initial financial plan proposals including council tax base				8th		
Overview & Scrutiny 10am - consider Executive's financial plan				14th		
Council after O & S - approve council tax support and council tax base				14th		
Teignbridge Association of Local Parishes meeting 7pm TDC Council Chamber				31st		
Final settlement expected				31st		
Deadline for business rates retention estimate to government, county and fire				31st		
Police and Crime Panel consider precept and approve					1st	
Overview & Scrutiny 10am - consider Executive's final financial proposals					4th	
Fire Authority Resources 10am budget meeting					7th	
Executive 10am - agree final financial plan proposals, including budget monitoring					7th	
County Cabinet 10.30am budget meeting					15th	
Fire Authority - set fire precept and council tax					19th	
Devon County Council 2.15pm - set county precept and council tax					21st	
Reserve county budget meeting 10am if required					25th	
Council meeting 10am - consider financial proposals and council tax resolution					28th	
Close council tax accounts and start bills print unless delayed if council tax not set						1st

Appendix 1

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Section 1

Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth						
	Estimated 19/20 Band D Number	18/19 Council Tax £	Estimated Income £	Estimated Collection Rate %	Estimated Net Income £	Estimated 19/20 Base
Full band D at November 2018	54,041.1	1,834.97	99,163,800			
less CTS at November 2018	-4,817.3	1,834.97	-8,839,600			
Starting point based on November 2018	49,223.8		90,324,200			
Anticipated growth at 1%	492.4	1,834.97	903,540			
Total (rounded)	49,716.2	1,834.97	91,227,740	99.0%	90,315,390	49,219

Section 2

2019/20 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2018/19				
Preceptor	Estimated CT Base Number	18/19 Council Tax £	Expected income £	
2019/20 expected income (rounded)				
Towns and parishes	49,219	66.32	3,264,200	
District	49,219	165.17	8,129,500	
County	49,219	1,331.19	65,519,840	
Fire	49,219	84.01	4,134,890	
Police	49,219	188.28	9,266,950	
Total (rounded) shows a 1.3% increase in expected income		1,834.97	90,315,380	
2018/19 expected income (rounded)				
Towns and parishes	48,577	66.32	3,221,554	
District	48,577	165.17	8,023,463	
County	48,577	1,331.19	64,665,217	
Fire	48,577	84.01	4,080,954	
Police	48,577	188.28	9,146,078	
Total (rounded)		1,834.97	89,137,270	

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To show the extra Council Tax in 2019/20 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2018/19 (excluding parish precepts) **£165.17**
 Approved Council Tax Base 2019/20 (at 99% collection rate) **[a] 49,219**

Varying increases in Council Tax for 2019/20			Total Band D Council Tax 2019/20	Increase in Council Tax income for 2019/20	[b] Total Council Tax income 2019/20
%	Per Year £	Per Week £	Per Year £	Per Year £	Per Year £
0.00	0.00	0.00	165.17	0	8,129,500
				No council tax freeze grant	0
				Total income	8,129,500
0.34	0.55	0.01	165.72	27,070	8,156,570
0.61	1.00	0.02	166.17	49,220	8,178,720
1.00	1.65	0.03	166.82	81,210	8,210,710
1.21	2.00	0.04	167.17	98,440	8,227,940
1.57	2.60	0.05	167.77	127,970	8,257,470
1.82	3.00	0.06	168.17	147,660	8,277,160
2.00	3.30	0.06	168.47	162,420	8,291,920
2.42	4.00	0.08	169.17	196,880	8,326,380
2.99	4.94	0.10	170.11	243,140	8,372,640
3.03	5.00	0.10	170.17	246,100	8,375,600

Note:

- [a]** Council Tax Base of 49,219 for 2019/20 approved by Council on 14 January 2019
- [b]** Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 49,219
- [c]** No council tax freeze grant. Referendum limit proposed by government as higher of 3% or above £5 for Band D.

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Revenue Budget Summary

Appendix 4

Revenue Budget	2018-19 Budget	2018-19 Latest	2019-20 Forecast	2020-21 Forecast	2021-22 Forecast
	£	£	£	£	£
EXPENDITURE					
1 Employees	19,507,770	19,867,650	20,290,580	20,773,550	21,174,660
2 Property	4,441,670	4,415,660	4,525,970	4,591,530	4,661,650
3 Services & supplies	5,287,470	6,000,530	5,376,340	5,246,660	5,325,120
4 Grant payments	35,590,780	31,740,010	28,864,450	27,054,450	25,154,450
5 Transport	711,530	772,270	816,080	849,120	902,220
6 Leasing & capital charges	1,477,300	1,410,390	1,453,840	1,536,300	1,551,620
7 Contributions to capital	1,321,500	1,429,320	204,820	523,510	688,510
8 Total expenditure	68,338,020	65,635,830	61,532,080	60,575,120	59,458,230
INCOME					
9 Sales	-974,430	-844,770	-840,430	-857,240	-874,380
10 Fees & charges	-9,654,440	-9,619,850	-9,987,330	-10,286,950	-10,595,560
11 Grants - income	-35,503,890	-31,216,070	-29,023,730	-27,198,730	-25,273,730
12 Property income	-2,975,900	-2,975,470	-3,004,650	-3,094,790	-3,187,630
13 Other income & recharges	-2,615,880	-3,486,170	-3,017,600	-3,059,200	-3,157,880
14 Transfer from (-) / to earmarked reserves	0	-729,420	324,180	-1,367,580	-1,279,890
15 Total income	-51,724,540	-48,871,750	-45,549,560	-45,864,490	-44,369,070
16 Total net service cost	16,613,480	16,764,080	15,982,520	14,710,630	15,089,160
Funding					
17 Council tax	-8,023,460	-8,023,460	-8,375,600	-8,707,880	-9,045,980
18 Council tax/community charge surplus	-127,640	-127,640	-126,150	0	0
19 Revenue support grant	0	0	0	0	0
20 Rates baseline funding	-3,685,050	-3,685,050	-3,339,390	-3,694,800	-3,793,800
21 Estimated rates retention and pooling gain	-1,310,000	-1,461,000	-1,489,410	-50,000	-100,000
22 New homes bonus/housing funding	-2,917,460	-2,917,460	-2,604,640	-2,209,790	-2,100,620
23 Other grants	0	0	-48,200	-48,200	-48,200
24 Business rate pilot funding	-550,000	-550,000	0	0	0
25 Total funding	-16,613,610	-16,764,610	-15,983,390	-14,710,670	-15,088,600
26 -Surplus/shortfall	-130	-530	-870	-40	560
27 General reserves at end of year	1,872,707	1,945,101	1,945,971	1,946,011	1,945,451
28 General reserves as % of net revenue budget	11.3%	11.6%	12.2%	13.2%	12.9%

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All Services

Managing Director/Interim Head of Service		2017-18	2018-19	2019-20
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
P Shears	Business Improvement & Development	-442,849	498,750	575,650
P Shears	Communications	197,071	179,970	201,310
P Shears	Democratic Services	690,386	752,650	727,310
P Shears	Electoral Services	157,217	201,240	276,680
M Flitcroft	Finance	573,874	548,970	640,540
P Shears	Human Resources	391,436	476,290	406,530
M Flitcroft	Internal Audit & Governance	149,233	175,540	198,790
M Flitcroft	Legal	337,248	327,020	321,480
M Flitcroft	Procurement	44,798	43,940	33,870
P Shears	Strategic Leadership Team	577,287	575,120	431,970
		2,675,701	3,779,490	3,814,130
Strategic Place				
P Shears	Building Control	-379,315	28,540	40,220
A Pujol	Customer Services	309,908	414,510	419,940
P Shears	Development Management	394,698	448,960	523,030
T Watson	Economy & Assets	90,886	-222,220	-189,660
A Pujol	Housing	984,138	1,232,550	1,279,950
T Watson	Parking	-2,415,532	-2,601,100	-2,631,820
A Pujol	Revenues & Benefits	512,953	553,080	884,380
P Shears	Spatial Planning	706,012	600,330	572,930
		203,748	454,650	898,970
Environment, Health & Wellbeing				
A Pujol	Community Safety	96,561	89,410	101,680
T Watson	Environmental Health	963,037	962,680	1,049,770
L Montgomery	Green Spaces & Active Leisure	1,171,179	1,231,090	1,203,590
L Montgomery	Leisure	373,432	483,050	489,070
T Watson	Licensing	-71,169	-41,600	-60,880
L Montgomery	Resorts	71,667	134,590	88,440
L Montgomery	Waste, Recycling & Cleansing	4,681,742	5,147,300	5,495,170
		7,286,449	8,006,520	8,366,840
Total all services		10,165,898	12,240,660	13,079,940
Financing Items		1,857,554	3,094,100	2,697,760
Total including financing items		12,023,452	15,334,760	15,777,700
Contribution to capital		1,466,341	1,429,320	204,820
Totals per actual/budget papers		13,489,793	16,764,080	15,982,520

Notes:

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

PH: Manager: Activity Area:	Humphrey Clemens Andrew Carpenter Building Control	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	22.0	891,486	22.0	911,930	21.5	907,650
	Property		48,065		32,350		31,230
	Services & Supplies		133,841		130,570		113,770
	Grant Payments		0		0		0
	Transport		62,476		67,920		69,630
	Leasing & capital charges		0		0		0
			1,135,868		1,142,770		1,122,280
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		-871,247		-857,060		-880,000
	Property Income		0		0		0
	Grants - income		-506		0		0
	Other income & recharges		-643,430		-203,000		-202,060
	Transfers from earmarked reserves		0		-54,170		0
			(1,515,183)		(1,114,230)		(1,082,060)
Service Cost			(379,315)		28,540		40,220
Service cost - £'s per head of population			-2.89		0.21		0.30

PH: Manager: Activity Area:	Stuart Barker Kay O'Flaherty Business Improvement & Development Team	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	7.5	242,942	7.5	243,760	7.5	287,340
	Property		34,549		13,360		12,760
	Services & Supplies		48,863		58,350		89,130
	Grant Payments		189,003		191,470		191,470
	Transport		1,169		780		520
	Leasing & capital charges		0		0		0
			516,526		507,720		581,220
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		-567		-570		-570
	Grants - income		0		0		0
	Other income & recharges		-958,808		-5,300		-5,000
	Transfers from earmarked reserves		0		-3,100		0
			(959,375)		(8,970)		(5,570)
Service Cost			(442,849)		498,750		575,650
Service cost - £'s per head of population			-3.37		3.75		4.29

PH:	Jeremy Christophers	2017-18		2018-19		2019-20
Manager:	Emma Percy	Actual		Outturn		Budget
Activity Area:	Communications	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	4.0	145,459	4.0	126,540	4.0	146,890
Property		4,165		2,800		3,360
Services & Supplies		46,800		50,170		50,250
Grant Payments		0		0		0
Transport		647		480		830
Leasing & capital charges		0		0		0
		197,071		179,990		201,330
<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
		0		(20)		(20)
Service Cost		197,071		179,970		201,310
Service cost - £'s per head of population		1.50		1.35		1.50

PH:	Sylvia Russell	2017-18		2018-19		2019-20
Manager:	Rebecca Hewitt	Actual		Outturn		Budget
Activity Area:	Community Safety	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.0	84,744	2.0	77,910	2.0	88,040
Property		2,180		1,510		3,920
Services & Supplies		52,302		9,210		7,620
Grant Payments		31,761		44,250		0
Transport		2,969		2,480		2,100
Leasing & capital charges		0		0		0
		173,956		135,360		101,680
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		-1,700		0
Other income & recharges		-77,395		-44,250		0
Transfers from earmarked reserves		0		0		0
		(77,395)		(45,950)		0
Service Cost		96,561		89,410		101,680
Service cost - £'s per head of population		0.73		0.67		0.76

PH:	John Goodey	2017-18		2018-19		2019-20
Manager:	Tracey Hooper	Actual		Outturn		Budget
Activity Area:	Customer Services	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		13.0	252,522	13.0	292,470	287,040
Property			21,281		14,940	12,130
Services & Supplies			36,105		107,100	120,770
Grant Payments			0		0	0
Transport			0		0	0
Leasing & capital charges			0		0	0
			309,908		414,510	419,940
<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		0	0
Transfers from earmarked reserves			0		0	0
			0		0	0
Service Cost			309,908		414,510	419,940
Service cost - £'s per head of population			2.36		3.12	3.13

PH:	Jeremy Christophers	2017-18		2018-19		2019-20
Manager:	Phil Shears	Actual		Outturn		Budget
Activity Area:	Democratic Services	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		4.0	551,391	4.0	571,810	557,030
Property			14,856		9,800	7,170
Services & Supplies			92,298		105,900	92,180
Grant Payments			134,737		165,290	69,000
Transport			1,665		1,840	1,620
Leasing & capital charges			312		390	310
			795,259		855,030	727,310
<u>INCOME</u>						
Sales			0		0	0
Fees & Charges			-80		-10	0
Property Income			0		0	0
Grants - income			-103,993		-39,410	0
Other income & recharges			-800		-340	0
Transfers from earmarked reserves			0		-62,620	0
			(104,873)		(102,380)	0
Service Cost			690,386		752,650	727,310
Service cost - £'s per head of population			5.25		5.67	5.42

PH: Manager: Activity Area:	Humphrey Clemens Ros Eastman Development Management	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	33.0	1,136,980	33.0	1,171,380	33.0	1,240,660
	Property		74,120		63,470		67,400
	Services & Supplies		351,266		362,140		301,230
	Grant Payments		0		0		0
	Transport		31,262		27,980		27,550
	Leasing & capital charges		0		0		0
			1,593,628		1,624,970		1,636,840
<u>INCOME</u>							
	Sales		-54		0		0
	Fees & Charges		-1,051,351		-1,097,920		-1,097,620
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges		-147,525		-31,240		-16,190
	Transfers from earmarked reserves		0		-46,850		0
			(1,198,930)		(1,176,010)		(1,113,810)
Service Cost			394,698		448,960		523,030
Service cost - £'s per head of population			3.00		3.38		3.90

PH: Manager: Activity Area:	Timothy Golder Tony Watson Economy & Assets	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	42.5	1,213,924	42.0	1,169,110	42.0	1,285,580
	Property		616,669		622,510		583,800
	Services & Supplies		708,258		573,680		452,030
	Grant Payments		40,876		4,390		2,230
	Transport		11,985		13,690		13,720
	Leasing & capital charges		0		0		0
			2,591,712		2,383,380		2,337,360
<u>INCOME</u>							
	Sales		-47,360		-23,240		-20,580
	Fees & Charges		-219,747		-206,530		-207,760
	Property Income		-1,950,168		-2,062,200		-2,120,500
	Grants - income		0		0		0
	Other income & recharges		-283,551		-207,990		-178,180
	Transfers from earmarked reserves		0		-105,640		0
			(2,500,826)		(2,605,600)		(2,527,020)
Service Cost			90,886		(222,220)		(189,660)
Service cost - £'s per head of population			0.69		-1.67		-1.41

PH: Manager: Activity Area:	Jeremy Christophers Cathy Ruelens Electoral Services	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	2.0	91,110	2.0	104,910	116,160
	Property		40,007		6,530	6,730
	Services & Supplies		419,854		131,320	275,080
	Grant Payments		0		0	0
	Transport		528		750	290
	Leasing & capital charges		0		0	0
			551,499		243,510	398,260
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-2,651		-2,160	-2,160
	Property Income		0		0	0
	Grants - income		-20,913		-16,730	0
	Other income & recharges		-370,718		-5,170	-30,100
	Transfers from earmarked reserves		0		-18,210	-89,320
			(394,282)		(42,270)	(121,580)
Service Cost			157,217		201,240	276,680
Service cost - £'s per head of population			1.20		1.51	2.06

PH: Manager: Activity Area:	Sylvia Russell David Eaton & Paul Nicholls Environmental Health	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	23.0	729,450	23.0	726,160	817,020
	Property		48,290		38,370	49,160
	Services & Supplies		205,667		233,340	201,340
	Grant Payments		0		0	0
	Transport		35,451		32,290	32,730
	Leasing & capital charges		9,889		6,330	6,330
			1,028,747		1,036,490	1,106,580
	<u>INCOME</u>					
	Sales		-10,197		-6,000	-6,000
	Fees & Charges		-41,830		-39,210	-42,170
	Property Income		0		0	0
	Grants - income		-1,610		-920	0
	Other income & recharges		-12,073		-9,790	-8,640
	Transfers from earmarked reserves		0		-17,890	0
			(65,710)		(73,810)	(56,810)
Service Cost			963,037		962,680	1,049,770
Service cost - £'s per head of population			7.33		7.25	7.82

PH: Manager: Activity Area:	Stuart Barker Martin Flitcroft Finance	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	14.0	517,240	14.0	492,410	14.0	586,750
	Property		25,848		17,760		21,230
	Services & Supplies		40,301		42,910		36,670
	Grant Payments		0		0		0
	Transport		630		870		870
	Leasing & capital charges		0		0		0
			584,019		553,950		645,520
<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		-10,145		-4,980		-4,980
	Transfers from earmarked reserves		0		0		0
			(10,145)		(4,980)		(4,980)
Service Cost			573,874		548,970		640,540
Service cost - £'s per head of population			4.37		4.13		4.77

PH: Manager: Activity Area:	Phil Bullivant Lorraine Montgomery Green Spaces & Active Leisure	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	14.5	461,774	14.0	455,540	13.5	444,500
	Property		1,012,433		952,070		968,470
	Services & Supplies		297,063		262,640		210,540
	Grant Payments		7,904		18,470		4,750
	Transport		11,992		11,960		11,870
	Leasing & capital charges		0		0		0
			1,791,166		1,700,680		1,640,130
<u>INCOME</u>							
	Sales		-4,320		-3,670		-5,020
	Fees & Charges		-223,924		-202,760		-250,900
	Property Income		-165,182		-164,730		-158,800
	Grants - income		-96,408		-43,500		0
	Other income & recharges		-130,153		-48,420		-21,820
	Transfers from earmarked reserves		0		-6,510		0
			(619,987)		(469,590)		(436,540)
Service Cost			1,171,179		1,231,090		1,203,590
Service cost - £'s per head of population			8.91		9.27		8.97

PH: Manager: Activity Area:	Humphrey Clemens Amanda Pujol Housing	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	FTE
	<u>EXPENDITURE</u>					
	Employees	31.0	1,152,377	31.0	1,283,590	30.5
	Property		279,526		274,410	
	Services & Supplies		492,625		784,650	
	Grant Payments		390,672		933,900	
	Transport		23,973		28,890	
	Leasing & capital charges		0		0	
			2,339,173		3,305,440	2,380,960
	<u>INCOME</u>					
	Sales		-1,200		-1,500	-1,200
	Fees & Charges		-1,975		-6,670	-3,220
	Property Income		-451,982		-485,980	-489,360
	Grants - income		-598,313		-523,770	-474,860
	Other income & recharges		-301,565		-387,700	-132,370
	Transfers from earmarked reserves		0		-667,270	0
			(1,355,035)		(2,072,890)	(1,101,010)
Service Cost			984,138		1,232,550	1,279,950
Service cost - £'s per head of population			7.49		9.28	9.54

PH: Manager: Activity Area:	Stuart Barker Tim Slater Human Resources	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	FTE
	<u>EXPENDITURE</u>					
	Employees	6.5	267,722	6.5	348,720	7.0
	Property		25,780		17,310	
	Services & Supplies		112,797		109,960	
	Grant Payments		0		0	
	Transport		345		530	
	Leasing & capital charges		0		0	
			406,644		476,520	406,540
	<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		-15,208		-230	-10
	Transfers from earmarked reserves		0		0	0
			(15,208)		(230)	(10)
Service Cost			391,436		476,290	406,530
Service cost - £'s per head of population			2.98		3.59	3.03

PH: Manager: Activity Area:	Stuart Barker Sue Heath Internal Audit & Governance	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	2.5	132,262	2.5	169,450	180,740
	Property		8,095		5,450	8,390
	Services & Supplies		8,602		12,460	9,480
	Grant Payments		0		0	0
	Transport		279		180	180
	Leasing & capital charges		0		0	0
			149,238		187,540	198,790
	<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		-5		0	0
	Transfers from earmarked reserves		0		-12,000	0
			(5)		(12,000)	0
Service Cost			149,233		175,540	198,790
Service cost - £'s per head of population			1.14		1.32	1.48

PH: Manager: Activity Area:	Stuart Barker Karen Trickey Legal	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	7.0	314,777	6.0	351,130	292,430
	Property		15,760		11,510	16,950
	Services & Supplies		31,064		32,910	31,790
	Grant Payments		0		0	0
	Transport		525		290	440
	Leasing & capital charges		0		0	0
			362,126		395,840	341,610
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-19,182		-16,130	-20,130
	Property Income		0		0	0
	Grants - income		0		0	0
	Other income & recharges		-5,696		-1,300	0
	Transfers from earmarked reserves		0		-51,390	0
			(24,878)		(68,820)	(20,130)
Service Cost			337,248		327,020	321,480
Service cost - £'s per head of population			2.57		2.46	2.39

PH:	Phil Bullivant	2017-18		2018-19		2019-20
Manager:	James Teed	Actual		Outturn		Budget
Activity Area:	Leisure	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		69.5	1,538,612	69.5	1,684,550	1,810,830
Property			943,276		897,770	876,860
Services & Supplies			310,497		324,710	345,330
Grant Payments			12,500		17,500	15,000
Transport			4,597		4,920	4,510
Leasing & capital charges			1,799		1,800	1,800
			2,811,281		2,931,250	3,054,330
<u>INCOME</u>						
Sales			-9,641		-4,900	-4,660
Fees & Charges			-2,240,784		-2,261,140	-2,379,060
Property Income			1,492		0	0
Grants - income			-1,132		0	0
Other income & recharges			-187,784		-182,160	-181,540
Transfers from earmarked reserves			0		0	0
			(2,437,849)		(2,448,200)	(2,565,260)
Service Cost			373,432		483,050	489,070
Service cost - £'s per head of population			2.84		3.64	3.64

PH:	Sylvia Russell	2017-18		2018-19		2019-20
Manager:	Andrea Furness	Actual		Outturn		Budget
Activity Area:	Licensing	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		3.0	100,935	3.0	111,390	91,990
Property			4,894		3,680	6,440
Services & Supplies			31,027		50,590	51,490
Grant Payments			0		0	0
Transport			136		220	270
Leasing & capital charges			0		0	0
			136,992		165,880	150,190
<u>INCOME</u>						
Sales			0		0	0
Fees & Charges			-208,161		-207,480	-211,070
Property Income			0		0	0
Grants - income			0		0	0
Other income & recharges			0		0	0
Transfers from earmarked reserves			0		0	0
			(208,161)		(207,480)	(211,070)
Service Cost			(71,169)		(41,600)	(60,880)
Service cost - £'s per head of population			-0.54		-0.31	-0.45

PH:	Timothy Golder	2017-18		2018-19		2019-20
Manager:	Tony Watson	Actual		Outturn		Budget
Activity Area:	Parking	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	9.0	230,446	9.0	217,760	9.0	240,210
Property		592,817		645,500		617,900
Services & Supplies		233,029		258,680		257,490
Grant Payments		3,038		1,530		0
Transport		2,232		2,770		3,590
Leasing & capital charges		9,164		9,160		9,160
		1,070,726		1,135,400		1,128,350
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-3,416,898		-3,638,880		-3,695,900
Property Income		-21,825		-37,810		-19,370
Grants - income		0		0		0
Other income & recharges		-47,535		-46,290		-44,900
Transfers from earmarked reserves		0		-13,520		0
		(3,486,258)		(3,736,500)		(3,760,170)
Service Cost		(2,415,532)		(2,601,100)		(2,631,820)
Service cost - £'s per head of population		-18.38		-19.58		-19.61

PH:	Stuart Barker	2017-18		2018-19		2019-20
Manager:	Lucy Ford	Actual		Outturn		Budget
Activity Area:	Procurement & Commissioning	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.0	73,659	1.0	84,690	1.0	52,670
Property		0		0		1,440
Services & Supplies		3,673		3,870		3,950
Grant Payments		0		0		0
Transport		0		60		60
Leasing & capital charges		0		0		0
		77,332		88,620		58,120
<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		-32,534		-44,680		-24,250
Transfers from earmarked reserves		0		0		0
		(32,534)		(44,680)		(24,250)
Service Cost		44,798		43,940		33,870
Service cost - £'s per head of population		0.34		0.33		0.25

PH: Manager: Activity Area:	Phil Bullivant Sarah Holgate Resorts	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	8.0	182,459	8.0	190,480	202,070
	Property		88,028		106,400	48,890
	Services & Supplies		78,948		88,760	69,620
	Grant Payments		0		0	0
	Transport		3,857		3,280	4,130
	Leasing & capital charges		226		0	0
			353,518		388,920	324,710
	<u>INCOME</u>					
	Sales		19		0	0
	Fees & Charges		-27,856		-20,300	-24,300
	Property Income		-218,485		-212,860	-208,650
	Grants - income		0		0	0
	Other income & recharges		-35,529		-4,450	-3,320
	Transfers from earmarked reserves		0		-16,720	0
			(281,851)		(254,330)	(236,270)
Service Cost			71,667		134,590	88,440
Service cost - £'s per head of population			0.55		1.01	0.66

PH: Manager: Activity Area:	Stuart Barker Tracey Hooper Revenues & Benefits	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	53.0	1,169,495	52.0	1,187,060	1,364,060
	Property		105,211		71,600	69,890
	Services & Supplies		597,310		678,010	692,240
	Grant Payments		32,753,607		30,115,450	28,200,000
	Transport		3,305		2,470	2,020
	Leasing & capital charges		0		0	0
			34,628,928		32,054,590	30,328,210
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-168,116		-190,430	-190,430
	Property Income		0		0	0
	Grants - income		-33,404,353		-30,573,750	-28,540,770
	Other income & recharges		-543,506		-731,330	-712,630
	Transfers from earmarked reserves		0		-6,000	0
			(34,115,975)		(31,501,510)	(29,443,830)
Service Cost			512,953		553,080	884,380
Service cost - £'s per head of population			3.90		4.16	6.59

PH: Manager: Activity Area:	Humphrey Clemens Simon Thornley Spatial Planning	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	11.0	497,120	10.0	512,170	9.5	417,780
	Property		29,738		19,760		9,270
	Services & Supplies		252,490		264,430		141,200
	Grant Payments		17,583		4,970		0
	Transport		7,586		7,140		4,780
	Leasing & capital charges		0		0		0
			804,517		808,470		573,030
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		-127		-100		-100
	Property Income		0		0		0
	Grants - income		-65,485		0		0
	Other income & recharges		-32,893		-34,640		0
	Transfers from earmarked reserves		0		-173,400		0
			(98,505)		(208,140)		(100)
Service Cost			706,012		600,330		572,930
Service cost - £'s per head of population			5.37		4.52		4.27

PH: Manager: Activity Area:	Jeremy Christophers Phil Shears Strategic Leadership Team	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	6.0	496,262	6.0	527,910	5.0	396,780
	Property		28,440		19,150		13,680
	Services & Supplies		48,492		24,040		17,010
	Grant Payments		0		0		0
	Transport		4,254		4,300		4,780
	Leasing & capital charges		0		0		0
			577,448		575,400		432,250
<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		-161		-280		-280
	Transfers from earmarked reserves		0		0		0
			(161)		(280)		(280)
Service Cost			577,287		575,120		431,970
Service cost - £'s per head of population			4.39		4.33		3.22

PH: Manager: Activity Area:	Kevin Lake Chris Braines Waste, Recycling & Cleansing	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	FTE
	<u>EXPENDITURE</u>					
	Employees	170.0	4,236,932	170.0	4,732,370	177.0
	Property		553,236		559,970	
	Services & Supplies		1,055,461		1,123,070	
	Grant Payments		0		8,000	
	Transport		475,952		554,410	
	Leasing & capital charges		1,271,649		1,275,510	
			<u>7,593,230</u>		<u>8,253,330</u>	<u>8,671,150</u>
	<u>INCOME</u>					
	Sales		-863,882		-805,460	
	Fees & Charges		-851,457		-873,070	
	Property Income		-5,783		-11,240	
	Grants - income		-8,000		-8,190	
	Other income & recharges		-1,182,366		-1,386,940	
	Transfers from earmarked reserves		0		-21,130	
			<u>(2,911,488)</u>		<u>(3,106,030)</u>	<u>(3,175,980)</u>
Service Cost			<u>4,681,742</u>		<u>5,147,300</u>	<u>5,495,170</u>
Service cost - £'s per head of population			35.62		38.75	40.94

Glossary

Column Headings

2017-18 Actual – the actual cost of the service for last year

2018-19 Outturn – the likely cost of the service for this year

2019-20 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

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Final Proposed Fees and Charges Income 2019/20

Appendix 6

Service	Actual 2017/18 £	Probable 2018/19 £	Proposed 2019/20 £	Dept total 2019/20 £	Department
Building Control	- 871,247	- 857,060	- 880,000	- 880,000	Building Control
Misc	- 80	- 10	-	-	Democratic Services
Land Charges	- 216,262	- 211,000	- 211,000		
Planning	- 825,415	- 879,300	- 879,300		
Planning Admin	- 1,733	- 400	- 100		
Street Naming	- 7,941	- 7,220	- 7,220	- 1,097,620	Development Management
Livestock Market	- 20,485	- 14,500	- 14,500		
Old Forde house	- 17,324	- 14,370	- 15,600		
Retail Market	- 181,938	- 177,660	- 177,660	- 207,760	Economy & Assets
Electoral Registration	- 2,651	- 2,160	- 2,160	- 2,160	Electoral Services
Dog Control	- 2,335	- 1,790	- 2,790		
Health & Food Safety	- 7,557	- 4,320	- 8,040		
Health Licence Fees	- 25,239	- 27,400	- 25,850		
Litter Clearance	- 4,712	- 3,950	- 3,550		
Nuisance Parking	- 50	- 50	- 50		
Private Water Supply Sampling	- 1,937	- 1,700	- 1,890	- 42,170	Environmental Health
Amenity & Conservation Sites	- 1,889	- 2,430	- 1,840		
Cemetery Fees	- 144,122	- 124,690	- 173,290		
Shaldon Golf	- 66,689	- 63,220	- 63,260		
Sports Pitches	- 11,225	- 12,420	- 12,510	- 250,900	Green Spaces & Active Leisure
Housing	- 1,975	- 6,670	- 3,220	- 3,220	Housing
Legal Fees	- 19,182	- 16,130	- 20,130	- 20,130	Legal
Broadmeadow Sports Centre	- 89,754	- 92,300	- 94,420		
Dawlish Leisure Centre	- 217,206	- 212,800	- 225,570		
Leisure Childcare	- 105,102	- 90,460	- 105,090		
Leisure Memberships	- 1,317,544	- 1,374,000	- 1,418,560		
Newton Abbot Leisure Centre	- 467,093	- 450,580	- 487,660		
Outdoor Pools	- 44,084	- 41,000	- 47,760	- 2,379,060	Leisure
Gambling Act 2005	- 24,678	- 25,560	- 25,560		
Hackney Carriage	- 53,157	- 53,820	- 57,410		
Licensing Act 2003	- 130,326	- 128,100	- 128,100	- 211,070	Licensing
Car Parks	- 3,416,898	- 3,638,880	- 3,695,900	- 3,695,900	Parking
Beach huts	- 6,240	- 9,380	- 6,460		
Boat Storage	- 8,417	- 10,870	- 17,780		
Leisure Events	-	- 50	- 60		
Polly Steps	- 13,200	-	-	- 24,300	Resorts
Council Tax	- 168,116	- 190,430	- 190,430	- 190,430	Revenues & Benefits
Local Development Framework	- 127	- 100	- 100	- 100	Spatial Planning
Abandoned Vehicles	- 1,920	- 760	- 760		
Commercial Waste / Household Refuse	- 832,103	- 861,960	- 964,210		
Composting	- 1,744	- 1,660	- 1,920		
Toilets for Disabled	- 167	- 170	- 210		
Vehicle Workshop	- 15,523	- 8,520	- 15,410	- 982,510	Waste, Recycling & Cleansing
Grand Totals	- 9,345,386	- 9,619,850	- 9,987,330	- 9,987,330	

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			35,142	14,356	27,849	22,601	8,550	Totals (£'000)
Code /bid no.	Asset/Service Area	Description	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000	£'000	£'000	£'000	£'000	
			(Inc Fees)	(Inc Fees)	(Inc Fees)	(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 (RS)	-	20				9. Strong communities
KL1	Broadband	Contribution to Superfast Broadband (RS)	-	-	250			6. Investing in prosperity
Bid 28	* Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre Asbestos (RS)	-		101			8. Out and about and active
Bid 31	* Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre central boiler installation (CR)	45		45			8. Out and about and active
Bid 4	* Broadmeadow Sports Centre	Provision for Broadmeadow Sports Centre Improvement Plan (S106/BC).	1,545		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
KM8	Car parks	Multi-storey office facilities (RS)	-	33				3. Going to town
KM9	Car parks	Point Car Park Machinery (RS)	-	20				3. Going to town
Bid 229e	* Carbon Management	Provision for Carbon Management Programme (CR)	340	-	340			10. Zero heroes
KY5	Carbon Management	Energy/Utility Reduction (CR)	75	308				10. Zero heroes
Bid 245	* Churchyards	Provision for Churchyards (RS)	-	-	45			4. Great places to live & work
KD4	Churchyards	Closed Churchyards (RS,CR)		57				4. Great places to live & work
KR3	Coastal Monitoring	SW Regional Coastal Monitoring Programme. (GG,EC)	732	1,123	798	724		9. Strong communities
KR5	Coastal Monitoring	Coastal asset review: project management support (GG)	-	176				9. Strong communities
KR6	Coastal Monitoring	Coastal asset review (GG)	200	327				9. Strong communities
KW2	Collett Way	Collett Way - re-lay to adoption standard (CR)	-	52				6. Investing in prosperity
K18	Combeinteignhead	Combeinteignhead (Env.Agency)	155	-				9. Strong communities
KW3	Cricketfield	UTC Cricketfield Footpath (CR)	-	-	45			3. Going to town
Bid 211	* Cycle paths	Provision for Other cycling (CIL)	50	-	280	100		7. Moving up a gear
Bid 211	* Cycle paths	Provision for Dawlish/Teignmouth Cycle Schemes (later years) (CIL)	-			65	100	7. Moving up a gear
Bid 211	* Cycle paths	Provision for Heart of Teignbridge cycling (later years) (CIL)	-			115	100	7. Moving up a gear
KG8	Cycle paths	(Updated) Dawlish/Teignmouth Cycle Schemes (CIL)	30	60	180	140		7. Moving up a gear
KG8	Cycle paths	(Updated) Heart of Teignbridge Cycle Provision (CIL)	120	-	180	50		7. Moving up a gear
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 Overhall & Improve (CR)	40		40			8. Out and about and active
KR7	Dawlish Warren	Contribution to Dawlish Warren Beach Management Scheme (EC)		20				9. Strong communities

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2018-19 TO 2021-22**

Appendix 7

			35,142	14,356	27,849	22,601	8,550	Totals (£'000)
Code /bid no.	Asset/Service Area	Description	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000	
KM1	Dawlish Warren	Dawlish Warren Car Park Renovations (RS,CR)	200	220				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
KB8	Dawlish Warren	Dawlish Warren Boardwalk (S106)		100				4. Great places to live & work
KB4	Dawlish Warren	Fencing (EC)	-	11				4. Great places to live & work
KP2	Dawlish Water	Wall Repair (RS)	-	25				4. Great places to live & work
Bid 46	* Play area equipment/refurb	Provision for Decoy refurb (S106/CIL)	-	-	150			8. Out and about and active
KL4	Employment Land	Purchase of Minerva Building (GG,PB)	-	2,829	1,136			6. Investing in prosperity
KL5b	* Employment Land	Provision for other employment land purchase and infrastructure (BC: Prudential Borrowing)	-	-	2,000			6. Investing in prosperity
K34	Energy Company	Energy Company (CIL)	177	-	177			9. Strong communities
Bid 125a	* Forde Road Depot	Provision for Forde Road depot concrete repairs (CR)	-	46				5. Health at the heart
Bid 297	* Heart of Teignbridge	Provision for Heart of Teignbridge Employment Sites (BC: Prudential Borrowing; CR)	-		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) (2022-27)	-			1,000	1,500	7. Moving up a gear
KW6	Heart of Teignbridge	Kingsteignton/Kingskerswell Education Provision (CIL)	1,250	1,250				4. Great places to live & work
KW8	Heart of Teignbridge	Houghton Barton land (EC)	-	23	134			4. Great places to live & work
J1	Housing	Discretionary - Disrepair Loans & Grants (GG/CR)	105	50	50	50	50	1. A roof over our heads
JW4a	Housing	Statutory - Disabled Facilities (GG)	1,000	1,706	1,000	1,000	1,000	1. A roof over our heads
JY3	Housing	Broadhempston Community Land Trust (CR)	-	60				1. A roof over our heads
JY3	Housing	Exception site Starcross (CR)	-	65				1. A roof over our heads
JY3	Housing	Exception site Denbury (CR)	-	50				1. A roof over our heads
JY3	Housing	Downsizer initiative Shutterton Dawlish Warren (CR)	-	180				1. A roof over our heads
JY3	Housing	Surplus TDC sites in Newton Abbot (East St) (CR)	-		115			1. A roof over our heads
JY3	Housing	Longstone Cross Ashburton (CR)	-	-	100			1. A roof over our heads
JY3	Housing	Compulsory purchase/Empty Homes Projects (CR)	314	-		300		1. A roof over our heads
JY3	Housing	Shared Equity Scheme (CR)	-	105				1. A roof over our heads
JY3	Housing	Glebelands, Buckfastleigh (S106)		43				1. A roof over our heads
JY3	Housing	Affordable Housing unallocated (CR)	86	-	-	91	200	1. A roof over our heads
JY5	Housing	Additional plots Haldon (S106,CR)	-	278				1. A roof over our heads
Bid 80	* HRA contribution	Provision for HRA (CIL)	35		118	61	70	4. Great places to live & work
KV1	IT - Committee	Replacement IT Equipment/ Committee Mgt (RS)	40	21	10			What else we will do
KV3	IT - provision for Mobile Working	Mobile Working (RS,CR)	-	55	68			What else we will do

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2018-19 TO 2021-22**

Appendix 7

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Code /bid no.	Asset/Service Area	Description	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000 (Inc Fees)					
KV4	IT - Customer Services	Customer Portal (RS)	-	189				What else we will do
KV5	IT - Finance	Cash and Income Management (RS)			22			What else we will do
KV6	IT - Convergence	Strata projects: Convergence Projects (RS)	-	40				What else we will do
KV6	IT 17-18 Strata projects	Strata business plan (RS)	-	81				What else we will do
KV6	IT - Car parks	(Updated) Car Park systems upgrade (CR)	-	11				3. Going to town
KV7	IT - Planning	Strata projects: Uniform Implementation (RS)	-	58				What else we will do
KV8	IT - Capital contribution	Ongoing contributions towards Strata (RS)	41	41	41	41	41	What else we will do
KV9	IT - HR	Strata projects: Human Resources (RS)	-	31				What else we will do
KW1	IT - Customer Services	Reception Management (RS)	-	28				What else we will do
KW7	IT - Customer Services	Open channel/open access (RS)	-	11				What else we will do
KW9	IT - Customer Services	ECM (RS)			14			What else we will do
KX1	IT - Legal Services	Legal Case Management (RS)			18			What else we will do
KP3	Kenton	Kenton Watercourse (Env.Agency)	-	100				4. Great places to live & work
Bid 300	* Kingsteignton	Provision for Kingsteignton Open Space (S106)	60	60				8. Out and about and active
Bid 1	* Leisure	Provision Playing Pitch Improvement Plan (S106)	175		300			8. Out and about and active
KG9	Leisure	CCTV (RS,S106)	-	40				8. Out and about and active
K11	Marsh Barton	Marsh Barton Station (CIL)	-			1,300		7. Moving up a gear
Bid 43	* Michaels Field	Provision for Michaels Field Phase 2 (S106/grant)	-		136			8. Out and about and active
Bid 23	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre fire alarm control panel (CR)	30				30	8. Out and about and active
Bid 236a/b & 237	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre AC Unit , Accoustic main sports hall & sports hall cooling system. (CR)	90				90	5. Health at the heart
Bid 3	* Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre Improvement Plan (S106;RS;CR)	350				350	8. Out and about and active
KG6	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre lift refurbishment (S106)	-	41				8. Out and about and active
KF1	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre gym floor covering (S106)		15				8. Out and about and active
KF5	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre Gym Equipment (RS,S106)	40	109	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)	18,000	-	2,100	10,800	2,300	3. Going to town
KL6	Newton Abbot Town Centre	Market Walk improvement works (CR, RS)	-	1,950				3. Going to town
KL9	Newton Abbot Town Centre	Cattle Market Enabling Works (CR)	-	200				3. Going to town
KL7	Newton Abbot Town Centre	Bradley Lane Enabling Works (RS,CR)	-	153				3. Going to town
KW5	Open Spaces	Cirl bunting land (S106)	-	134				4. Great places to live & work
KB3	Open Spaces	Purchase of Gator (EC)	-	13				4. Great places to live & work
KS4	Pavilions Teignmouth	Pavilions, Teignmouth (CR)	-	64				3. Going to town
K7	Penns Mount Park	Penns Mount Hilltop Park (CIL)	-			400		4. Great places to live & work

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			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000 (Inc Fees)	£'000	
Bid 44	* Play area equipment/refurb	Provision for Dawlish play space flagship provision (S106)	-	-	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 Newton Abbot Play Area (S106)	74	74				8. Out and about and active
KJ1	* Play area equipment/refurb	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 (S106/CIL)	200		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
Bid 58	* Play area equipment/refurb	Provision for Palace Meadow, Chudleigh play space overhaul (S106)	-			15		8. Out and about and active
Bid 67	* Play area equipment/refurb	Provision for Teignbridge-funded play area refurb/equipment (CR)	114		114			8. Out and about and active
KJ2	Play area equipment/refurb	Ogwell play area (S106)	-	43				8. Out and about and active
KS1	* Public Conveniences	Wallgate Replacements (RS)	75	82				2. Clean scene
KP1	Sandygate	Sandygate, Kingsteignton (Env.Agency 2022-27)	-	-				9. Strong communities
KB1	SANGS/Open Spaces	SANGS land purchase (GG; CIL)	700	190	475		435	4. Great places to live & work
KB1	SANGS/Open Spaces	SANGS instatement (GG; CIL)			298		95	4. Great places to live & work
KB7	SANGS/Open Spaces	SANGS: Dawlish (CIL)	-	177	-			4. Great places to live & work
Bid 95	* South West Exeter	Provision for South West Exeter Transport (2022-27) (CIL)	-					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 (S106)	460	230	230			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)	-			2,050	2,050	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
KM7	* Teignmouth Point	Point Upper, Teignmouth Resurface (RS)	-	62				3. Going to town
Bid 227	* Sport & Leisure	Provision for Water Users' Facility (CR)	30	-	-			8. Out and about and active
Bid 228	Teignmouth Town Centre	Provision for Teignmouth Town Centre Improvements (BC: Prudential Borrowing)	6,900	-	6,900			6. Investing in prosperity
KL5	Teignmouth	Beachcomber café (RS)		130				3. Going to town
Bid 77	* Teignmouth	Provision for Teignmouth open space (S106)	50		50			4. Great places to live & work
Bid 116	* Waste Management	Provision for Bulking Station - replace telehandlers (2022-27) (CR)	-					2. Clean scene
KS8	Waste Management	Bulking Station - baler (RS)	-	205				2. Clean scene
Bid 118	* Waste Management	Provision for Bulking Station - replace Sortline (2022-27) (CR)	-					2. Clean scene
Bid 120	* Waste Management	Provision for Waste vehicles - additional recycling (RS)	-		200			2. Clean scene
Bid 121	* Waste Management	Provision for: Replace kerbsider (CR)	42	50	100			2. Clean scene
KS0	Waste Management	Purchase of Wheeled Bins (RS)	99	109	99	99	99	2. Clean scene

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2018-19 TO 2021-22**

Appendix 7

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			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000 (Inc Fees)					
KT6	Waste Management	Bulking Station Expansion or Relocation & Vehicle Space (CR)	-	70				2. Clean scene
			35,142	14,356	27,849	22,601	8,550	

Code /bid no.	Asset/Service Area	Description	35,142	14,356	27,849	22,601	8,550	Totals (£'000)
			ORIGINAL	LATEST	LATEST	LATEST	LATEST	Teignbridge 10
			BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
			2018-19	2018-19	2019-20	2020-21	2021-22	
			£'000	£'000	£'000	£'000	£'000	
			(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
FUNDING GENERAL								
Revenue contributions applied to existing expenditure					(77)	(343)	(468)	
Capital Receipts Unapplied - Brought forward			(3,494)	(3,275)	(2,493)	(2,013)	(2,013)	
Capital Receipts - Anticipated			(100)	(311)	(650)	-	-	
Budgeted Revenue Contribution plus additional for specific schemes			(550)	(1,429)	(128)	(180)	(220)	
Use of Revenue Contributions Reserve				(1,809)	-	-	(166)	
Government Grants			(987)	(2,727)	(1,899)	(1,505)	-	
S106			(1,780)	(961)	(1,459)	(187)	(130)	
Other External Contributions			(1,400)	(245)	(134)	(510)	-	
Community Infrastructure Levy			(2,909)	(1,500)	(3,461)	(7,978)	(4,351)	
Internal Borrowing			-	(227)	(662)	-	-	
Capital Receipts Unapplied - Carried forward			1,183	2,493	2,013	2,013	1,880	
Business cases: Prudential borrowing			(23,600)	(1,829)	(17,711)	(10,800)	(2,300)	
HOUSING								
Capital Receipts Unapplied - Brought forward			(758)	(1,296)	(1,526)	(2,011)	(2,320)	
Capital Receipts - Anticipated			(50)	(60)	(50)	(50)	(50)	
Capital Receipts - Right to Buy			(700)	(700)	(700)	(700)	(700)	
Better Care Funding and other government grants.			(1,000)	(1,706)	(1,000)	(1,000)	(1,000)	
Other External Contributions				(300)	-	-	-	
Internal Borrowing								
Budgeted Revenue Contribution plus additional for specific schemes.				-	-	-	-	
Capital Receipts Unapplied - Carried forward			1,003	1,526	2,011	2,320	2,820	
TOTAL FUNDING			(35,142)	(14,356)	(27,849)	(22,601)	(8,550)	
Revenue contribution re: previous years' expenditure			(771)	-	(77)	(343)	(468)	
Programme Funding								
Budgeted Revenue Contribution			(550)	(1,429)	(128)	(180)	(220)	
Additional Revenue Contributions towards specific schemes.				-				
Revenue Contributions earmarked reserve.				(1,809)	-	-	(166)	
Capital Receipts			(2,916)	(1,623)	(1,395)	(441)	(384)	
Section 106			(1,780)	(1,261)	(1,459)	(187)	(130)	
Other External Contribution			(1,400)	(245)	(134)	(510)	-	
Grant			(1,987)	(4,433)	(2,899)	(2,505)	(1,000)	
Community Infrastructure Levy			(2,909)	(1,500)	(3,461)	(7,978)	(4,350)	
Internal borrowing				(227)	(662)	-		
Business cases: Prudential borrowing			(23,600)	(1,829)	(17,711)	(10,800)	(2,300)	
Total			(35,142)	(14,356)	(27,849)	(22,601)	(8,550)	
Balance of capital receipts			(2,186)	(4,019)	(4,024)	(4,333)	(4,699)	

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

TEIGNBRIDGE DISTRICT COUNCIL

OVERVIEW & SCRUTINY COMMITTEE

CHAIRMAN: Cllr Mike Haines

EXECUTIVE PORTFOLIO-HOLDER: Cllr John Goodey

DATE: 4 February 2019

REPORT OF: Kay O’Flaherty (Business Improvement & Development Team Leader) and Cllr John Goodey (Portfolio Holder for Community Neighbourhoods)

SUBJECT: Digital First @Teignbridge

PART I

RECOMMENDATION

The Committee is recommended to note this report.

1. PURPOSE

To share the new digital strategy with Members.

The digital strategy, Digital First @ Teignbridge (appendix A) provides an overarching view of how we will work in the future to provide access to our services. The new strategy covers three key areas: customer access, creating a digitally empowered workforce and a robust technical supporting framework. It aims to deliver the same services more efficiently, at less cost, in the way that the majority of customers prefer to transact, 24/7.

2. BACKGROUND

The digital strategy replaces the previous Access to Services strategy, which was never shared with Full Council. The intention is to share the new digital strategy with Members, gain their approval and support, and enable them to be advocates of new ways of accessing services.

We recognise that not everyone will be able to access our digital services so will ensure that we promote the different ways that customers can obtain the support they need to help them do so. By moving those who can to digital self-service channels we can direct our remaining resources to help vulnerable customers or those with more complex queries.

TEIGNBRIDGE DISTRICT COUNCIL

The early work carried out as part of the new digital strategy has produced some real successes; Teignbridge is 'ahead of the game' in joined up, end-to-end digital service delivery in the South West, and is also achieving some recognition at a national level.

Digital First @Teignbridge has been brought together following in depth research into best practice, consultation with colleagues and wider digital champions across the authority. It incorporates what has already been agreed through the One Teignbridge Transformation programme and includes wider initiatives that are monitored through the Council Strategy reporting mechanism.

Next Steps

Continuing to deliver successful outcomes relies on critical collaborative work with Strata as our delivery partner; and adequate budgetary provision is essential for future technical development.

Working in partnership with Strata we will develop an ICT roadmap that helps to identify future technological innovations that will support a 'next generation' council.

It is important to explore a range of opportunities when identifying funding for initiatives that deliver the digital vision. By considering options such as the Strata convergence plan, developing individual business cases that identify suitable savings or by taking advantage of external funding opportunities, it will be possible to maximise funding potential.

3. MAIN IMPLICATIONS

There are no implications to consider on this matter.

4. GROUPS TO BE CONSULTED

n/a

5. WITNESSES TO BE CALLED

n/a

6. TIME-SCALE

The timescale for delivery is 3-5 years, after which time the strategy will be reviewed to ensure it is fit for purpose after this date.

7. CONCLUSION

TEIGNBRIDGE DISTRICT COUNCIL

O&S to adopt and support the strategy.

Members advocate using digital services and promote a digital first approach to customers.

Kay O'Flaherty
Business Improvement & Development
Team Leader

Cllr John Goodey
Portfolio-Holder for Community
Neighbourhoods

Wards affected	All
Contact for any more information	Kay O'Flaherty 01626 215002
Background Papers (For Part I reports only)	
Key Decision	N
In Forward Plan	Y
In O&S Work Programme	N
Community Impact Assessment attached:	Y
Appendices attached:	A Digital Strategy

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Digital First @Teignbridge

**Teignbridge District Council's
Digital Strategy**

Making us fit for future

Our vision for customer access is to be a **'next generation'** council that meets the challenges of the future by designing streamlined, cost-effective digital processes that are easy to use.

Teignbridge has created a reputation for being a forward thinking council, and as such we continuously look ahead to find innovative ways to meet the needs and expectations of our customers.

Our Council Strategy 2016-2025 sets the direction for the work we do, but with ever reducing public sector funding, we must look at the most efficient way of delivering all that we set out to achieve.

Delivery of services online and making self-serve the secure 'go to' choice for our customers, means that not only can we meet the growing public demand for online interactions and transactions, we can boost efficiency and save on vital resources. By doing this we have more time to focus on those customers with more complex needs, and the business critical challenges that we need to meet on a daily basis.

- Cllr Jeremy Christophers, Leader of the Council

This Teignbridge digital strategy more than meets the government's digital aspirations for local public services, at the same time it focuses on what we can best do to meet our customer needs.

Gaining customer trust is critical. Having the systems, resourcing, training and support in place – our staff are well placed to listen to and assist our customers and at the same time deliver the outcomes we're setting out to achieve.

This is not a finite piece of work, but an ongoing, flexible programme, assisted by our technical partners Strata Service Solutions. By adopting a pro-active approach and adapting as technology and trends move forward, we will be ahead of the game and prepared for what comes next.

- Cllr John Goodey, Portfolio Holder for Community Neighbourhoods

Our digital strategy

Making us fit for future

Introduction

Like all public sector organisations we need to balance increasing demand on our services with reduced resources and a finite budget. Rapid technological advancement is changing how we do things, and this, coupled with the swift uptake of mobile devices, high speed broadband and the use of social media, highlights that we can't continue to operate in traditional ways.

Our objectives

- Building a future digital service delivery that enables us to work smarter
- Supporting the workforce to become digitally enabled through upskilling and providing them with the robust technology to do their job
- Providing robust technology that is resilient, secure and enables streamlined business processes
- Providing data that will enable us to continually review our strategic direction and be fit for the future
- Direct our limited resources to where we need them most

This digital strategy provides an overarching view of how we will work in the future to provide access to our services. It will bring smarter tools to help deliver the aims and actions set out in the Teignbridge ten year Council Strategy (2016-2025).

We're setting a model for new ways of work that exploit the right kind of technology which makes online contact the first choice for customers.

► Round the clock services

Our research demonstrates that there is a growing appetite to access our services round the clock, and customers want to receive regular updates when reporting or applying for services. In order to meet these challenges we are required to think creatively about how we deliver services in the future so that we can continue to support our customers and ensure we meet their increased expectations.

► We're already making change

We have already made significant progress by creating an effective website that is 'mobile friendly', and reducing expensive payment methods. Other successes include no longer taking cash at our offices (a very costly administration process.) We are the top Devon council for receiving council tax payments by direct debit, and our ongoing promotions over the years have resulted in many of our customers switching to accessing our services online.

► The bigger picture –Teignbridge Council Strategy 2016-2025

This digital strategy provides an overarching view of how we will work in the future to provide access to our services. This will bring smarter tools to help deliver the aims and actions set out in the projects within the Teignbridge ten year Council Strategy

To support the ten major objectives set out in the council strategy, a series of underlying themes have been set out, these are:

- Make sure we spend money effectively on priorities and areas of need
- Increase our income
- Be customer focused
- Work in new and smarter ways, and together with our partners and others
- 53 ● Make sure the council and community get the best use of our land buildings
- Continuously improve efficiency
- Welcome innovation
- Deliver services fairly according to the Teignbridge Vision and Values

Two projects already under way within the council strategy demonstrate the way we are moving forward:

- ▶ The 'Investing in prosperity' project aims to roll out a significantly improved broadband programme across the Teignbridge district by 2020 through the 'Connecting Devon and Somerset' partnership. This will achieve better communication and success for business and local communities.
- ▶ Under the 'Strong communities' project we are working with other Devon local authorities and the police to provide an online crowdfunding platform to raise funds for a variety of community initiatives.

Locally

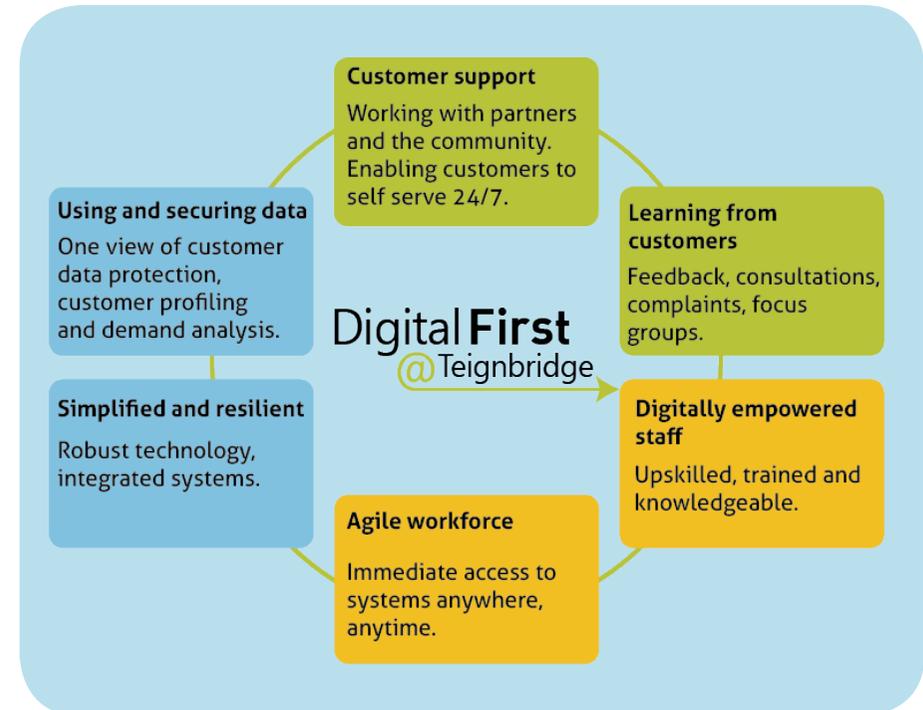
88% of Teignbridge residents surveyed said they could use a search engine to look for information online (2016)

90% of the adult population in Teignbridge have used the internet before

Nationally

It is expected that by 2023, smartphone ownership will be above **90%** for all adults and **85%** for adults between the ages of 55-75

84% of people said they could complete an online application form, which includes personal details, if asked to



Customer access

Making online the first choice for interacting with council services

We are continually developing systems that will allow customers to access our services wherever and whenever they wish. Investment in technology that works across different departments will place the customer at the centre of service delivery.

Processes will be re-designed in the way we want customers to interact with us. It will enable us to strip out any unnecessary, unproductive steps without diminishing quality of service, and at the same time improve the customer experience.

► **'My account'**

By developing the opportunity for customers to register for their own accounts it will be possible for them to manage all transactions in one place and track progress of requests without having to chase the council for updates. This will lead to a seamless end-to-end experience that is more efficient for the council and provide better service to the customer.

► **Safe and secure**

Customer trust is key to the transition process. Safe, secure and reliable processes will give customers confidence in our new ways of working and make the digital offering the platform of choice over conventional communication channels.

► **Getting the customer view**

Through regular consultation and engagement with our residents we will ensure that they recognise the benefits of accessing our services digitally. This will form part of a focused plan to move customers from face to face and telephone contact to digitally enabled channels.

We will regularly involve customers in focus groups and user testing to ensure our new processes meet their needs and that the technology is fit for purpose.

By continually monitoring and measuring demand, and seeking customer experience, we will be well placed to meet future needs.



Customer support
Working with partners and the community.
Enabling customers to self serve 24/7.

Learning from customers
Feedback, consultations, complaints, focus groups.

Access for all

► Knowing our customers

We do know who our customers are, and recognise that not everyone will have the necessary skills to digitally access our services. They may not have the technology they need, or they may not have the skills, or ability, to use it.

We promote all the different ways that customers can obtain the support they need to help them self-serve through our Customer Support team, both in-house and on the phone, and by providing up to date information on our website of where people can go to get online and to get help.

By moving those customers who can self-serve to online services we can ensure that we direct our remaining resources to vulnerable customers, or those with complex queries that are better dealt with by more traditional methods.

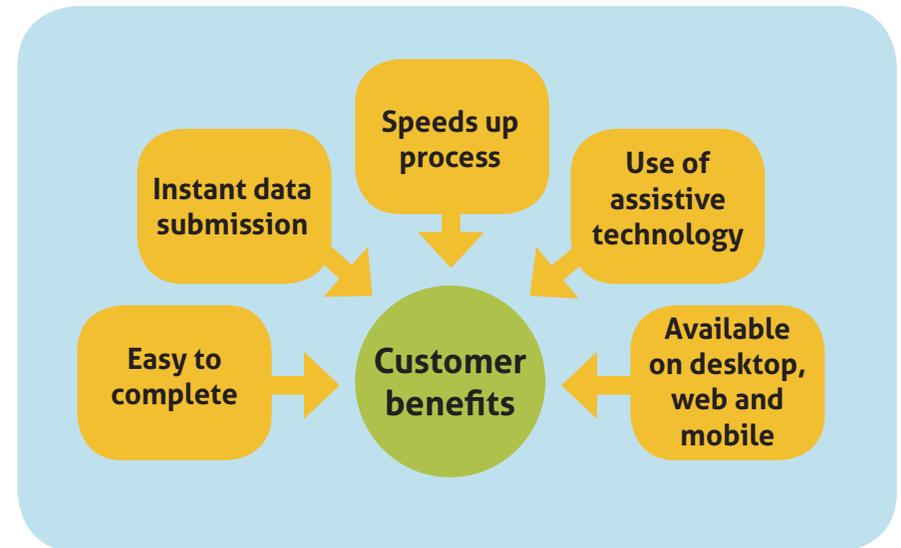
► Digitally assisting customers through partner organisations

In order to help as many customers as possible to get online, we are working closely with our partners, including Citizens Advice, the CVS and Library Services, in a variety of ways to ensure digital inclusion.

Projects have included:

- Funding CAB Newton Abbot to purchase a range of i-pads for a year-long customer assistance programme.
- Working with the CVS through council grants to enable a number of outreach workers in the community to assist less able, or more rural, customers to access council and other services online.

Both these projects are sustainable and ongoing initiatives.



Teignbridge Council Strategy customer survey 2017

94% of those asked had access to a computer, tablet or smartphone

88% said they could confidently use a computer to access council services

76% of respondents have used the council's website
More than a third of all respondents were aged 65 yrs +

Digitally empowered workforce

Making sure we have the skills to get the job done

We will continue the move to paperless ways of working by using technology that allows our staff to update their cases whilst out and about. This will reduce the need to enter information into conventional systems when they return to the office, and make better use of their time. It will also save money on printing, paper and travel costs.

► Mobile technology

By using mobile technology (smartphones, tablets) we can focus on outcomes instead of process, and this means empowering our staff with the right technology and necessary support to work more flexibly and cost-effectively.

Throughout the public sector 'agile' working practices (less office-desk-based) have been found to save on operating costs, improve productivity and empower staff to deliver better results. This leads to better service delivery to our customers and highlights the benefits of being digital first.

► A digitally capable organisation

Capability impacts on all areas of its business: services to customers, internal support services, and how it communicates and works together. Growing the skills and capability of individuals is critical; digital communication makes it easier for people to work together without barriers, allows for innovation and collaboration.

For some staff the use of new technology may be a daunting prospect, and it is vital that they not only have the right equipment to work in new ways, but also have the confidence to use the technology to its full advantage.

To ensure our workforce has the appropriate level of digital skills we are implementing a digital skills framework that enables all staff to have the right tools to do their job and to support our customers with digital access wherever practicable.

Acquiring the skills to engage with customers through popular social media channels gives staff the ability to communicate in a less formal way; they can relay information, signpost and respond to enquiries quickly, and identify trends and individual issues for fast resolution.

► Supporting staff through culture change

Changing the way we work means the culture of the organisation has to develop to meet new expectations.

With powerful communication messages and appropriate support, we will ensure that everyone recognises the opportunities for improvement that this will bring.

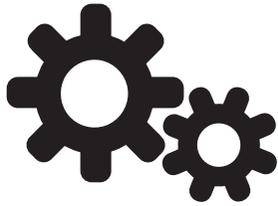
This investment in both technology and staff will result in providing the capability to meet the requirements of our customers.

Digitally empowered staff

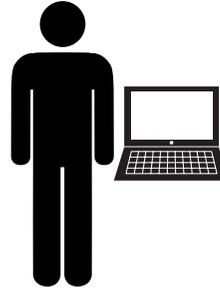
Upskilled, trained and knowledgeable.

Agile workforce

Immediate access to systems anywhere, anytime.



Efficient IT systems



Digitally empowered staff



Mobile working



Increased productivity



Lower costs

Supporting framework

Making informed decisions using robust technology

► Resilient technology

Our technical infrastructure plays a key role in enabling our workforce to deliver a better service. To ensure customers are confident accessing our services through a digital platform it is essential that the technology works every time. A resilient infrastructure that is secure and stable is fundamental to successful channel shift. Many arguments against using digital methods highlight fears over data sharing and security; if customers have a poor experience they may revert to more traditional methods.

► Technical expertise

Technology underpins everything that we do and is the means to achieve efficient ways of working. Intuitive, mobile, customer friendly technology is key to this success. However, it is important that the development of new technologies is approached in a programmed way.

Investing in 'point solutions' in isolation of each other can only provide minimal benefits. We will continue to work in collaboration with our I.T partners, Strata Service Solutions Ltd, to balance where the business wants to be with finding the appropriate technology to support it, and create a workable plan, a roadmap for future technical solutions.

► Keeping up with digital trends

Developing a strategy in isolation of I.T trends will lead to increasing inefficiencies and a lack of effectiveness in dealing with customer demand. It is important to continually horizon scan for new and innovative ways of providing easily accessible services through digital means that fit with our direction of travel.

► Skilled people and proper investment

Recruitment and retention of staff with the skills to support and develop technology, along with ongoing investment to keep us abreast of technological advancements, is essential to maintain a digital platform that meets the needs of future customers.

► Data is the key to quality performance and progress

Coupled with robust technology, the effective management and interpretation of data plays a fundamental role in supporting the new digital framework.

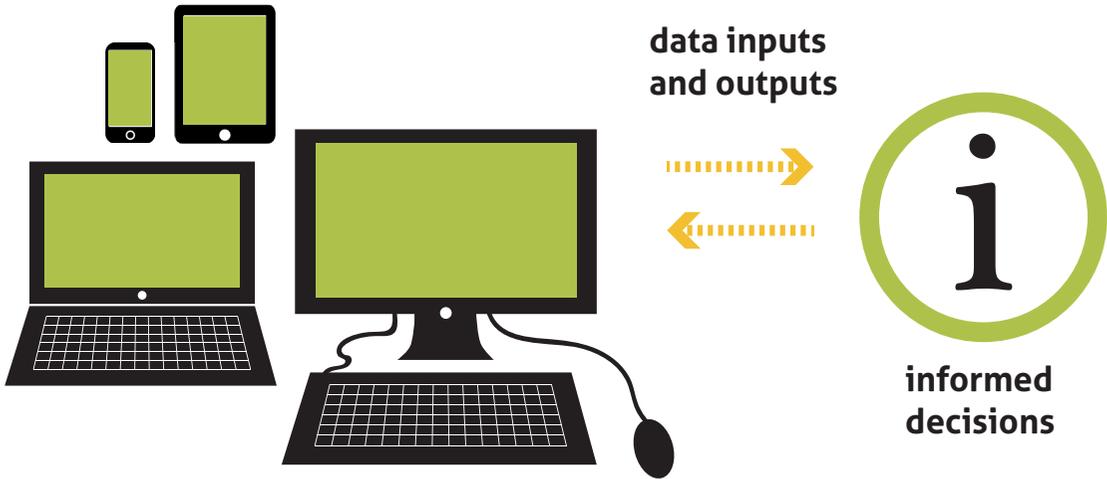
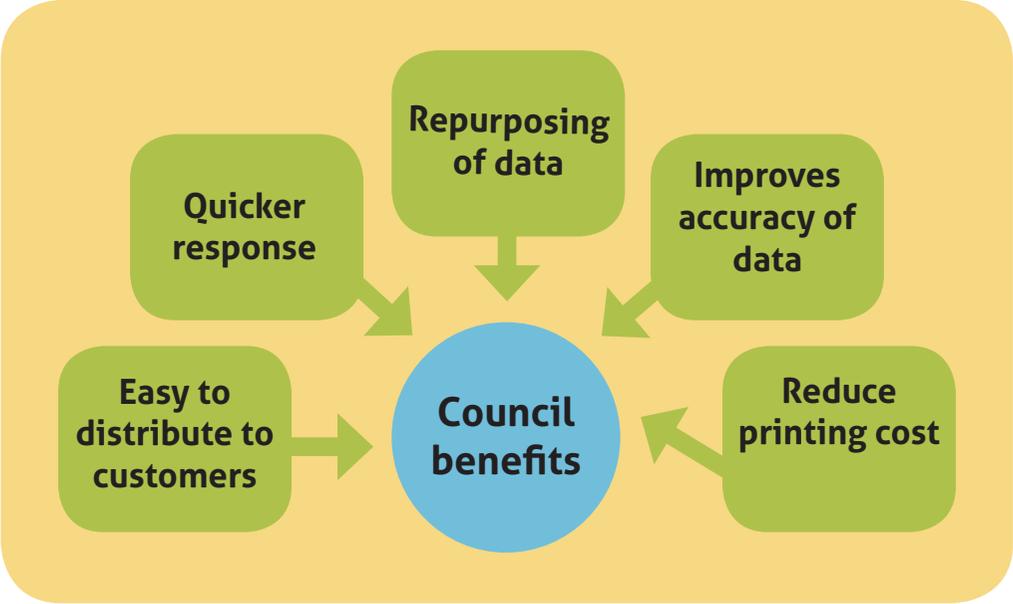
Collecting and analysing the right data will drive performance, and inform the design and delivery of services. Predictive analytics based on previous customer interactions can give a tailored service that leads customers to feel valued and informed about things that matter to them.

► Continuous monitoring

Progress will be monitored closely to ensure the council continues to perform well. Key metrics will help demonstrate what success looks like. Using local and national business intelligence and an evidence based approach to decision making will help to future proof the council, and determine our future strategic direction.

Simplified and resilient
Robust technology,
integrated systems.

Using and securing data
One view of customer
data protection,
customer profiling
and demand analysis.



Digital First @Teignbridge



Supporting information and references

www.teignbridge.gov.uk/councilstrategy

www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy

www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2017

www.gov.uk/government/publications/government-digital-strategy/government-digital-strategy

www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/previousReleases

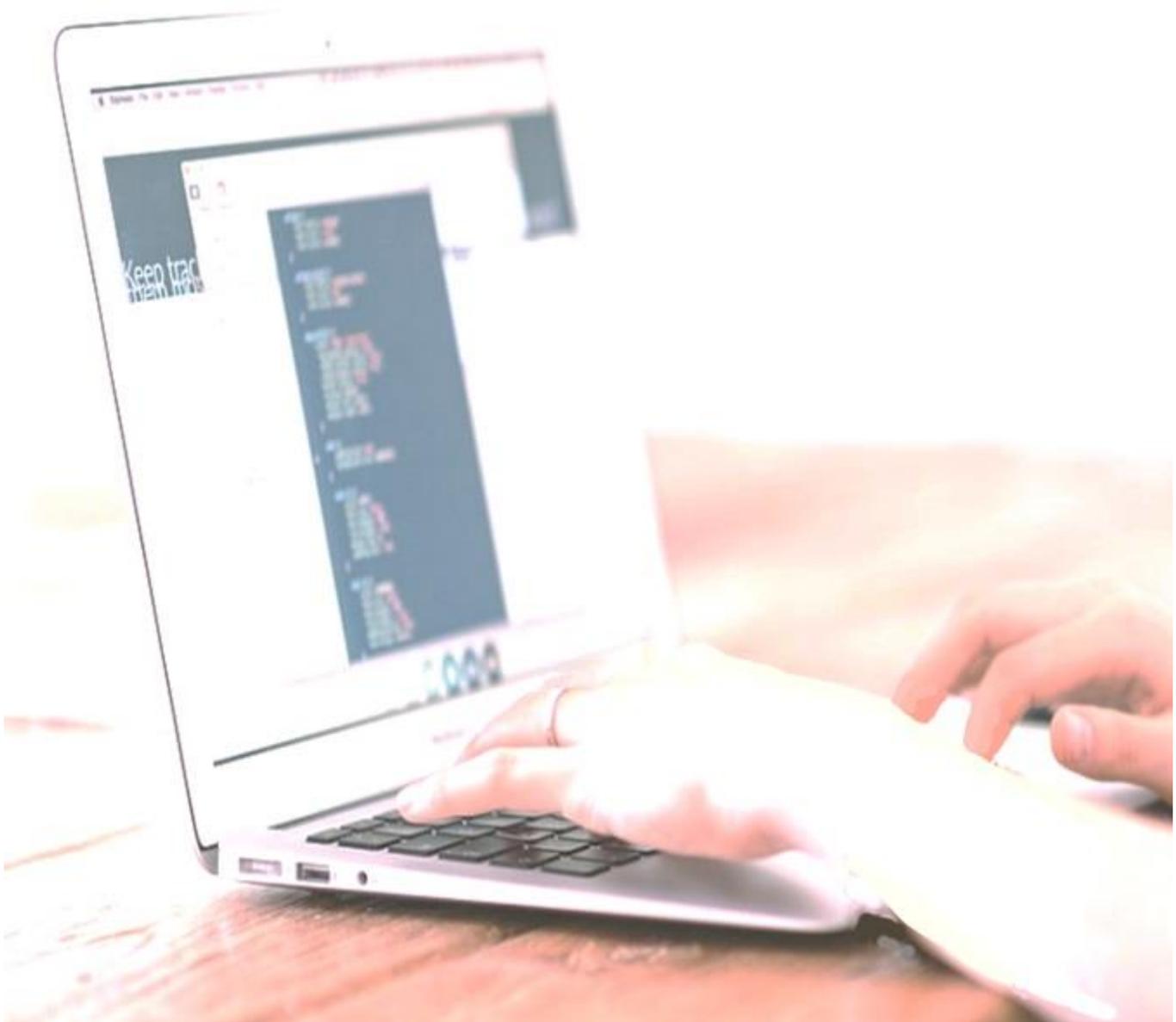
www.teignbridge.gov.uk/media/7294/communications-strategy-final.pdf

Making a healthy and desirable place where people want to live, work and visit

Digital access

Business Impact Assessment

July 2017



Ref No: OA2017

Proposal: Transforming business to deliver services digitally

Business Impact Assessment

Conducted by: Housing services

Date: June 2017

1. Aims of the proposal

The proposal

We currently provide an digital option for a number of services and the range and sophistication of our offer continues to increase. We also make available the more traditional ways of getting a service, such as in-person phone calls and visits or filling out paper forms.

The council is proposing to make the digital option one of the principal means of doing business and to move away from these more traditional alternatives. Increasingly, customers expect us to keep abreast of technology, yet as an organisation we cannot continue to foster multiple channels of doing business. The council is facing severe financial pressure and moving more interactions/transactions online is a key, sustainable way forward.

There is no desire to completely remove alternative channels of access but to drive down the need for them.

For the vast majority of customers, who already use online options, this change will have no impact. For customers who currently don't use the online option it will require a change of practice. The ability of some groups to make that change may be challenging and this assessment seeks to identify these difficulties and suggest solutions.

This assessment is particularly concerned with groups who share certain protected characteristics, but also highlights other groups, such as people living in rural areas and those living in poverty.

Overview

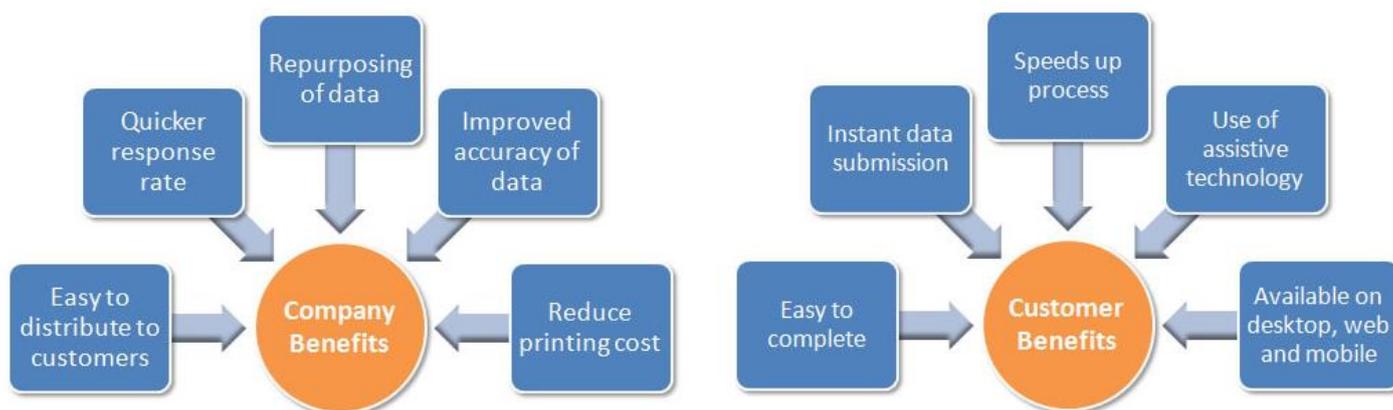
An increasing number of commercial and public services are now either all, or in part online. In the commercial sphere, insurance, banking, hotels/travel agents and utility companies all operate online and even basic grocery shopping is available from household names, alongside smaller niche suppliers. An online option has moved from being at the margins to the centre and is increasingly seen as the usual way to carry out many transactions.

In the public sector, passports, driving licences, tax returns and a whole host of local and national government services can be accessed online. Some options, such as the filing of corporation tax returns with HMRC are only available online, with more mainstream services, such as Universal Credit making the move in the near future.

The benefits of self service

A move to digital services has a number of benefits for the customer, the council and the environment. Digital technology can help deliver local services more efficiently, tailor services better to user needs and provide services to customers around the clock. By prioritising online access to services over the more traditional paper forms the council hopes to continue to increase customer self-service, thereby reducing the amount to time and cost of staff to manually enter data. It will save on expensive resources and help to meet the constraints of reduced funding for local government.

Digital benefits for customers and company



If we successfully transform our services so they are digital by default, we can earn a reputation for offering high-quality, responsive, convenient and up-to-date services that are more efficient and convenient for users.

2. Digital assistance and equality

Digital assistance: In 2017, around 1 in 10 adults had never used the internet. Whilst we appreciate that not everyone wants to use computers, mobile devices, or the internet, as an organisation we must move with the times and offer products and services as others do. Where customers do have access we already harness this potential by actively encouraging them and promoting services: our job is to increase the supply of online tools, making them easy, efficient, trustworthy and accessible round the clock and at no additional cost.

Where customers need help to get online we will adopt a more supportive approach. The skills needed to master computer and online skills are not going to be learned overnight, but we must take steps to actively promote online services to those who could potentially make the transition.

The council has to ensure fair access to services. We recognise that not everyone is online and that not everyone will be able to use digital services independently.

What we provide for people who aren't online will depend on their needs. Many people who are offline will keep using the services in non-digital ways, such as face to face, by phone and through intermediaries.

To help people access the internet, self help computers and wifi have been installed in the Reception at Forde House, Newton Abbot. If customers are unable to use a computer, or the internet, they will be offered help and support appropriate to their needs. Staff will be able to print our webpages to signpost residents to places where they can find computers, an internet connection, or even help and advice. Organisations such as Devon libraries and voluntary services, such as Citizens' Advice can also offer free access to computers and the internet.

Through our digital inclusion and assisted digital programmes, we will help more people to use online services. To persuade people to use our digital services, we need to improve the quality of online services to make them clearly preferable to the alternatives.

We also need to make people aware of the services that are available. A number of techniques can be used to raise awareness and encourage people to use digital channels. As we continue to roll out more online services we will consider which methods are most appropriate to the context of the service and the needs of our clients and customers.

Get Connected

Get online with Teignbridge: teignbridge.gov.uk/getonline

Equality issues

To better understand issues and support the organisational transition to digital services the council has taken into account a range of data and research findings from within the organisation and from other government departments and statistical bodies.

Our research so far has not identified any negative impacts in terms of gender, race, religion or belief, sexual orientation, or on carers. However, we have identified some possible issues and impacts with regards to communication, whether it is related to English not being a first language, illiteracy, or other communication difficulties relating to disability, culture and age.

There are also issues around an individual’s ownership of, or access to, technology, for example an individual may not be able to access, afford or use the internet because they do not own a computer, or don’t know how to use a computer, or the internet.

Age has been flagged up as a particular issue here, with the internet seen as more of a challenge to older users. There is also a suggestion that age, combined with other factors, such as low income, poor transport in rural communities and lack of broadband facilities makes it more difficult for some people to use online services. Whilst there is little difference in the rates of internet use between men and women in all age groups under 65 years of age, a higher proportion of men aged 65 and over are regular internet users.

Evidence suggests there is little difference in internet usage across ethnic groups, though some claimants may encounter problems accessing digital services because of language issues, whilst others may prefer face-to-face contact. Anyone who has language difficulty will still be able to access our services as they do now and translation services will continue to be offered where necessary.

Online services will generally use similar language used on the more traditional paper documents, so there would be no additional impact for those unable to read. In fact, online assistive tools can now read text aloud. Again, the nature of public sector, or charitable work, will mean that staff can help complete an online form, or explain a procedure, just as they currently do.

3. Environment impacts

The proposal indicates the following impacts on the environment.	<i>Please score</i> +3 ← 0 → -3
a. Natural environment (wildlife, landscape, trees)	+2
b. Built environment (townscape, design, archaeology, conservation)	0
c. Climate change (adaptation, mitigation)	+1
d. Resource use (land, energy, water, minerals)	+1

3a. Natural environment (wildlife, landscape, trees) +2

By reducing printing and disposal there will be less impact on the environment.

3c. Climate change (adaptation, mitigation) +1

By reducing printing and disposal there will be less impact on the environment.

3d. Resource use (land, energy, water, minerals) +1

By reducing printing and disposal

4. Value and financial impacts

The proposal indicates the following financial impacts.	Please score
	+3 ← 0 → -3
a. Jobs, or training opportunities	0
b. Business investment within the area	+1
c. Tourism	0
d. The supply, or quality of housing	0
e. Access to services and benefits	+1
f. Reduce cost, or increase income	+2
g. Increase capital receipts/funding	0

4b. Business investment within the area

Improved broadband coverage will allow more business to get online and promote their good and services. Upskilled residents through learning/access programmes at school/college will help business recruit skilled staff and create a larger online market.

4e. Access to services and benefits +1

By offering services digitally people can access information and services at times and in ways that are convenient to them.

4f. Reduce cost, or increase income +2

Reduced printing, storage and disposal costs. An online application is more efficient and cost-effective to run as customers will fill in forms, not staff.

5. Social impacts and duties

The proposal indicates the following social impacts.	%	Please score
		3 ← 0 → -3
a. Age Children (Under 16)	16.3%	0
Young (16-24)	9%	+1
Working age (25-59)	42.8%	+2
Older (60+)	32%	0
b. Women	48.4%	0
c. Men	51.6%	0
d. Transgender	0.01%	0
e. BAME (Black, Asian, minority ethnic)	3%	0
f. LGB (lesbian, gay, bisexual)	5%	0
g. Marriage and Civil Partnership	52%	0
h. Religion and belief (or none)		0
i. Disability	21%	-1
j. Pregnancy and Maternity		0
k. Rural	27%	-2
l. Economic Deprivation	21.8%	-1

* **Bold** = 'Protected characteristics'

Characteristics most affected by the proposal

1. Age
2. Disability
3. Low income (economic deprivation) – the ability to afford a computer, or mobile device
4. Rural location – a lack of broadband coverage, poor transport

5a. Age

Evidence shows that virtually all adults aged 16 to 34 years were recent internet users (99%), in contrast with 41% of adults aged 75 years and over. Young people will benefit more because they are already accustomed to using digital media. Working age couples will benefit from 24/7 digital access because of their busy lives.

Evidence suggests that this gap is closing, with recent internet use by retired adults increasing by almost 22% since 2011 to 61% in 2017. The 65 to 74 age group increased from 52% to 78% respectively. Increasing numbers see it as a way of expanding their ability to participate and we must be ready to meet their expectations.

Teignbridge population estimates suggest that 26% of the district is over 65 years old. This means that the retirement age population is already 8% ahead of England.

Some older customers have raised concerns about both access to technology and a lack of computer skills, or familiarity with the internet. It would also be fair to say that some older residents continue to embrace more traditional forms of communication.

Mitigation

We recognise that there will continue to be some residents who cannot use on-line services, however there are a number of remedies available to the older, less experienced user who is not online. As with all access issues, the nature of public sector, or charitable work will mean that staff can help complete an online form, or help explain a procedure, just as they currently do if asked to assist with completing a paper form.

For those unable to self-serve, staff will provide a service appropriate to the client's needs, whether it be advice over the telephone, in person at the council offices, or even a home visit if deemed necessary. Where appropriate, we will signpost customers to the most appropriate organisation, or channel for their needs.

There are a number of initiatives, specifically aimed at our older and inexperienced users. As of 2018 Teignbridge Council will provide a 'floor walking service' at Forde House. A team will be on hand to assist customers get on line, giving customers access to four self-help terminals, providing appropriate advice and support.

Teign Housing, the largest housing association in the area, supports its tenants by holding a weekly advice hub in Newton Abbot. Every Wednesday trained staff are on hand to help tenants surf the web, set up email and social media accounts, as well as assist with more complicated issues such as maximising benefits and setting up online banking.

5c. Men (predominantly) +1

Men are more likely to use the internet than women – so they will benefit more.

5i. Disability -1

Approximately 21% of Teignbridge residents have their activities limited by long term health issues, or disability. This is 3% higher than the national average and is likely to be a reflection of our older population, which is predicted to grow.

Internet use by disabled adults

In 2017 22% of disabled adults had never used the internet, but this is 3% fewer than in the previous year.

Of those disabled adults aged 16 to 24 years, 97.1% were recent internet users, compared with 99.5% who were not disabled. Of disabled adults aged 75 years and over, 34% were recent internet users, compared with 50% who were not disabled. Across all age groups, the proportion of adults who were recent internet users was lower for those that were disabled, compared with those that were not.

Some disabilities, depending on their nature and severity, will have little, or no impact on the customer's ability to access a service, whether it be online, or otherwise. However, some individuals may have issues accessing our services, particularly individuals with:

- A visual impairment, which could impact on the ability to understand, or complete forms easily and accurately
- Arthritis, which could affect an individual's ability to use a pen or computer
- Learning disability, which could impact on the ability to understand guidelines and use computers
- Dyslexia, or dyspraxia, which could impact on the ability to easily understand information

Online services will generally use similar language to that used on the more traditional paper documents, so there would be no additional impact by moving services online. In fact, some disabled customers welcome the internet as it is a means to their independence, particularly for those with mobility problems, who use it as their lifeline to the outside world. Additionally, online assistive tools can increase the font size of webpages and even read text aloud. Feedback suggests that issues for disabled customers are about making the internet easy to use, with the service provided being as accessible as possible and customised to meet their needs.

Mitigation

We recognise that there will continue to be some residents who cannot use on-line services, however there are a number of remedies available.

To mitigate the risk that some disabled people may not be able to access services online, alternative access routes will be offered. Where claimants have particular needs, or their claims are complex, processes will be put in place to identify this and where appropriate, they will be referred to an agent. This may include contact by phone, face to face at the council offices, or even a home visit where necessary.

The Forde House 'floor walking service' at Forde House will be on hand to assist customers get on line, giving customers access to self-help terminals, providing appropriate advice and support.

5k Rural Communities -1

Around 24% of Teignbridge residents live in rural towns with a populations of between 3,000 to 8,000 people. A further 16% live in smaller settlements, ranging from rural villages and hamlets to more isolated dwellings.

Poor transport links and lack of broadband in rural areas can make it more difficult for some people to use online services. When considering channel shift, there is a real issue that many Teignbridge residents don't yet have useable broadband, and in some areas, particularly Dartmoor, rurality means lack of mobile signal as well.

Mitigation

Teignbridge Council assisted internet accessibility through a £5,000 grant from the Welfare Support Fund enabling internet access in Moretonhampstead, Ipplepen, Buckfastleigh, Ashburton and Teignmouth. This helped provide internet access in the community.

For more information on broadband provision across the district see Appendix A.

5I. Economic deprivation -1

While there has been a rise in internet use, the poorest households remain much more likely to lack what is today considered a basic need and the gap does not seem to be narrowing. In practice, this means missing out on the many benefits that accompany internet use such as higher pupil attainment rates, claiming benefits online, an increased likelihood of securing a job and opportunities to save money on household bills through 'switching', or paying online.

Missing out on such opportunities is a huge disadvantage for anyone today, but particularly so for those on low incomes who are already disadvantaged.

Clearly it is impossible to access an online service without access to a computer, or the internet. However, access does not mean ownership and it is not necessary to purchase equipment to access a service. Many residents will be able to turn to friends, colleagues, or relatives to access digital equipment.

In September 2018 all access to welfare benefits will have to be online. Claimants will have to verify a personal account on the GOV.uk portal to register with the Department of Work and Pensions.

Mitigation

Increasingly, public bodies and charitable organisations are providing computer and internet access, for example, in libraries, community centres, charities, local authorities and places of worship. Many of these organisations provide additional support at no extra cost. There are also commercial providers, such as cafes and restaurants who offer free internet connection via wifi.

When dealing with customers who do not own a computer, staff can encourage client self-help by printing our 'Get Online' webpage to give clients. This page provides information about where to get online

teignbridge.gov.uk/getonline

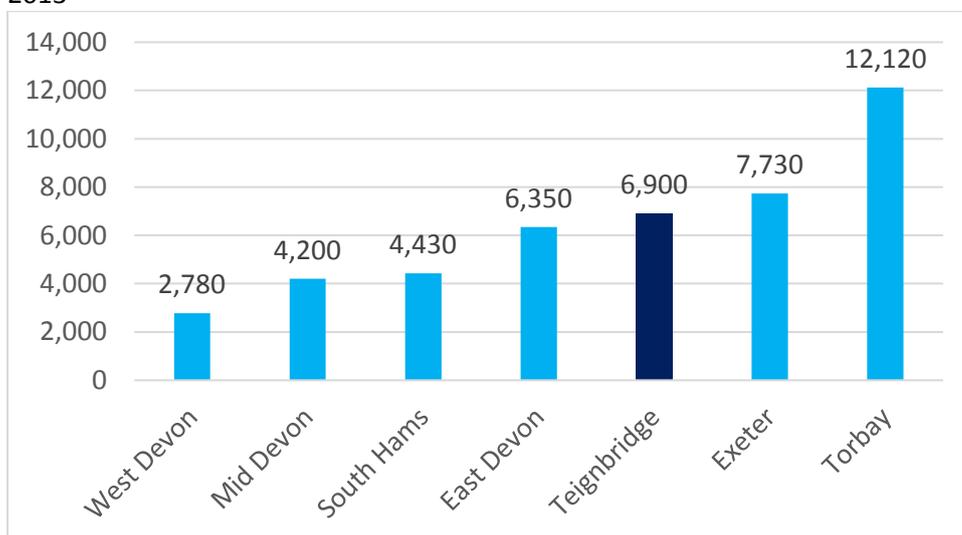
The Teign Housing, weekly advice hub in Newton Abbot will help their tenants on Wednesdays. Libraries can provide digital access and some, limited assistance in logging in... and signpost to other organisations for training. CAB are providing digital training to voluntary community groups specifically for Universal Credit.

Internet use by adults on a low income

Recent internet use by adults who were economically inactive, increased by 16% to 86% from 2011 to 2017.

Total number of recipients claiming both Housing Benefits and Council Tax Benefits in Teignbridge

2013



7. Summarise potential impacts and planned mitigations:

Have representatives of those likely to be affected by the proposal been consulted ?	No
Are there ongoing plans to monitor the impact of the proposals	Yes
Are there any relevant Human Rights considerations?	No

8. Duties

Under the Equality Act 2010 s.149 the Council must annually publish what actions we have taken in response to our three equality duties. This proposal contributes to the duties in the following ways:

a) The elimination of discrimination, harassment, victimisation and other prohibited conduct

We recognise that not everyone who uses government services is online, and that not everyone will be able to use digital services independently. The council has to ensure fair access to services for those who are entitled to them.

What we provide for people who aren't online will depend on the service and the needs of the user. Many people who are offline will keep using the services in non-digital ways, such as face to face, by phone and through intermediaries. In some cases, people may be offered help to use the digital channel.

We call this 'assisted digital'. This is an integral part of providing digital by default services. We will consider how we will provide this assistance to ensure those users who need this help receive a consistent service across the multiple services they use.

b] The advancement of equality of opportunity by:

Digital by default means digital services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded. We want those who are able to use our digital services to access information and services at times and in ways that are convenient to them, but that are more efficient and cost-effective to run.

c] The fostering of good relations between people by:

We will provide training for partnership agencies on how to complete online applications to further increase community based support. www.teignbridge.gov.uk/equalityduties

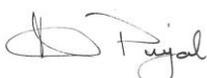
9. Managers' evaluation

<input checked="" type="checkbox"/>	No major change required
<input checked="" type="checkbox"/>	Adjustments have been made to better advance equality
<input checked="" type="checkbox"/>	Continue despite having identified some potential for adverse impacts.
<input checked="" type="checkbox"/>	Cease the proposal. It shows actual or potential unlawful discrimination.

10. Recommended actions

1. To make the online option the principal means of doing business and to move away from the more traditional methods, particularly online forms and payments
2. To promote computer access and the use of online services to those who have the potential to move to digital channels
3. To support those who cannot use computers, or the internet, making reasonable adjustments, depending on their needs

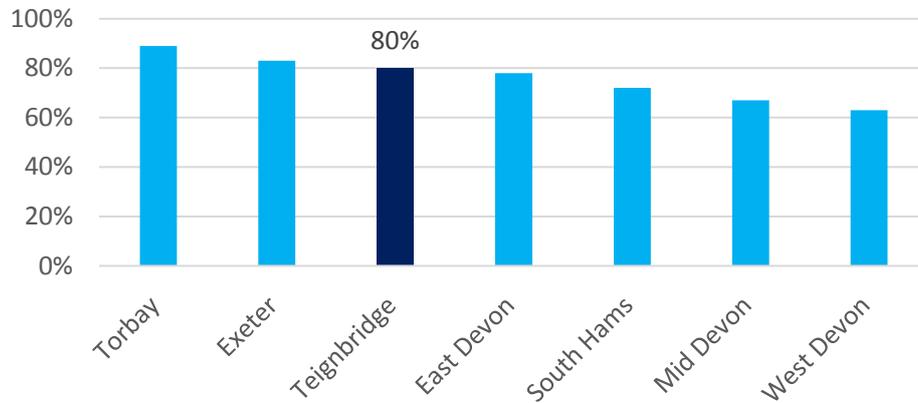
11. Sign off

		Business Manager		BID
		Amanda Pujol		Kay O'Flaherty
Signed			Signed	
Date		5 January 2017	Date	09 September 2017
Review date		April 2018	Review date	April 2018

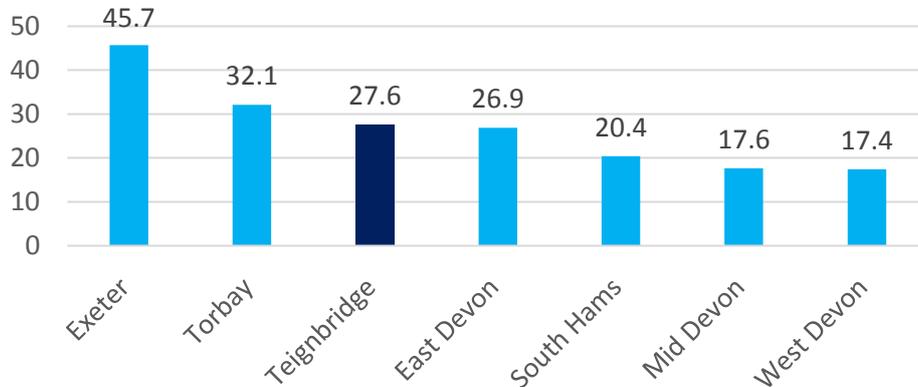
Appendix

Broadband

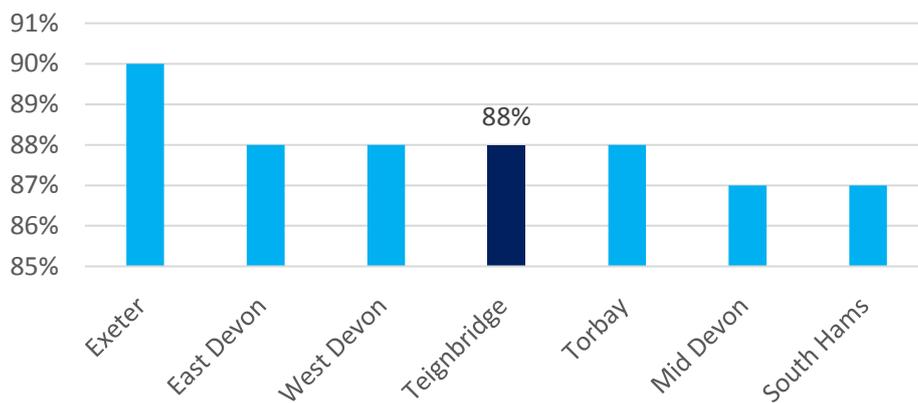
Percentage of addresses with superfast broadband availability (%) (2016)



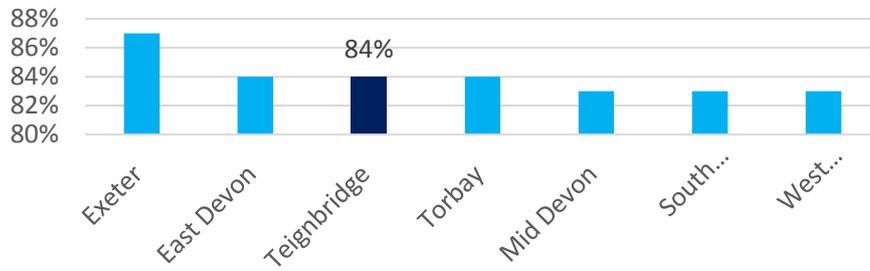
Average maximum broadband speed (Mbit/s) (2016)



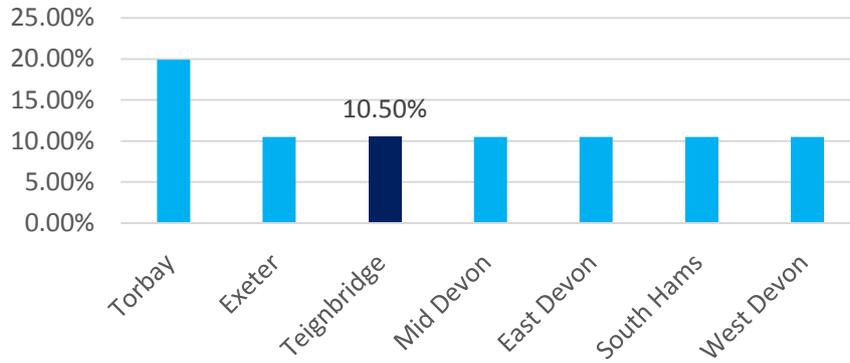
Percentage of people who said they could use a search engine to look for information online if asked to (%) (2016)



Percentage of people who said they could complete online application forms which include personal details if asked to (%) (2016)



Percentage of the adult population that had never used the internet (%) (2017)



[Source LG Inform, Ofcom, Ipsos Connect](#)

Internet use by age

Virtually all adults aged 16 to 34 years were recent internet users (99%), in contrast with 41% of adults aged 75 years and over.

Since the survey began in 2011, adults aged 75 years and over have consistently been the lowest users of the internet. In 2011, of adults aged 75 and over, 20% were recent internet users.

Of the 4.8 million adults who had never used the internet in 2017, just over half (2.6 million) were aged 75 years and over. This age group made up 9.6% of the population aged 16 years and over.

Adults aged 75 years and over had the highest rate of lapsed internet users at 7%, up from 5% in 2016. This suggests that, although more adults aged 75 years and over started using the internet, they are not necessarily continuing to use it.

The difference in recent internet use between men and women was larger in the oldest age groups. Recent internet use by men aged 65 to 74 years was 79% and by men aged 75 years and over was 47%. This compares with recent internet use by women in these age groups at 76% and 35% respectively.

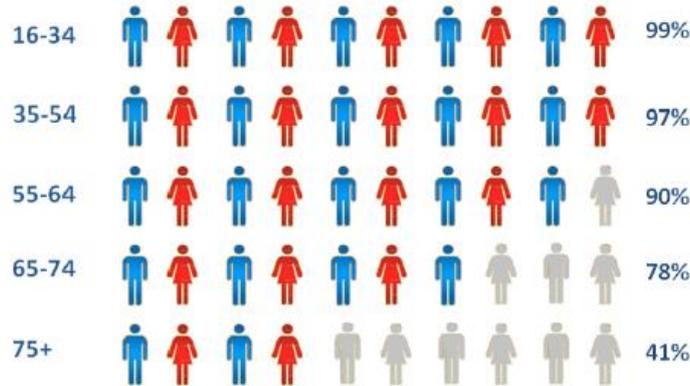
The largest increase in the number of recent internet users was in women aged 75 years and over, which trebled from 0.3 million in 2011 to just over 1 million in 2017.

Recent internet users by age group, UK, 2017



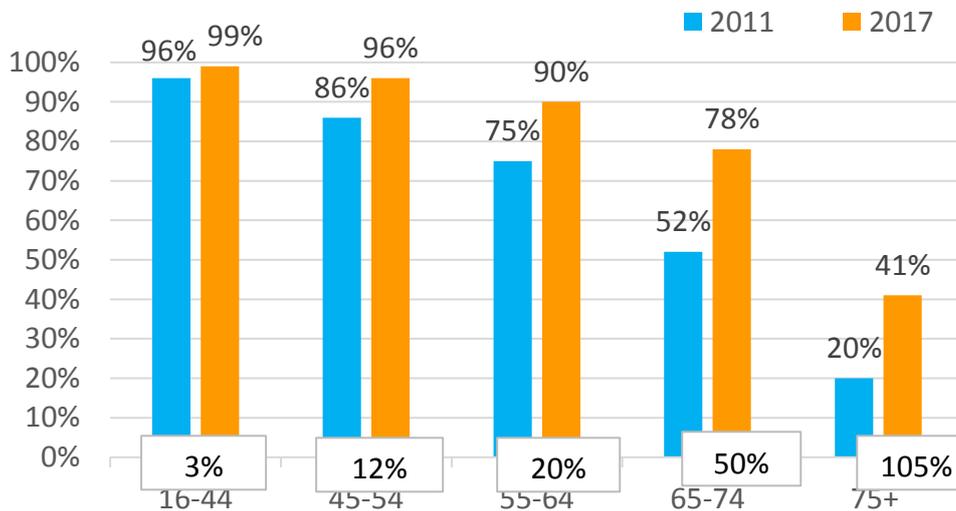
Almost 9 in 10 adults in the UK have recently used the internet (89%)

Almost all adults aged 16 – 54 years have recently used the internet ...



... but just 4 in 10 adults aged 75+ years have used the internet in the last 3 months

Recent internet use in 2011 and 2017 by age group, UK



% increase of internet use from 2011 to 2017, by age group

Age and gender

There is still a higher proportion of women who had never used the internet at 10.5% compared with men at 7.8%.

The gap between men and women who had recently used the internet has been closing in all age groups since 2011, with the percentage rising to 90% for men and 88% for women in 2017. This compared with 82% for men and 77% for women in 2011.

The difference in recent internet use between men and women was larger in the oldest age groups. Recent internet use by men aged 65 to 74 years was 79% and by men aged 75 years and over was 47%. This compares with recent internet use by women in these age groups at 76% and 35% respectively.

The largest increase in the number of recent internet users was in women aged 75 years and over, which trebled from 0.3 million in 2011 to just over 1 million in 2017.

Digital access

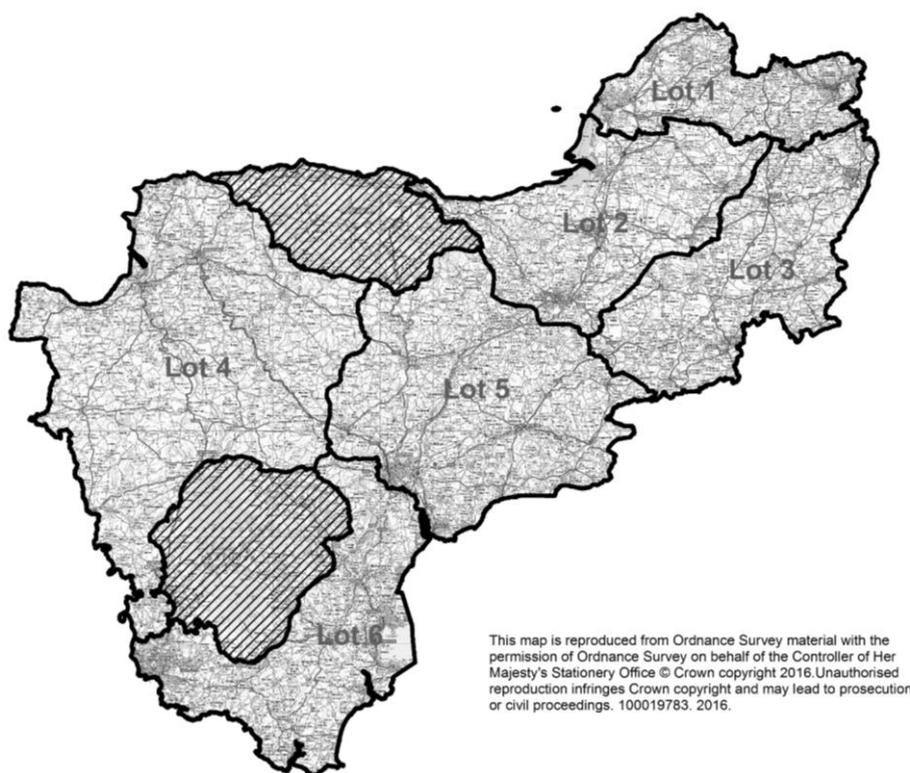
Connecting Devon and Somerset (CDS) has been set up to deliver next generation broadband infrastructure to areas where the market has failed to invest. CDS have created a new public-private partnership to address broadband coverage across hard to reach areas.

After being awarded State Aid approval from the EU in May, the agreed Phase Two intervention area has been divided up into six lots, to enable a more competitive tender process. The 6 lot areas are shown in the map below. The hashed areas represent the two regions covered by the separate national park contract with Airband Community Internet Ltd, with the roll out already underway.

As part of CDS' commitment to provide superfast broadband to residents, businesses and communities, they have signed contracts with broadband provider Gigaclear for Lots 2, 3, 5 & 6, the latter covering the Teignbridge area.

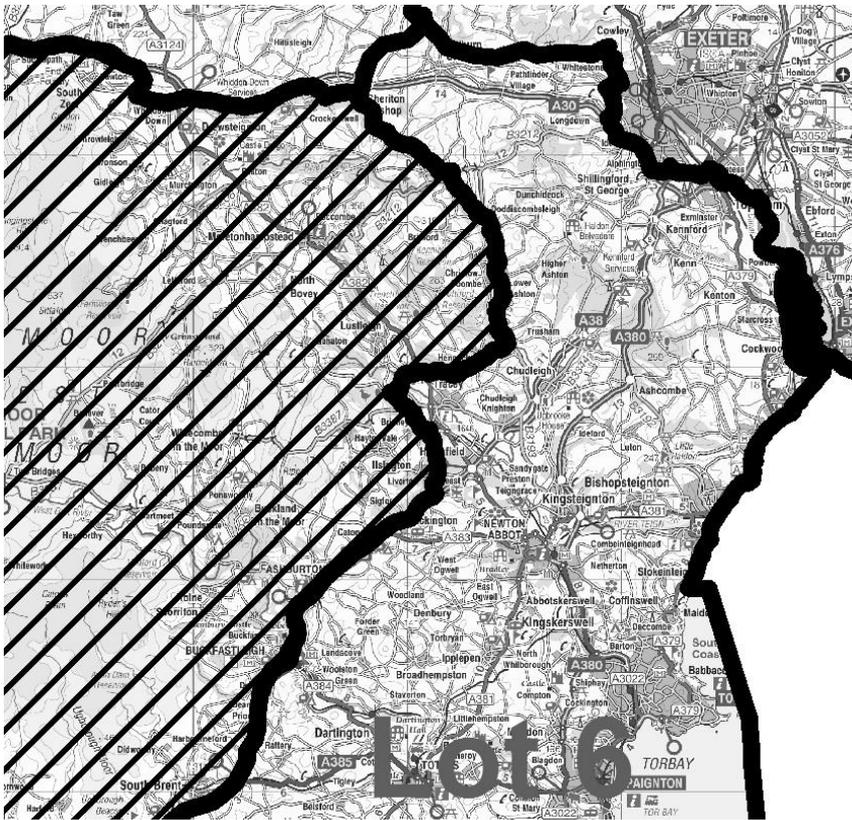
Combined, the Gigaclear contracts will deliver a £62.25m investment, bringing ultrafast services to an additional 35,225 of the hardest to reach homes and businesses across the region.

The broadband Phase Two intervention area has been divided up into six lots

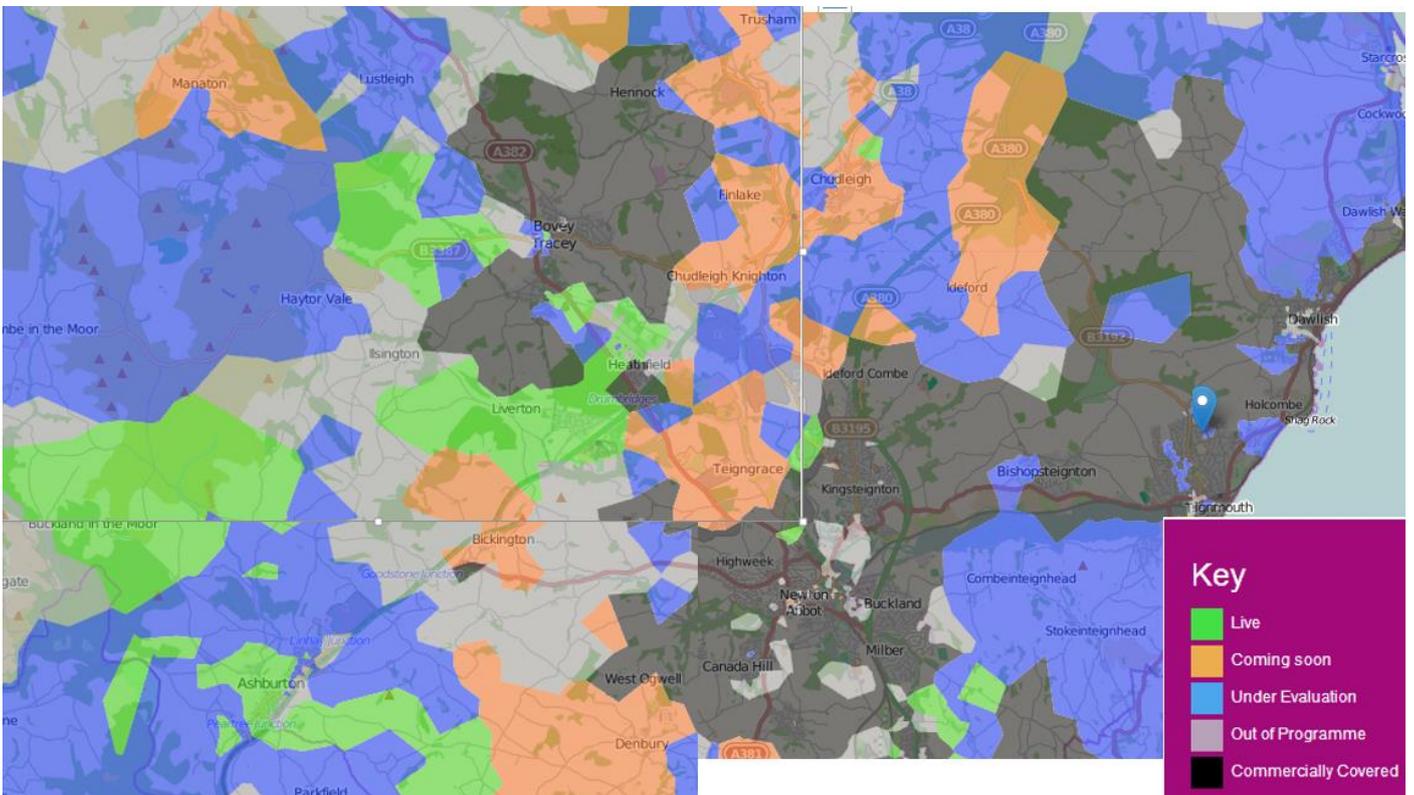


Internet use by adults in rural areas

Awaiting statistics from Connecting Devon and Somerset regarding broadband coverage of Teignbridge in 2017 [Connecting Devon and Somerset](#)

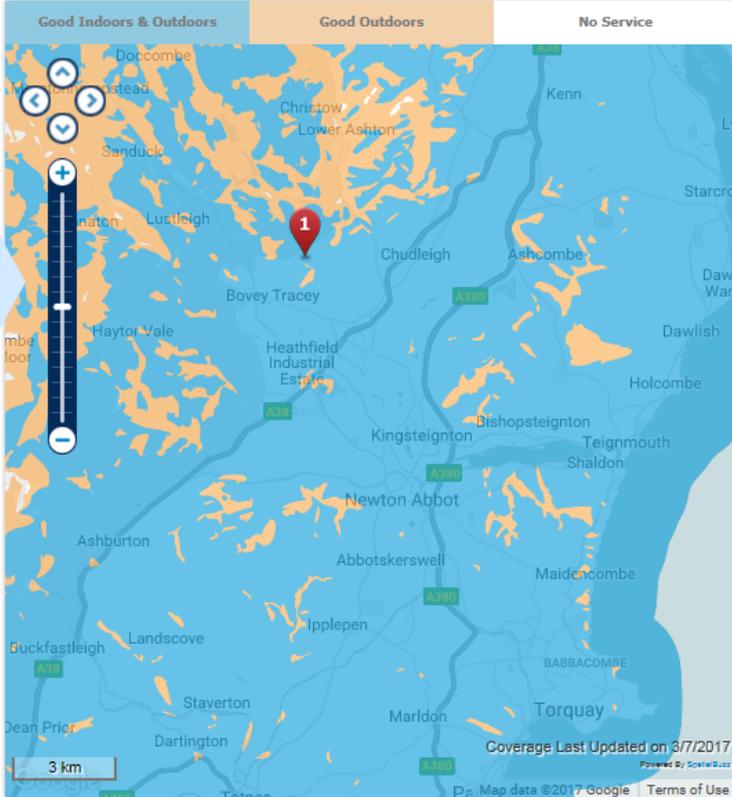


Broadband connectivity in Teignbridge 2014 Awaiting update from Connecting Devon and Somerset
[Connecting Devon and Somerset](#)



Mobile connectivity in Teignbridge

2G coverage - voice, text and email, making calls, sending texts, using email on your phone.



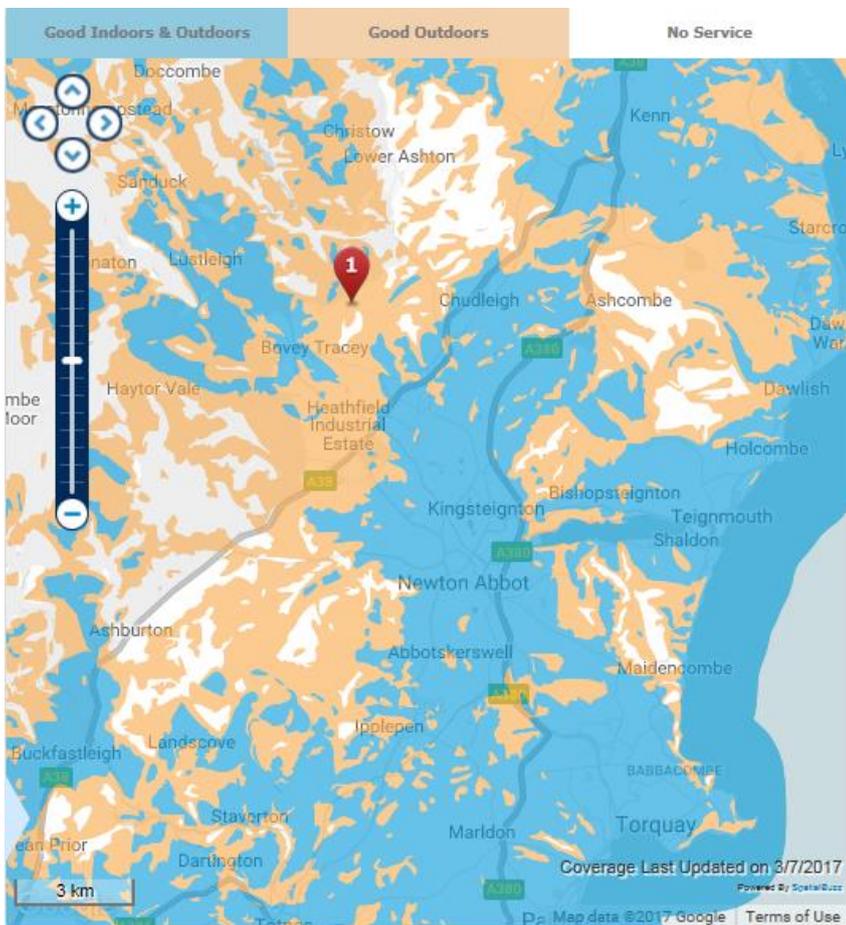
3G coverage

Mobile internet and voice - this frequency works on most phones and is good for fast networking on smartphones, dongles and tablets.



4G coverage - Mobile Internet - Seamless connectivity and mobile internet

<http://www.tescomobile.com/about-us/coverage-checker>



Government Digital Inclusion Strategy

<https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy>

<https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2017>

Government Digital Strategy: December 2013

<https://www.gov.uk/government/publications/government-digital-strategy/government-digital-strategy>

Internet users in the UK Statistical bulletins : Office of National Statistics

<https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/previousReleases>



Public Notice and Annual Forward Plan

- 1 This is an Annual Forward Plan 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 01626 215112 or email comsec@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 9.00 am to 4.00 pm on Monday to 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 January 2019

(R) indicates 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
Final financial plan proposals 2019/20 to 2021/22 – to consider Teignbridge’s final budget proposals for the next three years (R)	07/02/2019	No		Report of Martin Flitcroft - Chief Finance Officer. Contact 01626 215246	30/01/2019
Councillors Community Fund	07/02/2019	No		Report of the Portfolio Holder for Community Neighbourhoods – Contact Gary Powell 01626 215895	30/01/2019
Local Plan Review and Local Development Scheme	07/02/2019	No		Report of Michelle Luscombe Principal Policy Planner – Contact 01626 215754	30/01/2019
Staplehill Road, Forches Cross, Newton Abbot	07/02/2019	Part		Report of Donna Best Estates & Development Manager – Contact 01626 265467	30/01/2019
Council’s Tenancy Strategy	05/03/2019	No		Report of James Toler – Housing Strategy Officer Contact 01626 215313	25/02/2019
Proposed Chargeable Neighbourhood Planning Service for Non-Statutory Functions	02/04/2019	No		Report of David Kiernan – Neighbourhood Planning Officer Contact 01626 215758	25/03/2019

Restructure Proposals	TBC	No		Report of Phil Shears – Managing Director Contact: 01626 215	TBC
Affordable Housing Supplementary Planning Document and Starter Homes	TBC	No		Report of Simon Thornley – Business Manager, Spatial Planning Contact: 01626 215706	TBC
Teignbridge Car Park Plan – draft for consultation	TBC	No		Report of Neil Blaney – Economy Manager. Contact: 01626 215233	TBC
Leisure Strategy	TBC	No		Report of Lorraine Montgomery – Interim Head of Operations James Teed Contact: 01626 215852	TBC
Teignmouth Regeneration	TBC	No		Report of Interim Head of Commercial Services Contact: 01626 215828	TBC
08					
Dawlish Warren Habitat Mitigation	TBC	No		Report of Fergus Pate - Principal Delivery Officer – Contact 01626 215466	TBC

OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2018 – 2019

Standing Items
Strata Joint Executive Minutes

28 January 2019		Lead Officer / Next Steps
Overview		
The Community Safety Partnership	Report	Rebecca Hewitt 215873
Connecting Devon and Somerset	Presentation from the CDS	Request of Cllr Bullivant
Councillors Community Fund	Report. Recommendation to Executive 7 February 2019	Kay O'Flaherty

4 February 2019		(CL meeting afterwards)	Lead Officer / Next Steps
Digital Strategy	Report		Amanda Pujol and Kay O'Flaherty
Budget	Report		Martin Flitcroft

4 March 2019		Lead Officer / Next Steps
Overview		
T10 programme overviews: -Clean scene -Zero heroes	Presentations	Chris Braines David Eaton 215164
Tenancy Strategy	Report. Recommendation to Executive 5 March	James Toler 215313
Housing Affordability in Teignbridge	Report. For information to support the Tenancy Strategy	Graham Davey 215412
Electric and low emission vehicle policy	Report	David Eaton 215164 Request of Cllr Golder
Scrutiny		
Council Strategy Performance Monitoring Reports Q3	Report	Eve Bates 215345

8 April 2019	Report	Lead Officer / Next Steps

Items to be scheduled

Update on Universal Credit	DWP Partnership Manager, Lee Tozer (Presentation) to report on how things are progressing after the roll out	Tracey Hooper/Lee Tozer
Affordable Housing Supplementary Planning Document and Starter Homes	Report	Simon Thornley – Business Manager, Spatial Planning
Teignbridge Car Park Plan – draft for consultation	Report of the Review Group	Neil Blaney – Economy Manager

Leisure Strategy	Report	Lorraine Montgomery – Interim Head of Operations James Teed
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Past Meeting items

8 May 2018	Report	Lead Officer / Next Steps
Joint Chair of the Devon Learning Disability Partnership Board and Senior Commissioning Officer Disabilities	Presentation on Citizenship	Robert Hawken and Sophie Holmes

4 June 2018	Report	Lead Officer / Next Steps
Update on the Council's Response to Single Use Plastics	Presentation	David Eaton and Elizabeth Burston

2 July 2018	Report	Lead Officer / Next Steps
T10 – Out and about and active. Health at the heart. Strong communities.	PH's in attendance: Cllrs Bullivant, Goodey and Russell	Lorraine Montgomery - Paul Nicholls and James Teed
Performance Monitoring – Year End 2017-18		Liz Gingell

10 September 2018		Lead Officer / Next Steps
Overview		
T10 programme overviews: -A roof over our heads -Great places to live and work	Presentations	Amanda Pujol Nick Davies
CAB Teignbridge	Presentation	Request from Cllr Ford Vincent Wilson from CAB
Council's Lotteries	Presentation	Aylesbury Vale District Council (Nigel Ashton) Phil and Martin's request (Gary Powell)
Teignbridge Economic Development Plan	Report Referral to Executive 2/10/18	Neil Blaney
Scrutiny		
Call in PH decision 12- 2018 - Site Inspection Procedure	Report PH Cllr Clemens in attendance	Justin Price-Jones Nick Davies Trish Corns
Call in PH decision 11-2018 - RSPB site	Confidential Report PH Cllr Clemens in attendance	Nick Davies

15 October 2018	(CL meeting beforehand)	Lead Officer / Next Steps
Overview		
Update on changes in Housing Enforcement <ul style="list-style-type: none"> • Introduction of Minimum Energy Standards • Banning orders and rogue landlords database • Extension of HMO licensing 	Report	Alison Dolley
Scrutiny		
Performance Monitoring – Q1 data (include the update on HR)	Report	Performance Monitoring – Q1 data (Tim Slater - HR)

19 November 2018	(CL meeting beforehand)	Lead Officer / Next Steps
Overview		
T10 programme overviews: -Going to town -Investing in prosperity -Moving up a gear	Presentations	Neil Blaney Donna Best Fergus Pate
Travellers on unauthorised land	Report	Request from Cllr G Hook (Marie Downey (Graham Davey))
Homeless Reduction Act Update	Presentation	Tony Mansour
Homelessness Strategy – Action Plan update	Presentation	Tony Mansour
Teignbridge Asset Strategy	Report	Donna Best
Scrutiny		
Performance Monitoring – Q2 data	Report	Eve Bates
Call in PH decision 11-2018 - RSPB site	Confidential Report PH Cllr Clemens in attendance	Rosalyn Eastman
Call in Executive 30 October 2018	Executive Report	David Eaton

14 January 2019	(CL meeting afterwards)	Lead Officer / Next Steps
Overview		
Budget consultation	Report	Martin Flitcroft

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**PROPOSAL FORM
FOR ITEMS FOR CONSIDERATION BY
OVERVIEW & SCRUTINY**

Submitted by:

Item for Consideration:

Expected outcome ie. new policy, new action, new partnership, review and/or scrutinise the performance of other public bodies or of the Council in relation to its policy objectives, performance targets and/or particular service areas:

Priority for matter to be considered:

- High (up to 3 months) Medium (3-9 months) Low (over 9 months)

Basis on which priority has been set

The suggested item should be included in future programme(s) because: (please tick as appropriate)

- (a) It is a district level function over which the district has some control
- (b) It is a recently introduced policy, service area of activity which would be timely to review
- (c) It is a policy which has been running for sometime and is due for review
- (d) It is a major proposal for change
- (e) It is an issue raised via complaints received
- (f) It is an area of public concern
- (g) It is an area of poor performance
- (h) It would be of benefit to residents of the district
- (i) Which of the Council's objectives does the issue address:
.....

(j) Is there a deadline for the Council to make a decision? (If so, when and why?)

Members are requested to provide information on the following:-

(k) What do you wish to achieve from the review?
.....

(l) Are the desired outcomes likely to be achievable?
.....

(m) Will it change/increase efficiency and cost effectiveness?

Additional information – an explanatory sentence or paragraph to be provided below to support each box which has been ticked.